



ENVIRONMENT



DEVELOPMENT














SOCIETY

CORPORATE  
SOCIAL  
RESPONSIBILITY  
REPORT

**2015**



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**ROAD SAFETY**

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

4-digit emergency telephone number  
**1075**

24-hour Motorway Traffic Management Center

24h 24-hour road safety patrols

SOS Emergency (SOS) phones located along the motorway

INVESTED IN AWARENESS CAMPAIGNS  
**€ 5.100**

Average Response Time Per Incident Type  
**14,7'**  
*(Dec 2014 - Nov 2015)*

**1.134,87** ROAD MAINTENANCE  
WORK HOURS

**724,23** INVESTED IN ROAD INFRASTRUCTURE INSPECTIONS  
HOURS

**CARING FOR THE ENVIRONMENT**

Environmental Management System certified in accordance with ISO 14001:2004

**€185.083** invested in Environmental protection and Health & Safety

Ongoing action to protect biodiversity

**QUALITY IN SERVICES**

Quality Management System certified in accordance with ISO 9001:2008

**1** DEDICATED CUSTOMER SERVICE AND CUSTOMER CARE CALL CENTER

OPINION SURVEYS

CUSTOMER CALL SERVICE

EMAIL CUSTOMER SERVICE

INFORMATION LEAFLETS

**3** METHODS OF TOLL PAYMENT

**HUMAN RESOURCES**

**127** EMPLOYEES

**49%** WOMEN  
**56%** YOUNG PEOPLE 26-35 YEARS

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

**75%** Very high levels of employee engagement

Adoption of the international methodology of Development Centres

**11,8%** of employees attended at least 1 training

**580** training hours

**286** training hours on Health & Safety

**COOPERATION WITH LOCAL COMMUNITIES AND SOCIAL CONTRIBUTION**

**32%** of our suppliers are local

Welfare and Social Solidarity Actions:  
**€8.000**  
Initiatives to support education:  
**€4.500**

In Kind Donations:  
Free pass to people with disabilities  
**22.080** passes



INVESTMENT  
**€ 28.977,48**

Annual contribution to social development "Social Product"  
**€128.530.910**

**BUSINESS**

**0**

**INCIDENTS OF** non compliance with regulations on health and safety of users

non compliance with regulations on signage on motorways

non compliance with principles of responsible communication - or corruption

Member of the non-profit organisation "HELLASTRON" for road transport

## Message from the CEO



The 1st Corporate Sustainability Report of Kentriki Odos, is a proud achievement and the proof that we are committed in safeguarding trips with safety.

Speaking on behalf of all of us in Kentriki Odos, it is an understatement to declare we are proud and excited of our achievements.

We are proud that that we have reached the maturity level that allows us to share with you our sustainability journey so far. We are excited, as this report is a recognition of the people that work behind the scenes to offer safe and fast transportation and safeguard road safety.

But beyond that, I am optimistic for what the future holds.

In 2015 and in the years before that, we were working non stop-but silently, we were working in a strategic way but kept a low profile.

We are now raising our voice, mainly for 2 reasons:

We are proud of our people who have believed in our vision and work hard 24/7, 365 days a year to make Kentriki Odos a great company to work for and with. We want to contribute to the advancement of best practices in our sector. We recognise that this is feasible by speaking about corporate responsibility in a concise, structured manner, following and abiding to international standards.

Our first report aims to clearly showcase the company's strategy for issues related to Corporate Responsibility. Our priority therefore is to retain momentum and continue to actively engage with our stakeholders and to create value across our value chain by improving:

- > our performance on the identified material aspects
- > our internal systems and strategic approach on sustainability

We aspire our sustainability report to become the platform for effective stakeholder engagement, communication and record of our hard work and commitment towards our goal of environmentally friendly and socially conscious development.

It is my strong belief and great hope, that you will continue to support us while we strengthen our corporate sustainability and initiatives.

Thank you

Stelios Pentheroudakis

## In 2015 we continued to:

- **Implement** specialized interventions in our infrastructure
- **Offer** traffic monitoring services and incident and accident management
- **Contribute** to the modernization of regulations on road safety
- **Invest** in equipment and new technology services for information, warning and guidance
- **Apply** up to date road infrastructure management methods
- **Focus** our actions on young people

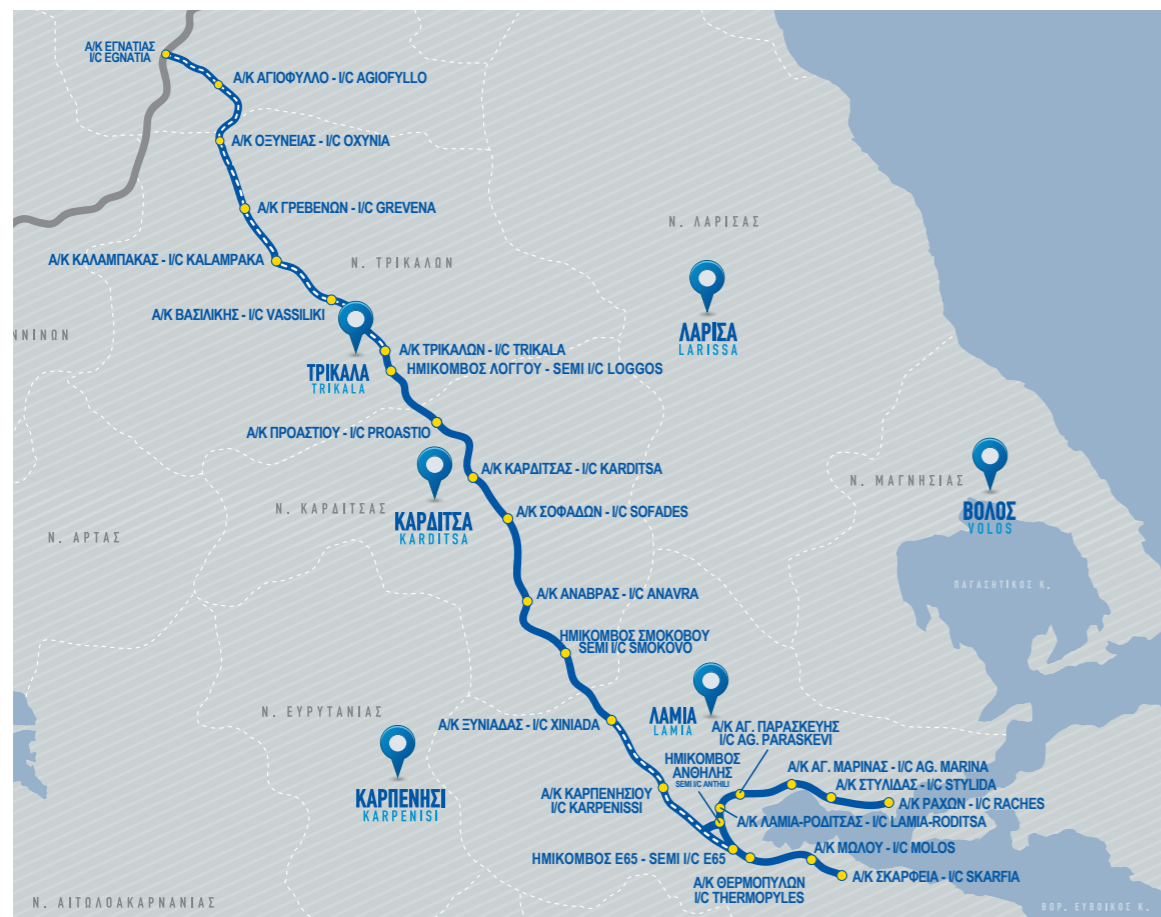
# Who we are

2



The Motorway of Central Greece SA Concession Company (Kentriki Odos) was established in 2009 and is the company that has undertaken the study, design, construction, operation, exploitation and maintenance of "Central Greece Motorway/ "Aftokinitodromos Kentrikis Ellados S.A. - E65" Concession Project.

This project acts as a catalyst for the development of the national economic and the enhances the quality of life while safeguarding environmental protection. With a total budget of almost € 1,4 billion, the project provides high quality services and thus ensures Greek citizens a safe and fast travel.



## The Project

The project is of strategic importance to the development of the region and the whole country, entirely constructed on new alignment and it connects Eastern with Western Greece. Upon completion, it will connect Central Greece with Trans-European Networks, Igoumenitsa and Volos ports and it will complete the transportation system at regional and local level.

Kentriki Odos major technical characteristics are the following:

**15** INTERCHANGES

**6** Motorway Service Stations

**3** Fire and Traffic Stations

**7** TUNNELS  
of a total length of 19.285 m

**146** BRIDGES  
Overpasses/Underpasses

**88** Fauna crossings

With a total length of 247,5 km, this project is of strategic importance for the development of the country and its purpose is:

- To construct Aftokinitodromos Kentrikis Ellados (E65), from PATHE semi-I/C near Thermopiles I/C, to Egnatia I/C near Grevena area (total length of 190,05 km)
- To manage and maintain PATHE section from Skarfia to Raches (total length of 57 km).

The construction of the motorway section from Skarfia to Raches has resolved the major problem of road safety at Petalo of Maliakos. Now, all users can drive on a modern motorway of high standards, with two traffic lanes per direction, an Emergency Lane (LEA), three twin-branch tunnels, five viaducts and high-quality infrastructure.

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

- ▶ **The study:**  
the preparation of all the necessary studies (environmental, road-construction, geotechnical etc.)
- ▶ **The design and construction:**  
of all new sections (from Lamia to Egnatia)
- ▶ **The operation:**  
control and traffic monitoring, emergency event management, routine tasks (i.e. road cleaning)
- ▶ **The maintenance:**  
of the premises, motorway, relevant equipment, vehicles
- ▶ **The management:**  
Collection of tolls and management of motorway service stations

### Our mission

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

## Our values

- ▶ **Efficiency and effectiveness:**
  - We work daily toward a goal of development, balancing risks with opportunities.
  - We strive for innovation and the continuous improvement of our performance.
  - We optimize the use of our resources, providing value to shareholders.
- ▶ **Responsibility:**
  - We work in the interest of public well-being and environmental protection.
  - We are fully committed to meeting our responsibilities towards our customers.
  - We encourage our people to take on responsibilities to further our organization's success.
- ▶ **The strength of our people:**
  - We acknowledge effort, recognize talents and support their development.
  - We operate as a team, united with common goals.
  - We appreciate different viewpoints and support constructive arguments as a means of effective cooperation.
  - We respect, care about and support our team members.
- ▶ **Integrity:**
  - We focus on building and maintaining bonds of trust with our customers and partners.
  - We encourage sincere cooperation and communication with all our partners.
  - We operate in a fair and transparent way, with a focus on business ethics.

### Our vision

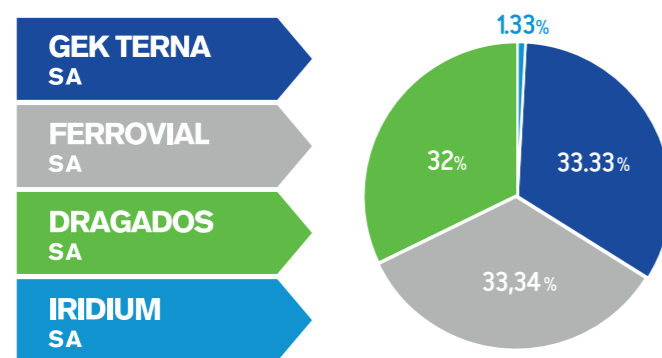
We are determined to change the map of Greece and set the standards for our sector. We create value for the country, the local communities and our shareholders, using as main vehicle our people's commitment, expertise and knowledge.

## Shareholders line-up

Our shareholder line-up allows us to combine international experience with utter expertise and knowledge of Greek reality. The presence of one of the major Greek construction groups, the GEK TERNA Group in conjunction with the international expertise of the Spanish groups Ferronial and ACS, provide to Kentriki Odos an undisputed precedence required for the construction, operation and maintenance of a modern and safe motorway.

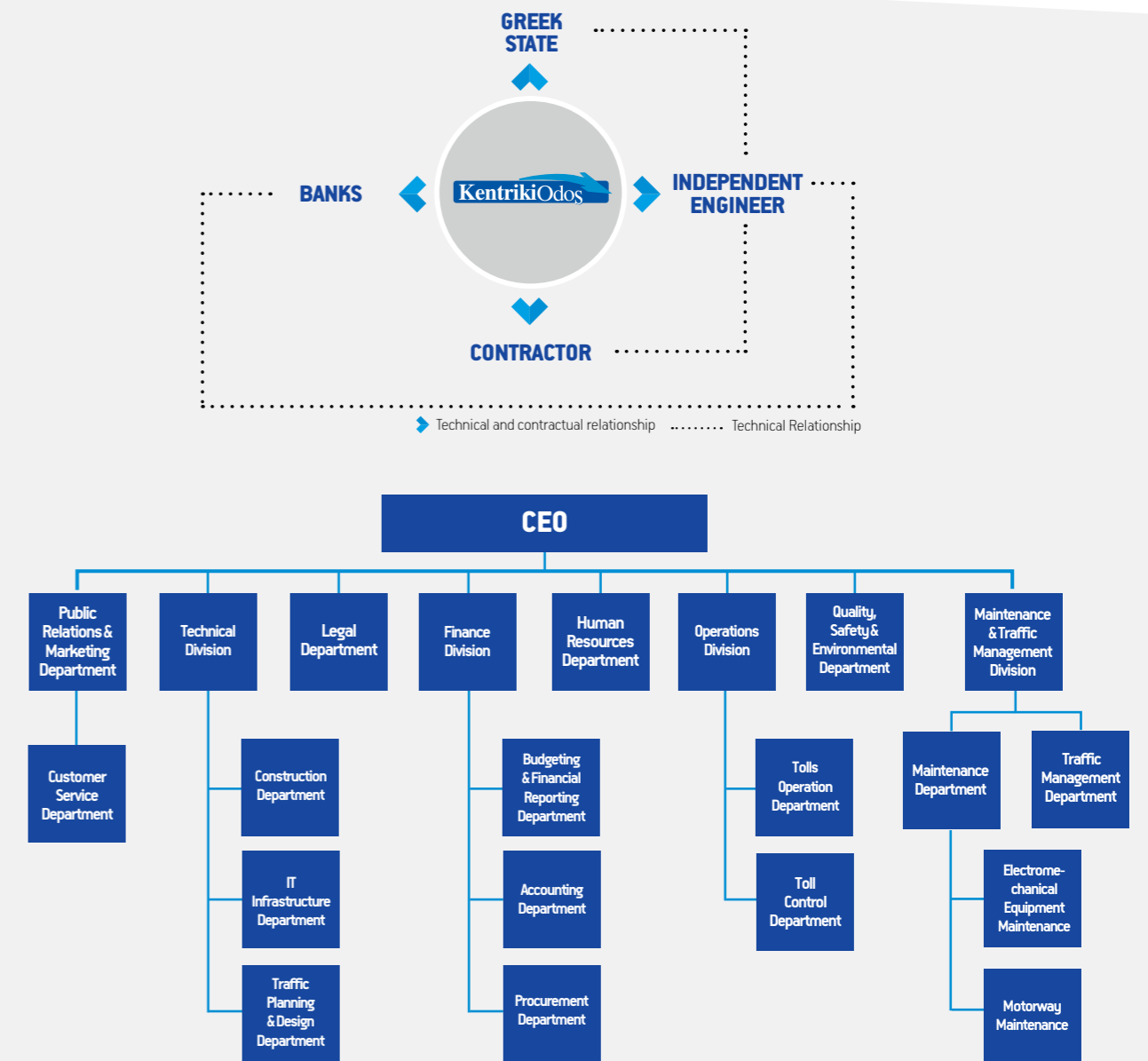
The following graph shows in detail the shareholders line-up as on 31 December 2015.

### Shareholder line-up of Kentriki Odos



## Organizational structure

The organizational structure of the company serves its orderly and efficient operation due to its distinct limits, the clarity in roles and responsibilities. This structure enhances the collective efforts and it promotes responsible entrepreneurship and the legitimate interests of our shareholders. By means of this structure we effectively serve our corporate vision, strategy and principles.



ORGANISATIONAL STRUCTURE OF PROJECT

## Financial Performance

The financial report of the company was prepared in accordance with Greek GAAP.

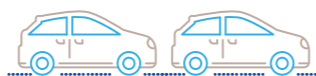
Financial information (in thousand €)	2015
Net Sales	121.102,95
Other operating income	0,00
Revenue from financial investments	80,33
Total income	121.183,28
Operating cost	118.865,40
Employee salaries and benefits	2.350,80
Payments to providers of capital	13.031,34
Net profit/ (loss) before taxes	2.326,53
Net profit/ (loss) after taxes	153,64
Net profit/ (loss) per share (in €)	0,00
Total payments to state bodies (taxes paid)(in €)	5.456,25
Company investments	108.124,08
Total capitalization	484.083,22
Total equity	97.433,88
Total Liabilities	413.829,40
Total assets (in million €)	511.766,40

Net sales (in th. €)	2015 (December 31st)
Exploitation segment of Central Greece Motorway	8.129.936,14
Construction of Central Greece Motorway	112.973.018,84
Total	121.102.954,98

### TOTAL PASSES FOR 2015:

6.989.071



As far as climate change effects on our business activity are concerned, no significant risks nor opportunities have been observed.

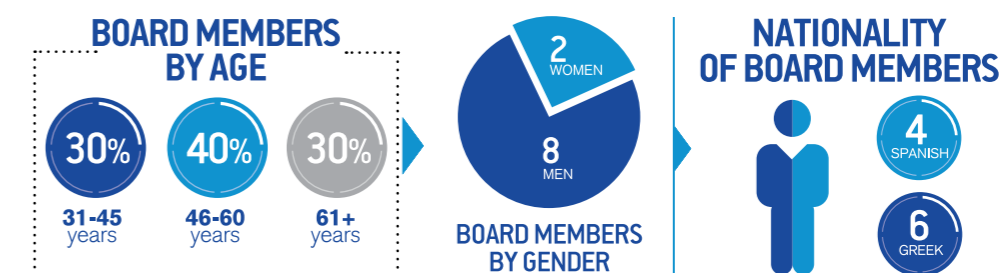
## Corporate Governance

As the main features of our corporate identity, absolute transparency and accountability serve at the same time the vision of sustainable development. At Kentriki Odos, responsible governance reflects the corporate strategy principles, creating value for employees, shareholders and society as a whole.

### In 2015, the Board of Directors of Kentriki Odos consisted of the following ten members:

- Emmanouil Moustakas – BoD Chairman, (Non-executive Member)
- Andres Sacristan Martin – Vice-Chairman, (Non-executive Member)
- Emmanouil Vrailas – CEO, (Executive Member)
- Antonio de la Llama – Member, (Non-executive Member)
- Juan Ramon Perez – Member, (Non-executive Member)
- Sofia Dimitrakopoulou – Member, (Non-executive Member)
- Maria Isabel Hernandez – Member, (Non-executive Member)
- Vasileios Delikaterinis – Member, (Non-executive Member)
- Alexandros Iosif Aligizakis – Member, (Non-executive Member)
- Christos Zaribas - Member, (Non-executive Member)

Executive members are considered those members that are entrusted with daily management responsibilities of the company, while the non-executive members those that promote company's issues. During 2015, no significant changes in the composition and responsibilities of Board of Directors' members were noted.



## The importance of Compliance

Having as a key driver the Greek and European legislation and our business ethics, we fully comply with the formal proceedings, the environmental legislation and all new regulations concerning the company's operation. Wherever feasible, the company works to implement best practices that are consistent with its vision and values.

Systematic audits and analysis of the legal and other requirements related to the company core business are conducted at least once every six months. The successful compliance with all the procedures for 2015 led to no sanctions concerning the violation of environmental laws or other regulations.

There were no incidents of non-compliance with statutory requirements regarding users' safety and signage on motorways. In addition, there were no incidents of non-compliance with regulations on communication, marketing, advertising or sponsorship issues. It is also worth noting that in 2015, no incident of corruption was observed in the company and we did not cease our cooperation with any of our partners due to breaches pertinent to corruption.

Even if Kentriki Odos has not yet developed a comprehensive Code of Ethics for its suppliers, its policies are always communicated to its partners. In order to seal cooperation with any contractors, contractors need to formally comply with the environmental protection terms, to adopt necessary preventive measures and to demonstrate their relevant certifications and licenses.

Especially in operation and maintenance projects, the key subcontractors are subjected to regular audits as part of the company's planned environmental inspections, as well as according to the ISO 14001: 2004 system. During 2015, no significant negative environmental performance had been observed from their side. In 2015, new suppliers were not audited as to their compliance with the environmental criteria.

**Kentriki Odos monitors closely and implements fully the environmental legislation, the legal requirements and all new regulations concerning its operation.**

## Strategic approach

The technically correct, accurate and effective construction of the concession project has been our goal. For this reason, **Kentriki Odos has developed and implemented a Quality Management System certified by the internationally renowned organization Bureau Veritas, in accordance with the principles of ISO 9001: 2008.** The system sets objective and measurable goals that are achieved through the implementation of specific processes during the construction and operation of the project. The Independent Engineer, the constructor and any subcontractor involved in the project are bound to comply with and implement the highest quality standards in accordance with the Concession Agreement and its relevant documents.

In 2015, Kentriki Odos was **certified for the first time** in accordance with **ISO 39001: 2012**, the standard that assesses the **Road Safety Management System**. This standard covers all the aspects related to road safety, including speed, condition of the vehicle fleet, and education - awareness of the driver. The standard aims to improve the company's performance in the field of road safety through the reduction of road accidents and related impacts on human health and environment. The certification by the prestigious accreditation body TUV HELLAS lends credibility and enhances users' confidence in the company.



## Promoting Road Safety

The development of an integrated legal and regulatory framework for road safety in our country requires the involvement and mobilization of different actors. To this end, in 2015 Kentriki Odos participated as a keynote speaker at the 6th National Conference on Road Safety organized by the Hellenic Institute of Transportation and the National Technical University. At the conference, the actions and scientific study on the "Use and development of modern recording tools of traffic accidents on PATHE motorway" were formally presented. In February 2015, the company also participated in a technical seminar organized by the European Road Federation.

Kentriki Odos is actively involved in the organization "GREEK INFRASTRUCTURE and TOLL ROADS", operating under distinctive name "HELLASTRON" (HELLENIC ASSOCIATION of TOLL ROAD NETWORK). The organization was founded in late 2014 with the participation of all modern motorways and toll infrastructures operating in Greece with the mission to contribute to the continuous improvement of both infrastructure and corporate practices.

HELLASTRON was created with the aim to promote road transport in Greece.

The new entity aims to:

- The continuous improvement of the road infrastructures and the services provided to the users
- The promotion of road safety
- The promotion of research on transport issues through partnerships with relevant Organizations and Institutes in Greece and abroad
- The development of the science of construction and management of road infrastructures
- The development of skilled and informed personnel and the exchange of relevant know-how
- The exchange of relevant expertise and best practices with appropriate international associations
- The international promotion of Greece as road transportation hub due to its geographic and economic position

## Corporate Responsibility

### Our approach

We strongly believe that the operation and activity of every responsible business entity should be based on the principles and practices that promote responsible business behavior.

Therefore, the policies that contribute to social stability and prosperity, to business innovation and environmental protection define the way we operate. The strategic development of such policies and their practical application are part of our daily operation.

The parameters that constitute for us Corporate Responsibility were identified through a structured process that allowed us to design an integrated Corporate Responsibility strategy. This strategy supports, enhances and guides the decisions we make, our actions and our business conduct.

For the design and development of our Corporate Responsibility strategy, we relied on internationally recognized methodologies. Through a well-managed process, we defined the five pillars that form our company's strategy:

1. Road Safety
2. Quality of Service
3. Human Resources
4. Environment
5. Cooperation with Local Communities and Social Contribution

These pillars constitute the foundation for a comprehensive action plan with concrete milestones, performance indicators and targets.



## Material Issues

Guided by the Corporate Responsibility pillars, we respond to the issues that concern our stakeholders. Our goal is to limit the negative effects stemming from the operation of our company and capitalize on opportunities that emerge in the future.

Our approach is still young, and therefore it is important, especially at this point, to be flexible, to evolve and enhanced it. In this way we will be able to capture and incorporate new issues as they arise and deepen on existing ones when and if it is deemed necessary.

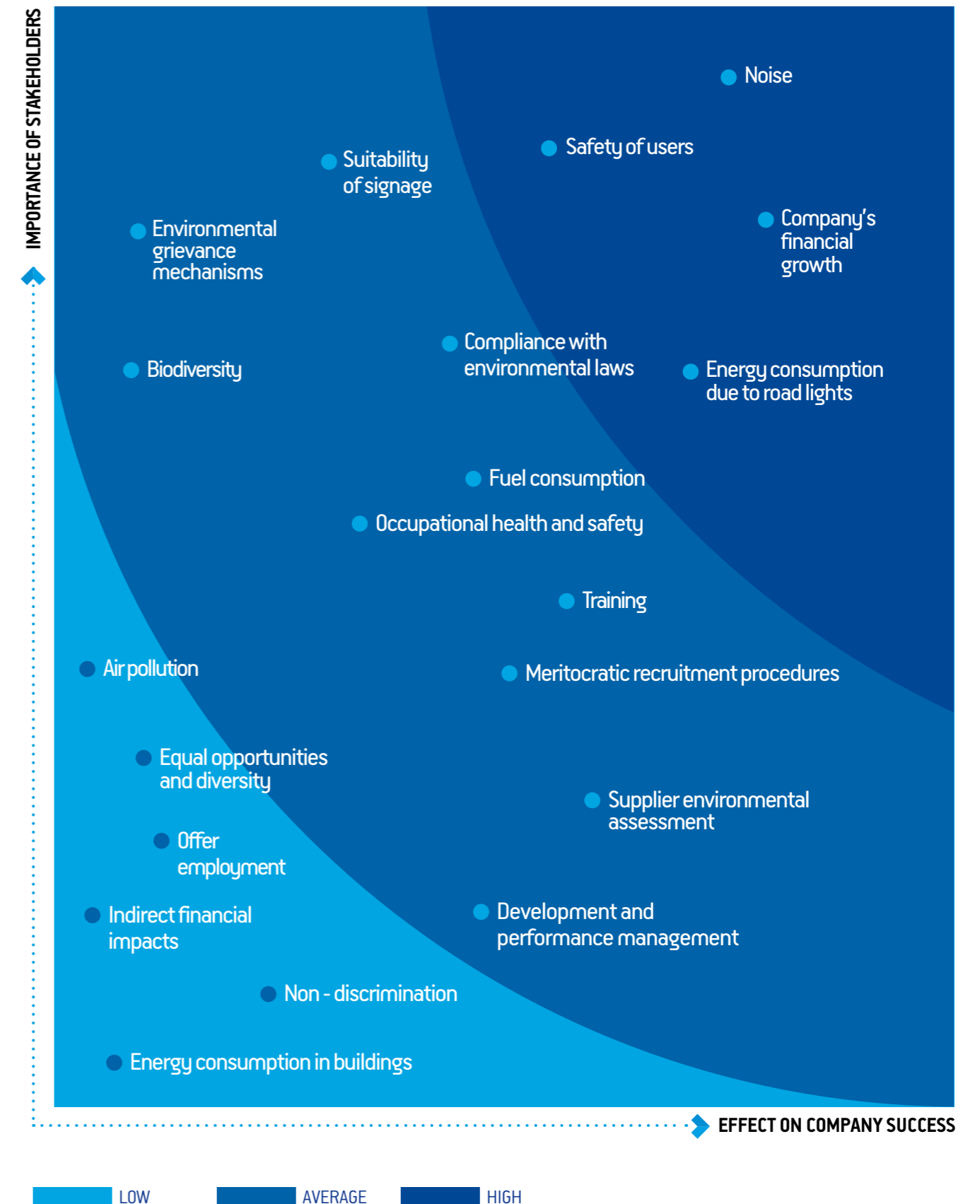
Those issues that have the potential to cause significant impact on the company and affect our relationship with our stakeholders, are defined as important according to the principle of materiality. The principle of materiality constitutes the core of our Corporate Responsibility as the selected issues have the potential to create significant value or are associated with high-risk areas.

Our significant issues were identified in 2014. In 2015, in our first report we officially communicate these issues on which we focus our core activity:

- Company's financial growth
- Indirect financial impacts
- Fuel consumption
- Energy consumption in buildings
- Energy consumption due to road lights
- Waste management
- Noise
- Air pollution
- Biodiversity
- Compliance with environmental laws
- Environmental evaluation of suppliers
- Environmental grievance mechanisms
- Offer of employment
- Meritocratic recruitment procedures
- Training
- Development and performance management
- Equal opportunities and diversity
- Non-discrimination
- Occupational health and safety
- Safety of users
- Suitability of signage

In this report, you will be able to see how these issues are an integral part of our business activity, the implemented actions for their support and the measurable results. The effect on the internal and external environment by topic is presented in detail in Annex A. This distinction is important as it allows us to direct the necessary and appropriate resources at those topics that require greater focus.

**We remain loyal to our commitment to protect and promote sustainable development in the road transport sector.**



## The stakeholders of Kentriki Odos

### Mapping, Communication and Consultation

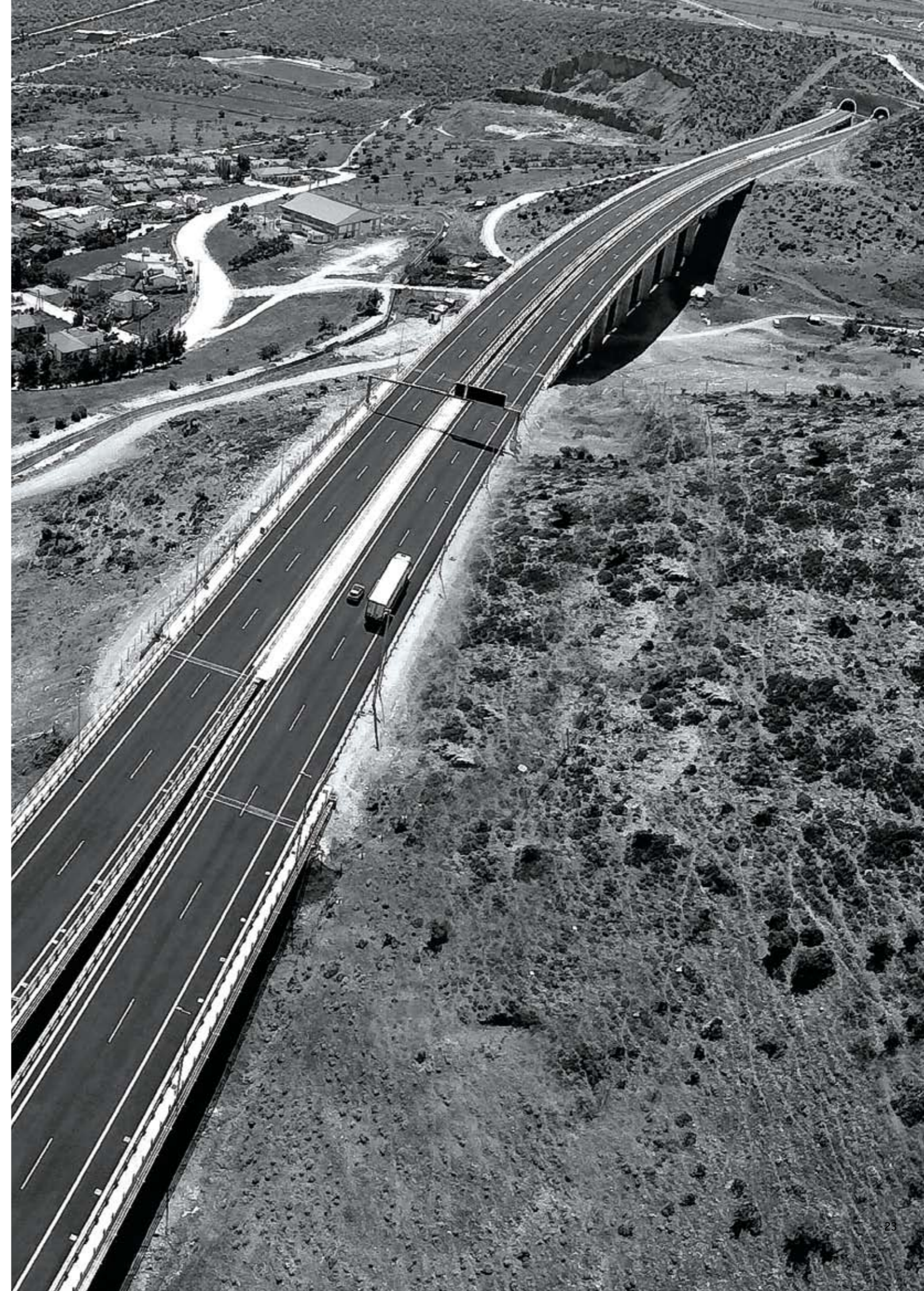
This report is the first official, systematic and comprehensive record of our strategic sustainability approach and related actions. However, the process of recognition, identification and analysis of stakeholders had begun much earlier. By 2014, we had already completed their formal mapping and since then we have been renewing and enriching our approach to promote the fruitful and effective dialogue with our stakeholders. All those who are directly or indirectly associated with our company, affected or may affect in any way the decisions and our business activity, are identified, defined and included in our stakeholders groups.

Stakeholder mapping is a valuable tool that helps us to accurately formulate our Corporate Responsibility strategy. Within this context, our 2015 stakeholder analysis was enriched in a meaningful way. The following graph presents clearly our new approach in regards to the systematic recording of our relationship with each key stakeholder group, the frequency of communication and the results that arose from the dialogue with each one of them. This analysis is limited to the key stakeholders and it is not extended to secondary stakeholders (general public), other government agencies, (Fire department, Emergency Ambulances, Police and Civil Protection), Institutions / associations / academia (NTUA, TEE, Hellenic Institute of Transportation, ASECAP, IRF), Media and other motorway concessions.

Our next objective is to continue strengthening those channels that will help us to make our programs, actions and strategy on Corporate Responsibility more effective. The operation of Kentriki Odos is based on communication, systematic dialogue and cultivating trustworthy relationships with stakeholders.

Stakeholder dialogue and consultation with stakeholders enable us to set long and short term goals, to take necessary preventive or reactive measures on time and respond to issues associated with the operation and activities of our company. Through this systematic engagement, we are able to record key stakeholder concerns and take into account their expectations. Within the context of this collaboration, surveys, personal meetings, consultations and internal procedures are conducted.

The development of our first Corporate Responsibility Report in 2015 is indisputably part of the framework of actions that promote the dialogue with the stakeholders on issues related to Sustainable Development.



Main stakeholders	Communication mechanisms	Expectations/Main issues	Frequency of communication	Communication Results
EMPLOYEES	<ul style="list-style-type: none"> <li>Meetings between staff and management representatives</li> <li>Satisfaction surveys</li> <li>Email correspondence</li> <li>Prospectuses</li> </ul>	Development of skills/career prospects Regular communication between Employees management Informing employees about organisational changes and anything related to the company Emphasis on Health and Safety Additional benefits and remuneration system	Daily	Improvement of employees' development process through the establishment of Development Centers  Actions for the improvement of the working environment
USERS	<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> </ul>	Safe passage Quality, satisfaction and reliability Immediate response to incidents Immediate response to requests or complaints Private data protection	Daily	Interventions on the road network Improvement of signage
LOCAL COMMUNITIES	<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>Partnership in volunteer actions</li> </ul>	Comprehensive information regarding effects from the company's operation on a local level and measures to address them Support of local economy – indirect financial effects Support initiatives implemented by local communities and municipalities Sponsorships - charity actions and social investments	On regular time intervals/ Daily	More targeted support for the local community
SHAREHOLDERS	<ul style="list-style-type: none"> <li>Monthly Board of Directors meetings</li> <li>Regular reporting</li> <li>Company website</li> </ul>	Financial performance Regular and correct information/reporting Effective governance mechanisms	On regular time intervals/ Monthly	Mapping of environmental and social impacts of the company and communication through the Corporate Responsibility Report
NGOs/ACTIVISTS/LOBBIES	<ul style="list-style-type: none"> <li>According to company policies</li> </ul>	Reduction of toll rates as described in the Concession Agreement, which is ratified by the Greek Parliament and constitutes a State Law	When deemed necessary	Interventions where possible to ensure smooth user service
MINISTRY OF INFRASTRUCTURE	<ul style="list-style-type: none"> <li>Events and fora of the transportation sector</li> <li>Consultation with institutions</li> </ul>	Law-abiding policy strict compliance with Greek and European laws Support of programs and initiatives of the Ministry at the level of national transportations Participation in public dialogue on road transportation	When deemed necessary	Full compliance with the law
MOTORWAY TRAFFIC POLICE	<ul style="list-style-type: none"> <li>Scheduled and unscheduled meetings with Traffic Police representatives</li> </ul>	Compliance with laws Support to Traffic Police work Cooperation and consultation	When deemed necessary	Intensification of readiness exercises
FINANCIAL INSTITUTIONS	<ul style="list-style-type: none"> <li>Ongoing communication</li> <li>Meetings</li> <li>3 and 6-month reports</li> </ul>	Comprehensive information on company performance Financial effectiveness Consistency in its financial obligations Compliance with laws and good governance Risk management and company growth prospects	On regular time intervals	Full compliance with the law Analysis of social and environmental risks
SUPPLIERS/ASSOCIATES	<ul style="list-style-type: none"> <li>Procurement department</li> <li>Ongoing communication with partners in the implementation of projects</li> </ul>	Transparency in procurements Meritocracy in selecting suppliers and partners Compliance with agreed partnership terms Transparent governance mechanisms	Daily	Compliance with deadlines Application of supplies' manuals

# Road Safety

## Responsible Road Behavior

Safe transport requires a multilateral approach as it constitutes an equation of several factors: the user (driver, passenger, cyclist, pedestrian), the vehicle, the road infrastructure (roads, signage, signaling, lighting) and control (monitoring, policing, prevention, care, maintenance). With uninterrupted work of 365 days a year we assure the safety and quality of the road environment, we educate and inform the drivers about the appropriate driving behavior and we contribute to an integrated legal and regulatory framework. Road safety is placed at the core of our philosophy and as such it occupies a foremost position in the strategy, our actions and initiatives. It is integral part of our responsible behaviour towards the users of our motorways as well as towards society.

**we work**  
**365**  
**DAYS**  
systematically,  
to assure the safety  
and quality of the  
road environment

  
**we invest**  
**in increasing**  
**drivers'**  
**awareness**

  
**we abide**  
**to the requirements**  
**of a holistic legal and**  
**regulatory framework**

Greece holds one of the worst positions in the EU ranking as to the average of annual number of deaths per million inhabitants (9,1). As evidenced by the official comparative figures of the recent world report on preventing road traffic injuries (2015, data 2013) of the World Health Organization, approximately 850 people are killed each year while unofficially the figure exceeds 1.000 people. At the same time, the economic dimension of the issue needs to be highlighted, as the cost of road accidents is estimated to be between 1,5 and 5% of GDP.

  
**850**  
people are killed  
each year

**COST OF ROAD**  
**ACCIDENTS RANGES**  
**1,5-5%**  
of GDP

**GREECE IS**  
**ONE OF THE WORST**  
**PERFORMING**  
**EU COUNTRIES**  
with an average of  
annual number of deaths  
per million inhabitants at 9.1.

**Road safety is placed at the core of our philosophy.**

*Our greatest responsibility lies in promoting its principles and establishing a safe driving culture. In our strategy, actions and initiatives, we have given prominence to the issue of road safety. We have assumed responsibility for road safety both towards our motorway users and the society as a whole.*

In 2015, Kentriki Odos was **certified for the first time in accordance with ISO 39001: 2012**, the standard that assesses the **Road Safety Management System (RSMS)** applied. The standard provides state-of-the-art requirements for all aspects of road safety. We are giving priority to the safety of the road environment, the improvement of the driving behavior, high speed and aggressive driving. Through a series of procedures, our certified system determines the framework for action and the necessary arrangements in order to ensure safe and uninterrupted traffic on the motorway. Our certified system aims to protect users and safeguard transportation.

## Promoting Road Safety

The optimal maintenance of roads that are under our responsibility and the accurate information to the drivers and excellent service is our constant priority.

Since road safety is mainly a matter of education, we seek to contribute to the cultivation of a driving behavior and safety culture. Our ultimate goal remains the drastic reduction of traffic accidents. In 2015, our company implemented numerous campaigns aiming to raise drivers' awareness. More specifically, it proceeded to the distribution of leaflets to passing drivers which included tips on safe driving in extreme weather conditions and driving in tunnels. In parallel and in collaboration with the **Road Safety Institute "Panos Mylonas" - I.O.A.S** and other Greek concessionaire companies, our company participated in awareness campaigns on the European Day of Courtesy on the Road. It is worth mentioning two additional campaigns undertaken within the framework of our participation in HELLASTRON association. These actions focused on the safety of our employees on the motorway and the proper use of the emergency lanes (E.L.).

Through our systematic actions and our participation in road safety campaigns, we aim to raise drivers' awareness on road safety and driving behavior. The total investment of our awareness campaigns for 2015 is estimated at € 5.100.

  
**DISTRIBUTION**  
**OF LEAFLETS**  
**ON SAFE DRIVING**

  
**INVESTMENT IN**  
**AWARENESS CAMPAIGNS**  
**5.100**

## Ensuring User Safety

There is no higher value than the human life; and thus the safety of the drivers and passengers in vehicles driven on motorways under our management will always be our priority.

At Kentriki Odos we tirelessly work in order to protect human life and we focus on three main axes:

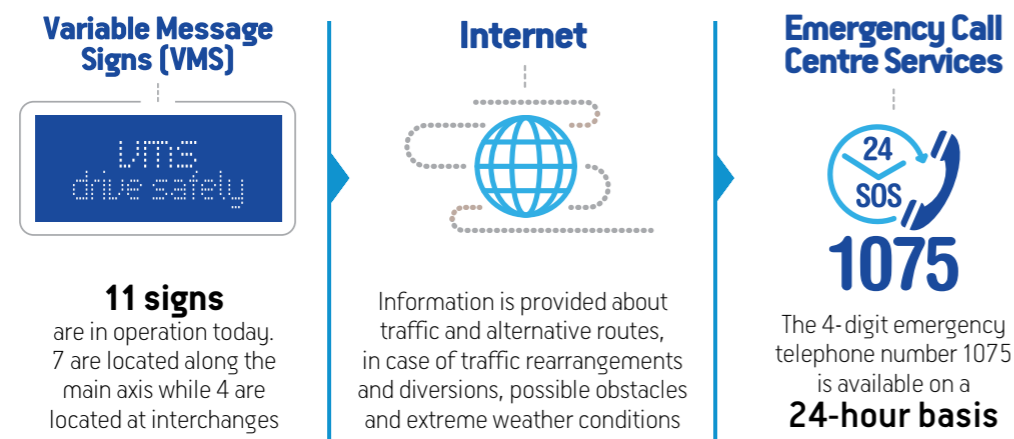


More specifically, since we apply measures to maintain the high level of construction, we focus on the following key parameters:

- **Redesign of intersections and their construction**
- **Improvement of vertical and horizontal signage**
- **Replacement of safety barriers**
- **Study and construction of works related to road safety (drainage, irrigation, etc.) which can be a potential cause of accidents**

**We contribute to the reduction of accidents by taking all the necessary measures for the prevention of primary and secondary incidents, placing emphasis on construction specifications, operational readiness and use of new technologies.**

The company has designed and applied an information system for the users which takes full advantage of new technologies and the internet and provides the most update information available.



## Road safety management

At Kentriki Odos we are proud that since undertaking the management section of the PATHE motorway we operate, the accidents and accident indices dropped by 62,6%. Our major commitment is the safe and fast transfer of all users. We have assumed and applied specific measures in order to manage and ensure road safety:

- Statistical traffic accident data analysis and identification study of hazardous locations in urban and interurban network where the company operates
- Improvement of security measures in the statistically identified hazardous locations
- Systematic monitoring of the evolution road safety indicators

**This success is also attributed to the holistic Road Infrastructure Management and Maintenance System implemented by the company for the purpose of strategic management, assessment and maintenance of highways. The system includes:**



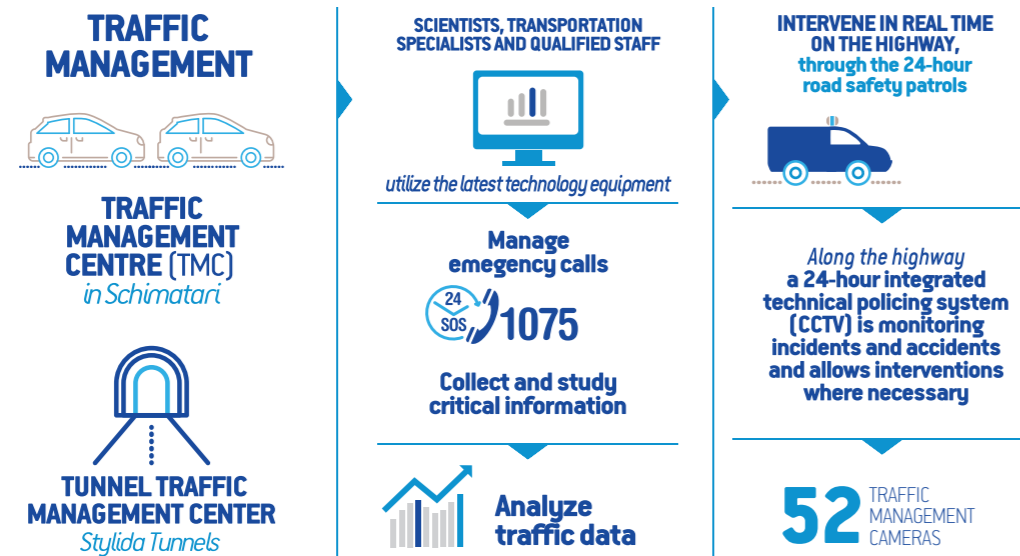
## The Role of Signage

The signage on Kentriki Odos motorways plays a decisive role on road safety. The signage fully complies, as specified, with the relevant provisions of both national and European legislation and the relevant regulatory frameworks. In this context, our company trains road safety patrol drivers and engineers. Drivers and engineers monitor and oversee all signage during daily technical inspections in order to make the necessary interventions and adjustments.

The respective signage is implemented in accordance with the obligations stipulated in the Concession Contract and the approved study of the Independent Engineer (DAC0596B certification number). The Independent Engineer is responsible for monitoring the studies, the Operation and Maintenance Manuals and for ensuring execution of work according to the contractor's Quality System and the relevant legislation.

## Traffic Management

Road safety is located at the centre of our attention. This becomes evident by the actions we design. The coordination for the entire motorway is conducted through the well-equipped Traffic Management Centre (TMC), which operates 24 hours a day, 365 days a year. A special Tunnel Control Centre (TCC) is responsible for the tunnels.



Qualified staff and trained scientists - transportation specialists, assisted by the latest technology equipment, manage emergency calls, collect and study critical information, analyze traffic data and depending on the circumstances they intervene in real time on the motorway, through 24-hour road safety patrols.

Along the motorway, a 24-hour monitoring and intervention mechanism to incidents or accidents through integrated technical policing system (CCTV) is in operation. The company operates 52 cameras in total. 33 of those cameras are located inside tunnels and 19 are located in the open motorway.

## Operation and maintenance

The motorway is a living organism in continuous operation and for us in Kentriki Odos our objective is to ensure the safe and faster possible transfer of the users. As the motorway operates continuously, it requires constant maintenance. Kentriki Odos applies an extensive preventive and corrective maintenance schedule.

The preventive maintenance program includes:

- **Restoration of roadway damages**
- **Maintenance of channeling islands, of vegetation, and maintenance of all structures**
- **Motorway cleaning**
- **All maintenance of electromechanical installations, safety equipment and motorway protection, irrigation and fire extinction system etc.**

The improvement maintenance program includes:

- **Roadway replacements**
- **Major interventions in technical works and buildings**
- **All the investments necessary for the modernization of the electrical and mechanical installations and electronic equipment**

## Special Winter Maintenance Program

The company implements a program specially designed for winter maintenance in order to cover issues occurring from weather changes and intensity of weather conditions during winter period. This special program includes the provision of sufficient salt quantity, creation of re-filling stations, maintenance of snow-removal equipment, cleaning manholes and drainage infrastructure; and improvement of the reflectivity of horizontal and vertical signage.

The winter maintenance program includes regular readiness exercises in which all the co-responsible involved bodies participate. In this way we can guarantee the traffic safety of vehicles, the control of delays due to extreme weather conditions and the safe and unimpeded execution of maintenance work.

## Extreme weather conditions

Ensuring the safe and smooth transport, constitutes a challenge especially during winter. By responding effectively and applying certified procedures that are provided in extreme conditions of non-scheduled traffic disruption, we manage to prevent, respond to and restore potential problems in emergency situations such as heavy snow or frost on the motorway.

### Prevention Actions

- Consultation with the Police, Fire Dpt, Emergency Ambulances, and necessary external bodies
- Open communication channels with responsible personnel for the implementation of security procedures and intervention in emergency situation
- Continuous training of personnel involved
- Ensuring availability of human and material resources required in case of crisis

### Immediate Response Actions

- Early detection and confirmation of incidents on the motorway
- Notification / update of the external bodies (Police, Fire Dprt, Emergency Ambulances, Collection Units)
- Mobilisation of road safety patrols for quick intervention
- Implementation of security and intervention procedures in emergency situation
- Contribution of the Police for the safe management of traffic on the motorway and the maintenance of a safe environment for motorway's users
- Restoration of normal traffic conditions
- Management of Media and commercial issues (Service Stations, Toll stations)

### Actions of Immediate Restoration

- Assessment and implementation of replacements / repairs to the motorway infrastructure or equipment
- Consultation with the Police and authorities
- Active support and physical and mental rehabilitation of the personnel involved in an emergency incident

## Management of Emergency Incidents

For Kentriki Odos the effective management of emergencies and incidents is considered of major importance. Emergencies are those situations that require a broad range of actions, ranging from the removal of debris as a result of a road incident, to responding to natural disasters. The company has adequately trained and equipped personnel and offers the following services to address cases of emergency:

- **A 4-digit emergency telephone number (1075)** that drivers can call either from their cell phone or from the emergency phones placed along the motorway or the tunnels.
- **The motorway Traffic Management Center** as well as the Tunnel Traffic Management Center.
- **The 24-hour Road Safety patrols** With input from the Traffic Management System, the four-digit emergency number and in cooperation with the relevant government agencies, Kentriki Odos patrol units can always assist the drivers.
- **The SOS phones** along the motorway, through which the user can communicate, free of charge with the Traffic Management Centers.
- **Free road assistance to immobilized vehicles to ensure** their transfer to a safe place and avoid the creation of obstructing traffic situations.

## Patrols and Safety inspections

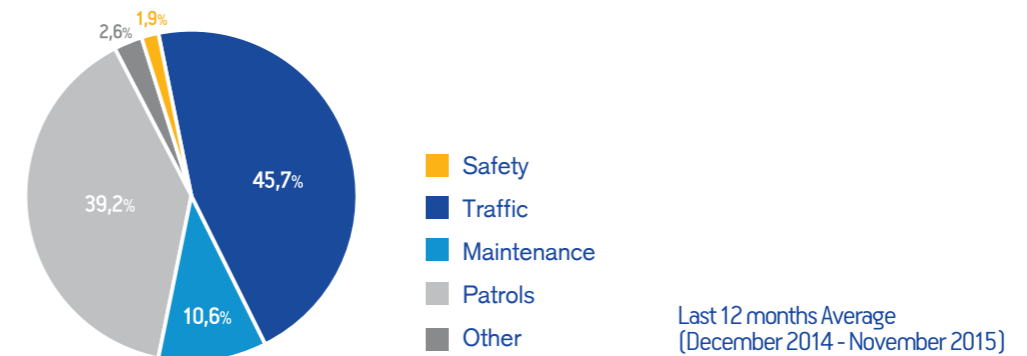
Special road safety patrols assist in the effective operation of the motorway. The patrols are conducted six times a week by special vehicles with distinctive signage that moves at low speed. Occasionally it may be necessary to conduct security patrols on foot. These are conducted by specially trained employees.

The road safety patrols have a number of important responsibilities, including:

- **Incidents / road accidents management**
- **Conducting emergency intervention patrols / road safety**
- **Check for any damage to infrastructure (roads, fencing, guardrails, lighting)**
- **Identification of emergencies**
- **Removal of foreign objects from the road**
- **Assistance to immobilized vehicles**
- **Signage of emergencies**
- **Assistance for removal of immobilized vehicles**
- **Assistance to public authorities**
- **Assistance in extinguishing fires, until Fire Department intervenes**
- **Escorts for oversized loads when deemed necessary**
- **Escorts for vehicles with hazardous loads through tunnels when deemed necessary**
- **Inspections of infrastructure and highway equipment**
- **Identification of upcoming risks for users**

Unplanned inspections may be carried out following the command of state agencies. All inspections are carried out in off-peak periods to avoid obstructing traffic, while at least once per month a safety inspection is performed during nighttime.

## ISSUES PER CATEGORY (Motorway Traffic Management Centre)



KENTRIKI ODOS AVERAGE RESPONSE TIME PER INCIDENT TYPE (in MINUTES)	Last 12 months Average (December 2014 - November 2015)	
	DEC. 2015	
Accidents and Crashes	17,3	10,5 63,9%
Vehicles breakdown	12,6	9,8 29,0%
Abandoned Vehicles	-	28,1 -
Obstacles - Spillage - Moving Hazard	11,1	12,8 -13,3%
Other types	9,4	12,3 -23,4%

▶ Road maintenance labour hours per category	Last 12 months Average (Dec. 2014 - Nov.2015)	
Green Areas and Trees	378,77	
Cleanliness	220,08	
Shoulder, traffic islands, kerbs-gutters and sidewalks	101,33	
Motorway Signage	87,74	
Common and Special Bridges	76,83	
Motorway drainage system	70,54	
Other (material transportation, tidiness, training, etc)	49,41	
Road Surface	45,43	
Motorway Safety and Protection Equipment	44,01	
Tunnels, Cut and Cover, Landfills and Trenches	30,73	
Support walls and avalanche retaining walls	24,00	
Buildings	6	

▶ Man hours spent in road infrastructure inspections per category	Last 12 months (Total) (Dec. 2014 - Nov.2015)	
Winter Maintenance	572	79,0%
Tunnels, Cut and Cover, Embankment and Trenches	96	13,3%
Motorway Safety and Protection Equipment	32,23	4,5%
Support walls and avalanche retaining walls	24	3,3%

## Quality in Services

### Quality is our Top Priority

#### Our main concern is to be for you the best possible travel companion!

Driven by our vision, we remain focused in our ongoing effort to improve the quality of services, to remain loyal to our values and mostly faithful to our mission of providing the optimum level on safety services. This is achieved through adherence to the internal procedures and quality standards imposed by national and European legislation. When applicable, we apply even stricter policies in order to ensure the highest safety level.

The **Quality Management System** implemented since 2009 is certified according to **ISO 9001: 2008**. In order to meet the increasing demands and requirements of the motorway's users and improve our partners and suppliers' quality of services we upgrade it continually. This way we ensure:

- Continuous improvement of our processes' effectiveness
- Continuous improvement of our quality and efficiency
- Maximum compliance with the concession terms



### Customer-driven Approach

Satisfying our customers by guaranteeing their safety when travelling along Kentriki Odos, remains our priority. The care services we have designed and offer to them, contribute to our goal. By maintaining a close relationship with our customers we constantly improve the services we provide and make all our users feel that we are the ideal travelling companion. By applying effectively a human-centered service system, we, in essence, demonstrate our social responsibility.

For us in Kentriki Odos, all stakeholder groups play an important role, as they can significantly contribute to the improvement of our services. For this reason, we have designed and implemented a human-centered service system that allows us to listen carefully to comments and suggestions, and thus provide direct, responsible and reliable services.

## Continuous Communication

Our communication strategy is structured in a way to ensure two-way and meaningful communication. More specifically it:

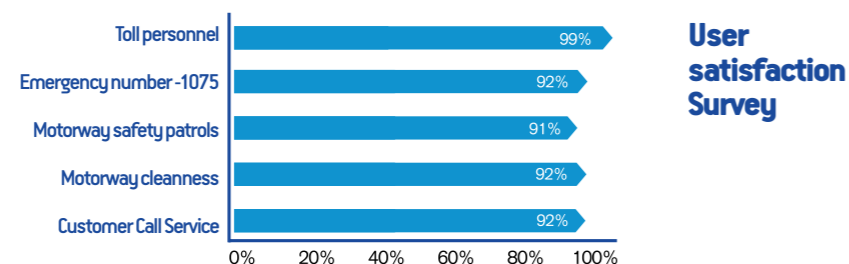
- **Takes into consideration** the opinion of the stakeholders affected by our operation and services
- **Includes** all stakeholder groups along our motorways
- **Collects** periodically stakeholder views and opinions in order to outline trends
- **Records** holistically the issues that occur and seeks solutions
- **Prevents** and resolves imminently arising issues
- **Urges** stakeholders to indicate any oversights
- **Informs** about the strategies, actions and outcomes

To this end, the readjustment and evaluation of the processes ensures the timely and efficient analysis of opinions, comments or suggestions.

**As main tools for this purpose we can include the following:**

**1) Opinion surveys** that help us collect critical information about the satisfaction of our users.

The company has established a relevant procedure and conducts a customer satisfaction survey every 18 months. The survey focuses on the degree of satisfaction of the requirements and expectations of users. According to the results of the recent survey that was performed in 2014 on a sample of approximately 2.960 users, over 90% of surveyed drivers maintain a favorable opinion (very and fairly satisfied) for our entire personnel and the additional services we offer.



**2) Customer Care Call Centre** that has been set up to provide responsible and comprehensive information about our services, and to ask of questions, to submit complaints or suggestions. Alongside with the surveys, our company encourages drivers to identify any omission or submit any question to the appropriate department of the company. Those interested can call the number 801 7007000 during weekdays, Saturday (08.00-20.00) and Sunday (10.00-18.00).

**3) Email Customer Service**

Users can contact the company at: [customercare@kentrikiodos.gr](mailto:customercare@kentrikiodos.gr).

**4) Four-digit emergency call number 1075**

Users can call from a mobile phone or from the emergency phones located along the motorway or tunnel to alert for emergencies.

**5) SOS phones**

Users can use the emergency phones located along the motorway to communicate free of charge.

**6) Customer Care Centre (CCC)**

The CCC of Kentriki Odos is available to any user seeking information regarding any of the services provided, or a planned itinerary, or wishing to give customer feedback that contributes to the continuous improvement of our services. The CCC is located in Ag. Triada, towards Lamia, and operates weekdays and Saturday (08.00-20.00) and Sunday (10.00-18.00).

**7) Newsletters**

Kentriki Odos systematically informs drivers on road safety related issues and provides advice on safe, economic and environmental friendly driving. The leaflets are available in electronic format at company's website.

**Maintaining effective communication and excellent relationship with all involved social groups and especially the users of the motorways, is a fundamental principle of our Corporate Responsibility.**

The excellent relationship we have built with our customers and our stakeholders, and in which we invest daily, has led to zero grievances and complaints regarding major environmental impacts.

In 2015 we received and managed two complaints that arose from Raches and Stilida. Both cases were related to noise levels. According to our official procedures, measurements and inspections will be performed to estimate the extent of the issue.

## Personal data privacy policy

In order to protect the personal data of the users-subscribers, we comply with the Personal Data Protection Authority guidelines. At the same time, we invest in upgrading our information management and recording systems.

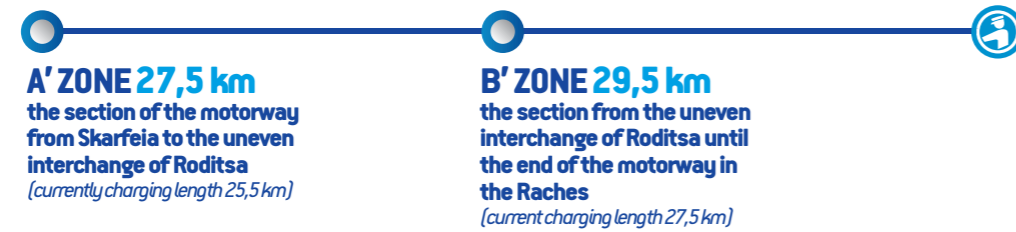
To this end, **all calls to the Customer Care Call Centre are recorded knowingly by the customers** and the related files are kept for a maximum of 15 days. For safety reasons cameras are located along the road. Related signs inform drivers about the existence of the cameras. Moreover, the management of closed-circuit television and computers monitors located in the Traffic Management Centre control room complies with what is defined by the Law on Personal Data Protection and the "Guideline on CCTV" of Personal Character Data Protection Authority. The use of closed-circuit television when not related to the safe and smooth operation of the motorway is strictly prohibited.

With regard to online transactions, security is achieved through a specialised safety certificate. Ensuring a high level of content encryption while it verifies that the content stems solely from the company. In any case, the users of Kentriki Odos have the right to access the information that concerns them as well as to oppose to the use of this information.

## Toll fares

The payment of toll fees constitutes one of the most effective methods of financing both the construction and infrastructure maintenance of every modern motorway. The toll rates and their changes are described in detailed in the Concession Agreement, which was ratified by the Greek Parliament and constitutes a State Law. Kentriki Odos has no discretion in setting the toll fees unilaterally.

The regulatory framework of Kentriki Odos defines two toll payment zones:



The toll fee value for each station is determined as follows:

- At each frontal toll station and per direction, the toll rate is determined based on the total length of the zone to which it belongs
- When exiting the motorway from a lateral toll station, the toll rate corresponds to the length travelled from the beginning of the zone where the station belongs, up to the station. When entering the motorway from a lateral toll station, the toll rate corresponds to the length of the road to be travelled by the user from the toll station to the end of the zone
- The height of the vehicle and the number of axes

The payment of the tolls has been designed in a fair way so as to ensure that **under no circumstances will the user be asked to pay twice for the same journey.**

## Methods of Tolls Payment



### Cash payment to the toll collector

This refers to physical cash payment to the toll collector in all lanes that bear the relevant signs.



### KentrikiPass

The electronic payment service of Kentriki Odos tolls is called Kentriki Pass. There are lanes that operate exclusively for those subscribed to the electronic system. The system "reads" the device, deducts the toll fee and the bar opens automatically.



### Special Automatic Toll Payment Machines: *Innovation in Toll Payment*

In each lateral toll station, we have placed Automated Payment Machines. The user places in the special basket the price of toll fee, the traffic light turns on green, the machine issues the relevant proof of payment and the bar opens! For any issue that may arise during the transaction, the user is automatically connected to a representative of our company on a 24-hour basis.

## Responsible Supply Chain

Our commitment to quality and safety of the highways extends to and bounds all our partners and suppliers. When selecting our suppliers we abide by the requirements as defined in our Quality Management System:

- **Supplier and contractor selection process commences as an open competition**
- **The procedures require bids from at least three different vendors**
- **The material specifications are always pre-defined by Kentriki Odos**
- **The optimal offer provides the best relation between price and quality. The main selection criteria within this framework are: responsible management of the partner, quality specifications, service level, availability, after sales support, economic terms**

Key selection criteria are considered, among others, the responsible management by the partner, quality specifications, service level, availability, after sales support, economic terms. Existing suppliers are assessed annually on their performance following a specific process that assesses the level of compliance and adequacy according to established company criteria.

Our supply chain includes both operational and management services and therefore we collaborate with a variety of subcontractors. The procurement of the required materials and supplies that concern the construction activity and maintenance are carried out directly by the assigned partners.

The bulk of the material supplied mainly refers to maintenance of electrical installations of the motorway and includes electronic / electrical components / materials, electromechanical components / products, industrial equipment (generators, tools, paint, asphalt, etc.), building materials, signage types, tissues, thermal rolls. Moreover, we are directly sourced products related to personal safety and security, as well as clothing, technology products, consumables and pharmaceuticals.

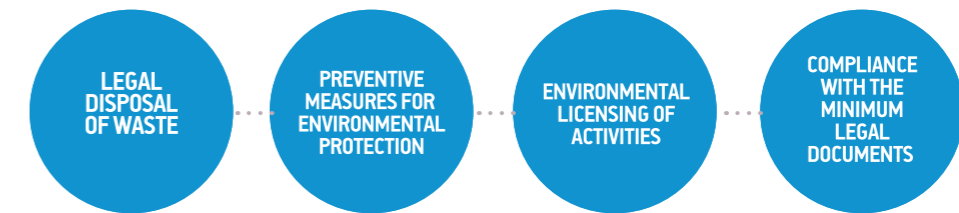
The main supplier groups for the operation and maintenance of the motorway are:

- **The constructor**
- **The independent Engineer**
- **The suppliers that work exclusively with the construction of the project (i.e. Technical Advisor of Lenders etc.)**
- **The contractors with main objective the maintenance of PATHE. (maintenance, snow removal, maintenance E/M installations etc.)**
- **The researchers**
- **The suppliers of consumables that contribute to motorway maintenance**
- **The service providers associated with the administrative management of the company (lawyers, auditors, etc.)**
- **Suppliers of consumables that do not relate to maintenance, construction and operation of the highway**

Kentriki Odos records the official certifications its suppliers have received for their business activity. These certifications serve as additional validation of their quality and are used complementary to the criteria used during their selection process.

Our most important suppliers are certified by one or more of the following systems: **ISO 9001: 2008, ISO 14001: 2004, ISO 22000: 2005 EN 361: 2002, EN 358: 1999.**

This way we ensure (depending on the nature of the partner):



As far as operation and maintenance works are concerned, intensive audits for compliance with the relevant environmental legislation are conducted.

The company does not address issues related to the basic human rights including incidents of child labor, forced or compulsory labor as due to the nature and requirements of our work we believe that our activities do not allow the occurrence of such incidents. This applies to us and to our suppliers.

In 2015, no incident of low quality products involving our suppliers was recorded. No relation has been discontinued on the basis of poor product quality.

## Local Economy and Suppliers

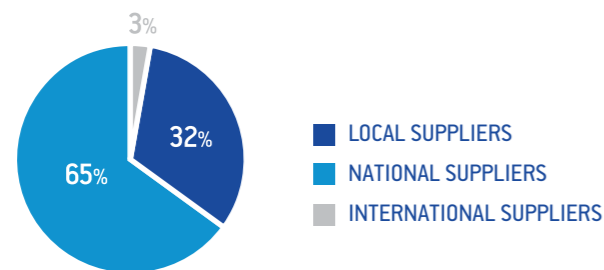
The relationship that we develop with our suppliers is of major importance to us, as it substantially affects the development of the local communities in which we operate. By choosing to cooperate with local suppliers, we commit to our mission on strengthening local societies on economic and social level. Due to the special relationship established with our local suppliers in particular, we hold and many times we transcend our payment policies.

Suppliers	Number of suppliers per category/origin and investment	
	NUMBER	INVESTMENT
Local suppliers	95	479.955,87
National level supplier	198	115.873.660,02
International level suppliers	10	773.600,82
<b>Total</b>	<b>303</b>	<b>117.127.216,71</b>

### Analysis of suppliers per category/origin and expense

The evaluation of the suppliers and subcontractors is carried out by the account/partner managers on annual basis and within the context of the certified procedures. Low scoring may occur to non-renewal of our cooperation. The minimum evaluation criteria include:

- Meeting deadlines
- Quality of relationships
- Ability to respond
- Product/ Service Availability
- Product/ Service compliance to standards
- Compliance with safety and hygiene regulations
- Price
- After Sales Service



**Supporting our local suppliers is a matter of responsibility.**

## Human resources

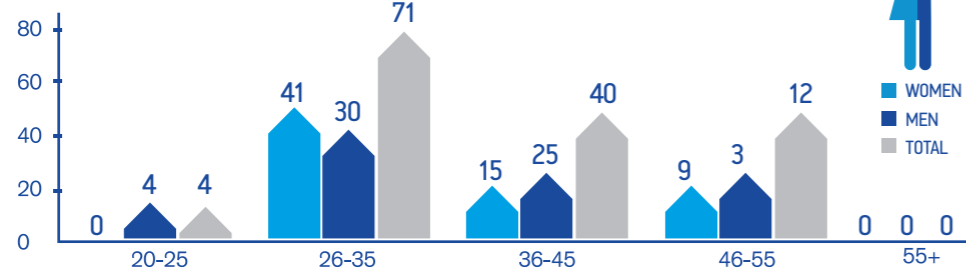
Undoubtedly the human element plays a key role in the company's successful course. Consistency and loyal to Kentriki Odos' vision, our trained staff, experienced technicians as well as young people starting of their careers, work hard in a safe environment of equal opportunities. Our goal is to utilize the knowledge, the skills of our people as well as the specialization and expertise of our large multi-national shareholder groups. Utilising as main tool a performance appraisal system, we reward effort, cultivate their skills and support the development of our people.

Priority for the Human Resources Department is the creation of an excellent work environment. Jointly with other departments, Human Resources professionals seek to achieve the corporate goals by appropriately developing employees' skills, promoting their talents and encouraging their efforts.

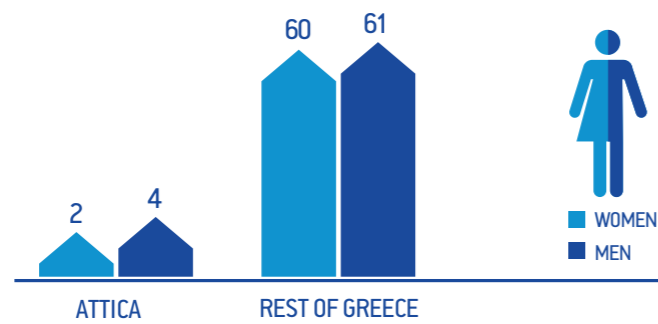
In 2015, Kentriki Odos employed 127 employees, 65 men and 62 women. All employees during the 2015 reporting period were Greeks.



► Distribution of human resources by age and gender



► Distribution of human resources by geographical area and gender



**All our employees work on a full time basis.**

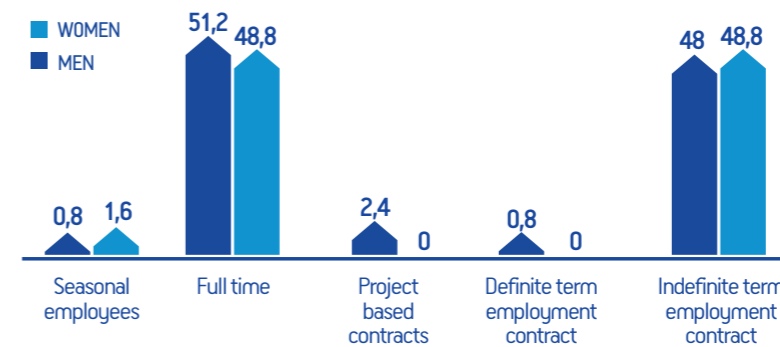
The majority is covered by individual indefinite term contracts (96,8% of all staff). Just 2,4% of all staff is covered by project contracts, while 0,8% of all our staff (1 person) is employed under individual fixed-term employment contracts.



Seasonal workers work for Kentriki Odos and are provided by employment agencies with which we cooperate on a permanent basis. They cover the ad-hoc or seasonal needs of the company, such as maternity leave. Kentriki Odos employs through third parties four people for the security and guarding of office buildings.

Human resources per type of employment and employment contract	MEN	WOMEN	TOTAL
Indefinite term employment contract	61	62	123
Definite term employment contract	1	0	1
Project based contracts	3	0	3
Seasonal employment contracts through third parties	1	2	3
<b>Total Staff</b>	<b>65</b>	<b>62</b>	<b>127</b>

► Human resources by type of employment, employment contract and gender

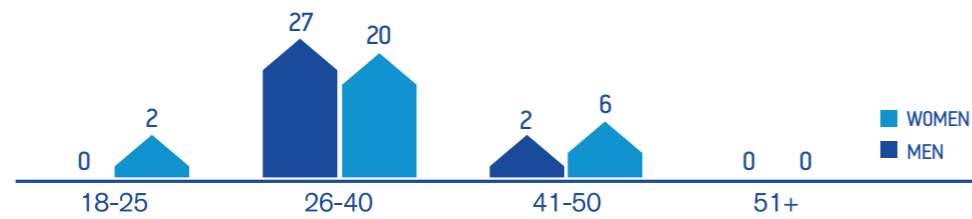


## Employees turnover

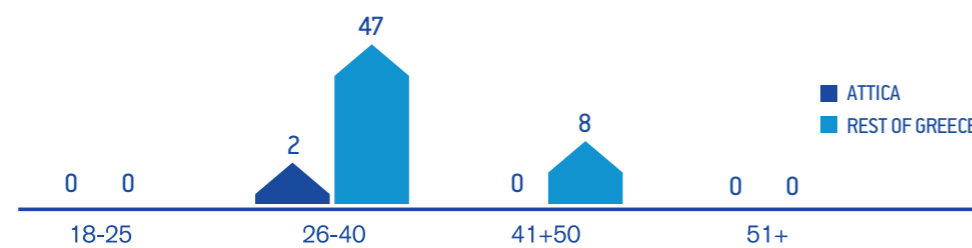
Although we are going through difficult times as a country, in both the economy and business front, in Kentriki Odos we continuously develop and create opportunities for employment directly and indirectly through our supply chain. More specifically, in 2015, 5 people left the company while 57 joined. We are proud because we have managed to create a pleasant working environment in which our employees are recognized and appreciated.

▶ Total new employee hires		▶ 18-25	▶ 26-40	▶ 41-50	▶ 51+
Total new employee hires by age and gender	MEN	0	27	2	0
	WOMEN	2	20	6	0
	<b>TOTAL</b>	<b>2</b>	<b>47</b>	<b>8</b>	<b>0</b>
Total new employee hires by age and geographical area	ATTICA	0	2	0	0
	REST OF GREECE	0	47	8	0
	<b>TOTAL</b>	<b>0</b>	<b>49</b>	<b>8</b>	<b>0</b>

### ▶ Total new hires by age and gender

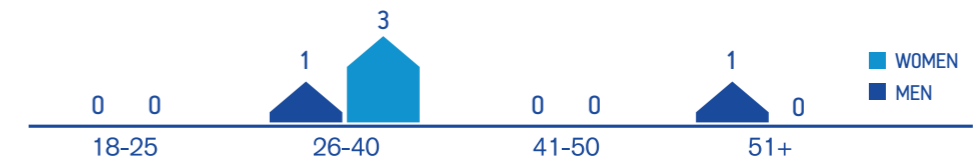


### ▶ Total new hires by age and geographical area

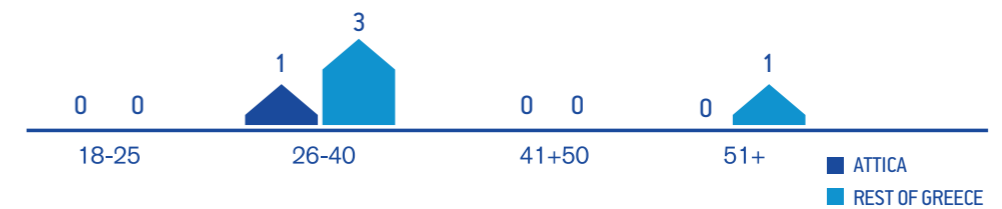


▶ Total employee turnover		▶ 18-25	▶ 26-40	▶ 41-50	▶ 51+
Total employee turnover by age and gender	MEN	0	1	0	1
	WOMEN	0	3	0	0
	<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>
Total employee turnover by age and geographical area	ATTICA	0	1	0	0
	VIOTIA	0	3	0	1
	<b>REST OF GREECE</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>

### ▶ Total employee turnover by age and gender



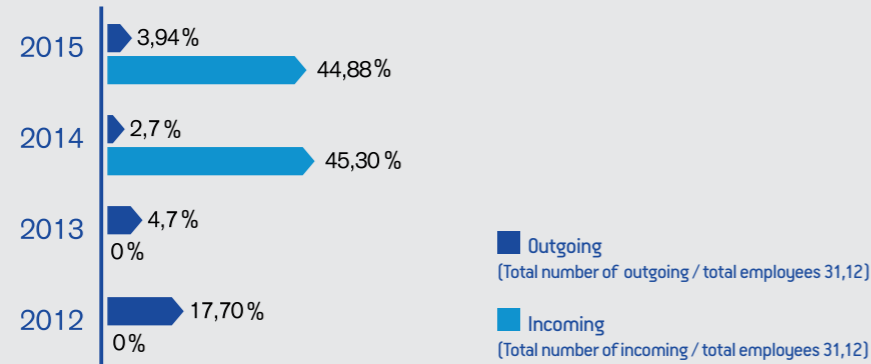
### ▶ Employee turnover by age and geographical area



### ▶ Employee turnover



### Employee turnover rates



Our **equal opportunities policy** constitutes a fundamental element of our corporate culture and identity. In Kentriki Odos equal opportunities for development are offered to all employees without discrimination, on the basis of knowledge and skill requirements, performance and alignment with the principles of the company. Gender equality is a nonnegotiable principle and constitutes a formal policy. By complying with this policy, we have accomplished to employ almost as many women as men.

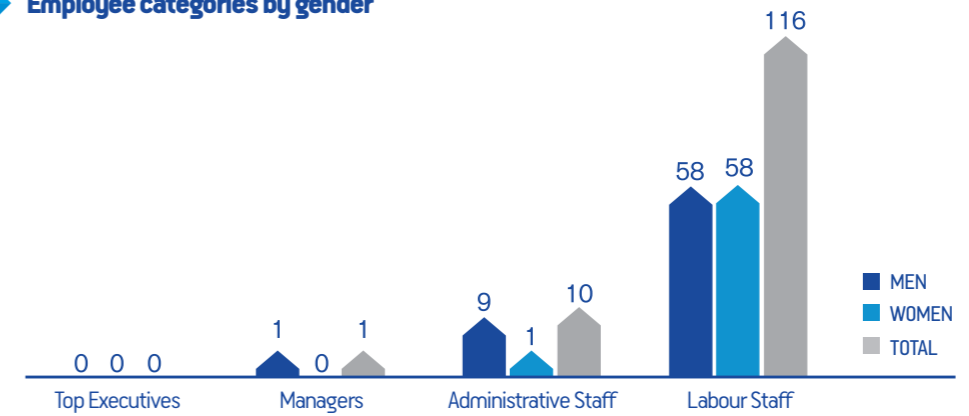
In Kentriki Odos we are proud as there is no discrimination on the basis of gender or any other criteria not related to employee performance. On the contrary, it is clear that the company pursues to cultivate and maintain a working environment that offers generous development opportunities to those who seek to advance their knowledge, skills, performance and are aligned with the principles of the company.

The recruitment process and employee evaluations are based on merit, while our equal opportunity policy also applies to the remuneration of employees. The company offers competitive payments that are superior to the lowest payment threshold as defined by the national Collective Labor Agreements.

During 2015, **no grievances or complaint regarding discrimination in the workplace were filled, by employees or third parties.**

While ensuring an excellent working environment, our company also actively supports employees and their families with respect to the necessary work – life balance and setting boundaries between work and personal life.

### Employee categories by gender



**Analyzing the representation rates of women in positions of responsibility, it is evident that women hold exactly the same posts as men at “Labour Staff” level (50%).**

However, no woman is “Top Executive” or “Manager” while only one woman belongs to “Administrative Staff” level, which corresponds to 10% of “Administrative Staff” (compared to 90% men)

#### Benefits

Kentriki Odos **provides all of its employees group life and medical insurance** (apart from employees not directly employed by Kentriki Odos).

It is important to acknowledge that Kentriki Odos offers more benefits than those stipulated by law, based on the position of each employee. The benefits include cell phone, car and productivity bonuses. We are proud of our employees and we strive to offer as many benefits as possible in order to acknowledge their contribution to the success of Kentriki Odos.

The company covers the social insurance contributions for each employee as required by law. Employees who retire receive a pension from the competent government body. The Company does not offer any additional pension plan.

#### Parental leave

At Kentriki Odos we aspire to secure work life balance for our employees. In 2015, 4 people, of our staff, women, requested and received parental leave, while it is worth noting that, according to company’s data, 100% of the staff has made use of parental leave, and has remained in the company after the lapse of 18 months since their return.

## Employee survey

**Cultivating a mutual trust and understanding environment is a cornerstone of the company.**

Aiming at recording the opinion of all employees, the human resources department, in 2012, initiated an employee commitment and satisfaction survey. The employee survey is conducted every 18 months and is addressed to all company employees while its results are communicated to both to management and employees. Through a structured questionnaire, the employee commitment and satisfaction survey covers the following sections: quality of work environment, quality and customer service, performance management, training and development, working conditions and environment, work structure and resources. The survey is based on international methodologies with the assistance of a reliable independent consultancy company.

The participation in the 2015 survey reached **80%** of total employees. Summarizing the results:

### OVERALL RESULTS

**STABILITY**  
Similar outcomes across all questionnaire sections, compared to 2014

**COMMITMENT OF THE EMPLOYEES REMAINS AT VERY HIGH LEVEL**  
**75%**

Departments with employees working on the freeway (mainly regards the base personnel) are shown to have high commitment rates

**78%**

Departments with employees focusing on management appear to have a relatively satisfactory commitment rate

**57%**

The majority of employees consider that the company treats staff with **respect and care** and that the response to the safety recommendations is timely

**HIGH LEVEL TRUST IN LEADERSHIP** at all levels

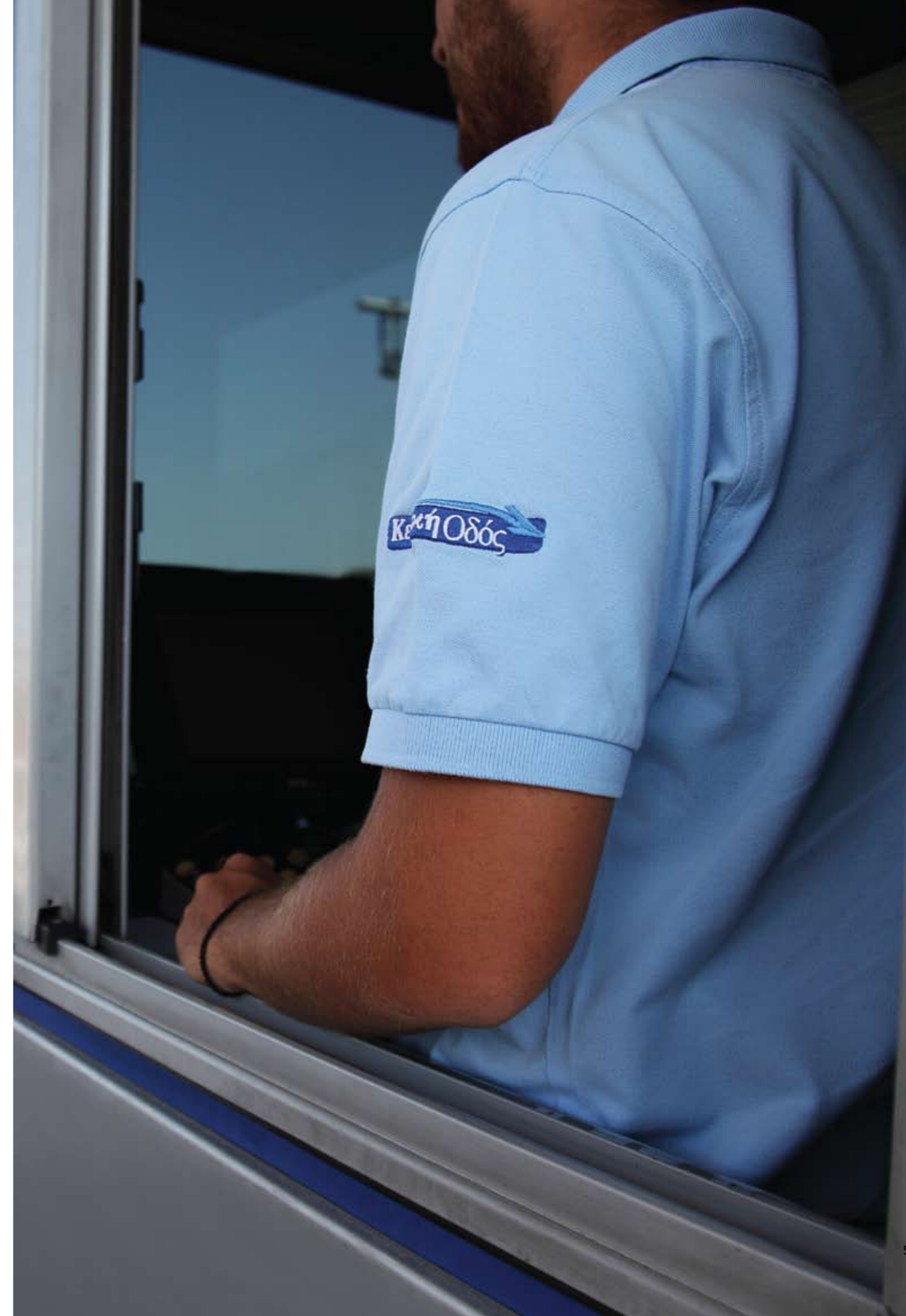
The relationships with immediate supervisors are good



The majority of employees feel Kentriki Odos is a customer-oriented company

The vast majority of the participants understand the performance requirements of the company and believe that Kentriki Odos requires that all employees maintain high performance standards

The results of the survey contribute to the formulation of specific targets while they also confirm the continuous investment of Kentriki Odos to its people. This is based on the belief that the continuous empowerment is a guarantee of success.



## Employee Development

At Kentriki Odos we offer to all our employees training and development opportunities while at the same time we enable them to accomplish their professional goals. We invest in creating a business environment defined by quality characteristics such as employee safety and recognition of employee unique talents.

In 2015, we implemented the internationally recognized methodology of development centers. The adoption of this methodology was a strategic decision, as it is the most accurate and objective assessment method for recruiting key roles. We expect it will transform the way Human Resources department operates, in particular, recruitment, promotion, training and employee evaluation. It is expected that it will improve to a great extent our current employee development approach and the opportunities available to them.

## Development Centers

Development center process is considered to be the most reliable for identifying the specific characteristics that need to be present in order to perform a role successfully. Undoubtedly, this is the most appropriate methodology for reducing time and costs related to candidate collection and employee development. As it highlights the strengths and areas of improvement for every participant, this technique also designs comprehensive individual development plan. This way, we enhance effective recruitment, succession of employees in critical roles and map their development in Kentriki Odos.

Thus based on the above, during the last quarter of 2015 we started mapping the strengths and areas for improvement for 1 group leader /manager of Kentriki Odos. In 2016, 11 more group leaders /managers will participate, aiming to examine their talents and prospects. Upon completion of the above program, the company will proceed to other roles.

*The total eight-hour duration procedures of the development centre include:*

- **Personality Questionnaire**
- **Structured Interview**  
(interview totally focused on the requirements of the participants' role within the company)
- **Individual Written Exercise**
- **Team Exercise**
- **Role Simulation**

Upon completion, each participant receives feedback on the results. It is worth emphasizing that for the implementation of this methodology, the manager and the human resources coordinator were trained and certified as evaluators/observers of the development centers. The evaluators/observers manage the results confidentially with the sole aim to highlight the strengths of the participants and the areas of improvement. We have adopted this reliable methodology, in order to fulfil the long-term recruitment needs and meet the strategic goals of the company. Our aim is to apply the methodology in all hierarchical levels and strengthen our organizational structure.

## Employee Training

Employee training is a strategic priority, relevant to all corporate levels and follows the respective distinct stages:

- **Analysis**
- **Identification**
- **Development**
- **Implementation**
- **Evaluation**
- **Performance evaluation**

Our aim is to:

- i. To support the corporate strategy
- ii. To prepare employees for their professional career
- iii. To equip the employees with tools and skills that will enhance their efficiency on performing their day-to-day tasks

**24**  
training courses  
(internally, externally and e-learning) were accomplished to 15 people

**11,8%**  
of the company  
participated at least once in an educational program in 2015

**580**  
training hours  
delivered in 2015

### Training data per employee category and gender

Training data per employee category and gender	Total training hours			Average training hours / category		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Top executives	0	0	0	0,0	0,0	0,0
Managers	32	0	32	32,0	0,0	32,0
Administrative staff	192	42	234	21,3	42,0	23,4
Labour staff	264	50	314	4,6	0,9	2,7
<b>Total</b>	<b>488</b>	<b>92</b>	<b>580</b>	<b>7,2</b>	<b>1,6</b>	<b>4,6</b>

### Employees training

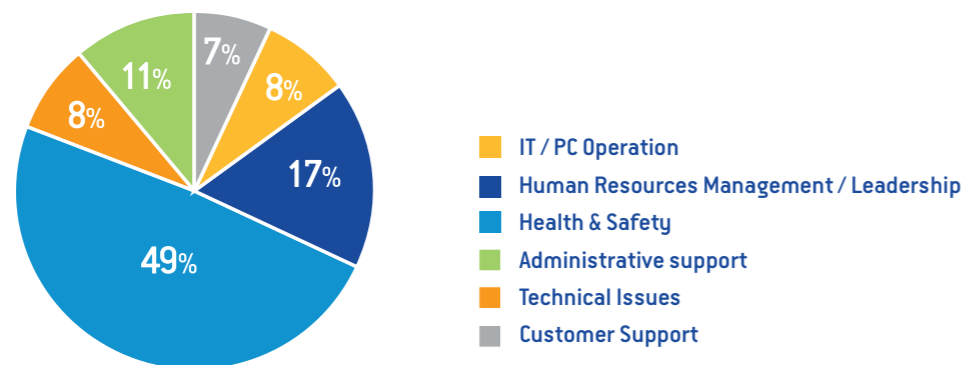
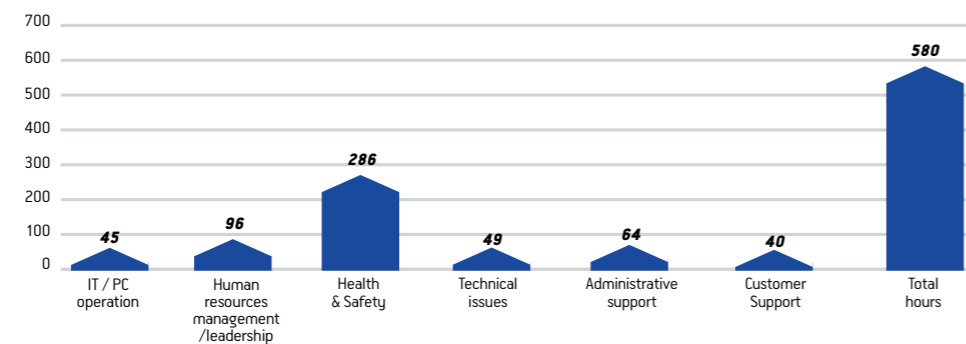
Distribution of training hours per subject	Total hours of participants per category
IT/PC operation	45
Human resources management / leadership	96
Health and Safety	286
Technical issues	49
Administrative support	64
Customer Support	40
<b>Total hours</b>	<b>580</b>

In 2015 in particular, in order to improve the experience of our customers, we incorporated customer service in our training program portfolio. Modules related to human rights, corruption and corporate governance are not integrated yet in the training program.

At Kentriki Odos we systematically support 3-month and 6-month internship programs through partnerships with educational institutions, so as to strengthen the smooth transition of recent graduates to the labor market. In 2015, we proceeded to the recruitment of one student in the department of Intelligent and Electromechanical Systems, in the same department in which he did his internship.

Every year we communicate our interest for student internships to all the national educational institutions offering an opportunity for employment in our facilities along the motorway and our headquarters (Athens, Lamia, Thiva, Schimatari, Kamena Vourla etc).

#### ► Distribution of training hours per topic



## Employees Performance Management

The annual performance management process of Kentriki Odos contributes to the common understanding on what has to be achieved and how it should be achieved. It offers an opportunity for employees and managers to explore and appreciate their achievements of the previous year, and to discuss and agree on the expectations and objectives set for the near future.

With the introduction of the development centers methodology, the performance management process becomes more important and valuable, as it takes into account the overall employee development progress in a more structured, comprehensive and strategic way.

In 2015, we completed the performance evaluation of the year 2014. 100% of the employees who qualify for evaluation, received a performance and career development review. We evaluated a total of 49 people, 23 men and 26 women. During the evaluation period, this corresponded to 61% of men and 70% of women of the company. Newly recruited colleagues were not included in the performance evaluation process. All employees who have completed eight months of employment in the company and during the evaluation period are not on long term leave (pregnancy, maternity, sick, etc.) are eligible for performance evaluation.

#### Employee evaluation

49 EVALUATED EMPLOYEES

23 MEN

26 WOMEN

## Health and Safety in the Workplace

Ensuring the health and safety of our employees is a non-negotiable priority for us. The policies we follow and the high standards that we set, serve our strategic plan for Health and Safety and are applicable to all our employees.

For us, Health and Safety is a prerequisite for Responsible Business as it safeguards basic human life principles. We believe that every company has to comply to a Health and Safety system that places emphasis on protection and prevention, and fully covers and protects employees and companies' rights alike.

Within this context, we manage Health and Safety issues according to Greek and European legislation. Especially since 2013, Kentriki Odos has implemented a Health and Safety management system, certified according to the requirements of the International Standard **OHSAS 18001: 2007**.



Particular emphasis should be given to the development of human resources as it is directly linked to the success of our Health and Safety strategic plan and the management system we implement. Seeking to cultivate a culture around Health and Safety issues, we train all employees on Health and Safety measures according to the Occupational Risk Assessment Study. With the support of Health and Safety independent consultants, the company offers its employees Technical Safety and Occupational Doctors support. Both the Safety Technicians and Occupational Doctors make regular visits to all company's facilities in order to assess the current conditions, indicate the areas that require improvement, and inform and guide the employees on work safety.

## ▶ 286 TRAINING HOURS

During 2015, 286 training hours on Health and Safety issues at work were delivered, almost 50% of the total training hours.

It is worth noting that Kentriki Odos exhibits particular care in issues related to serious medical issues that concern the employees themselves as well as their families. The company supports its employees by offering psychological support, specialized medical monitoring, purchasing specialized medical equipment for the patient's treatment or recovery as well as the provision of financial support and paid leave during illness or recovery. Moreover, the company offers its employees complementary Medical examinations based on the job position and risk category as defined in the Occupational Risk Assessment Study. We provide an annual complementary check-up to all employees and in addition, we have employees of the maintenance department vaccinated against tetanus, Hepatitis A and B.

▶ Health and Safety Indices	2015
Injury or accident rate of total staff (%)	1,57%
Hours of absence / total work hours (%)	0,01%
Accident frequency indicator	9,62
Accident severity indicator	9,62
Number of fatal accidents	0
Lost work days due to accident	2
Incidents without days of absence	1
Incidents with days of absence	1
Injury rate (IR)	1,92
Lost Day Rate (LDR)	1,92
Absence rate (AR)	1,92
Total work accidents	2

*Work related accident under the Health and Safety system is defined as: The incident that evolved into an injury, illness or death. Each violent incident to the employee in the course of work (or transport to and from work as defined by law), which results in temporary or permanent incapacity for work.*

## ▶ TOTAL WORK HOURS FOR 2015 207.937,25

Ensuring employees Health and Safety, constitutes not only an enduring goal for Kentriki Odos but also a decisive factor for its effective operation. Creating a safe and healthy working environment where no accidents or injuries occur, is our daily concern.

Within this context, there is a formal representation of workers in the Health and Safety Committee through their department heads:

- **Head of Tolls**
- **Security Officer of Tunnels**
- **Toll Systems' Manager**
- **Head of Maintenance Department**

*Representation rate exceeds 75%*

Department heads communicate to the management of Kentriki Odos information and data related to Health and Safety issues and at the same time inform the employees about the corporate direction and management decisions.

The Heads mediate between management and employees regarding Health and Safety issues aiming to ensure the dissemination of accurate and timely information, the timely resolution or prevention of potential issues.

### **Health and safety issues covered by collective agreements include:**

- Personal protective equipment
- Committees on health and safety issues with participation of representatives of the management and employees
- Participation of employees' representatives in health and safety inspections in the audits and accidents' investigations
- Training and development
- Complaint filing mechanisms
- Right to refuse to perform unsafe work
- Periodic inspections
- Compliance with the International Labor Organization (ILO)
- Arrangements or issue resolution committees
- Commitments on performance objectives or level of practice standards

The company places emphasis on risk elimination for employees, motorway users and any other third party affected by its operation. The company makes the best use of all tools at its disposal in order to achieve that.

# Caring for the environment

8

Our environmental responsibility is inextricably aligned to the environmental conciseness of our employees and associates. The applied environmental monitoring program incorporates activities and initiatives associated with both awareness and training of employees and partners; and adoption of those measures necessary to protect the environment.

Upon analysing and identifying potential environmental impacts, we now focus on minimizing negative effects and eliminating any damage that may occur from our operations. We aim to protect biodiversity and enhance each region's natural resources, therefore, all construction, management and maintenance related activities are executed in harmony with the natural environment.

*Kentriki Odos implements a comprehensive environmental monitoring program which includes:*

- Annual and semi-annual compliance report as regards environmental terms and other contractual obligations related to environmental protection
- Monthly audits and reports on deviations from the project's approved Environmental Terms
- Systematic traffic noise assessments
- Air pollution monitoring program through the installed measurement stations
- Check list compilation related to the application of the environmental terms
- Implementation of Environmental Management System according to ISO 14001: 2004
- The environmental risk assessment and the development of appropriate management plans in order to ensure the continuous improvement of project's performance
- Conformance of all issues related to the operation of the motorway, with environmental legislation
- Suggestions, notices and guidelines on specific environmental issues to everyone involved, through specific reports

## Our aim

**We aim to protect biodiversity and enhance each region's natural resources, therefore, all construction, management and maintenance related activities are executed in harmony with the natural environment.**

## Environmental Management System

The effective monitoring, analysis and mapping of our environmental performance are achieved through the implementation of the Environmental Management System, in accordance with the requirements defined by the international standard ISO 14001: 2004. In 2015, we proceeded to the certification of our system according to the requirements of ISO 14001: 2004. Thus, our environmental management and continual efforts for improving our environmental performance bear the prestigious stamp of an external recognized body.

Under the Environmental Management System we have implemented a series of programs:

- **Monthly inspections regarding the compliance with environmental conditions**
- **Annual road traffic noise monitoring program**
- **Annual air pollution monitoring program**
- **Environmental objectives' monitoring program**
- **Recycling program (equipment, bulbs, batteries, paper)**
- **Annual measurement and monitoring of waste**

## Fuels

The operational needs for fuels are mainly related mainly to fuel consumption by our fleet. In 2015, the company undertook a series of actions to minimize the environmental impact stemming of vehicle use:

- **the renewal of vehicle fleet and shifting from petrol to diesel vehicle fleet**
- **awareness and training campaigns for our drivers regarding the benefits of environmentally friendly driving**

Fuel consumption (fleet) in liters	2015
Diesel	60.733
Petrol	6.800
Gas	50

our corporate fleet travelled  
**393.655 km**

our patrol vehicles travelled  
**653.493 km**

**263,13 Lt**  
fuels / kilometer covered by patrols

## Energy

Electric power is the main energy source used to meet the heating need of company buildings and facilities. During 2015, the company redesigned the building located in Varibobi according to bioclimatic architecture principles and renewable energy standards.

Energy Consumption (kw) buildings, toll stations, road lighting etc	2015
Electrical energy for street lighting and buildings	3.865.344

Conversion factors: diesel: 36,4 MJ/litre, petrol: 44 MJ/ litre, gas: 46 MJ/liter, natural gas: 47,2 MJ/litre

**16.733 Kw**  
Electrical energy /street kilometer

Due to their nature, services offered by the company do not consume energy.

## Use of materials and supplies

The protection and conservation of natural resources are an integral part of the Approved Environmental Terms of the Concession Project and a key obligation of Kentriki Odos.

The materials and raw materials required for the construction of the motorways, form part of our partners' and contractors' responsibilities. Kentriki Odos is responsible for relatively small quantities of materials, which are presented in the table below.

Categories of materials	Material	Quantity	
		Partners & subcontractors	Kentriki Odos
Raw materials KG	Salt	719.300	-
	Sawdust	322	-
	Printing paper	4.250	109
Semi-manufactured goods or parts	Computers (Items)	-	212
Associate processes materials (lt)	Cleaning materials (Items)	-	-
	Fuels (Gasoline) (lt)	11.010	50
	Fuels (Diesel) (lt)	177.845	60.733
	Water consumption (Buildings and Facilities) (lt)	-	13.759
	Water (for washing - EYDAP) (lt)	20.000	-
Materials for packaging purposes (m3)	Timber (m3)	-	3.6
	Paper (m3)	-	750
Other (kg)	Cuts residues	12.000	-

## Natural resources, materials and waste management

Our activities are in line with our policies and as such they incorporate all elements and principles of environmental and social accountability.

Taking into account the environmental impacts of the operation and maintenance of the motorway, Kentriki Odos compiles annually a waste report in accordance with the relevant legislation. The report lists the waste quantities and the transportation method to the approved Alternative Waste Management System agents as well as information regarding waste disposal through licensed partners.

Waste category	Type	Quantity	
		Partners & subcontractors	Kentriki Odos
Raw materials (barriers, signs)	Metals (iron and steel) (Kg)	7.480	-
	Plastic (Kg)	32	-
Semi-manufactured goods or parts	Tires (Kg)	1.720	-
	Batteries (Kg)	-	30
Other	Animal tissue waste (Kg)	180	-
	Mixed municipal waste (Kg)	57.681	-
	Engine gear box and lubrication oils (Litres)	960	-

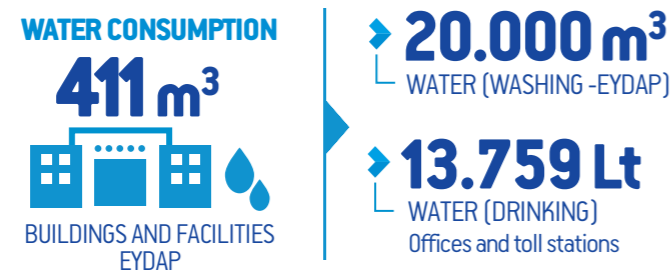
Kentriki Odos does not import, export or process hazardous waste. According to its operating procedures, Kentriki Odos does not discharge water into water bodies and during 2015 no leaks have been observed.

## Water management

Kentriki Odos takes all the necessary measures aiming at efficient water management both in its premises and its entire business activity.

Namely, the company:

- Collaborates with a certified Environmental Management System (ISO 14001: 2004) subcontractor, for the planting and maintenance of greenery in the facilities along the highway
- Uses optimal water saving irrigation system of plantings within the boundaries of the Concession Project
- Abides by the Concession Agreement, the approved environmental terms and the applicable legislation



## Noise Management

Noise emission are an inevitable consequence of motorway construction and operation. At Kentriki Odos, we have taken all necessary precautions to minimize any disturbance in the areas which our motorways pass through. This way, we ensure quality of life for residents while operating within the permitted limits as defined by law.

In collaboration with the **University of Thessaly** we implement the **Annual Road Traffic Noise Monitoring Programme**. As part of this programme, we conduct sound measurements at sensitive locations along the motorway, approved by the appointed state agency. Based on the results of sound monitoring, observations or complaints about noise levels, we carry out further sound measurements, apply appropriate protection measures and take corrective when necessary. As a precautionary measure, complaints and requests for measurements, apart from their inclusion in the measurement plan of the current year (where possible), are included in the following year's plan in order to monitor any changes.

Based on our measurement results, in 2015 all measurements were within the legal limits.

## Protection of Biodiversity

The design of the Concession Project was based on the main Environmental Impact Studies for the sitting and layout of the motorway. At the initial design phase, we examined the biodiversity of each transit area which inevitably is affected by the operation of Kentriki Odos. The necessary environmental terms for the protection of biodiversity have been set. In addition, an evaluation of the impact on the biodiversity of the area has been conducted as stipulated by law and the necessary protection measures have been identified.

The project is located on the perimeter of the protection and eco-development zone as stated in the Environmental Study for the specific area. Given the ecological importance of the area, the company does not intend to make any changes in the general morphology and function of the river ecosystem. Its intention is to ensure the conservation of regional ecosystems.

This is achieved by a series of steps comprising of:

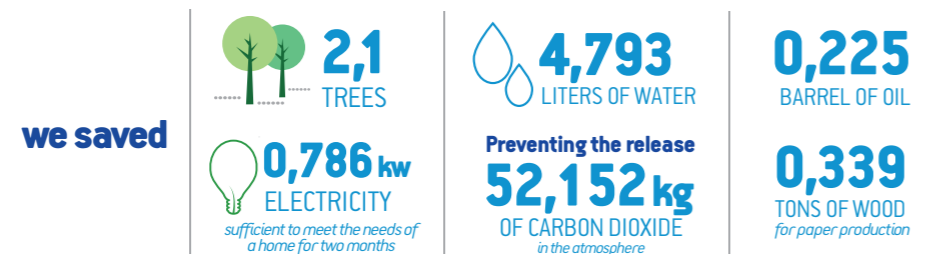
- **Fauna crossings construction in habitat areas to facilitate the movement of the population of various species**
- **Motorway fencing to deter the entry and passing of wildlife**
- **Closed road sewage systems for protection of sensitive areas**
- **Planting of indigenous species to maintain the wildlife in the area and the harmonization of the project with the natural environment**
- **Construction of pollutant retention tanks and implementation of action plans to prevent accidental pollution**
- **Design of pilot recording and monitoring programs for microfauna growth**

The project is located within the European Ecological Network Natura 2000 sites "**Valley and Sperchios-Maliakos Bay Estuary**" and the Special Protection Area "**Kato Rous and Sperchios river's estuaries**". The wetland of Sperchios river estuary, the new bed of Sperchios and Asopos river, the karstic springs of Ag. Paraskevi are the habitat of the protected fish "**Elynopygosteos**", and the stork colony near the settlement of Ag. Paraskevi constitute larger areas the concession project adjoins or passes through.

## Recycling

In 2015 we implemented a pilot recycling system at the company's headquarters. We collected and recycled 109 kilos of paper, plastic and high quality aluminum and prevented recyclable materials from being diverted to landfills and polluting the environment and groundwater.

According to data from the recycling company, our contribution is equivalent to:



Our practice regarding paper is to purchase and use environmentally friendly printing paper which is sourced from sustainably managed and certified forests.

Kentriki Odos has signed agreements in with Alternative Management System recycling companies for paper, plastic, batteries, used electrical and electronic equipment. In 2015 the company conducted a workshop on safe driving and energy saving where participants:

- Developed their knowledge on basic practical and economical driving taking advantage of the engine's "ideal" operating range and the traffic conditions in order to minimize fuel consumption and emission of pollutants into the environment.
- Participated in practical exercises of economic driving routes based on simulations of different traffic conditions (i.e. uphill - downhill, closed and open curves, forced postures, constant velocity path etc.) learning a more modern, efficient and smart driving, helping

## Expenditure for the Environment

Environmental protection projects and Health and Safety	Amount €
Environmental Studies (MPE, TEPEM, Recycling Studies EP0, Environmental Licensing of Escorting projects and activities etc)	20.000
Protection and maintenance of green	150.000
Traffic Noise Monitoring Program	6.500
Environmental consultants and staff to monitor the application of Environmental Terms	6.000
Technical Safety and Occupational Doctors	3.256,50
Certifications OHSAS 18001 ISO 9001:2008 ISO 14001:2004 ISO 39001:2012	2.583
<b>TOTAL</b>	<b>188.339,5</b>

The above amounts do not include environmental protection and preservation activities that are related to the Operation and Maintenance of PATHE Highway as they are part of the Concessionaire's obligations under the Concession Agreement, they are met on regular basis (daily, weekly, monthly) and therefore cannot be calculated separately. These tasks include:

- Maintenance and cleaning (snow clearing stations and storage areas)
- Waste management, recycling, hazardous waste delivery
- Cleaning wells and wells' grates
- Manually picking of garbage
- Washing and wiping of asphalt
- Maintenance of Machinery for Operation and Maintenance activities
- Maintenance of fire-fighting equipment

## Cooperation with Local Communities and Social Contribution

### Our positive contribution to Social Development

Kentriki odos was founded in 2009 and since then it supports actively the Greek economy. Its contribution to groups that need help and support is one of our key concerns.



Annual contribution to social development (in thousand euro)	2015
Payments to suppliers (except materials and intercompany transactions)	5.024,69
Employee salaries and benefits (including insurance contributions)	2.350,80
Payments to providers of capital	13.031,34
Company investments	108.124,08
<b>TOTAL</b>	<b>128.530,91</b>

As an integral part of the Greek society, Kentriki Odos contributes to the economic prosperity and Sustainable Development. Emphasis is placed on our relationship with local communities with which we are actively engaging.

Kentriki Odos supports in many different ways the local communities in the regions where it operates. Supporting the local employment is one of the most important ways Kentriki Odos contributes to local communities since a significant number of the company's employees stems from these communities.

## Welfare and Social Solidarity Actions

Through the coordinated Corporate Social Responsibility program we try to respond to the increased need for taking up welfare and social solidarity activities. Many of the actions are implemented due to the strong support and assistance of the company's employees as well as motorway users.

### Examples of actions:

#### Fundraising:

Our employees collected 9 boxes of first need items that were offered to the association "Together for Children". 2 boxes included food, and 7 clothes and toys. The Association distributed part of these to items other non-profit associations.

#### Sponsorship of NGO "DIAZOMA":

Kentriki Odos supported the mission of DIAZOMA with the amount of € 2.000. This sponsorship is towards the completion of a study for the development of a "cultural route" which will connect the E65 Motorway with the ancient monuments located in areas that the motorway passes through.

#### Financial donations:

In response to refugee crisis, the company supported, at Christmas,, the Greek Council for refugees with € 1.000.

#### SMS donation mechanism:

To "The Smile of the Child", on leaflets to enable users to assist in the organization's work.

#### Building's coverage - equipment:

We supported the girls Orphanage "Saint Luke" in Lamia with € 2.500 and the Association of Parents and Guardians of Disabled in Fthiotida with € 2.500.

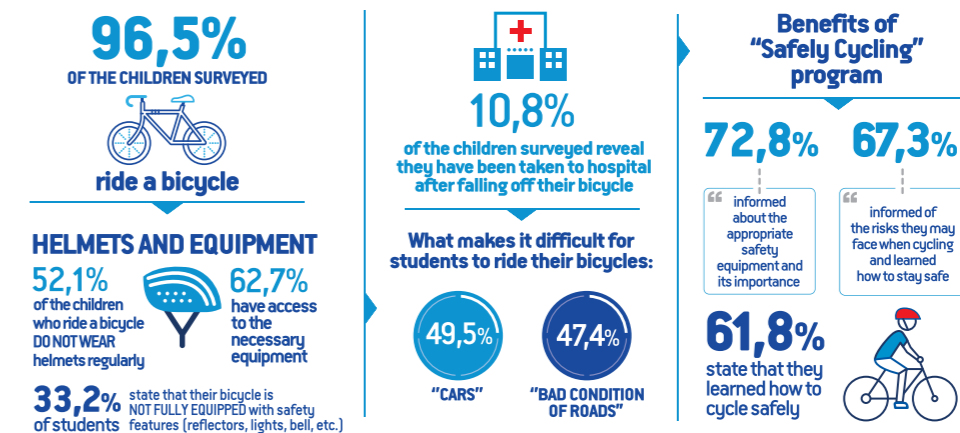
## Education Actions

Recognizing the value of training on multiple levels, the company proceeded to the following actions:

- Action "Safely Cycling":** Kentriki Odos in collaboration with I.O.AS visited 14 schools in Fthiotida in order to conduct the interactive training seminar "Safely Cycling". 443 elementary students attended the training program. The bike, the first vehicle of young students was employed for educational purposes. It is worth mentioning that the program is approved by the Ministry of Education and Religion and the Institute of Educational Policy. Our total investment in this activity amounted to € 4.500 and it is expected to have positive long-term effects on the children that participated

### ▶ "Safely cycling" survey results:

Alongside the training, we conducted a survey, which revealed the extent of the road safety issue



## Environmental Awareness

In 2015, we undertook initiatives to raise public awareness on environmental issues.

### ○ Distribution of brochures for forest fires:

In collaboration with the General Secretariat for Civil Protection, during the summer anti-fire season, we distributed at all our tollbooths, special brochure with tips about preventing forest fires and instructions as to how to address fire incident.



## In Kind Donations

True to our strategy to support people with special needs (disabled), we granted free passes amounting to 22.080 in 2015, an investment which reached €28.977,48

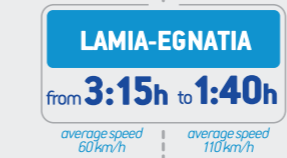
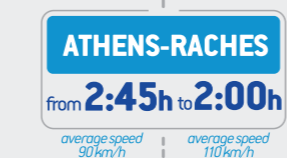


Free passes were granted to the:

- Italian and Croatian mission that participated in civil protection Readiness Exercise PROMITHEUS 2015
- Group of cyclists of the Cancer Patients Athens Association "K.E.F.I."
- Mixed caring centre of day care, employment and training "The Spring Kids"
- Roundtrip of the Disabled Athletic Association "THE ARGONAFTES"
- Mobile Educational Unit of I.O.AS
- Experiential mobile education unit of I.O.AS for 2nd consecutive year

In our corporate and social communications we abide with the professional code of conduct as defined by the Greek Code of Advertising-Communication, of the Communication Control Council (CCC).

### REDUCTION OF THE AVERAGE TRIP TIME



**SOCIAL ECONOMICAL BENEFIT**  
(trip time saving and vehicle cost)  
**€3.605.244,556**  
*(prices 2006)*

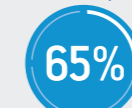
### ROAD SAFETY

ACCIDENTS RATES



TIMES LOWER

ACCIDENTS reduced up to



**SOCIAL ECONOMICAL BENEFIT**  
**€468.601,103**  
*(prices 2006)*

### CONTRIBUTION TO EMPLOYMENT



**263** JOBS every year for the next 30 years

**SOCIAL ECONOMICAL BENEFIT**  
**€4.073.845,659**  
*(prices 2006)*

# Goals for 2016

10

## ▶ Road Safety-Quality Services

Topic	Goals 2016
Installation of additional equipment	The studies for the installation of additional equipment concluded in 2015. Installation is planned for 2016.
Weight Measurement in Motion	Develop an extended network of Weight Measurement in Motion (2018 goal)
Customer satisfaction survey	Improvement/retention of rankings

## ▶ Human Resources

Topic	Goals 2016
Development Centres	11 additional Team leaders to take part in the process
Performance management system	Performance management system improvement according to the development centres methodology
Employee training	Training workshop on road safety
Training on stray animal management	Training and certification of patrol personnel on collection and management of stray animals

## ▶ Caring for the Environment

Topic	Goals 2016
Monthly audit plan for compliance with Environmental Terms	>12
Monthly audit plan for Health & Safety during operation and maintenance activities	>12
Identification and assessment of environmental impacts Process	Improvement and update of the Environmental impact recording system
Environmental Risk management Process	Process Improvement and update
Natural resources, material, and waste management Process	Process Improvement and update
ISO 14001:2004 Certification	Retain certification in accordance with ISO 14001:2004
OHSAS 18001:2007 Certification	Retain certification in accordance with OHSAS 18001:2007
ISO 9001:2008 Certification	Retain certification in accordance with ISO 9001:2008
ISO 39001:2012 Certification	Retain certification in accordance with ISO 39001:2012
Motorway operation and maintenance	Maintain zero environmental fines
Employee training	Conduct at least 70 training hours on Health&Safety aimed at middle and high ranks Conduct at least 10 training hours on Environmental issues aimed at middle and high ranks
Measure of low frequency electromagnetic radiation at company's establishments	Project Assignment and completion within 2016
Measure of CO2 emissions (office)	The tender was completed in 2015. The 1st CO2 emissions measurement to be completed in 2016

## ▶ Cooperation with local communities and Social contribution

Topic	Goals 2016
Recycling	Pilot recycling program at toll stations
In kind donations	Audiometer supplies for Universities and Educational institutions
Participation to Global Initiatives	Member of GRI GOLD Community
Blood bank	Establish corporate blood bank with the support of employees and partners
Stakeholder engagement	Survey of motorway users on Corporate responsibility

# Report Profile

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The current edition constitutes our first attempt to address the commitments, practices and results of our activity illustrated with facts and figures.

The Corporate Responsibility Report of Kentriki Odos for 2015 has as an aim to clearly reflect the strategy of our company on issues related to Corporate Responsibility. The Report covers all the key and important aspects which we have recognized and concerns the year 2015, from 01/01/2015 to 31/12/2015.

We follow the principles and guidelines of the Global Reporting Initiative (GRI) and we design the report structure and our approach in accordance with the instructions and directions provided by the standard. Our Report meets the requirements of the basic agreement criterion, ("in accordance" option Core) and has been prepared in accordance with the guidelines of the GRI-G4 guidelines.

Data are based on five CSR pillars, covering the risks, opportunities and strategies for the future:

- **Road Safety**
- **Quality of Services**
- **Human resources**
- **Caring for the Environment**
- **Cooperation with local communities and Social Contribution**

The boundaries of our material issues have not changed compared to 2014.

It is useful to make some clarifications regarding our suppliers. Local suppliers are not entirely related to the maintenance and operation of the motorway. National suppliers include some of the related parties, the largest of which is CONSORTIUM E-65 manufacturer. The remaining related suppliers are involved in the maintenance and operation of the motorway (power supply, maintenance E/U installations, etc.). The amount of the related parties added up to €108.509.987. International suppliers include some related parties whose value reaches € 512.856.

For our 2015 report we have not conducted external assurance as our first concern is to strengthen our internal structures and data collection mechanisms. This will allow us to achieve our target and prepare our future Reports in accordance with the "in accordance" option Comprehensive.

**“ We are very proud of our Report, as we actively communicate our commitment to responsible business. The entire company contributed to the development of the report. ”**

## CSR Team

We are very proud of our Report, as we actively communicate our commitment to responsible business. The entire company contributed to the development of the report. A number of executives from different Departments of the company cooperated for the collection of data, in particular:

• **Material Moderators:** Fotini Lamprou, Gerasimos Monokrousos

• **Departments / Divisions' Representatives - material responsible:**

Vaso Voulgaraki, Panagiotis Galanopoulos, Fotis Gonos, Vasiliki Zoulomitaki, Babis Daskalakis, Evangelos Kareklas, Nikos Katapodis, Fotini Lamprou, Natalia Manara, Giannis Marinopoulos, Gerasimos Monokrousos, Giannis Bouli-eris, Eleni Nianiou, Anastasia Pneumatikou, Eugenia Soufi, Panagiota Stasinou, Ioanna Tsakatoura

## SUPPORT

The preparation of the Corporate Responsibility Report 2015 was conducted with the support and scientific guidance of Sustainability Knowledge Group.

## CONTACT POINT

Your opinion is essential for us, especially as it give us with the opportunity to improve. You can contact us for comments, opinions, questions or suggestions.

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Motorway Kentriki Odos SA Concession Company  
1° km. National Road Athens-Lamia PC: 35100

## Central office:

Sorou 13 Maroussi, 151 25

# Annex A

## BOUNDARIES OF MATERIAL ISSUES

	Material issues of Corporate Responsibility	Boundary of issues		Stakeholder Groups								
		Inside K.O	Outside K.O	EMPLOYEES	USERS	LOCAL COMMUNITIES - MUNICIPALITIES	MANAGEMENT AND SHAREHOLDERS	MINISTRY OF INFRASTRUCTURE	NGOs / ACTIVISTS/ LOBBIES	MOTORWAY TRAFFIC POLICE	FINANCIAL INSTITUTIONS	SUPPLIERS AND ASSOCIATES
FINANCIAL ISSUES	Company's financial growth	○		○	○	○	○	○	○	○	○	○
	Indirect financial impacts from Kentriki Odos operations	○	○	○	○	○	○	○	○	○	○	○
ENVIRONMENTAL ISSUES	Fuel Consumption	○	○	○	○	○	○	○	○	○	○	○
	Energy consumption in buildings	○		○	○	○	○	○	○	○	○	○
	Energy consumption due to road lights	○		○	○	○	○	○	○	○	○	○
	Waste management	○	○	○	○	○	○	○	○	○	○	○
	Noise Management	○	○	○	○	○	○	○	○	○	○	○
	Air pollution	○	○	○	○	○	○	○	○	○	○	○
	Biodiversity	○	○	○	○	○	○	○	○	○	○	○
	Compliance with environmental laws	○	○	○	○	○	○	○	○	○	○	○
	Environmental evaluation of suppliers	○		○	○	○	○	○	○	○	○	○
	Environmental grievance mechanisms	○		○	○	○	○	○	○	○	○	○
SOCIAL ISSUES	Offer of employment	○		○	○	○	○	○	○	○	○	○
	Meritocratic recruitment procedures	○		○	○	○	○	○	○	○	○	○
	Training	○		○	○	○	○	○	○	○	○	○
	Equal opportunities and diversity	○		○	○	○	○	○	○	○	○	○
	Non-discrimination	○		○	○	○	○	○	○	○	○	○
	Occupational health and safety	○		○	○	○	○	○	○	○	○	○
	Safety of users	○		○	○	○	○	○	○	○	○	○
	Suitability of signage	○		○	○	○	○	○	○	○	○	○

- EMPLOYEES
- USERS
- LOCAL COMMUNITIES - MUNICIPALITIES
- MANAGEMENT AND SHAREHOLDERS
- MINISTRY OF INFRASTRUCTURE
- NGOs / ACTIVISTS/ LOBBIES
- MOTORWAY TRAFFIC POLICE
- FINANCIAL INSTITUTIONS
- SUPPLIERS AND ASSOCIATES



## GRI Index Table

The Corporate Social Responsibility Report of Kentriki Odos is developed according to GRI G4 and meets the requirements of the GRI Content Index for the "In Accordance" - Core Option.

GENERAL STANDARD DISCLOSURES	PAGE	EXTERNAL ASSURANCE
<b>Strategy and Analysis</b>		
G4-1	6	-
<b>Report profile</b>		
G4-3	8	-
G4-4	8, 9, 10, 38, 39	-
G4-5	73	-
G4-6	8, 9, 10	-
G4-7	8, 12, 13	-
G4-8	8, 9, 10	-
G4-9	8, 9, 10, 13, 14, 43 <a href="http://www.kentrikiodos.gr">www.kentrikiodos.gr</a>	-
G4-10	43, 44, 45	-
G4-11	45	-
G4-12	40, 41, 42	-
G4-13	14, 72, 73	-
G4-14	17, 26, 27, 29, 30, 58	-
G4-15	18, 66, 67, 69	-
G4-16	18, 27, 69	-
<b>Identified Materials Aspect and Boundaries</b>		
G4-17	14	-
G4-18	19, 20, 21	-
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<b>Stakeholder Engagement</b>		
G4-24	24, 25	-
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G4-27	24, 25	-
<b>Report profile</b>		
G4-28	72	-
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G4-30	72	-
G4-31	73	-
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## Specific Standard Disclosures

Material Aspects	Specific standard disclosures and indicators	Page number/link	Omissions	External assurance
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Economic Performance	G4-DMA	12, 13, 14, 15, 16, 65, 69		
	G4-EC1	14, 65, 69		
	G4-EC2	14		
	G4-EC3	49, 65		
Indirect Economic Impacts	G4-EC4	www.kentrikiodos.gr		
	G4-DMA	8, 9, 25, 26, 27, 28, 33, 69		
	G4-EC7	8, 9, 26, 27, 28, 33, 24, 69		
	G4-EC8	40, 41, 42, 65, 66, 67, 69		
<b>CATEGORY: ENVIRONMENT</b>				
Energy	G4-DMA	16, 17, 58, 59, 60		
	G4-EN3	59, 60		
	G4-EN5	60		
	G4-EN6	59, 60		
	G4-EN7	59, 60		
Biodiversity	G4-DMA	16, 17, 58, 63		
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Emissions	G4-DMA	16, 17, 58, 59, 63		
	G4-EN15	63		
Effluents and Waste	G4-DMA	16, 17, 58, 59, 60, 61, 62, 64		
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Products and Services	G4-DMA	40, 41, 58, 59, 60		
	G4-EN27	58, 59, 60, 61, 62		
	G4-EN28	-	Due to the nature of the business activity, there are no product returns	
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Overall	G4-DMA	16, 17, 58, 59, 64, 65		
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Environmental Grievance Mechanisms	G4-DMA	16, 17, 58, 59		
	G4-EN34	16		

Material Aspects	Specific standard disclosures and indicators	Page number/link	Omissions	External assurance
<b>CATEGORY: SOCIETY</b>				
<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>				
Employment	G4-DMA	43, 52		
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	G4-LA8	55, 56, 57		
Training and Education	G4-DMA	43, 48, 52, 53, 54		
	G4-LA9	53, 54, 56		
	G4-LA10	52, 53		
	G4-LA11	55		
Diversity and Equal Opportunity	G4-DMA	11, 43, 55		
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<b>SUB-CATEGORY: HUMAN RIGHTS</b>				
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<b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>				
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