

Corporate Responsibility Report

#2016

 **GOLD Community**
Kentriki Odos S.A. 2016



1. Message from the CEO



Dear friends and partners,

It is my pleasure and honour to share with you the second Corporate Responsibility Report of Kentriki Odos. The 2016 Report is the capstone of the hard and systematic work of a large team of people who are responsible for implementing one of the most significant projects in Greece.

For our part, the Kentriki Odos project is not a contractual obligation nor the need of complying with a wide range of rules, but the materialization of a vision based on the belief that development stems from everyone's right to have access to basic structures. With the completion of the Kentriki Odos project, an ambitious vision materializes. A vision that is based on equal opportunities, on equal development, on enhancing the quality of life, on development.

The course of action we have been following has never been without challenges. At a European, national, local and corporate level, we systematically and committedly work so as to overcome the difficulties of this endeavor and highlight the multi-faceted opportunities that we should capitalize on.

Our approach towards Corporate Responsibility is based on five basic pillars that form the core of our strategy:

Road Safety: Our priority is the creation and maintenance of the highest possible levels of road safety on the motorway. Having specialized staff, contemporary systems and exceptional design, we always focus on the safety of drivers that trust us.

Quality: Our goal is to strengthen our internal structures and processes to achieve our corporate goals. This is achieved through the adoption of international standards and the constant search for best practices.

Human Resources: Our strategic goal is to maintain a working environment that focuses on health and safety, as well as on the development of our employees. The new staff development methodologies we apply and the excellent working environment make Kentriki Odos a role model of a company.

The Environment: Our commitment is the harmonious integration of our motorways in the natural environment. Starting with compliance with the environmental terms and the national legislation, we reduce our environmental footprint and the impact of the motorway on the natural environment.

Local Communities: Our main goal is the support, promotion and strengthening of local communities. The social role of Kentriki Odos is linked with the social development of the areas that are close to the motorway. Our actions support multifacetedly, pragmatically and quantitatively the local communities.

Our primary goal is the safe and quick transportation for everyone, and thus Kentriki Odos calls all interested parties in an open dialogue. From our side, through this Corporate Responsibility Report, we systematically depict our strategic approach our goals being local development, social prosperity, and environmental protection. We invite you to actively participate in this dialogue platform where responsible development takes central stage.

Stelios Pentheroudakis
CEO

contents

03 | Message from the CEO

06 | Our Mission, Vision and Values

18 | Distinctions

Corporate Responsibility | 20

30 | Road Safety

High Quality Service Provision | 40

47 | Human Resources

58 | Caring for the Environment

Collaboration with Local Communities and Social Contribution | 66

72 | Goals

74 | Report Profile

76 | GRI Index Table



Road Safety

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

Total passes reached
7,188,354

4-digit emergency telephone number

1075 SOS

28 SOS Emergency phones located along the motorway

24 HOUR Motorway Traffic Management Center

24 HOUR road safety patrols **€14,055** invested in training and awareness campaigns on safe driving

19 along the motorway

52 cameras

33 in Styliada tunnels

385 vehicles towed of which 60 heavy vehicles

21,094 manhours dedicated in Road Maintenance. 77% increase compared to 2015

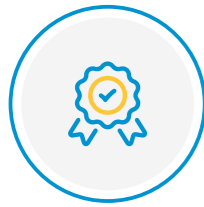
3,880 manhours invested in Road Infrastructure Repairs

771 manhours invested in Road Infrastructure Inspections

25% reduction in Average Response Time for abandoned vehicles incidents

9.5 minutes Average Response Time for incidents

Our patrol vehicles covered a distance of **276,819 km**



Quality in Services

Quality Management System certified in accordance with **ISO 9001:2008**

1 dedicated Customer Service Center in Aghia Triada

6 Motorist Service Stations

3 Methods of Toll Payment



Customer Care Call Center

801 700 7000

customercare@kentrikiodos.gr Email Customer Service

Handled and resolved a total of **1,742** recommendations and complaints

0 Zero incidents associated with low quality products/services from suppliers



Caring for the Environment

Environmental Management System certified in accordance with **ISO 14001:2004**

Over **€163,000** invested in Environmental protection and Health & Safety

€105,000 invested in protection and maintenance of green areas

1st CO2 emissions' measurement:
CO2 3,409.9 tons

Noise measurements on the motorway in noise sensitive areas carried out in collaboration with the University of Thessaly

Planted 20,000 trees and shrubs

€2,850 invested in Environmental Awareness initiatives



468 kg materials recycled 4 times more materials recycled in 2016 compared to 2015

At a Glance

119 employees

51.3% women **75%** young up to 40 years old

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

5th Employee Commitment and Satisfaction Survey:

High levels of employee commitment **71%**

80% Recognition of our customer focused approach

11 employees participated in the Development Centres process

94% of our employees received formal Performance Evaluation review

87% of the employees participated in at least one training program in 2016

1,439 Total Training Hours An 150% increase compared to 2015



1,062 Training Hours on Health & Safety **A 271% increase** compared to 2015

Cooperation with Local Communities and Social Contribution

More than **110** permanent jobs focusing in areas outside Attica

95% of our suppliers are national and local Suppliers

99.7% of our supplier payments are aimed at local and national suppliers

The "Social Product" of Kentriki Odos reached **€138,527.66**

Over **€14,000** invested in education and information campaigns on road safety



€38,193 invested for **86,121** free passes for special needs vehicles

71 bottles

collected from a joint Nea Odos and Kentriki Odos blood donation action involving 16% of employees

0 incidents

Organization and Management

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

Active member of **GRI GOLD COMMUNITY**

Investment of **€12,665** to strengthen Corporate Social Responsibility structures

Participation in: 1. HELLASTRON
2. "Panos Mylonas" Road Safety Institute
3. Diazoma
4. Hellenic Institute for Customer Service

Awards 1. HR Awards 2016
2. Hellenic Responsible Business Awards 2016

Construction progress

The construction progress of Kentriki Odos is approaching 90%
At the end of 2016, the construction progress of the project reached 88.85%

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.

2. Our Mission, Vision and Values



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.

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.

About us

The Central Greece Highway (Kentriki Odos) has undertaken the study, design, construction, operation, appropriation and maintenance of the "Aftokinitodromos Kentrikis Ellados – E65" Concession project. Following an international tender, in mid-2007, Kentriki Odos undertook the implementation of one of the most important projects of modern Greece, which is of strategic importance for the development of our country.

This project concerns: a) the construction of the motorway of central Greece (E65), which will start from the semi-interchange with the Athens - Thessaloniki - Evzoni motorway at the Thermopyles I/C and will end at the interchange with the Egnatia Highway near Grevena and b) the management and maintenance of the Athens - Thessaloniki - Evzoni motorway section from Skarfia to Raches.

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

of all new sections (from Lamia to Egnatia)



The 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

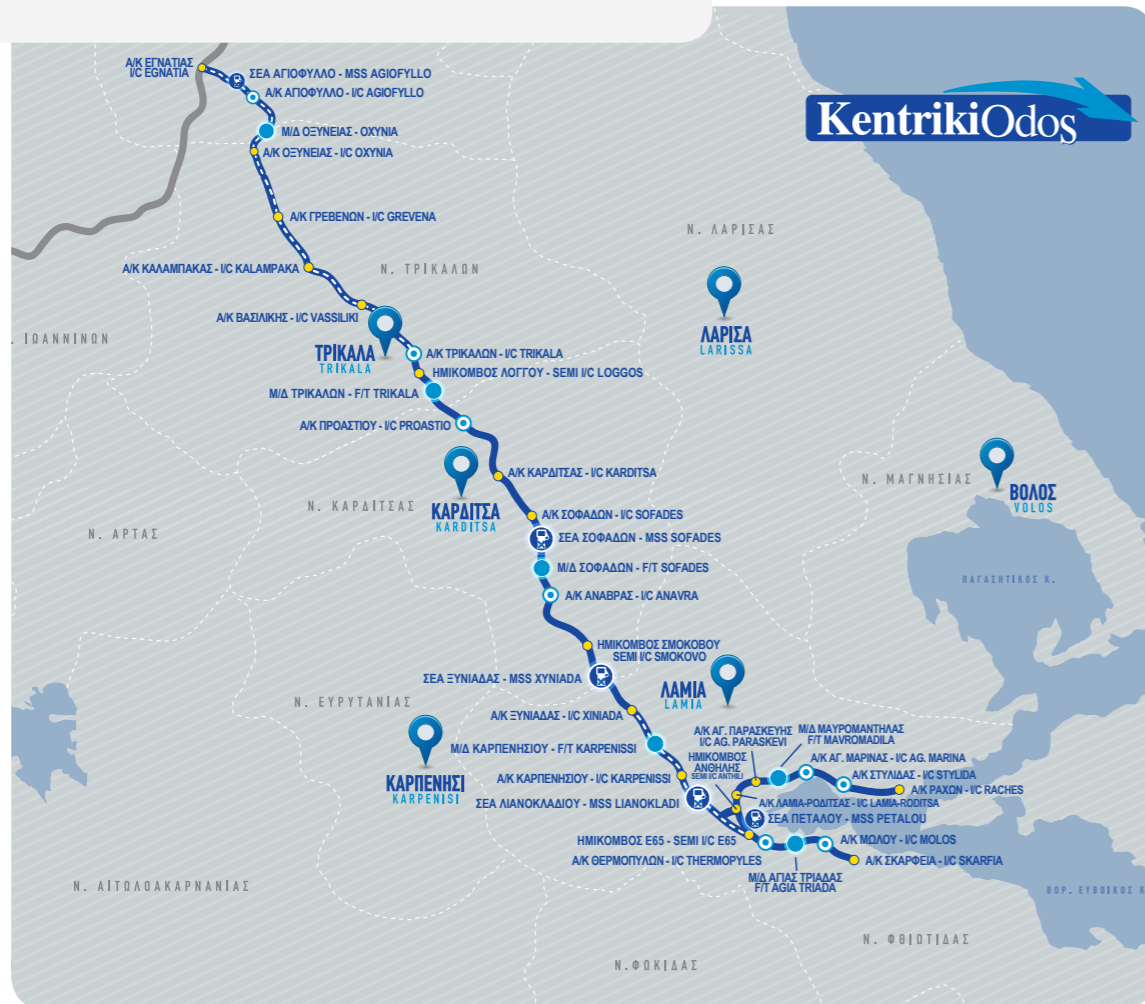
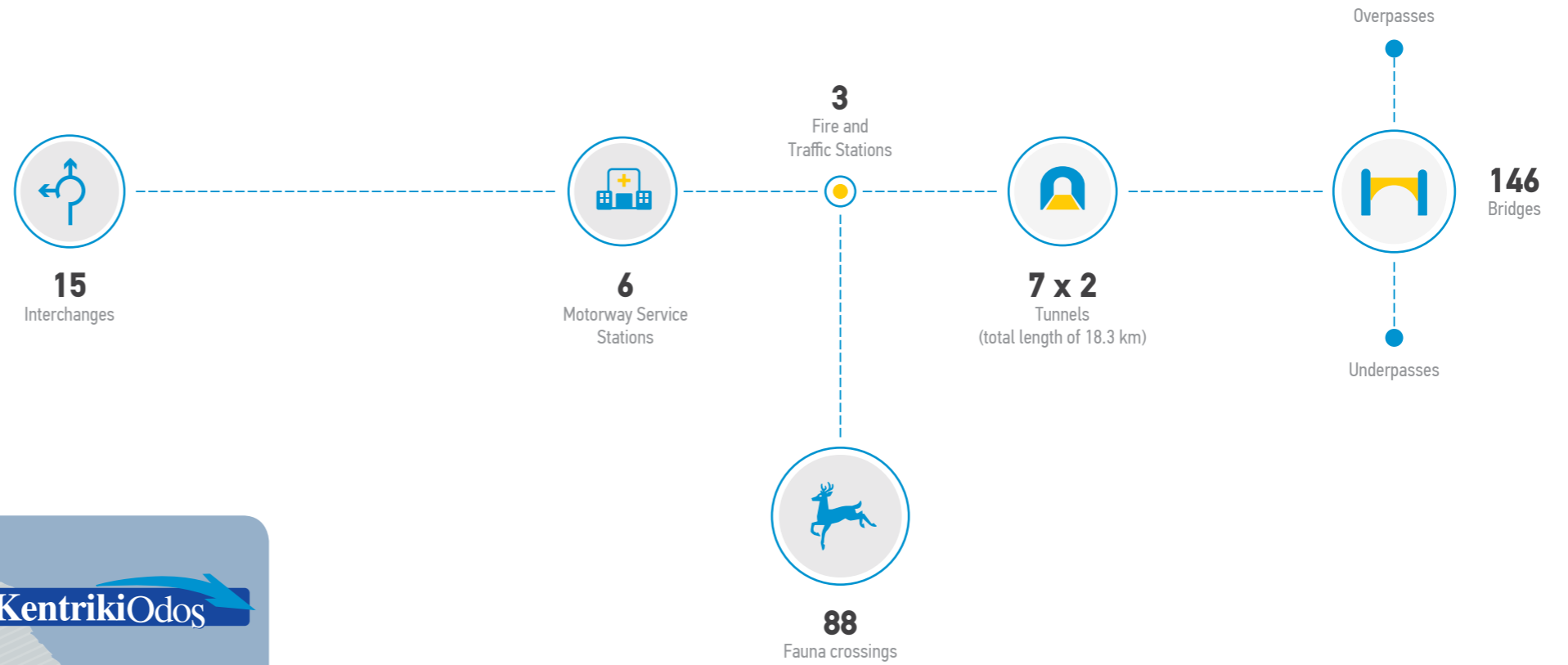
Financing

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



An Ambitious Project

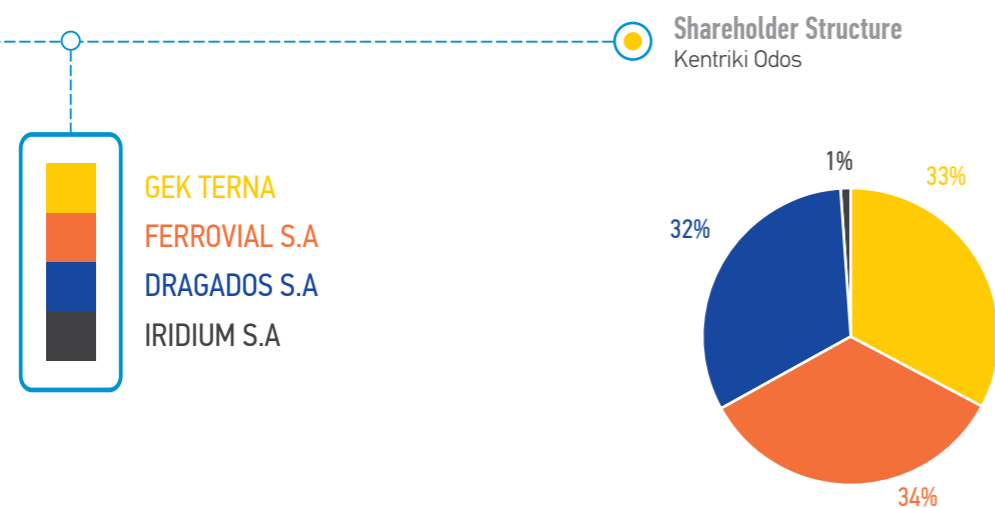
The construction of the E65 motorway is a project with particular strategic importance for the development of Greece and its regions, since it is entirely constructed upon new spatial planning and in essence it connects Eastern and Western Greece. Upon its completion, it links Central Greece with Trans-European Networks, and with the ports of Igoumenitsa and of Volos and it completes the transport system at a regional and local level. Among its most important technical features are:



Benefits

01. Improving safety and minimizing risks
02. Minimizing the required travel time
03. High-level customer services
04. Enhanced environmental protection
05. Enhanced development prospects and employment opportunities

Shareholder Structure



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

Ferrovial: The Ferrovial Group, with registered offices in Spain, is one of the greatest global investors in the field of transportation infrastructures and operates in more than 15 countries.

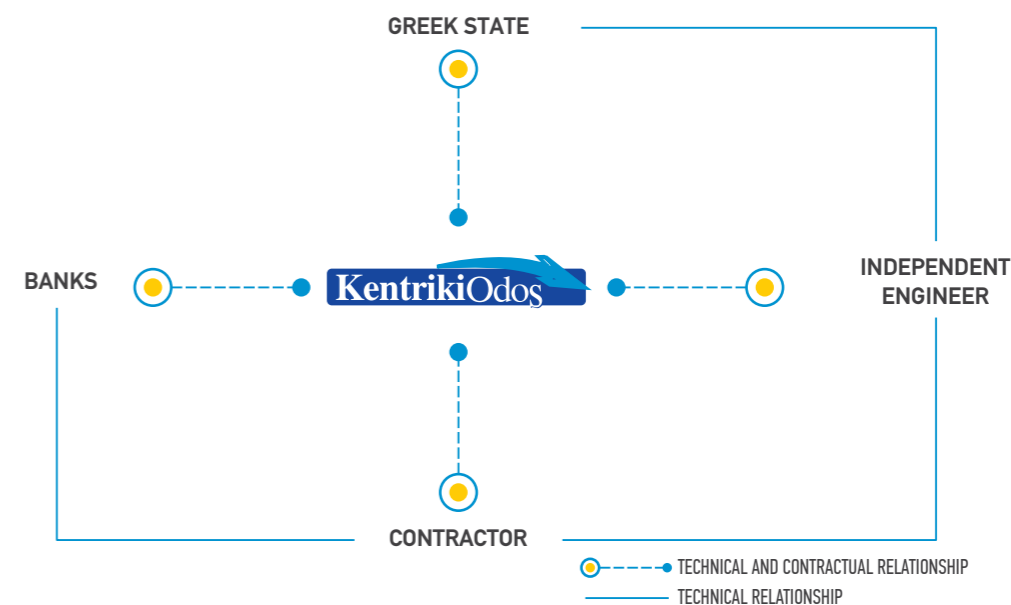
Dragados: Dragados is an international construction group, established in 1941, specialising in major infrastructure projects, such as bridges, roads and motorways, tunnels and underground constructions, dams and hydraulic works at a global level. Dragados is the construction branch of the ACS Group, one of the biggest construction groups in Spain with operations in more than 40 countries.

IRIDIUM: IRIDIUM Concesiones de Infraestructuras S.A is part of the ACS Group and develops, funds, manages, operates, maintains and restores all kinds of state concession projects relevant to transportation infrastructure and public works.

Contractual Relationships

Organizational Structure of the project

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



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

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

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

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

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

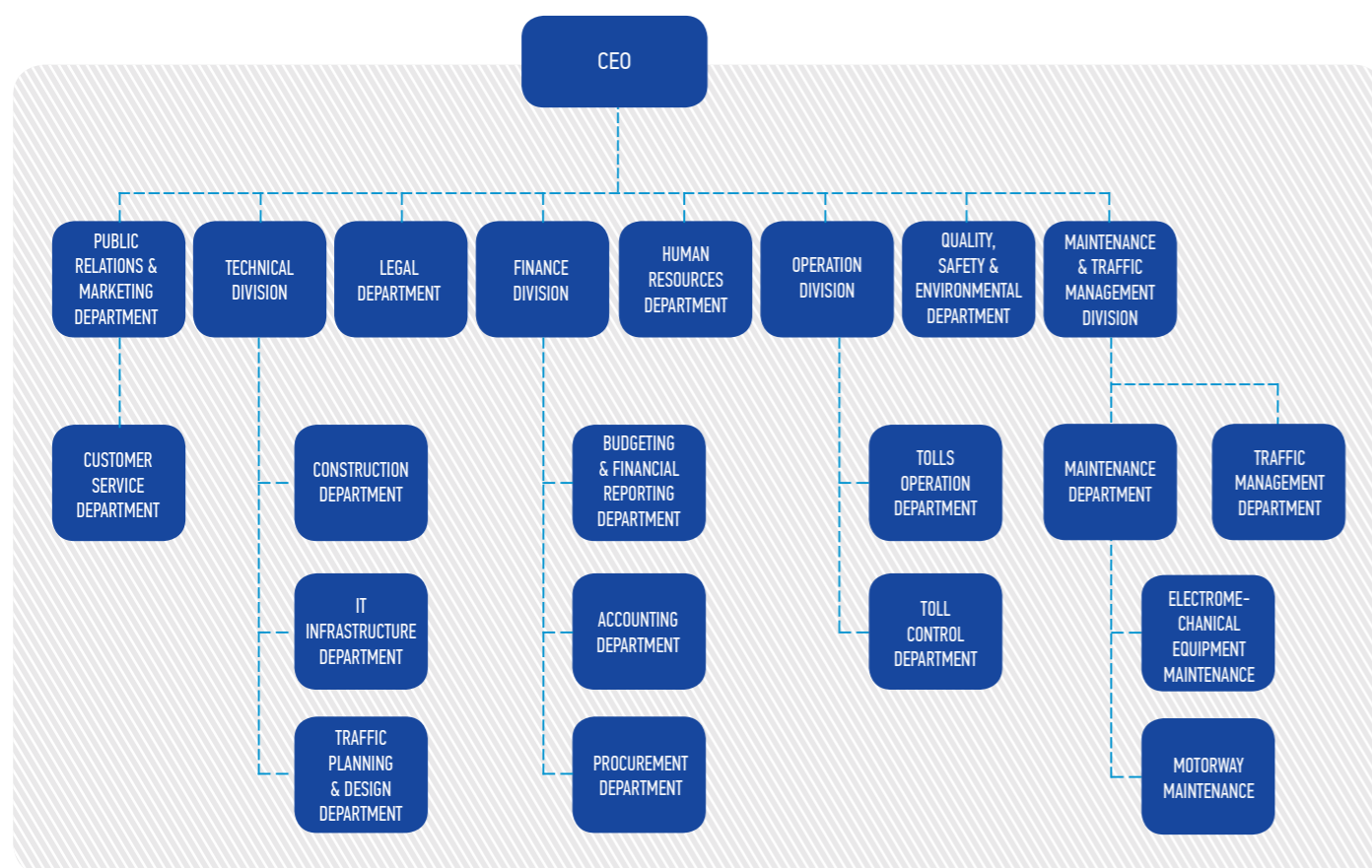
Lending Banks: ALPHA BANK S.A., EUROBANK ERGASIAS, S.A., NATIONAL BANK OF GREECE, PIRAEUS BANK S.A., BANCO BILBAO VIZCAYA ARGENTARIA S.A., BNP PARIBAS FORTIS SUCURSAL EN ESPANA, BNP PARIBAS FORTIS, BANCO SANTANDER LONDON BRANCH, BANCO ESPIRITO SANTO LONDON BRANCH, ESPIRITO SANTO PLC, INSTITUTO DE CREDITO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

Financial Performance

FINANCIAL INFORMATION	2016	2015
Net Sales (in thousand €)	145,493.97	121,102.95
Other operating income (in thousand €)	0	0
Revenue from financial investments (in thousand €)	0	80.33
Total income (in thousand €)	145,493.97	121,183.28
Operating cost (in thousand €)	129,969.46	118,865.40
Employee salaries and benefits (in thousand €)	2,498.13	2,350.80
Payments to providers of capital (in thousand €)	11,483.23	13,031.34
Net profit (in thousand €) – before taxes	19,346.77	2,326.53
Net profit (in thousand €) – after taxes	13,713.75	153.64
Net profit per share (in €)	0	0.001
Total payments to state bodies (in thousand €) (taxes paid)	5,170.86	5,456.25
Company investments (in thousand €)	119,075.23	108,124.08
Total capitalization (in thousand €)	500,555.70	484,083.22
Total equity (in thousand €)	111,160.64	97,433.88
Total Liabilities (in thousand €)	410,459.37	413,829.40
Total assets (in million €)	522,592.47	511,766.40

Organisation Chart

The Kentriki Odos organisation chart depicts the way the company organizes its operations and the thoroughness it employs in its wide range of operations.



NET SALES (IN THOUSAND €)	2016 (31 DEC)	2015 (31 DEC)
Exploitation segment of Central Greece Motorway	21,531,614.22	8,129,936.14
Construction of Central Greece Motorway	123,962,359.57	112,973,018.84
Total	145,493,973.79	121,102,954.98



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



The total passes in 2016 amounted to

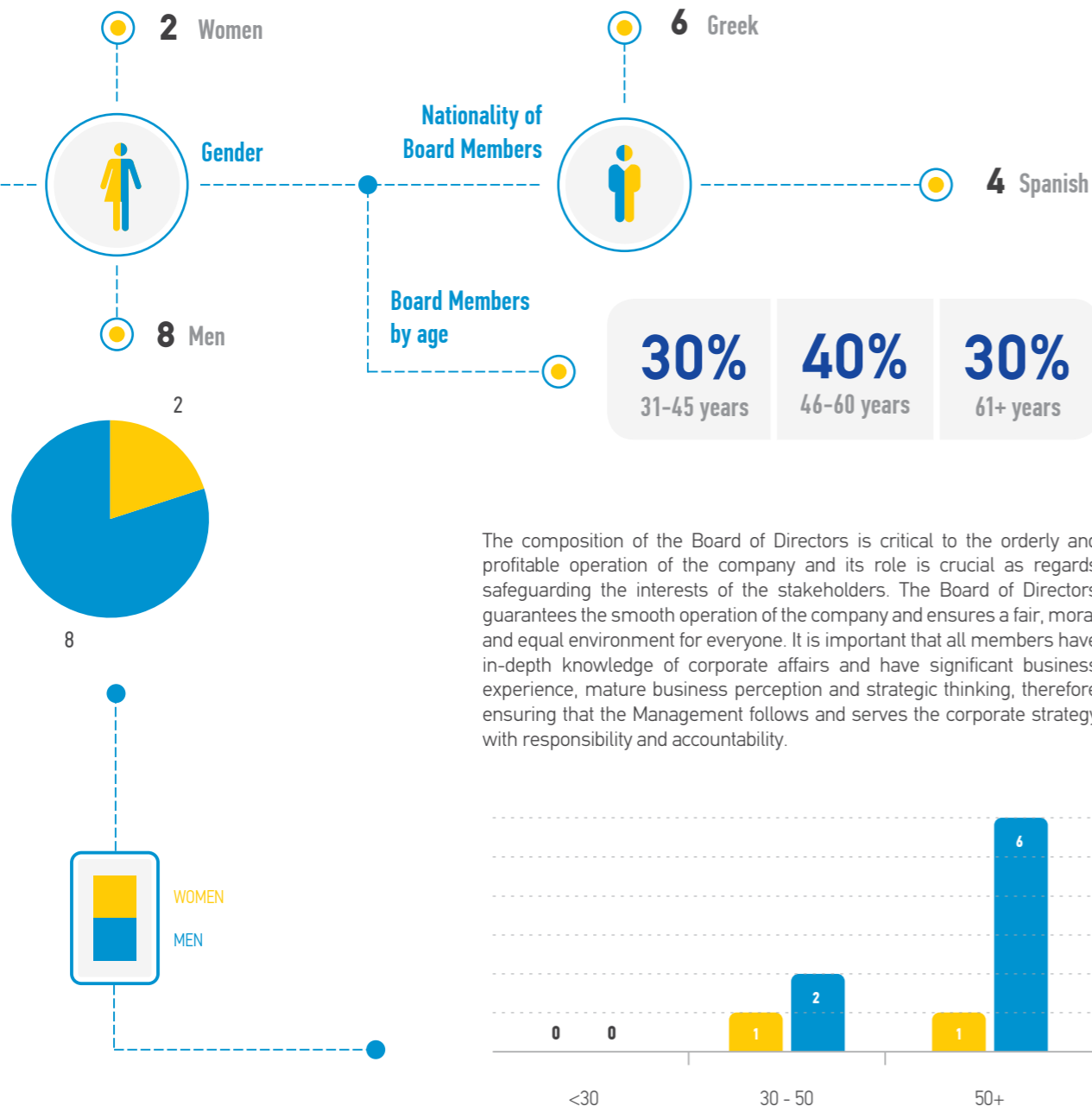
7,188,354

Corporate Governance

In 2016, the Board of Directors of Kentriki Odos consisted of the following ten members:

- Emmanouil Vrailas – CEO, (Executive Member)
- Andres Sarcistan Martin - Vice-Chairman, (Non-executive Member)
- Emmanouil Moustakas - BoD Chairman, (Non-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)

During 2016, a new President of the Board of Directors was appointed, but there was no other change as regards other members. However, all Board members are now non-executive.



The composition of the Board of Directors is critical to the orderly and profitable operation of the company and its role is crucial as regards safeguarding the interests of the stakeholders. The Board of Directors guarantees the smooth operation of the company and ensures a fair, moral and equal environment for everyone. It is important that all members have in-depth knowledge of corporate affairs and have significant business experience, mature business perception and strategic thinking, therefore ensuring that the Management follows and serves the corporate strategy with responsibility and accountability.

The Significance of Compliance

Business ethics is based on compliance with the Greek and European legislation on the one hand and on the values of the company on the other. Kentriki Odos remains committed to complying with environmental legislation and with legislation relevant to other areas of its operation. It is noted that in some cases the company acts outside its narrow institutional boundaries, if deemed necessary, and applies the best practices that serve its vision, mission and values.

The company responds with absolute success and efficiency to its legal and institutional obligations thanks to its systematic approach. No financial penalty nor other sanction for violating the current environmental legislation in 2016 has been imposed. It is also worth noting that no incidents of non-compliance with the legislation in force as regards user safety have been recorded.

No corruption incident was recorded in 2016, nor was there any interruption of any cooperation due to a corruption-related offense. In addition, no incidents of non-compliance with applicable regulations in the areas of communication, marketing, advertising and sponsorship were recorded.

The foundation of the company's cooperation with suppliers is the understanding of the value of the project and the observance of the agreed terms by both sides. Subcontractors who undertake work at the premises of the company are bound to comply with the environmental requirements of the project. Subcontractors are required to acquire the required certifications and licenses, provided they are formally bound to enforce the environmental protection requirements and to take precautionary measures to protect the environment. The company's key subcontractors are controlled mainly in the operating and maintenance fields through regular environmental assessments.

Assessments are also carried out by external certification bodies regarding the ISO 14001: 2004 systems implemented by subcontractors. In 2016, no assessment of environmental issues was carried out regarding new suppliers, but it is worth noting that no significant negative environmental performance by a supplier has been detected.

Strategic Approach

The provision of high quality services is at the core of the company's strategic approach. It is a priority for Kentriki Odos to provide high quality services and in this context, its main objective is the continuous improvement in its performance.

The provision of high quality services to users, the protection of employees' health and the protection of the environment are regulated through a set of activities and tasks. In this context, the company applies international standards for the certification of its processes and systems.

The company applies a Quality Management System approved by Bureau Veritas, the internationally approved certification body based on the principles of ISO 9001: 2008 standard. This system is tailored according to the operational needs of each road infrastructure, is faithfully implemented and continuously improved in all areas of operations, within the provisions of the Concession Agreement at all times. It is also worth mentioning that TUV HELLAS has been certifying the processes of Kentriki Odos since 2015 with the ISO 39001: 2012 Road Safety Management System. This specific standard covers all areas related to Road Safety, such as corporate vehicle speeds, company fleet status, company driver training, etc. As regards the protection of the environment, Kentriki Odos is certified according to the ISO 14001: 2004 Environmental Management System, while the Safety and Health System certified according to OHSAS 18001: 2007 is also implemented.



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

3. Distinctions

HR Awards 2016 (Boussias communications)

Kentriki Odos has been distinguished for the initiatives, practices and policies it applies as regards its Human Resource Management. The activities of Kentriki Odos always focus on its employees. The Silver Award in the Talent Management category for the project titled "Identifying and Developing Motorway Talent", comes as a recognition for the company's actions to identify and utilise the talents of its employees.

Hellenic Responsible Business Awards 2016 (Boussias communications)

An important distinction for Kentriki Odos comes from the Hellenic Responsible Business Awards and rewards the company's investments in Sustainability and Corporate Responsibility. The Silver Award in the "Short-Term Local / Regional Investment" category for the "Cycling Safely" action also recognizes the value of the actions it has been implementing for one year in collaboration with the "Panos Mylonas" Institute of Road Safety.

Membership in Associations

Hellastron

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

The "Panos Mylonas" Road Safety Institute

Having as a vision "a world without road accidents", the "Panos Mylonas" Road Safety Institute aims at informing citizens and preventing road accidents. The Institute is a Non-Profit Organisation and is the partner of Kentriki Odos in the public awareness and citizen education actions the company implements. As a member of the Road Safety Institute, Kentriki Odos takes part in the annual General Assembly of the Organization and has undertaken an active role in planning and implementing actions that are directly related to the company's business activities.

Diazoma

Kentriki Odos now participates in the Diazoma Association as an active corporate member. Diazoma aims at preserving ancient theatres and promoting Greece's cultural heritage. It was founded on the initiative of the former Minister of Culture, Mr. Stavros Benos, and the decisive participation of three groups: the archaeological community, the artists and intellectuals of the country, and local communities.

Hellenic Institute for Customer Service

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



4. Corporate Responsibility

Our Approach

Being especially sensitive to the needs of society, Kentriki Odos incorporates policies and practices in its strategic planning that aim at supporting society and protecting the environment. Kentriki Odos is fully aware of its great responsibility towards society as it provides people with a public good of great importance. Taking care of the smooth operation of one of the main road axes of the country, the company constantly strives to identify the boundaries of all aspects of corporate responsibility, to organize them, to record them and also to communicate them.

In line with internationally recognized practices, the Corporate Responsibility Strategy of Kentriki Odos is based on the following five pillars:



The result of recognizing the above pillars is the development of a comprehensive action plan that corresponds to the data, the objectives set and their depiction. Two years after writing its first report, the company continuously improves, with particular emphasis on corporate responsibility.

In 2016, the company made the important decision to have a more substantial approach to its corporate responsibility strategy. Its aim was the integrated approach of all the sectors that affect the business operation of Kentriki Odos, but are also affected by it. The impact of its business activity on both society and the environment also affects the quality of the services provided. This impact is in turn linked to safety issues that are directly related to all those using the motorways. Moreover, the business activity of Kentriki Odos relates with the company's contribution to the development of the local communities involved, but also to the creation of value for the benefit of society as a whole.

CORPORATE RESPONSIBILITY PILLARS

Corporate Governance				
Road Safety	Quality in Services	Our People	Caring for the Environment	Cooperation with Local Communities and Social Contribution
Safety of users	Financial Performance/ Market Presence	Employment	Fuel consumption	Indirect financial impacts
Suitability of signage	Supplier Environmental Assessment	Meritocratic Recruitment Procedures	Energy	
		Training and Education	Effluents and Waste	
		Development and performance management	Noise Management	
		Equal opportunities and diversity	Emissions	
		Non-discrimination	Biodiversity	
		Occupational health and safety	Environmental Compliance	

Material Aspects

It is a priority for Kentriki Odos to honor the commitment towards stakeholders and to minimize the negative impacts stemming from its activities. It is worth noting that the company is not stagnant, but quite on the contrary, it adapts its approach to effectively respond to the ever-changing needs of society. It is always on the lookout to prevent possible risks and to recognize opportunities regarding its relations with its stakeholders. According to the materiality principle, special importance is placed on those activities of corporate responsibility that may have a large-scale positive or negative impact on the company and its stakeholders. The degree of influence that the company's actions and decisions may have, as the company is a dynamic part of the society that interacts with all its members, is also important.

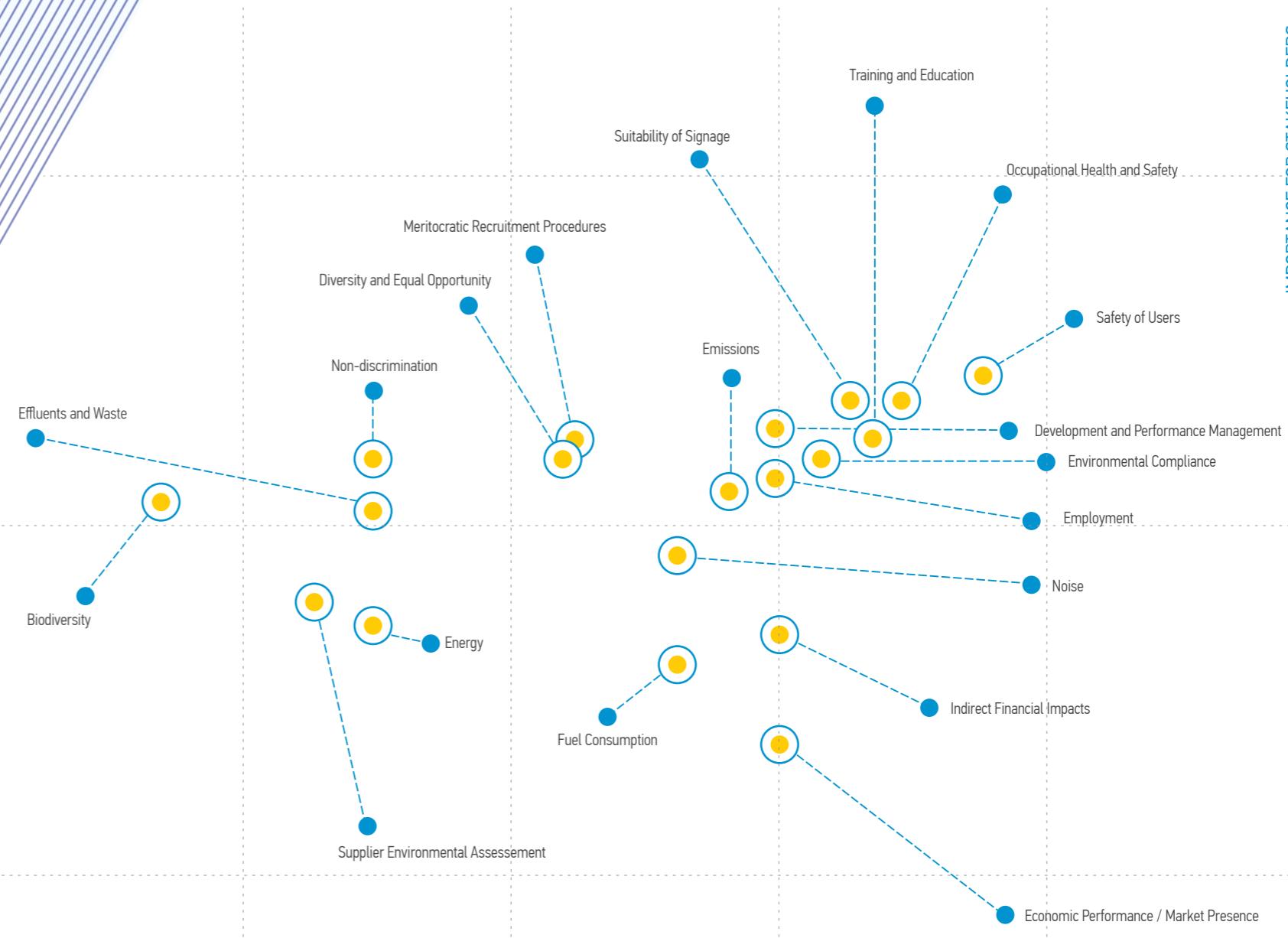
In 2014, the year in which the Company's first report was drafted, the material aspects were identified. Since then, we remain committed to the subjects that interest and concern our stakeholders and have an impact on society and the environment.

Sustainability is the mainspring of the company as regards all the areas of its activities.

MATERIAL ISSUES 2016	IMPORTANCE FOR STAKEHOLDERS	IMPORTANCE FOR KENTRIKI ODOS
Safety of Users	9.64	10
Occupational Health and Safety	9.44	9.61
Suitability of Signage	9.43	9.45
Training and Education	9.28	9.53
Development and Performance Management	9.28	9.23
Meritocratic Recruitment Procedures	9.19	8.43
Non - discrimination	9.10	7.61
Equal Opportunities and Diversity	9.09	8.73
Environmental Compliance	9.08	9.26
Employment	8.97	9.63
Emissions	8.87	8.86
Biodiversity	8.84	6.72
Effluents and Waste	8.75	7.67
Noise Management	8.46	8.52
Supplier Environmental Assessment	8.15	6.76
Energy	7.98	7.87
Indirect Financial Impacts	7.93	9.36
Fuel Consumption	7.74	8.57
Financial Performance/ Market Presence	7.22	9.84



In 2016, with our transition to the GRI Standards, we renewed our material aspects, and redefined our priorities and the areas we place importance through our activities. Our goal is to effectively respond to the needs of our stakeholders and minimize negative impacts and potential risks at the strategic and operational levels.



IMPORTANCE FOR KENTRIKI ODOS

IMPORTANCE FOR STAKEHOLDERS

KENTRIKI ODOS MATERIAL ISSUES - BOUNDARIES

Material issues of Kentriki Odos Corporate Responsibility	Boundary of issues		Stakeholder Groups
	Inside Kentriki Odos	Outside Kentriki Odos	
FINANCIAL ISSUES			
Financial Performance/ Market Presence	✓		Employees , Users Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, Financial Institutions Suppliers and Associates
Indirect financial impacts from Kentriki Odos operations	✓	✓	Employees, Local Communities – Municipalities, Management and Shareholders, NGOs / Activists/ Lobbies, Ministry of Infrastructure, Motorway Traffic Police, Financial Institutions, Suppliers and Associates



ENVIRONMENTAL ISSUES

Fuel Consumption	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, NGOs / Activists/ Lobbies, Suppliers and Associates
Energy consumption	✓		Employees ,Users Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Financial Institutions, Suppliers and Associates
Effluents and Waste Management	✓	✓	Employees, Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Suppliers and Associates
Noise Management	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Financial Institutions, Suppliers and Associates
Air pollution and Emissions Management	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Financial Institutions, Suppliers and Associates
Biodiversity	✓		Employees , Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Financial Institutions, Suppliers and Associates
Environmental Compliance	✓	✓	Employees , Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Financial Institutions, Suppliers and Associates
Environmental evaluation of suppliers	✓		Employees, Users, Local Communities – Municipalities, NGOs / Activists/ Lobbies, Management and Shareholders, Suppliers and Associates

SOCIAL ISSUES

Employment	✓		Employees , Users, Local Communities – Municipalities, Management and Shareholders, Financial Institutions, Suppliers and Associates
Meritocratic recruitment procedures	✓		Employees , Users, Local Communities – Municipalities, Management and Shareholders, Financial Institutions, Suppliers and Associates
Training and Education	✓		Employees , Users, Management and Shareholders, Financial Institutions, Suppliers and Associates
Development and Performance Management	✓		Employees , Users, Management and Shareholders, Financial Institutions, Suppliers and Associates
Equal opportunities and diversity	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, Financial Institutions, Suppliers and Associates
Non-discrimination	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, Financial Institutions, Suppliers and Associates
Occupational health and safety	✓		Employees , Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Suppliers and Associates
Safety of users	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies Motorway Traffic Police, Suppliers and Associates
Suitability of signage	✓		Employees, Users, Local Communities – Municipalities, Management and Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies Motorway Traffic Police, Suppliers and Associates

Kentriki Odos Stakeholders

Stakeholder Mapping, Communication and Engagement

Since the beginning of our systematic engagement with corporate responsibility, it has become apparent that our priority should be the identification, detailed approach and mapping of the stakeholders. With the term stakeholders, we refer to all those who are directly or indirectly related to the company, influence or are influenced by the Kentriki Odos actions, policies and business decisions.

In accordance with the principles of corporate responsibility, Kentriki Odos has to recognize and understand the needs of its stakeholders. Through the process of mapping our stakeholders, we become deeply aware of the key issues that concern them. Consequently, in this manner, we can assess to what extent our activities meet their needs and we can be proactive as regards our actions in the future.

In the 2016 Report, we illustrate in detail the company's approach towards the main and secondary stakeholders. It is worth noting that the analysis is not restricted to the main stakeholders only, but also includes the secondary ones so that there is a more integrated approach as regards how each of our stakeholders evaluates our performance, our efficiency and the extent to which our goals are achieved, how they interpret our decisions and how they are affected by them.



MAIN STAKEHOLDERS	COMMUNICATION MECHANISMS	EXPECTATIONS/MAIN ISSUES	FREQUENCY OF COMMUNICATION	COMMUNICATION OUTCOMES
Employees	Meetings between staff and management representatives Satisfaction surveys Email correspondence Information Brochures	Regular communication between Employees and Management Informing employees about organizational 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 Centres Actions for the improvement of the working environment
Users	Customer service department Customer satisfaction surveys Complaint handling department Awareness campaigns Company website Emergency number	Safety Quality, satisfaction and reliability Immediate response to incidents Immediate response to requests or complaints Data protection	Daily	Interventions on the road network Improvement of signage
Local Communities – Municipalities	Meetings with representatives of local communities Consultation with local associations and bodies of residents Partnerships to support volunteer actions	Comprehensive information regarding the effects of the company's operation on a local level and ways to address them Support of local economy – indirect financial effects Support initiatives implemented by local communities and municipalities Sponsorships – charity initiatives and social investments	On regular time intervals/ Daily	More targeted support for the local community More targeted support for the local economy
Management and Shareholders	Monthly Board of Directors meetings Regular reporting Company website	Financial performance Regular and accurate 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	According to company policies	Reduction of toll rates as described in the Concession Agreement, which is ratified by the Greek Parliament and cannot be unilaterally changed by the company	When deemed necessary	Interventions where possible to ensure smooth user service
Ministry of Infrastructure	Communication and meetings	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	Daily	Full compliance with the requirements as set by the Concession Agreement
Motorway Traffic Police	Scheduled and unscheduled meetings with Traffic Police representatives	Compliance with laws Support the Traffic Police work Cooperation and consultation	When deemed necessary	Intensification of readiness exercises
Financial Institutions	Ongoing communication Meetings 3 and 6-month reports	Comprehensive information on company performance Financial effectiveness Consistency in its financial obligations Compliance with laws and good governance Risk management and company growth prospects	On regular time intervals	Full compliance with the law Analysis of social and environmental risks
Suppliers/Associates	Procurement department Ongoing communication with partners in the implementation of projects	Transparency in procurements Meritocracy in selecting suppliers and partners Compliance with agreed partnership terms Transparent governance mechanisms	Daily	Compliance with deadlines Compliance with suppliers' manuals
SECONDARY STAKEHOLDERS	COMMUNICATION MECHANISMS	EXPECTATIONS – MAIN ISSUES	FREQUENCY OF COMMUNICATION	COMMUNICATION OUTCOMES
Other State Agencies (Fire Brigade, National First Aid Centre, Police, and Civil Protection)	Meetings – Mail Correspondence –Contact via Phone	Maintaining good relations and regular communication with the Traffic Police, the National First Aid Centre, the Fire Department and the General Secretariat for Civil Protection, etc. plays a very important role in maintaining safety and smooth traffic flow.	Daily	High level of traffic conditions, 24 hours a day, 365 days a year
Agencies, Associations, Academic Community	Participation in conferences and seminars	Two-way knowledge, experience and best practice transfer	When deemed necessary	Re-evaluation and upgrade of practices
Media	Mail correspondence and Contact via Phone	Clear strategies and structured relationships with journalists and the Media	When deemed necessary	Disclosure of the company's activities to the general public
Other Motorways	Mail correspondence, Contact via Phone and Hellastron meetings	Optimal coordination in interchange areas and exchange of views	When deemed necessary	Optimisation of operation – related actions



International Sustainability Standards

The 17 Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) depict the ambitious endeavour of the global community to address the most important challenges of the modern world. These goals are part of a plan adopted in 2015 by 193 United Nations member states and aim at building a better future for everyone. This plan includes issues related to society, economy, the environment and governance. These 17 objectives and their 169 targets focus on the eradication of extreme poverty, the fight against inequality and injustice, and the protection of the planet over the next 15 years.

Kentriki Odos acknowledges the role of the business world in this endeavour. Given that the private sector can contribute with its operation to achieving each of these goals, the company has come to the decision to make a commitment regarding the objectives associated with its operation. In the coming months it will formally incorporate these goals into its strategy through their in-depth recording and mapping.



GOALS RELATED TO OUR ACTIVITY	HOW WE CONTRIBUTE TO ACHIEVING THE GOALS	RELATIVE SECTIONS IN THE REPORT
	Committed to its principles and business ethics, Kentriki Odos promotes sustainable development. It offers productive employment and provides a decent working environment for everyone, without exclusions and discrimination. It implements a strategy which aims at the economic growth of our society and of local communities in general.	pg: 6, 7, 10, 17, 22, 48-50, 51-61, 70-75
	Kentriki Odos decisively contributes to the creation of high quality, reliable, sustainable and accessible infrastructure. It supports local economies and small businesses and connects big urban centres of the country. It facilitates transportation and allows access to cultural sites.	pg: 10-13, 19, 34-43, 70-75
	Kentriki Odos contributes to addressing problems that emerge in big urban centres due to urbanisation. Adequate infrastructure and reliable transport networks link sustainable cities. Kentriki Odos has committed to providing safe, affordable, accessible and sustainable transport systems for every citizen, improving safety on its motorways, connecting residential areas and enhancing the efforts for the protection and preservation of the cultural and natural heritage.	pg: 34-50, 70-75



Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) is the most widespread international initiative used in publishing Sustainability Reports. In October 2016, GRI announced the new version of the standards, the GRI Standards, which replaced GRI G4. Kentriki Odos has been following the GRI guidelines since its first Report and in the 2016 Report it has upgraded its structure and content to meet the requirements of the GRI Standards.

Kentriki Odos has been a member of the GRI GOLD COMMUNITY since 2016. The GRI GOLD COMMUNITY is a community that welcomes organisations from every corner of the planet and offers unique opportunities for participation in an international multi-stakeholder network of prominent organisations. As a member of this international community, Kentriki Odos is a leader in developments, has a say in the shaping of the sustainability landscape which is disclosed through Corporate Responsibility Reports. Through this involvement, Kentriki Odos has the opportunity to contribute to decision-making that favors the creation of sustainable economies and societies.



5. Road Safety

Road Safety: A complex equation with numerous variables

A modern motorway ensures the smooth and rapid flow of vehicles, while its operation is linked with issues related to road safety. High speed on motorways and high vehicle traffic increase the possibility of road accidents, and thus motorways require high construction standards to ensure the safety of road users.

Kentriki Odos carries out numerous and important actions aiming at informing and raising public awareness of road safety issues, given that the road safety sector in Greece is of great importance and has many social and economic dimensions. Road safety is a complex equation, with many variables among which are: the people (drivers, passengers, cyclists, and pedestrians), vehicles, road infrastructure (road surfaces, signage, and signaling, lighting, maintenance), supervision (surveillance, policing, prevention, care, and maintenance), and weather conditions. For our part, we give priority to safe traffic management and we strictly adhere to the operating and maintenance requirements of the motorways.

With responsibility and awareness of our role as a major contributor to the promotion of road safety, we have placed at the core of our philosophy the minimization of accidents and the maximum contribution to the safe transportation of every driver.

To the extent possible, we ensure that each variable that falls within our area of responsibility is controlled, monitored and improved daily. We know that through the measurement, mapping and monitoring of road safety conditions, we can implement additional improvement measures. For this reason, we carry out statistical analysis of traffic accident data, risk assessment studies of various locations in the urban and interurban network we manage and systematic monitoring of the development of specific indicators related to road safety.

A strategic goal for the company is the provision of high-quality road safety services.

In order to ensure high-level road safety standards along the motorway, Kentriki Odos has established a set of processes to enhance user safety. In this context, we constantly work on protecting our users by focusing our attention on three main pillars:



From the early stages of the design and the implementation of the project, our main concern was to ensure high construction standards to guarantee the best possible levels of road safety. We always place particular importance on geometric design, traffic studies and safety signage studies. Regardless of the geotechnical challenges, the reliefs of each region and, the particular geological conditions, when necessary we go beyond our contractual obligations, to open safe, modern motorways.

More specifically, as part of the measures taken to continuously improve the existing infrastructure, we focus on the following:

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

The Importance of Signage

Undoubtedly, signage is intricately linked with maintaining high road safety levels. Signage is fully in line with the national and European legislations and the relevant studies have been approved by the Independent Engineer (DAC0596B Certification number).

More specifically, there are the following traffic signage categories:

- Emergency Signage: used for immediate intervention in the event of an incident.
- Mobile Signage: used during movable works such as sweeping, road surface marking as well as in cases of other events, i.e. escorting loads.
- Short-term works Signage: temporary Signage used during short-term works, as well as for important incidents (updating the emergency Signage).
- Long-term works Signage: temporary Signage used during long-term works.

In conclusion, we should point out that, during technical inspections, performed on a daily basis by our competent company staff, special emphasis is placed on monitoring traffic signage and immediately intervening in cases where it is deemed necessary.

The Importance of Maintenance

We have placed road safety at the heart of our philosophy and our day-to-day operation. We recognize that as a prerequisite for the provision of high quality services, we must first and foremost care for the maintenance of our infrastructure. As expected, the majority of the overall maintenance programme focuses on the preventive maintenance programme, always aiming at the prevention of key issues.

The wide range of preventive maintenance works includes, among others, pavement restoration work, maintenance of median strips, landscaping and all technical works, cleaning of the motorway and all maintenance in electromechanical installations, safety and security equipment, irrigation and fire-fighting systems, etc. Especially in 2016, given that we have made a commitment as regards the maintenance and expansion of the green areas within the motorway so that the motorway harmoniously blends with the natural environment, we have completed a series of median strip maintenance and landscaping works and planted 20,000 trees and shrubs.

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

Winter Maintenance and Handling Extreme Weather Phenomena

The prevention, response and remediation of potential problems emerging along the motorway are multiplied and intensified in the event of extreme weather conditions.

The efficient response to extreme weather phenomena, such as heavy snowfall or frost on the pavement, requires full coordination and compliance with specific certified processes. In order to be able to effectively respond to such weather phenomena and to guarantee the safe operation of the motorway, we also plan and implement a special extended winter maintenance programme. This combination of actions allows us to prevent and effectively address any potential issues arising.

The winter maintenance programme includes the following:

- Supply of sufficient quantities of salt for the entirety of each motorway
- Setting up service stations at key points
- Maintenance of snow removal machines
- Continuous cleaning of manholes and of the drainage systems
- Improvement of horizontal and vertical reflective signage

In the vast range of preventive actions we carry out, we collaborate and coordinate to the maximum extent with the Police, the Fire Department, the National Emergency Aid Centre and the General Secretariat for Civil Protection, as regards the timely provision of the necessary human resources and materials (e.g. salt), the continuous training of the staff involved, the ongoing assessment and review of safety and intervention procedures during emergencies, in collaboration with the staff involved.

As regards immediate response and restoration actions during extreme weather conditions, we follow the standard procedures of incident management. More specifically, taking into consideration the calculations of meteorological stations we have installed along the roads, the forecast reports of the relevant authorities, as well as reports from our staff, we promptly detect and confirm the occurrence of acute weather phenomena. We immediately notify and inform all concerned agencies (the Police, the Fire Department, the National Emergency Aid Centre and the Vehicle Collection Units) and mobilise all road safety patrol cars. Once we ask for Police assistance for the safe traffic control within the motorway, depending on the situation, we initiate the emergency safety and intervention procedures, and take all necessary actions so as to promptly restore normal traffic conditions. At the end of the extreme weather phenomena, as well as at the end of each incident, we inspect the infrastructure and our equipment, and if necessary, we provide support to our staff that has been involved in the incidents.

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

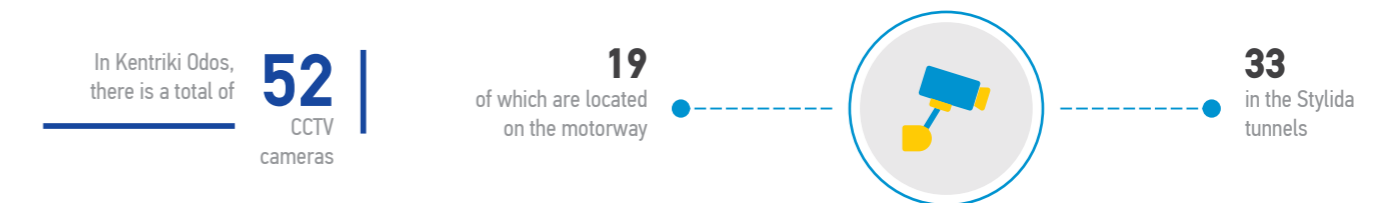
Traffic and Incident Management

Proper, efficient and timely traffic and incident management forms the core of the smooth operation of our motorways. In Schimatari, the Traffic Management Centre regulates the circulation of vehicles and primarily ensures the orderly and safe operation of the motorway. The Centre is equipped with the most advanced technical means and continuously operates 24 hours a day, all year round. A Special Tunnel Management Centre is dedicated to tunnels. The company has staffed both centres with experts. Specialized transport planners, using modern tools and state-of-the-art equipment, manage emergency calls, collect and study crucial intelligence, and analyse traffic data. When deemed necessary, they inform the patrols in real time, and/or all emergency agencies, such as the National First Aid Centre, the Civil Protection Agency, etc.

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

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

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



Road Safety Patrols and Safety Inspections

Kentriki Odos has to immediately manage incidents and provide assistance to immobilized vehicles as soon as possible. Through the Road Safety Patrols, the company has managed to address all emergencies and aims at providing substantial assistance as soon as possible to every driver. The Road Safety Patrols are in charge of a particularly critical role as regards road safety. Every day, 24 hours a day, they move on the motorway, check the equipment, point out any damage and identify imminent risks for the users. At the same time, they are responsible for immediate incident management and assistance to immobilized vehicles.

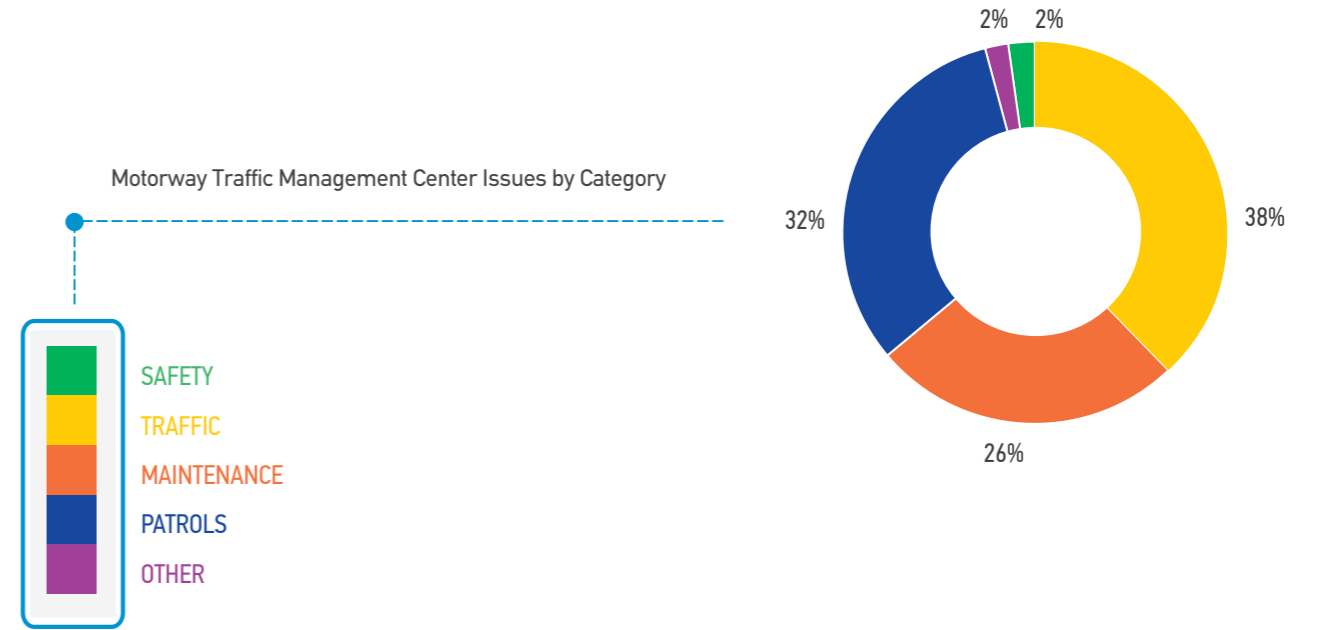
The main responsibilities of the Road Safety Patrols are the following:

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

In addition, it is worth noting that specialized inspections of a technical nature related mainly to checking the motorway and the equipment are carried out at regular intervals by the responsible engineers of the maintenance department.

Immobilised Vehicle Removal

In the context of ensuring the smooth and safe operation of the motorway, Kentriki Odos manages the collection and transportation to a safe area of vehicles immobilized on the motorway that are obstructing the smooth and safe operation of the motorway. The company's Collection Units are responsible for the free of charge transport of immobilized vehicles to the nearest safe point outside the motorway. For instance, at some other areas of the road network or at a Motorist Service Station within the Concession Project. It has to be noted that the vehicle removal is free of charge. In 2016, 385 vehicles were safely towed away, 60 of which were heavy vehicles.



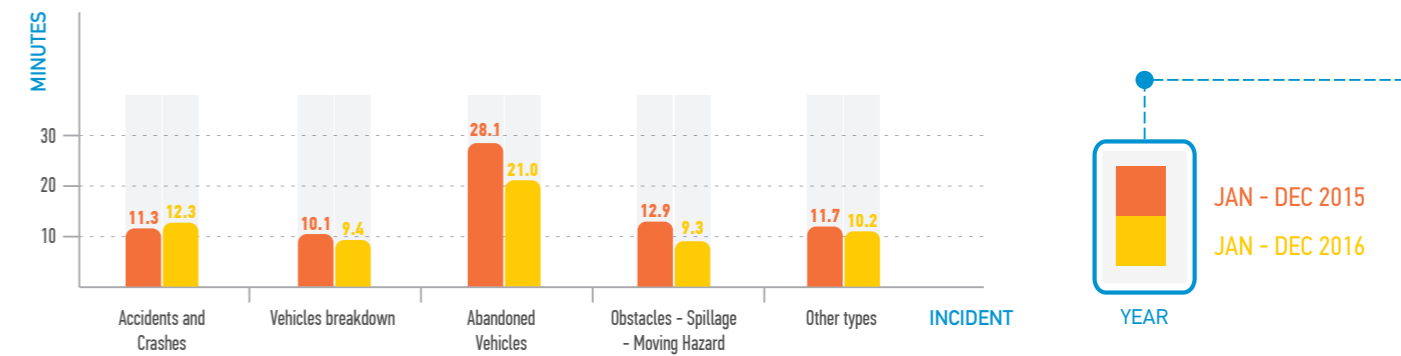
Targeted Road Safety Communication Actions

Kentriki Odos focuses on safety and on high quality infrastructure, but also on improving the driving behaviour of citizens. Our role mandates us to implement a series of public awareness actions on speeding and aggressive driving in order to promote the creation of a safe driving culture. Having strategic partnerships with organizations such as the "Panos Mylonas" Hellenic Road Safety Institute for the Research and Training for the Prevention and Decrease of Road Accidents specializing in this area, we look forward to improving road safety along the motorway and raising awareness of road safety issues in Greece.

In Kentriki Odos, we systematically work on raising public awareness on Road Safety issues aiming at:

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

Moreover, we launch campaigns to raise awareness among our motorway users, either through special reports on our website or through creating, printing and distributing special leaflets to all drivers that pass through the toll stations. These leaflets focus on driving during extreme weather conditions, on sound driving behaviour on high-speed motorways, on special road safety parameters in tunnels, on the proper use of child seats, on non-aggressive and eco-friendly driving, etc.

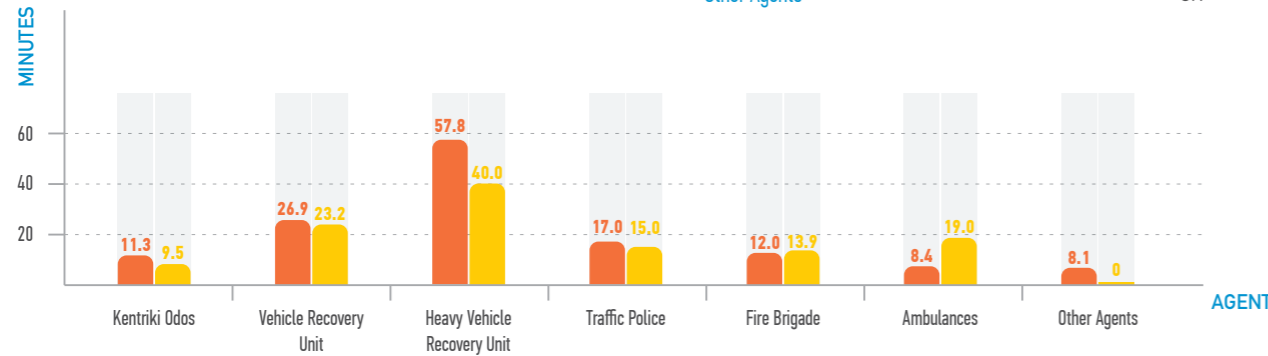


INCIDENT	2016	2015
	JAN 2016 - DEC 2016	JAN 2015 - DEC 2015
Accidents and Crashes	12.3	11.3
Vehicles breakdown	9.4	10.1
Abandoned Vehicles	21.0	28.1
Obstacles - Spillage - Moving Hazard	9.3	12.9
Other types	10.2	11.7

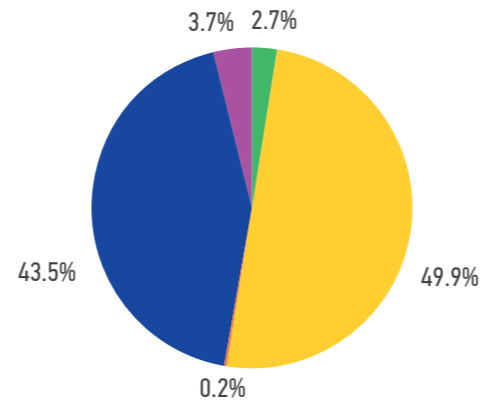
Kentriki Odos
Average Response
Time by
Incident Type
(minutes)

Average Response Time in minutes by Agent (minutes)

	2016 JAN 2016 - DEC 2016	2015 JAN 2015 - DEC 2015
Kentriki Odos	9.5	11.3
Vehicle Recovery Unit	23.2	26.9
Heavy Vehicle Recovery Unit	40	57.8
Traffic Police	15	17
Fire Brigade	13.9	12
Ambulances	19	8.4
Other Agents	-	8.1



- ACCIDENTS AND CRASHES
- VEHICLES BREAKDOWN
- ABANDONED VEHICLES
- OBSTACLES – SPILLAGE – MOVING HAZARD
- OTHER TYPES

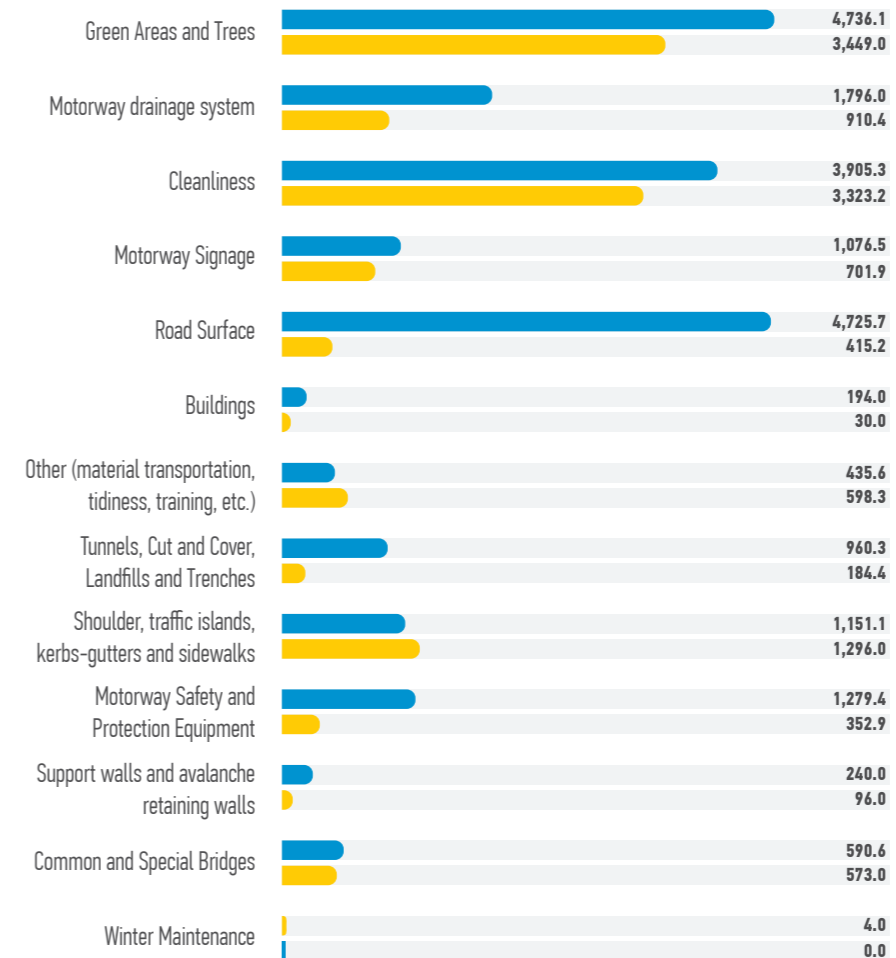


	2016 JAN 2016 - DEC 2016	2015 JAN 2015 - DEC 2015
Vehicles breakdown	1,718	1,621
Obstacles – Spillage – Moving Hazard	1,498	1,355
Other types	127	142
Accidents and Crashes	93	81
Abandoned Vehicles	8	8

Total Incidents by Category

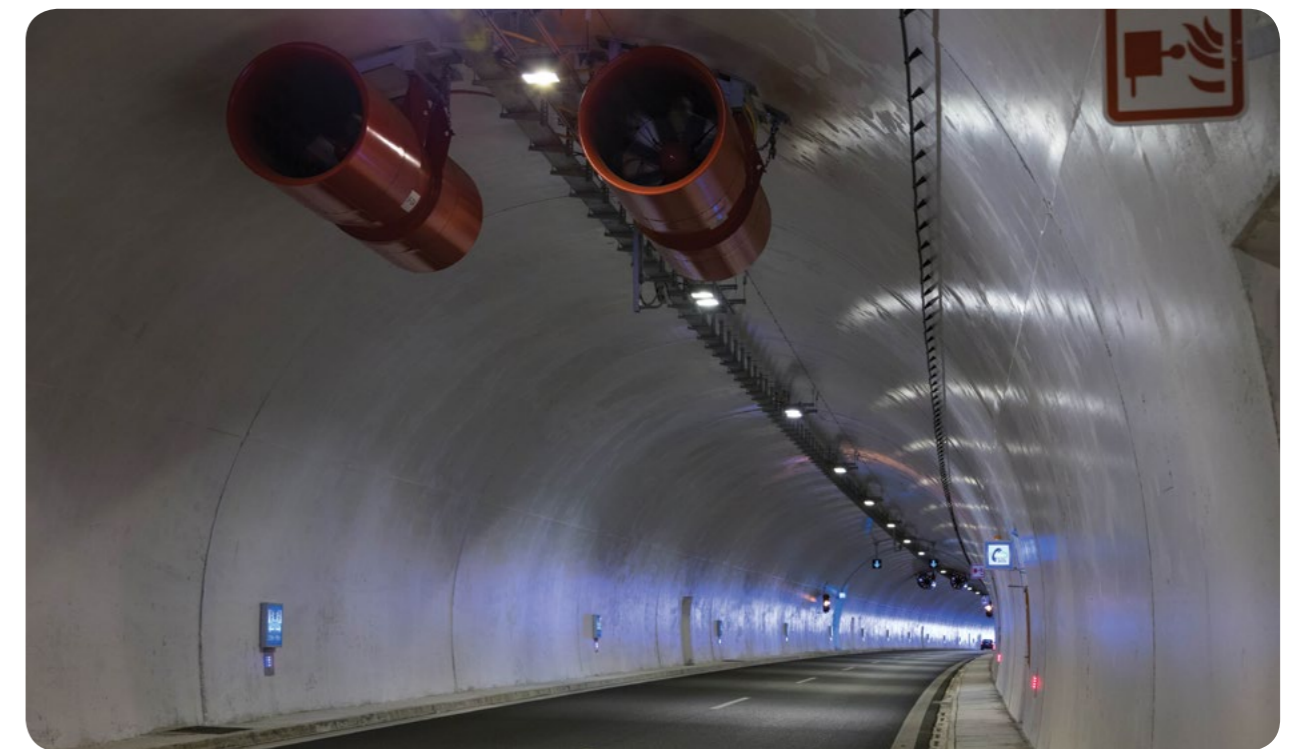
	2016 JAN 2016 - DEC 2016	2015 JAN 2015 - DEC 2015
Green Areas and Trees	4,736.1	3,449
Road Surface	4,725.7	415.2
Cleanliness	3,905.3	3,323.2
Motorway drainage system	1,796	910.4
Motorway Safety and Protection Equipment	1,279.4	352.9
Motorway Signage	1,076.1	701.9
Shoulder, traffic islands, kerbs-gutters and sidewalks	1,151.1	1,296
Tunnels, Cut and Cover, Landfills and Trenches	960.3	184.4
Common and Special Bridges	590.6	573
Other (material transportation, tidiness, training, etc.)	435.6	598.3
Support walls and avalanche retaining walls	240	96
Buildings	194	30
Winter Maintenance	4	0

Road Maintenance Labour Hours per Category



Labour Hours per Category for Road Infrastructure Maintenance





Labour Hours per Category for Road Infrastructure Repairs

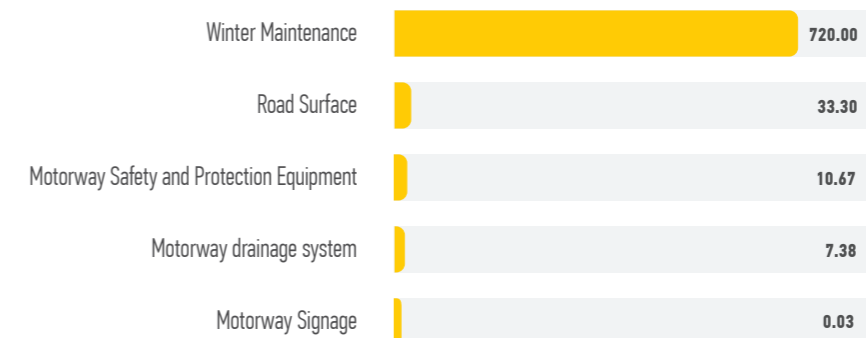
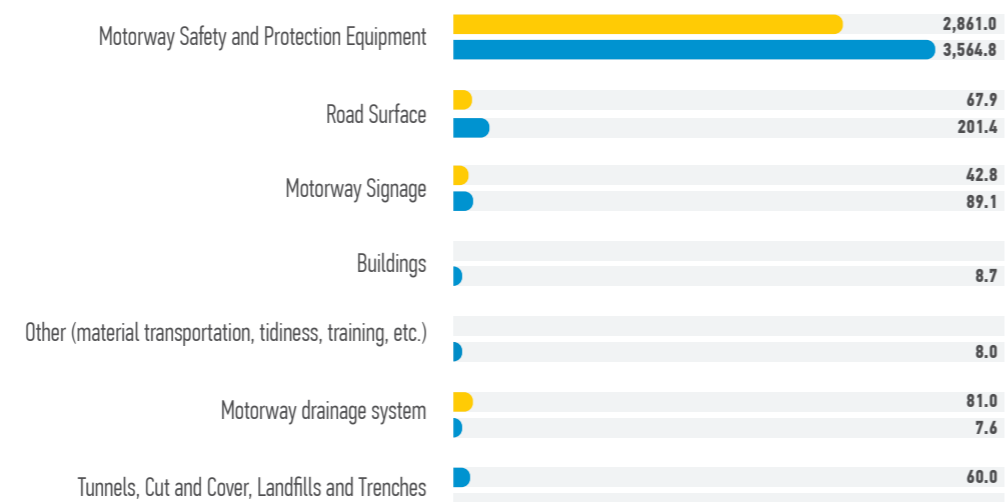


JAN - DEC 2015

JAN - DEC 2016

Labour Hours per Category for Road Infrastructure Repairs

	2015 JAN 2015 - DEC 2015	2016 JAN 2016 - DEC 2016
Motorway Safety and Protection Equipment	2,861.0	3,564.8
Road Surface	67.9	201.4
Motorway Signage	42.8	89.1
Buildings	-	8.7
Other (material transportation, tidiness, training, etc.)	-	8.0
Motorway drainage system	81.0	7.6
Tunnels, Cut and Cover, Landfills and Trenches	60.0	-



Man Hours Spent in Road Infrastructure Inspections per Category (Jan 2016 - Dec 2016)

ROAD INFRASTRUCTURE INSPECTIONS PER CATEGORY		2016 JAN 2016 - DEC 2016
Winter Maintenance		720
Road Surface		33.30
Motorway Safety and Protection Equipment		10.67
Motorway drainage system		7.38
Motorway Signage		0.03
Total		771.38

6. High Quality Service Provision

Quality is our Foremost Priority

Irrespective of our roles and job descriptions, we, the employees of Kentriki Odos, are constantly on the lookout for ways to further enhance our services and we are never complacent. We strictly adhere to the provided processes and are fully in line with the Greek and European legislation requirements, without, however, restricting ourselves only to our contractual obligations, as we choose to advance beyond them, given that our priority is to provide high-quality services to our users.

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

In this way, we achieve the following:

- Constant improvement of corporate process performance
- Constant improvement of our quality and performance
- Absolute compliance with the requirements of the concession agreement

Customer-Centred Approach

Our priority in Kentriki Odos is two-fold: the safety of the infrastructure users and providing high quality services in the entire range of its operation. Satisfying our customers is of paramount significance for our company and all our actions aim at this. In this context, we aim at making each driver/user feel that we are their best travel companion!

Communicating with our infrastructure users is a matter of top priority for us, since we acknowledge the importance of the viewpoint of drivers as regards issues of motorway operation. The precious contribution of users helps us provide services in a direct, responsible and reliable manner. The entire customer-centred system respects the Corporate Responsibility principles and focuses on the individual.

Non-Stop Communication with Motorways Users

Kentriki Odos has established a series of communication channels with the motorway users given that substantial communication with them is a priority for the company. In this manner, the company achieves the following:



The basic channels of communication with our users and partners are the following:

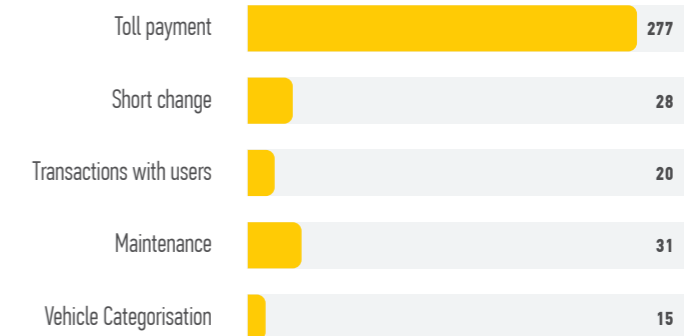
- Opinion surveys** which help us collect crucial information about our users' satisfaction level. The company has established a relevant process and conducts a customer satisfaction opinion survey every 18 months, concerning the extent the demands and expectations of our users are met with.
- The Customer Care Call Center** which provides responsible and comprehensive information about our services, and also gives the opportunity to our customers to submit complaints and suggestions by phone at the 801 700 7000 number.
- The Customer Service Email Address** customer@kentrikiodos.gr, which is especially for directly communicating with motorway users.
- The Customer Service Centre 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 CSC is located in Ag. Triada, towards Lamia, and operates weekdays and Saturday (08.00-20.00) and Sunday (10.00-18.00).
- The corporate website** www.kentrikiodos.gr for the provision of immediate information.

At this point, it is worth noting that the company has not received any reports and complaints about major environmental issues. This is due to the strict compliance with the regulations and the legislative framework, but also to the close relationship we have cultivated with users and all of our stakeholders. This essential relationship allows us to prevent incidents and to effectively manage potential risks.

In total, in 2016 we received, processed and solved a total of 1,742 complaints that can be categorized according to our policies in 5 key units: Commercial Policy (883), Tolls (379), Traffic and Safety (292), Interoperability (144) and Signage (44). The most common and basic issues are related to: Toll payment, Short change, Interaction with the users, Maintenance and Vehicle Categorisation.

Total complaints in 2016
1,742

Tolls (379)
Traffic and Safety (292)
Commercial Policy (883)
Interoperability (144)
Signage (44)



Additional Services to our Users

Along the motorway, there are **6 Motorist Service Stations**



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



Personal Data Protection

Ensuring the protection of our users' personal data is a constant value for our company, thus we fully adhere to the Hellenic Data Protection Authority (HDDPA) regulations and the relevant legislation. In this context, all telephone conversations with customers regarding customer service issues are recorded with a view to continuously improving the quality of our services. All recorded data is retained for 15 days. It is worth noting that our data recording and managing systems are constantly upgraded so as to become increasingly more efficient.

The cameras along the motorway have been exclusively placed for the needs of smooth traffic management and the efficient handling of traffic incidents. Relevant information signs are located at various points on the motorway and inform users about these cameras. In the Traffic Management Centre, the images coming from the CCTV system are collected and managed in accordance with the relevant "Directive on Closed Circuit Television Systems" of the Hellenic Data Protection Authority, while all necessary measures are taken to ensure the safety of electronic transactions.

Toll Rates

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

The amount of the toll rate corresponding to one transit, takes into account the category of the vehicle and the motorway zone within which the user moves. **Under no circumstances should the user be required to pay twice for the same trip in the same motorway zone.**

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

⦿ The **first charging zone** consists of section between Skarfia and Roditsa I/C, with a total length of 27.5km (and a 25.5km charging length). The following toll stations are located within this zone: the Aghia Triada Frontal toll station and two Lateral toll stations, the Molos one (the Exit Station is located at the road traffic direction towards Athens – Lamia /the Entrance Toll Station is located at the road traffic direction towards Lamia – Athens) and the Thermopiles one (the Entry Toll Station is located at the road traffic direction towards Athens – Lamia / the Exit Toll Station is located at the road traffic direction towards Lamia – Athens).

⦿ The **second charging zone** consists of section between Roditsa I/C and the end of the motorway at Raches, with a total length of 29.5km (and a 27.5km charging length). The following toll stations are located within this zone: the Mavromantila Frontal Toll Station and the Aghia Marina, Stylida / Karavomylos Lateral Toll Stations (the Entry Toll Station is located at the road traffic direction towards Athens – Thessaloniki / the Exit Toll Station at the road direction towards Thessaloniki – Athens).

The toll rate for each station is determined as follows:

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

Under no circumstances is the user who pays a toll rate at a frontal station obliged to pay again at a lateral station in the same zone for the same trip. The user who pays a toll on a lateral station does not pay again at a frontal or at another lateral station in the same zone on the same trip.

The toll rate also depends on the category of the vehicle. The vehicle categories are as follows:

- ⦿ Motorcycle / Tricycle vehicles
- ⦿ Light vehicles up to 2.2 m high.
- ⦿ Trucks, buses and other vehicles with 2 or 3 axles and more than 2.2 m high.
- ⦿ All types of vehicles with 4 or more axles and more than 2.2 m high.

Toll Payment Methods



Payment in cash at a toll booth lane with an attendant

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



Kentriki Pass

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



Automatic Payment Machines

Automatic Payment Machines are located at every toll station Kentriki Odos manages. This new payment method aims at the best services to drivers with the provision of additional toll payment solutions.



Responsibility in the Supply Chain

The need to provide high quality services requires strict criteria when choosing our suppliers. When choosing new suppliers, an absolute prerequisite is that they are committed to the same principles that the company has adopted. Moreover, our suppliers have to faithfully follow the requirements and rules that govern the way the company operates.

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

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

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

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

The main categories of the Kentriki Odos suppliers are as follows:

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

As regards suppliers that directly work on infrastructure operation and maintenance, inspections regarding compliance with environmental legislation are continuous and meticulous.

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

On a yearly basis, a supplier and subcontractor assessment is conducted, in accordance with particular criteria which include:

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

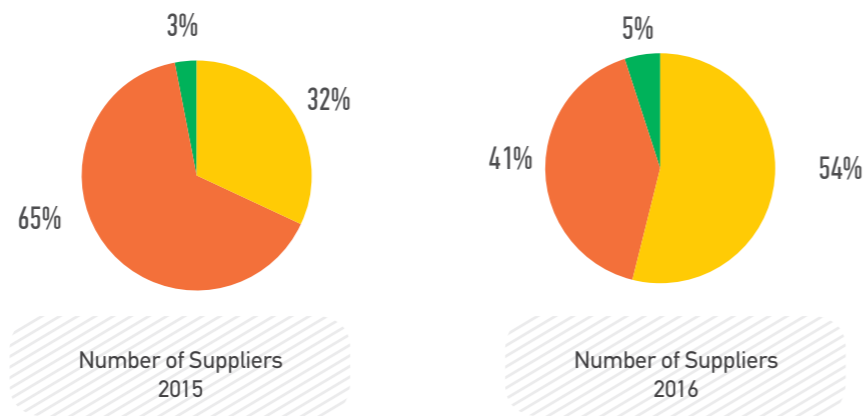
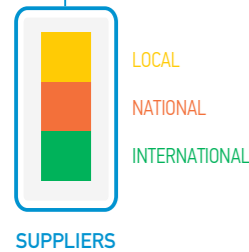
Kentriki Odos has analysed potential risk areas, including possible incidences of child, forced or compulsory labour. However, taking into account the nature and demands of the project in terms of labour, we do not deem that our activities or those of our suppliers entail potential incidents of such kind.

During 2016, no incident of low quality provision of product or service from our suppliers was recorded, thus no collaboration agreement ended on the part of the company. In 2016, the meetings with major suppliers were formally established so as to exchange opinions and so that any problems arising during the ordering process be systematically resolved. Furthermore, the procurement department pre-authorises any purchase orders, before they reach the company CFO for approval, thus warranting the thoroughness and adequacy of data and required actions without omissions. Moreover, the procurement process has become more flexible and faster. To this end, the amount for procurements where it is a prerequisite to receive three offers and draft a comparative table has been increased. All provisions and tenders are assigned to the Procurement Department so that there is coordination from the headquarters concerning provisions, thus augmenting the efficiency of the company's purchases. At the same time, we continuously redesign our procedures, aiming at improving the level of the services we provide.

Local Communities and Suppliers

The company's standing priority is to substantially contribute to the growth of local communities our motorways pass through. Boosting the local small-medium enterprises is fundamental as regards our actions given that we are fully aware of its positive impact. Due to the exceptional relationship we have with local suppliers, we often bypass the company's normal payment policy.

CATEGORISATION OF SUPPLIERS	2016		2015	
	NUMBER OF SUPPLIERS	INVESTMENT (€)	NUMBER OF SUPPLIERS	INVESTMENT (€)
Local	153	466,009	95	479,956
National	118	174,828,861	198	115,873,660
International	14	500,099	10	773,601
Total	285	175,794,969	303	117,127,217



During 2016, we made a significant investment and increased our spending to a great extent as regards national and local suppliers. At the same time, we decreased our spending regarding international suppliers, thus practically demonstrating the importance of supporting Greek local businesses.

During 2016 our spending as regards national suppliers reached 99.45%

PERCENTAGE OF INVESTMENT	2016	2015
Local	0.27%	0.41%
National	99.45%	98.93%
International	0.28%	0.66%

7. Human Resources

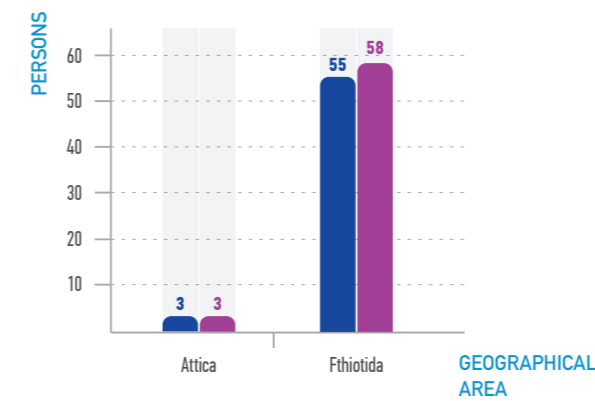
Our Philosophy Regarding Our People

It is our profound conviction that employees constitute a fundamental factor for the effective operation of a company. The Kentriki Odos workforce consists of employees of various specialties and the company continuously works on offering them a safe workplace, on treating them with fairness and helping them constantly grow as professionals. In 2016, Kentriki Odos employed 119 employees in total, 58 of whom were men and 61 were women, all of them of Greek nationality.

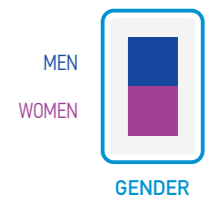


We, in practice, support people living in the Greek rural areas, since almost all our employees come from regions outside Attica.

GEOGRAPHICAL AREA	MEN	WOMEN	TOTAL
Attica	3	3	6
Fthiotida	55	58	113
Total	58	61	119

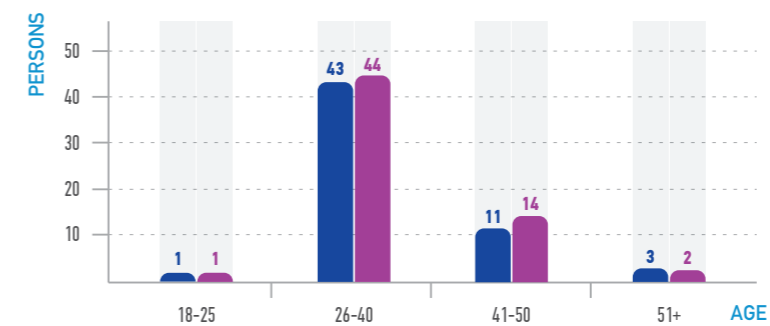


Distribution of Human Resources by Geographical Area and Gender



GENDER	18-25	26-40	41-50	51+
Men	1	43	11	3
Women	1	44	14	2
Total	2	87	25	5

Distribution of Human Resources by Age



The vast majority of our employees (117) have individual contracts of indefinite duration. All our employees work full-time.

Human Resources by type of employment, employment contract and gender

TYPE OF EMPLOYMENT AND EMPLOYMENT CONTRACT	MEN	WOMEN	TOTAL
Total Staff	58	61	119
No collective labor agreement	58	61	119
Indefinite term employment contract	57	60	117
Definite term employment contract	1	1	2
Full time employees	58	61	119
Seasonal employment contract	1	2	3

Kentriki Odos employs seasonal workers, recruited for us by temporary employment agencies, with who we cooperate on a permanent basis. The aforementioned staff covers emerging or seasonal needs of the company, such as maternity leaves.

Employee Mobility

Keeping a balance between hirings and departures is our primary concern. The company also place emphasis on not reducing the number of job positions, especially in Greek regions other than Attica. More particularly, in 2016, 11 people left their positions and 4 were hired.

Total new employee hires by age and geographical area (2016)

	18-25	26-40	41-50	51+
Fthiotida	0	4	0	0
Total	0	4	0	0

Total new employee hires by age and gender (2016)

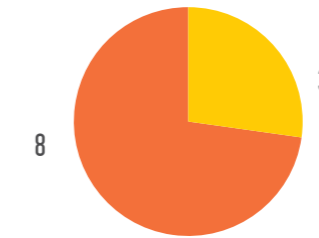
	18-25	26-40	41-50	51+
Men	0	3	0	0
Women	0	1	0	0
Total	0	4	0	0

	18-25	26-40	41-50	51+
Attica	0	1	0	0
Fthiotida	0	10	0	0
Total	0	11	0	0

Total employee turnover per age and geographical area (2016)



RESIGNATIONS
END OF CONTRACT



Employee turnover

Equal Opportunities Policy

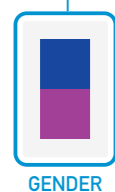
The protection of human rights and equal opportunities for all lies at the heart of our approach as regards human resource management. Our principles and policies safeguard the protection of equal opportunities, free of any discrimination, regardless of race, colour, gender, language, religion, political or any other beliefs, national or social origin, financial or any other status. Respect for diversity and for individuality is an integral component of our corporate culture. In this context, absolute respect for gender equality is also one of our values.

Kentriki Odos fosters a workplace environment of growth opportunities, solely based on knowledge, skills, performance and respect to the values of the company. Within this framework of equality and equity, hirings and evaluations are based on meritocracy and policies established internally. It has to be noted that the principle of equity is employed, and there is no form of discrimination whatsoever as regards employees' remunerations. Thus, all employees are entitled to equal pay for work of equal value.

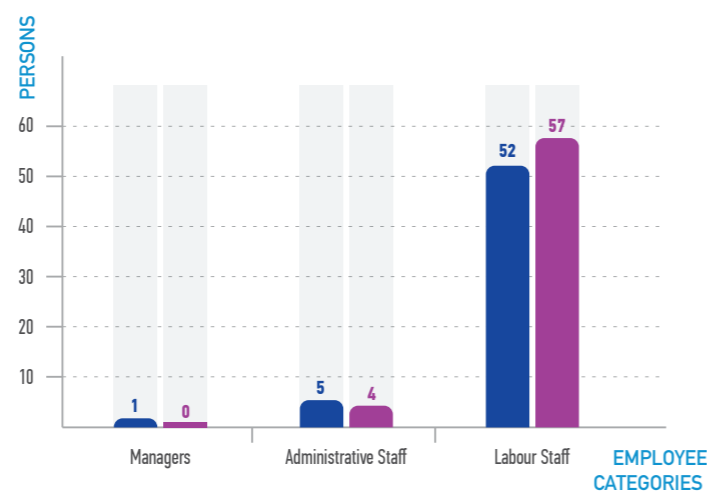
During 2016, there was no discrimination incident, nor was there a report or complaint on behalf of employees and/or third parties as regards discrimination incidents at the workplace.

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

EMPLOYEE CATEGORIES	MEN	WOMEN	TOTAL
Board of Directors	0	0	0
Top Executives	0	0	0
Managers	1	0	1
Administrative Staff	5	4	9
Labour Staff	52	57	109
Total	58	61	119



MEN
WOMEN



Benefits

Kentriki Odos acknowledges the employees' contribution to the realisation of its goals, and thus offers benefits, which exceed by far those defined by Collective Agreements and the law.

In particular, the benefits include the following:

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

Kentriki Odos pays its employees' social contributions as required by law. Employees who retire receive a pension according to what they are entitled to from the competent state institution. The company does not offer an additional pension plan.

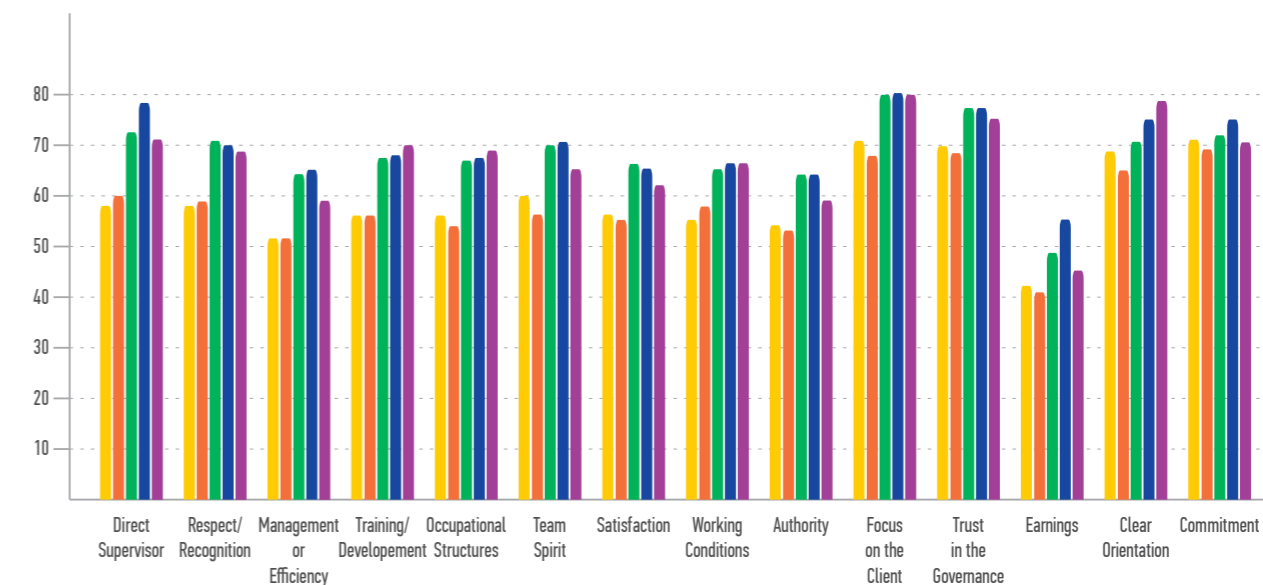
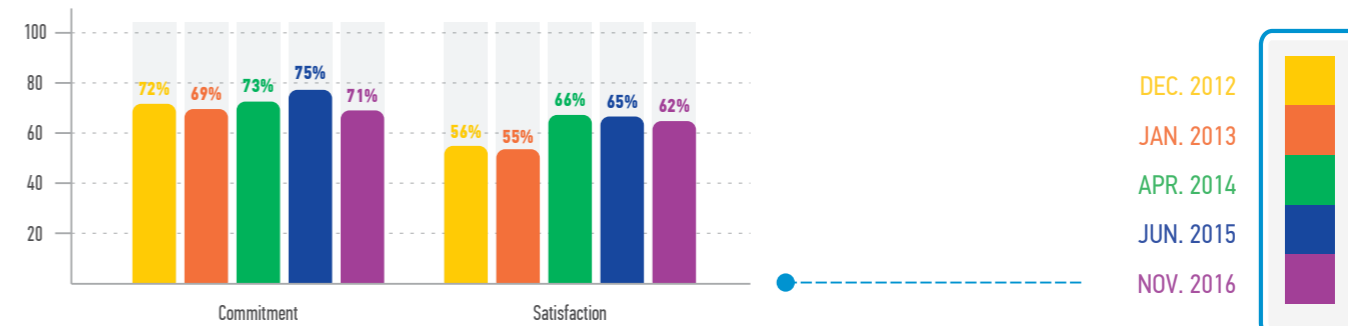
The company's goal is that its employees pursue a balanced professional and personal life. Kentriki Odos takes steps so that its employees lead a balanced life, where their work does not put a burden on their personal or family life. The company appreciates the staff efforts and practically supports them and their families.

In 2016, 4 women applied for and were granted maternity leaves (the 6-month maternity leave as defined by the Greek Employment Agency). According to the company's data, 100% of the staff who took maternity leaves remained in the company, even 18 months after the child's birth.

Employee Commitment and Satisfaction Survey

The Employee Commitment and Satisfaction Survey is an important tool for the open and honest interaction between the company and its employees. It includes all company employees and it constitutes an important mechanism that allows us to pinpoint the strong points and the growth areas, which guide us towards the implementation of organisational improvements throughout the range of all our activities.

In November, the 5th consecutive survey was carried out with remarkable results. 86% of the total staff participated in the survey.



Staff Development

Staff Performance Management

The annual process of Performance Management in Kentriki Odos contributes towards the establishment of a common approach on what has to be achieved and how this will take place. According to the annual Performance Evaluation, the employees and managers explore and assess employees' accomplishments during the previous year, as well as discuss and agree on expectations and the objectives to be set for the future. Following established processes, and using objective goal and defined performance standards according to every task and/or individual, we determine what should be achieved. The skills displayed by employees in their daily work govern the way to accomplish the desired outcomes and the method to deliver them, in the context of the Kentriki Odos corporate values and the required professionalism at work.

Equally important is the Performance Evaluation that is directly linked to the employee career development. In this context, the prospects and the support needed by the employees in order to further enhance their performance are included. Each employee, with the approval of the respective manager, acknowledges and agrees on the general development sectors, as well as on the feasible actions and responsibilities required for this to take place. Both managers and employees need to be well prepared for the evaluation meeting. The entries in the final version of the performance evaluation form must be discussed and jointly bind both parties. It is also important that different opinions be recorded.

112
EMPLOYEES
EVALUATED
88%



Employee performance evaluation

In 2016, 88% of the total number of employees participated in the 2015 performance evaluation process and was informed about its results. Exempt from this process are individuals employed for less than 4 months, as well as the ones on maternity leave or the ones that have a long-term health issue during the period the aforementioned performance evaluation process takes place.

58
MEN

54
WOMEN



Development Centres

In the context of the continuous endeavour of the company towards the improvement of its processes, in 2015 the company committed to implementing the internationally accepted methodology of development centres. This is the most accurate evaluation method based on objective criteria as regards staffing critical positions. The ultimate goal was to create a pool of people armed with talent and leadership skills. These people could lead Kentriki Odos to accomplishing its great vision, i.e. "changing the map of Greece, setting an example in its field". At a first level, the main goal was to scout talent at all company levels and geographical areas, as the majority of our employees live outside the Attica region.

Following a thorough survey, the development centres' methodology was selected, as it is widely accepted that:

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

Our goal is to acknowledge, but also highlight, in the best possible way, the strong traits of each participant. At the same time, we are interested in strengthening areas that need improvement. Our primary target is to draft a complete profile for each employee so as to design an effective and entirely personalised needs-based development scheme.

In 2016, 12 employees of the company (1 administrative staff and 11 core staff), of whom 8 are men and 4 are women, attended courses in the Development Centres so as to explore their talents and potential. Upon completion of the above programme, the company shall proceed to assigning them to different positions. The development centre process lasts 8 hours, and includes the following:

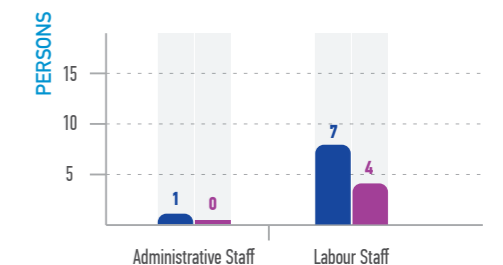


Each participant receives feedback on their results so as to acquire a better insight on their potential and their shortcomings. This knowledge will serve as a basis for their further improvement and development. The results are handled by evaluators with absolute confidentiality and discretion.

This methodology is expected to play an important role in the company operation and have a significant effect on the mentality of the company as regards human resources and in particular when hiring, promoting, training and evaluating executives.

Distribution of participations in Development Centres

GEOGRAPHICAL AREA OF ORIGIN: FTHIOTIDA	MEN	WOMEN
Board of Directors	0	0
Top Executives	0	0
Managers	0	0
Administrative Staff	1	0
Labour Staff	7	4
Total	8	4



Employee Training

Kentriki Odos undertakes and is responsible for the continuous, quality training of employees, implementing a training policy that applies to all its personnel of all levels, and that consists of 6 distinct stages:

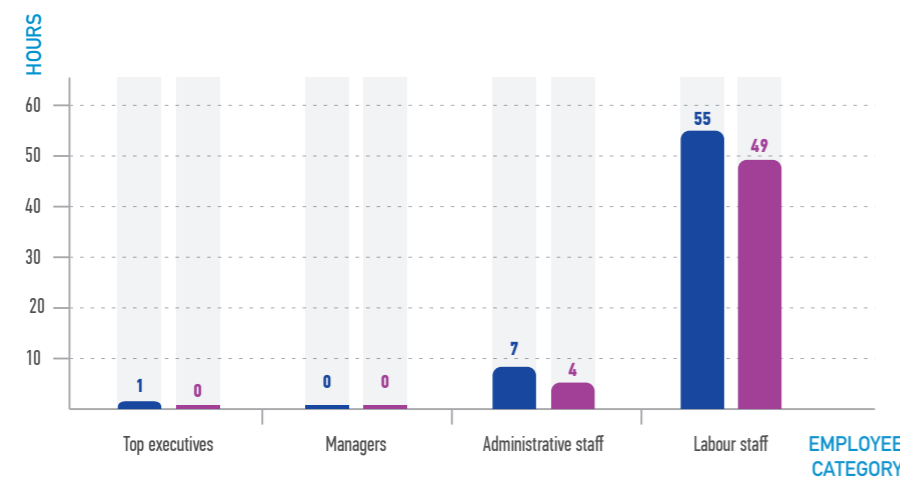
1. Needs Analysis
2. Training Plan Definition
3. Training Plan Development
4. Training Plan Implementation
5. Assessment
6. Performance Evaluation

The goal of the training process is to:

- Support the strategy of our company
- Prepare employees for their career path
- Provide employees with necessary tools and appropriate skills for effectively carrying out their duties

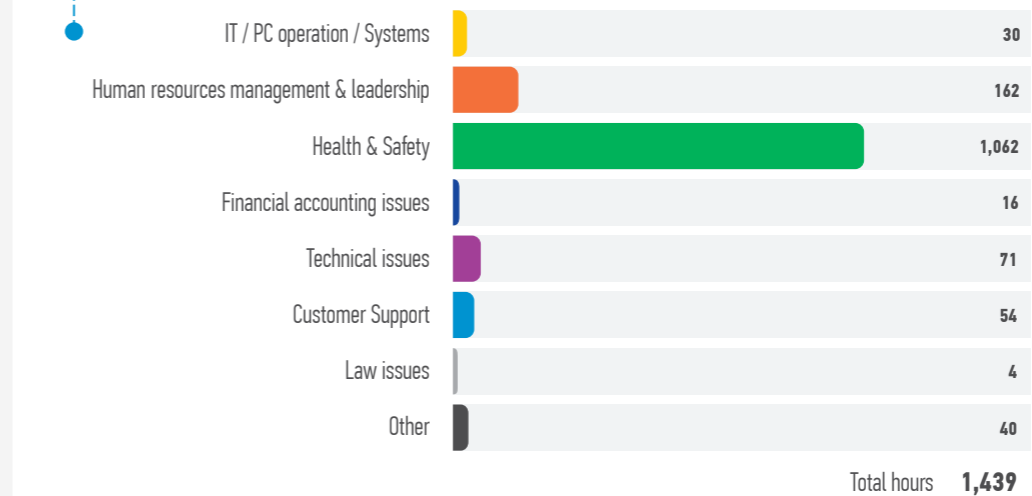
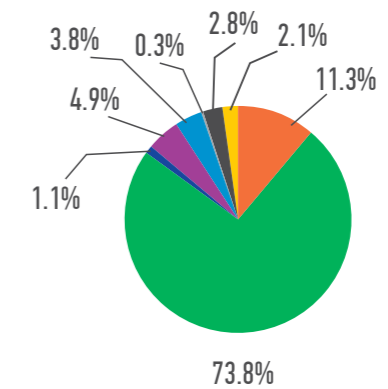
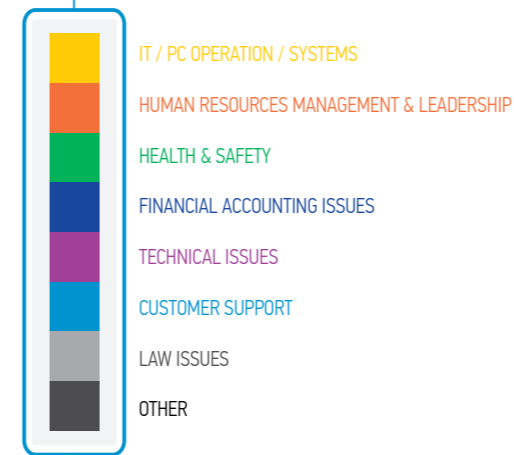
During the year, 104 employees participated in training and development programmes, covering 7 general modules, amounting to a total of 1,439 training hours, with particular emphasis on health and safety issues.

EMPLOYEE CATEGORY	MEN	WOMEN	TOTAL
Top executives	1	0	1
Managers	0	0	0
Administrative staff	7	4	11
Labour staff	55	49	104
Total	63	53	116



Total training hours

Distribution of training hours by topic



It has to be noted that the subject of human rights has not been included in the official training programme of the company and there is no provision for a module on issues of human rights, corruption and corporate governance for the staff in general or the security staff.

Health and Safety



Safeguarding the Health and Safety of all employees is for Kentriki Odos a matter of prime importance. To a large extent, safeguarding the Health and Safety of all employees determines the effective, daily operations of the company. As a result, the company's continuous goal is to create a safe and healthy workplace, in which workplace accidents are not to occur. The provisions of the applicable Greek and European legislations are implemented as regards issues of Health and Safety.

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

Kentriki Odos provides its employees with the necessary services of Safety Technicians and Occupational Doctors. With the support of freelance Health and Safety Consultants, the company constantly looks out for the health and occupational conditions of its employees. Both Safety Technicians and Occupational Doctors regularly visit all company premises, in the context of the prevention and protection of employees from any form of occupational hazard. In this manner, our relevant partners assess the current conditions, indicate what needs to be improved, and they inform and guide workers on work safety issues.

In the event of severe medical conditions, the company actively supports its employees and their families. Such support includes:

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

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

HEALTH AND SAFETY INDICATORS	2016	2015	2014	2013	2012
Total work accidents	2	13	3	5	5
Work accidents with days of absence from work	0	9	3	4	3
Accident frequency indicator	8.39	20.13	4.76	8.18	7.64
Accident severity indicator	0	636.94	88.76	505.52	50.43
Number of fatal accidents	0	0	0	0	0
Lost work days due to accident	0	348	56	309	33
Incidents without days of absence	2	4	0	1	1
Injury or accident rate of total staff (%)	1.68	3.67	0.85	1.53	1.52
Hours of absence / total work hours (%)	0.00	0.42	0.06	0.33	0.03
Injury rate (IR)	1.68	4.03	0.95	1.64	1.53
Lost Day Rate (LDR)	0	849.68	17.75	101.10	10.09
Absence rate (AR)	0	127.39	118.56	662.90	67.55

The main concern is to ensure a safe workplace and this covers the whole range of our activities. The health and safety of all our employees, without exception, is a fundamental commitment for the company and this is why we continuously strive to avoid injuries and accidents.

There is an official representation of employees in the Health and Safety Committee through their supervisors with a representation rate of over 75%. Indicatively, it is noted that the following employees participate in the aforementioned committee: the Toll Station Manager, the Head of Tunnel Safety, the Toll Systems Manager, and the Head of the Maintenance Department.

The supervisors share with the senior management the information on Health and Safety matters, while at the same time, they update their subordinates about decisions of the management.

Health and Safety issues covered by agreements include the following:

- Personal protective gearing
- Committees handling health and safety issues in which representatives of the management and the employees participate
- Participation of employee representatives in health and safety inspections, controls and accident investigations
- Training and education
- Complaint submission system
- Prerogative to refuse to do unsafe work
- Occasional inspections
- Compliance with the Conventions of the International Labour Organisation (ILO)
- Settlements or committees to resolve problems
- Commitments on standards for performance goals or the level of policies that are applied

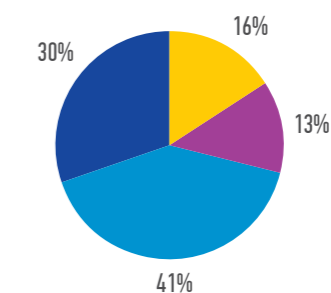
It must be highlighted that, in 2016, a total of 1,062 hours of employee training on health and safety issues took place. This training mainly focused on first aid and proper driving issues.

Training on Health and Safety issues in the workplace

SUBJECT	TRAINING HOURS	ATTENDANTS	TRAINING HOURS / EMPLOYEE
Fire safety and use of fire-extinguishing equipment in the event of fire	168	21	8
Collection, treatment and handling of stray animals	144	18	8
First Aid Basics	432	27	16
Proper driving and safety	318	106	3



- FIRE SAFETY AND USE OF FIRE-EXTINGUISHING EQUIPMENT IN THE EVENT OF FIRE
- COLLECTION, TREATMENT AND HANDLING OF STRAY ANIMALS
- FIRST AID BASICS
- PROPER DRIVING AND SAFETY



1,062
hours of employee training
on health and safety

8. Caring for the Environment

From the beginning of the construction of the project, caring for the environment has been one of the primary goals of the company and continues till today to be a priority for the operation of Kentriki Odos. Thus, the company demonstrates in practice that a motorway can respect the environment and can coexist in harmony with it without causing imbalances in the ecosystem.

It is the principal commitment of the entire company to protect the environment, thus in this context, all company activities are absolutely in accordance with the environmental legislation in force. After a comprehensive analysis that has been carried out, the potential impact on the environment has been identified, and we aim to minimize and eliminate any potential negative impact. At the same time, we aim to raise awareness among our employees and partners on environmental issues through various actions.

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

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

- Internal inspections to monitor compliance with the Authorised Environmental Conditions
- Assessment of environmental hazards and drawing-up of action plans
- Implementation of the annual Traffic Noise programme
- Implementation of the ambient air quality monitoring programme through permanent measuring stations installed along the infrastructure
- Regular briefings of employees on environmental issues
- Drafting special reports with suggestions and guidelines
- Annual and biannual reports on compliance with the Authorised Environmental Conditions and other contractual obligations for the protection of the environment

Environmental Management System

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

- Monitoring of compliance with the environmental legislation
- Monthly inspection programme to guarantee compliance with environmental conditions
- Monitoring of environmental targets
- Wide range recycling programme
- Environmental aspect and impact analysis
- Material and waste management programme

“During 2016, 12 Environmental Internal inspections were conducted to verify the implementation of systems and to take precautionary measures.”

Our Impact

Energy and Fuel

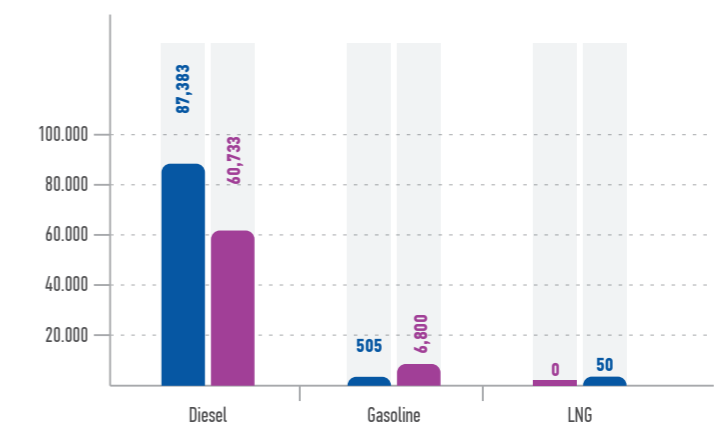
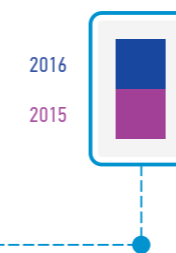
The main energy source used for heating systems in the company buildings and facilities is electricity.

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

ENERGY CONSUMPTION (BUILDINGS, TOLL STATIONS, ROAD LIGHTING ETC.) (KWH)	2016	2015
Electrical energy for street lighting and buildings	4,707,033	3,865,344

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

FUEL CONSUMPTION (LT)	2016	2015
Diesel	87,383	60,733
Gasoline	505	6,800
LNG	0	50



Use of Raw Materials and Equipment

Regarding the preservation, protection and saving of natural resources, Kentriki Odos adheres to and respects the Authorised Environmental Conditions of the Concession Project. The motorway operation requires relatively limited amounts of raw materials and we purchase eco-friendly printing paper made with a certified production process that meets international certification standards. In this manner, the company practically contributes to reducing its environmental impact.

CATEGORIES OF RAW MATERIALS AND SUPPLIES	MATERIAL	2016		2015	
		KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS
Raw materials (kg)	Salt	-	1,841,190	-	719,300
	Sawdust	1,000	350	-	322
	Printing paper	1,025	-	750	-
	Paper (paper thermal rolls)	5,781	-	-	-

Waste Management

Kentriki Odos conducts regular inspections to ensure compliance with environmental requirements, regarding raw materials, equipment and waste management. Kentriki Odos also develops an annual report on waste with complete transparency, according to the legislation in force. The company's subcontractors collect any waste generated from the operation and maintenance of the motorway, and transfer it to appropriately authorised locations or specific waste collection points according to the authorised alternative waste management systems.

The amounts of waste and their distribution methods to each authorised alternative Waste Management System, are recorded in the present Responsibility Report. The Report also includes information regarding waste distribution to authorised partners. It has to be noted that Kentriki Odos and its subcontractors have distinct duties. It is the subcontractors' responsibility to use and recycle material they use on the motorways and for any relevant works they perform.

Kentriki Odos has to record its activities and to register any waste along with the records that officially document it in the Hellenic Waste Management Registry, the new e – service of the Greek Ministry of Environment and Energy. Electronic data on the type and quantity of generated waste, and on the implemented management method are recorded in the Hellenic Waste Management Registry, for the complete mapping of waste in Greece. The amounts relevant to Kentriki Odos are managed by authorised partners and are registered in the Hellenic Waste Management Registry, unless otherwise mentioned.

WASTE MANAGEMENT TABLE

Waste category	Type	2016		2015	
		Kentriki Odos	Subcontractors	Kentriki Odos	Subcontractors
Raw materials (barriers, signs)	Iron and steel (Kg)	-	34,820	-	7,480
	Plastic (Kg)	-	550	-	32
Semi-manufactured goods or parts	Tires (Kg)	930	-	-	1,720
	Batteries (Kg)	60	-	30	-
	Computers (Items)	-	-	212	-
Mixed Waste	Animal tissue waste (Road Kill) (Kg)	-	577	-	180
	Mixed municipal waste (Kg)	-	86,580	-	57,681
	Engine gear box and lubrication oils (Lt)	379	656.20	-	960
Packaging Material	Timber (m3)	-	-	3.60	-
Other	Cuts residues (kg)	-	11,500	-	12,000

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

Water Management

Optimal water management regarding all Kentriki Odos activities is a matter of crucial importance for the company and that is why a series of relevant actions has been taken. Regarding the watering of plantings within the Concession Project, cutting-edge watering systems have been installed for maximum water savings. Furthermore,

the company works with a subcontractor, certified with an Environmental Management System (ISO 14001:2004), for the planting and preservation of the green areas on the Kentriki Odos premises and along the motorway.

WATER CONSUMPTION (M3)	2016		2015	
	KENTRIKI ODOS	SUBCONTRACTORS	KENTRIKI ODOS	SUBCONTRACTORS
Water Consumption (Buildings & Facilities – EYDAP)	237	-	411	-
Drinking Water Consumption (Bottles)	32	3	13,759	-
Washing (drilling)	74	0.09	20	-

Since 2016, Kentriki Odos keeps track of water consumption in all its buildings through the Greek Sewerage Company bills, whereas last year the water consumption data was data submitted by the subcontractor. The "water for washing" consumption recorded in the previous Responsibility Report, is now incorporated in the water consumption bill (Buildings and Premises - Greek Sewerage Company). The difference between 20 and 74 is mainly due to the operation of new parking stations that are equipped with toilets.



Greenhouse Gas Emissions

In the 2016 Responsibility Report, Kentriki Odos committed to measuring the greenhouse gas emissions resulting from its operation. During 2016, the contract was awarded, and the first study and measurements to indicate the company's carbon footprint were conducted, having taken into account both direct and indirect emissions.

Having as a goal the evaluation, measuring, monitoring, and the reduction of the greenhouse gas emissions, as much as possible, that result from the construction and operation of the particular motorway, the steps below are followed:

01. Identification of direct and indirect sources of CO2 emissions
02. Development of tools to calculate the carbon footprint
03. Data collection - Calculation of carbon footprint
04. Assessment of Results - Taking Action

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

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

Total CO2 Emissions (tn)

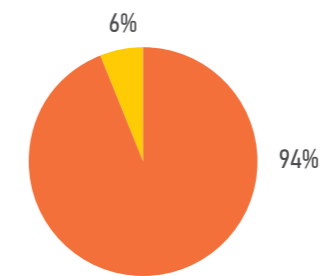
EMISSION SOURCES (tCO2)

2016

Direct emissions from oil for heating (scope 1)	0
Direct emissions from fuel consumption from owned fleet (scope 1)	205.8
Indirect emissions from electricity consumption (scope 2)	3,204.1
Total	3,409.9



Emissions CO2 (tn)



Intensity = $3.409,9/58=58,79$ tCO2/employee

	NUMBER	KILOMETERS COVERED
Patrol cars owned by the company	14	276,819
Corporate vehicles	22	558,708

Road Traffic Noise Monitoring

Kentriki Odos acknowledges that inevitably the motorway operation causes disturbance in the areas neighbouring the motorway.

For this reason, the company runs an Annual Road Traffic Noise Monitoring Programme that includes 24-hour noise measurements at specific locations along the motorway and at noise sensitive areas, with the approval of the competent State Agency. The noise measurements are carried out in collaboration with the Laboratory of Environmental Acoustics of Transportation Works of the Department of Civil Engineering, University of Thessaly.

With the above programme, we guarantee the quality of life of nearby residents. If deemed necessary due to the measurement results, we carry out additional sound measurements and resort to corrective actions and initiatives to protect the residents. We always act within the legal limits.

The results of the 2016 Annual Road Traffic Noise Monitoring programme did not indicate any exceedance of permitted noise limits for road traffic noise. Hence, there was no need for a special report on anti-noise protection screens nor counter-noise measures were required.

Protection of Biodiversity

Kentriki Odos has taken into consideration all the required parameters in order to protect biodiversity and has outlined the necessary protection measures. The Environmental Impact Studies on the location and layout of the motorway, addressed biodiversity issues for every area affected by the motorway. The environmental conditions that were set take into consideration the protection and effective management of ecosystems and habitats.

In this context, the following provisions include:

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

The protection of all sensitive areas has been taken into consideration in the design stage of the Concession Project so that its construction would not cause any negative impact upon these areas. At the Operation and Maintenance level, all necessary precautionary measures for the protection of these areas are taken and the proper inspections for the prevention and timely handling of negative impact on sensitive areas that are likely to lead to biodiversity loss take place. It has to be noted that up to now, there has been no incident that has had a negative impact on the aforementioned areas.

Recycling

All employees decisively contribute towards environmental protection. In order to support and give a further impetus to the efforts of our employees at our offices and toll stations, in 2016 we completed the installation of the recycling equipment that we had introduced in 2015. This equipment allows the reuse of the materials and thus their full use in the production cycle.

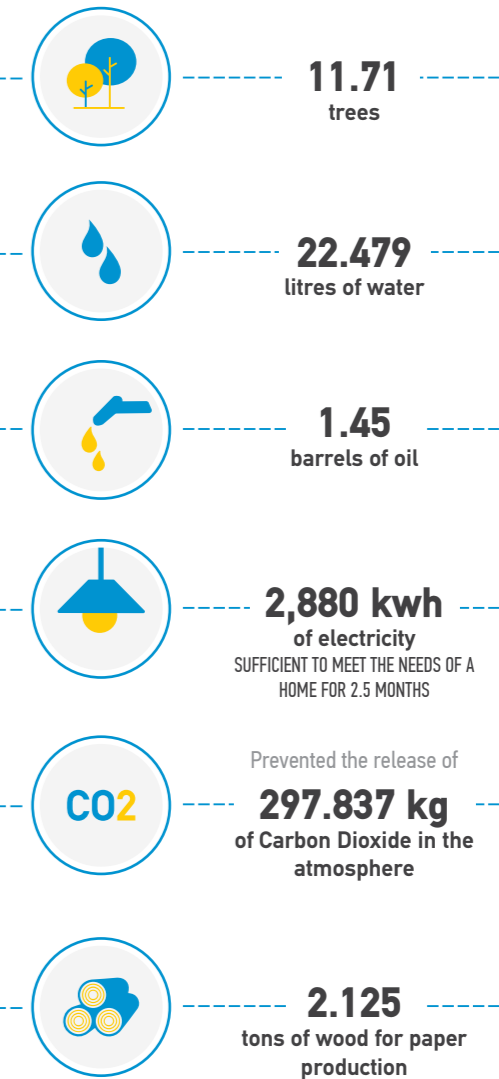
“
In 2016 we recycled 468 kilos of materials, 4 times more materials than in 2015
”

In 2016 we recycled 468 kilos of materials, plastic and aluminum paper compared to 109 kilos in 2015, and thus these were removed from general waste that is dumped in disposal sites.

Kentriki Odos recycles material and recognizes that it is a very important practice as it has measurable benefits and improves quality of life. The company is interested in increasing the use of recyclable materials, but at the same time at the prevention level it is very careful and thus avoids waste generation and cultivates wider environmental consciousness.

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

According to data received from the recycling company, We saved:



Expenditure on Environmental Protection and on Health and Safety

We prove with actual facts that we care about the protection of the environment. The table below lists those actions on the environment and the health and safety of our employees that can be quantified.

ENVIRONMENT PROTECTION AND HEALTH AND SAFETY INVESTMENTS	INVESTMENTS (IN €)
Environmental Studies (MPE, TEPEM, Recycling Studies EPO, Environmental Licensing of Escorting projects and activities, etc.)	11,900
Protection and maintenance of green spaces	105,000
Traffic Noise Monitoring Program	6,500
Environmental consultants Staff monitor the application of Environmental Terms	18,000
Air Pollution Plants Operation and Meteorological data and Gas Pollution monitoring	20,000
Certifications OHSAS 18001 - ISO 9001 - ISO 14001 - ISO 39001	2,450
Total	163,850

9. Collaboration with Local Communities and Social Contribution

Social Solidarity Activities

Our Positive Contribution to Social Development

Ever since the establishment of Kentriki Odos, we have been supportive towards local communities and their residents through longstanding programmes and initiatives. In 2016, we organised and participated in numerous activities creating social value. In this manner, we prove that Kentriki Odos is socially active, cares for the needs of the communities it operates in, and actively contributes through its activities to local and social development.

As a responsible corporate citizen, Kentriki Odos consciously has a positive impact on society

- More than €640 million were invested in the Greek market in 2016
- We do business with 271 Greek local and national suppliers
- 99.7% of our purchases support Greek businesses (both at a local and at a national level)
- More than 110 permanent job positions, especially outside Attica region

Annual contribution TO SOCIAL DEVELOPMENT - "SOCIAL PRODUCT" (IN THOUSAND EURO)

	2016	2015
Payments to suppliers (except materials and intercompany transactions)	5,471.07	5,024.69
Employee salaries and benefits (including insurance contributions)	2,498.13	2,350.80
Payments to providers of capital	11,483.23	13,031.34
Company investments	119,075.23	108,124.08
Total	138,527.66	128,530.91

* Payments to capital providers

Repayments of loans have not been included in the payments towards capital providers. The repayments for 2016 reached the amount of 42,828.12 and for 2015 the corresponding amount was 73,932.07.

As the structures of our corporate responsibility mature, Kentriki Odos will be in a better position to accurately illustrate the investments it completes and the fields it invests in.

More specifically, our actions are divided as follows:

- Social Solidarity Activities
- Road Safety Training and Awareness Activities
- Environmental Awareness Activities
- Cultural Activities
- Corporate Social Responsibility Structures
- Volunteering
- In-kind donations

Through the Social Solidarity activities we have incorporated in our strategic approach towards corporate responsibility, we thus support organisations which care for vulnerable social groups. Vulnerable groups of fellow citizens are substantially supported and gain access to social structures, improving in this manner the quality of life for themselves and their families.

During 2016, we supported organisations, charities, associations and non-profit organisations working in areas close to the motorway. Our focal point was to support children, youngsters, people with special needs and disadvantaged people with a view to upgrading and safeguarding their quality of life. As regards the specific needs of the following organisations, we contributed in covering specific needs, such as the construction of a playground, the purchase of special educational material, and the replacement of damaged gym equipment, or in covering standard needs through cash donations.

- Association of Disabled People, Fthiotida Prefecture
- Lamia Female Orphanage
- Ark of the World
- Agkalia in Lesvos – Support to the disadvantaged
- Eliza – Society for the Prevention of Cruelty to Children
- Association of Disabled People, Fthiotida Prefecture
- Greek Council for Refugees
- "TA FALARA", Styliada Gymnastics Club

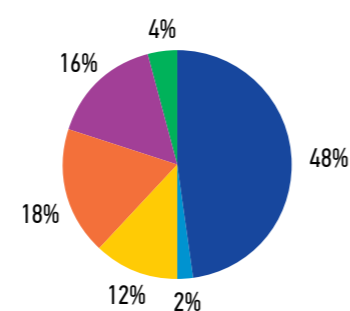
Road Safety Education and Awareness Activities

In 2016, we invested more than €14,055 in road safety education and awareness actions.

Here are examples of programmes we have implemented:

- The Hellenic Road Safety Institute "Cycling Safely" programme: 20 schools
- Action in collaboration with the Hellenic Road Safety Institute in Trikala
- Road Safety Week in collaboration with the Hellenic Road Safety Institute, and information leaflets
- Road Safety information leaflets

Activities KENTRIKI ODOS

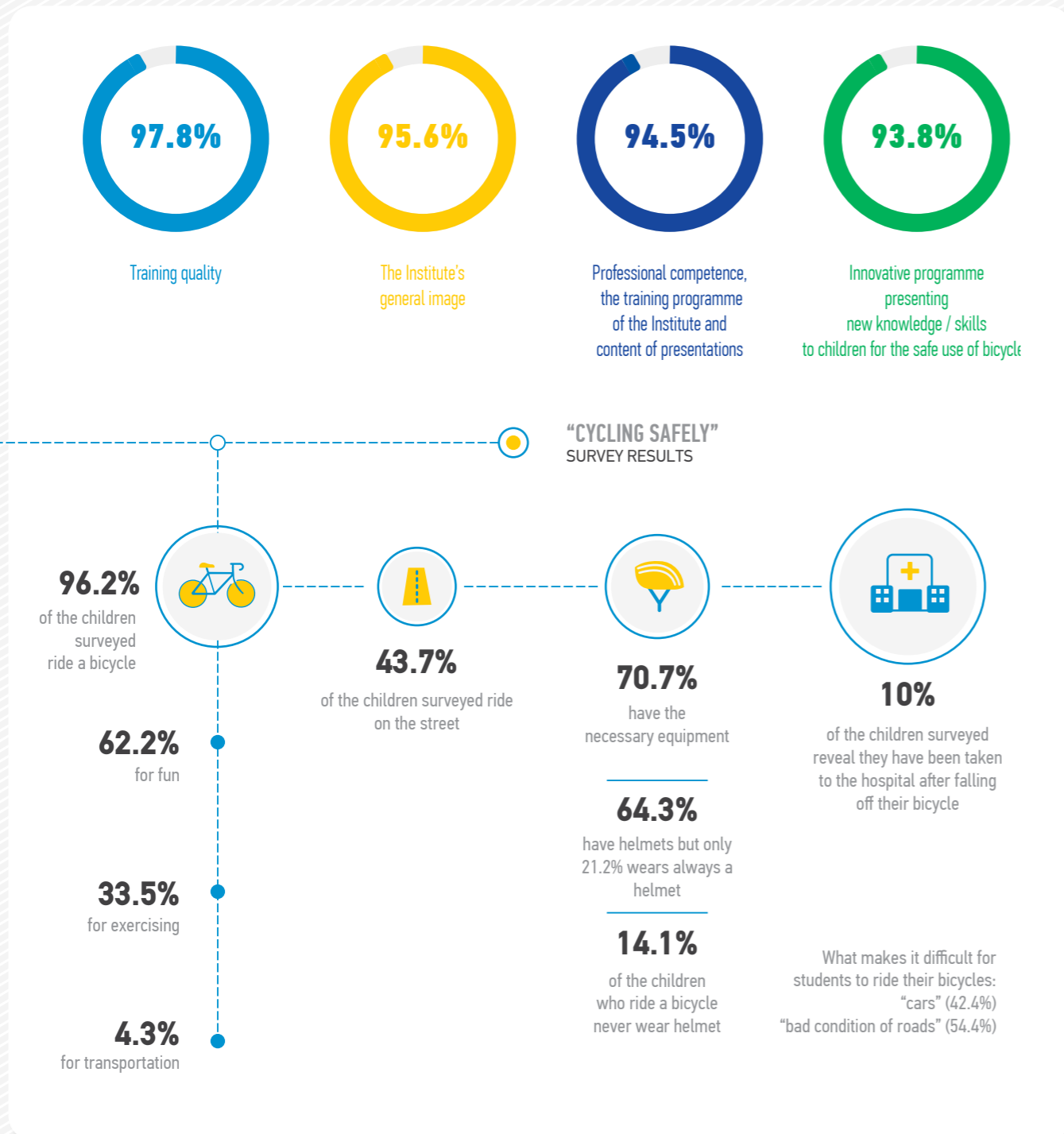


The Hellenic Road Safety Institute is an association working with our company on the interactive awareness and education actions we undertake. The Institute has been certified in accordance with the following standards: ISO 9001:2008 for Quality, ISO14001:2004 for Hygiene and Safety, ISO39001:2012 for Road Safety, and ISO29990:2010 for Quality Management in Training Services.

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

Approximately 535 children participated in the "Cycling Safely" programme in 2016.

Evaluation of the Hellenic Road Safety Institute and the training programme by the schools it has been implemented in:



Benefits of "CYCLING SAFELY" PROGRAM

- 73.5% informed about the appropriate safety equipment and its importance
- 63.3% of the children surveyed states that have been informed about the risks involved in riding a bike
- 70.7% state that they learned how to cycle safely
- 64.6% state that they have been informed about the rules to follow when cycling

The teachers' comments on the animators sharing of knowledge and immediacy, as well as on the high level of their competency in their field, were particularly positive. The teacher of the 1st Primary School of Amarynthou describes the following as positive take-aways of the programme: "The bicycle court (positive-negative). Bicycle use and safe driving. Bicycle equipment and safe driving precautions. Theatrical play and description - bicycle maintenance".

Additional road safety actions for children

- 572 Primary and Secondary School students were trained as part of the Trikala Municipality's actions in September 2016 in collaboration with the Primary and Secondary Directorate of Studies.

Environmental Awareness Activities

Our motorways constitute an exceptionally significant environmental achievement, as with their completion crucial traffic issues will be solved, thus leading to the solution of longstanding traffic issues. Consequently, we attain significant benefits for the environment. At the same time, our contribution in raising the drivers' environmental awareness is certainly equally significant so that a different driving mentality emerges and an environmental consciousness is built. In 2016, we invested €2,850 in environmental actions, focusing mainly on driver environmental awareness actions.

- Leaflet with tips on extreme weather conditions. In 2016, we created, printed and distributed leaflets in order to update drivers on handling extreme weather conditions. In total, 50,000 leaflets were distributed at our toll stations during that period.

In-kind donations



86,121

Free of charge transits of special needs vehicles
(22,080 in 2015)

Kentriki Odos supports in practice people with special needs with toll free passes of special needs vehicles.

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

In 2016, Kentriki Odos granted toll-free transits to the following:

- "TA FALARA" Gymnastics Club: Coverage of the travel needs of 140 athletes to participate in matches
- 2 SNOW CAUSE EIDOMENI delegations for transferring cold weather clothing gathered by the snowreport.gr website for the protection of refugees in the Eidomeni camp during winter
- The Hellenic Olympic Committee for the Olympic Flame Touch Ceremony for the XXXI Olympic Games, held in Ancient Olympia on 21/01/2016
- The Unified Operation Co-ordination Center: Czech assistance vehicles dealing with the refugee crisis were granted toll-free transits
- The Fthiotida Prefecture: Passage of vehicles belonging to the Fthiotida Prefecture from a lateral toll station, during extreme weather conditions



Investment amounting to

€38,193

(€18,977 in 2015)

Volunteering

During 2016, the company organised and carried out voluntary blood donations for the whole staff. In total, four voluntary blood donations were organised, which were realised with the support of the Korgialenio – Benakio General Hospital of Athens (Red Cross) and of the General Hospital of Lamia.

The results of this action turned out to be particularly positive as:

- 71 blood bottles were collected
- 16% of all the employees (of Nea Odos and Kentriki Odos) participated

Acknowledging that blood donation constitutes a selfless social act, our company is committed to continuing this initiative. In fact, voluntary blood donation is the first action towards the fulfilment of our strategic goal that is the creation of a Blood Donation Bank called "Life Road" ("Odos Zois").

Corporate Social Responsibility Structures

In order to support Corporate Social Responsibility activities, we need to strengthen our internal structures, participate in international organisations and informational conferences, as well as in targeted communication actions. Therefore, we invested €12,655 to strengthen such structures in 2016.

Corporate Communications

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



11. Report Goals

Road Safety – Quality in Services

Topic	Goal 2016	Progress	Goal 2017
Installation of additional equipment	The studies for the installation of additional equipment are concluded.	Completed	New interventions where required
Weight Measurement in Motion	Develop an extended network of Weight Measurement in Motion (2018 goal)	On going	
Customer Satisfaction Survey	Improvement/retention of rankings	Ongoing	Ongoing
Customer Care Call Centres		Goal revisited	Customer service. 90% of issues handled within 2 minutes of call receipt
Accidents		Ongoing	Zero accidents on motorway

Human Resources

Topic	Goal 2016	Progress	Goal 2017
Development Centres	11 additional Team Leaders to take part in the process.	Completed	Further support and development of participants
Training on road safety	All employees trained on road safety	106 employees trained	Ongoing
Training on stray animal management	Training and certification of patrol personnel on collection and management of stray animals	18 employees trained	Ongoing
Performance management system	Performance management system improvement according to the development centres methodology	Completed	
Accidents	Zero accidents in workplace	2 accidents with Zero days of absence	Zero accidents in workplace
Training on Health & Safety	Training on first aid and Health & Safety procedures and policies for new employees	New goal	46 employees
	Training on working safely at height for new employees	New goal	10 employees
	Training on managing fire incidents (in and out of tunnels)	New goal	18 employees
	Training on "Dealing with incidents in tunnels".	New goal	13 employees
	Conduct at least 70 training hours on Health & Safety aimed at middle and high ranks	Pending	To be implemented in 2017

Caring for the Environment

Topic	Goal 2016	Progress	Goal 2017
Monthly audit plan for Compliance with Environmental Terms	>12	Completed	>=12
Monthly audit plan for Health & Safety during operation and maintenance activities	>12	Completed	>=12
Procedure for the Identification and evaluation of environmental aspects and impacts procedure	Improvement and update of the Environmental Impact file	Completed	Zero non-compliances with policies and procedures
Environmental Emergencies Management Procedure	Process improvement and update	Completed	Zero non-compliances with policies and procedures
Natural resources, materials and waste management procedure	Process improvement and update	Completed	Zero non-compliances with policies and procedures
ISO 14001:2004 Certification	Retain certification in accordance with ISO 14001:2004	Ongoing	Certification Renewal
OHSAS 18001:2007 Certification	Retain certification in accordance with OHSAS 18001:2007	Ongoing	Certification Renewal
ISO 9001:2008 Certification	Retain certification in accordance with ISO 9001:2008	Ongoing	Certification Renewal
ISO 39001:2012 Certification	Retain certification in accordance with ISO 39001:2012	Ongoing	Certification Renewal
Motorway operation and maintenance	Maintain zero environmental fines	Ongoing	Maintain zero environmental fines
Employee training	Conduct at least 10 training hours on environmental issues aimed at middle and high ranks	Pending	To be implemented in 2017
Low frequency electromagnetic radiation measurements at company premises	Project assignment and completion within 2016	Completed at Tunnel Traffic Management Center in Styliada	
Hellenic Waste Management Registry	New goal	Process development for Kentriki Odos and subcontractors	
Measurement of CO2 emissions (Offices)	Tender was finalised in 2015. The 1st CO2 emissions measurement to be completed in 2016	Completed	Measurement of CO2 emissions (Offices)
Recycling	Pilot recycling program at toll stations	Completed	Programme extended to new stations

Local Communities and Social Contribution

Topic	Goal 2016	Progress	Goal 2017
In-kind donations to Educational Institutions	Audiometer supplies for Universities and Educational Institutions	Partially completed	Supplies were not suitable for Educational Institutions and were donated to other bodies
Participation in Global Initiatives	Member of GRI GOLD Community	Ongoing	Membership renewal
Blood bank	Establish corporate blood bank with the support of employees and partners	Completed	Blood giving campaign for employees
Stray animal management	Development of a holistic system to manage stray animals entering the motorway, in collaboration with the Greek Animal Welfare Society	Completed	Manage as part of Nea Odos system
Partnerships development	New goal	Ongoing	Establish partnerships which support the Corporate Responsibility pillars of Kentriki Odos
Reinforcement of internal structures	New goal	Ongoing	Development of Code of Conduct
E-Learning platform dedicated to road safety	New goal	Ongoing	Tender call, supplier selection and development of basic website structure

12. Report Profile

The Corporate Responsibility Report of Kentriki Odos for 2016 has been prepared in accordance with the GRI Standards: Core option.

The 2016 Corporate Responsibility Report of Kentriki Odos covers all key and material aspects which Kentriki Odos has recognized and focuses on. The report refers to year 2016, from 01/01/2016 to 31/12/2016 while our previous Report concerned 2015 from 1/1/2015 to 31/12/2015. Our Reports are issued on an annual basis.

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

The content of the Report is organized to cover the 5 Corporate Responsibility pillars which we rely on to build our strategy and initiatives:

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

The Report covers the operation and maintenance of the project and not the construction carried out by the Euroionia (TERNA - TERNA ENERGY) joint venture, which manufactures the project on behalf of Kentriki Odos.

Clarifications:

Accidents at work

The number of accidents at work does not include accidents at work involving seasonal workers and operate through an external company providing personnel and payroll services. We do not maintain any evidence of absence and are not declared by our companies.

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 EUROIONIA. The remaining related suppliers are involved in the maintenance and operation of the motorway (power supply, maintenance E/U installations, etc.). International suppliers also include some of the affiliated parties.

Financial data

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

The company in accordance with article 2 of 4308/2014 is considered to be a medium-sized enterprise. Salaries and employees' benefits include employer contributions. Payments to capital providers have been interpreted as interest payments to banks for loans taken and repaid. Payments to suppliers (other than materials and intercompany transactions) include all payments made to suppliers other than related parties (including VAT and withholding taxes). All other payments include consumables and services provision.

External Assurance

For our 2016 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.

Limitations

We recognize that the process of publishing our Sustainability Report is a process of continuous improvement and we commit to improve the information and data we disclose in each report.

SUPPORT

The preparation of the Corporate Responsibility Report 2016 was conducted with the support and scientific guidance of Sustainability Knowledge Group. (www.sustainabilityknowledgegroup.com).

CSR TEAM

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

- Material coordinators: Fotini Lamprou, Gerasimos Monokrousos
- Representatives of Departments/Divisions: Vaso Voulgaraki, Panagiotis Galanopoulos, Babis Daskalakis, Evangelos Kareklas, Nikos Katapodis, Fotini Lamprou, Natalia Manara, Giannis Marinopoulos, Gerasimos Monokrousos, Giannis Boulteris, Eleni Nianiou, Anastasia Pneumatikou, Eugenia Soufi, Panagiota Stasinou, Ioanna Tsakatoura, Vasiliki Zoulomitaki

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.

Gerasimos Monokrousos

Public Relations, Marketing & C.S.R. Associate

Address: 19 Neas Erythraias Avenue, Varybobi, 146 71

Legal seat: 87 Themistokleous str. Athens

E-mail: gmonokrousos@neados.gr

Tel.: (+30) 210-3447300

Fax: (+30) 210-6100301

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
GRI 101: FOUNDATION 2016			
GENERAL DISCLOSURES			
GRI 102: General Disclosures 2016	Organizational Profile 102-1 Name of the organization 102-2 Activities, brands, products, and services 102-3 Location of headquarters 102-4 Location of operations 102-5 Ownership and legal form 102-6 Markets served 102-7 Scale of the organization 102-8 Information on employees and other workers 102-9 Supply chain 102-10 Significant changes to the organization and its supply chain 102-11 Precautionary Principle or approach 102-12 External initiatives 102-13 Membership of associations <u>Strategy</u> 102-14 Statement from senior decision-maker 102-15 Key impacts, risks, and opportunities <u>Ethics and Integrity</u> 102-16 Values, principles, standards, and norms of behavior <u>Governance</u> 102-18 Governance structure <u>Stakeholder Engagement</u> 102-40 List of stakeholder groups 102-41 Collective bargaining agreements 102-42 Identifying and selecting stakeholders 102-43 Approach to stakeholder engagement 102-44 Key topics and concerns raised <u>Reporting Practice</u> 102-45 Entities included in the consolidated financial statements 102-46 Defining report content and topic Boundaries 102-47 List of material topics 102-48 Restatements of information 102-49 Changes in reporting 102-50 Reporting period 102-51 Date of most recent report 102-52 Reporting cycle 102-53 Contact point for questions regarding the report 102-54 Claims of reporting in accordance with the GRI Standards 102-55 GRI content index 102-56 External assurance	10 8-10 79 10-12 14-15 10-12 17 51-54 48-50 48-50 18-19, 22-25 21, 32-33 21 3 3,19,22-27,34,44,47,51,62 8-9 14-18 29 52 28 22-25 22-25 www.kentrikiodos.gr/financial-statements/ 22-23 23, 25 78-79 78-79 78-79 78-79 78-79 78-79 78-79 78-79 78-79 78-79 78-79 80 78-79	
MATERIAL TOPICS			
ECONOMIC			
ECONOMIC PERFORMANCE			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 76-77, 79 19, 22-25, 76-77, 79	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change 201-3 Defined benefit plan obligations and other retirement plans 201-4 Financial assistance received from government	17 62, 68-69 54 10, 15	
INDIRECT ECONOMIC IMPACTS			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 70, 76-77, 79 19, 22-25, 70, 76-77, 79	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported 203-2 Significant indirect economic impacts	35-36, 70-75 48-50, 70-75	

ENVIRONMENTAL

ENERGY			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	20-25 17, 76-77 21-23, 79	
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-4 Reduction of energy consumption 302-5 Reductions in energy requirements of products and services	63 63 63	
BIODIVERSITY			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 76-77, 79 19, 22-25, 76-77, 79	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas 304-2 Significant impacts of activities, products, and services on biodiversity 304-3 Habitats protected or restored	63 63 63	
EMISSIONS			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 62, 67, 76-77, 79 19, 22-25, 62, 67, 76-77, 79	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-4 GHG emissions intensity	67 67 67	
EFFLUENTS AND WASTE			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 62, 64-65, 76-77, 79 19, 22-25, 62, 76-77, 79	
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination 306-2 Waste by type and disposal method 306-3 Significant spills 306-4 Transport of hazardous waste 306-5 Water bodies affected by water discharges and/or runoff	65 64-65 65 65 64-65	
ENVIRONMENTAL COMPLIANCE			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 62, 76-77, 79 19, 22-25, 76-77, 79	
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	19	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	22-27 19, 22-25, 50, 76-77, 79 19, 22-25, 76-77, 79	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria 308-2 Negative environmental impacts in the supply chain and actions taken	19, 48-50 48-50	

SOCIAL

EMPLOYMENT

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,51,53-54,76-77,79
	103-3 Evaluation of the management approach	19,22-25,51,53-54,56,76-77,79
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	51-53
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53-54
	401-3 Parental leave	54

OCCUPATIONAL HEALTH AND SAFETY

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,58-61,76-77,79
	103-3 Evaluation of the management approach	19,22-25,60-61,76-77,79
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	60-61
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	60-61
	403-3 Workers with high incidence or high risk of diseases related to their occupation	60-61

TRAINING AND EDUCATION

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,51,76-77,79
	103-3 Evaluation of the management approach	19,22-25,51,76-77,79
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	58-61
	404-2 Programs for upgrading employee skills and transition assistance programs	58-59
	404-3 Percentage of employees receiving regular performance and career development reviews	56-57

DIVERSITY AND EQUAL OPPORTUNITY

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,53,76-77,79
	103-3 Evaluation of the management approach	19,22-25,53,76-77,79
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	18,51
	405-2 Ratio of basic salary and remuneration of women to men	53

NON-DISCRIMINATION

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,53,76-77,79
	103-3 Evaluation of the management approach	19,22-25,53,76-77,79
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	53

LOCAL COMMUNITIES

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,76-77,79
	103-3 Evaluation of the management approach	19,22-25,76-77,79
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	44,70-75
	413-2 Operations with significant actual and potential negative impacts on local communities	48-50,68,70-75

CUSTOMER HEALTH AND SAFETY

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,44-45,76-77,79
	103-3 Evaluation of the management approach	19,22-25,44-45,76-77,79
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	34-43
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	7, 19

MARKETING AND LABELING

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	19,22-25,34-35,75-77,79
	103-3 Evaluation of the management approach	19,22-25,43,75-77,79
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	34-35
	417-2 Incidents of non-compliance concerning product and service information and labeling	7, 19, 75
	417-3 Incidents of non-compliance concerning marketing communications	75

