

corporate responsibility report

#2016



1. Message from the CEO



Dear friends and partners,

Our third Corporate Social Responsibility Report signals an exponential increase of our responsibility. Not only is our commitment based on the contractual obligation we have undertaken as regards the completion and delivery of a landmark project that promotes growth in Greece, but it is also based on the social responsibility that defines our accomplishing our social role.

The principles of Corporate Social Responsibility have been integrated in the manner we operate and make decisions. We are particularly happy that our people wholeheartedly support our strategies and procedures, hence allowing us to seamlessly invest in actions which help improve the quality of life for all of us. Surely, through this strategy we came upon numerous challenges. Improving internal structures and systems, greater surveying requirements, more complex goals and systematising a holistic approach demand time, but more importantly they demand that the entire company contributes towards this objective.

The new road section of Ionia Odos opened and changed the map of Greece, upgrading the Epirus region and the rural centres in Ioannina, Arta and Agrinio. The Ionia Odos project connects 2 Regions, 4 Prefectures and 10 Municipalities, revitalising, thus, not only western Greece, but the entire country of Greece as well. This project of national importance is also of major social, economic and growth significance. Upon its completion, the distance between Antirrhion and Ioannina is reduced from 3.5 hours to only 1 hour and 40 minutes!

Road safety: Our main goal and the primary pillar of the work we do is promoting road safety within the road network we are responsible for. We work on the daily maintenance and incident management works, as well as the numerous measuring and monitoring systems of road safety indicators. However, we also work towards the prevention and elimination of road accidents through the systematic awareness and training actions for our drivers and other social groups.

Quality: The significance of quality in achieving our corporate, social and environmental objectives is crucial. Our objective is to optimize the systems which certify the adequacy of our services and guarantee immediacy in our communications.

Human Resources: We consistently support our people, given that they bring out the value of our work. Nea Odos counts on its people and reciprocates their trust by creat-

ing and preserving a workplace founded on safety, growth and acknowledgement. Strategic tools enable us to empower our workforce and invest in its development with exceptional results.

Environment: We aim at preserving the natural environment. In Nea Odos, our strategic goal is to achieve the harmonious integration of our motorways into the environment, and we are committed to protecting and highlighting the natural wealth of each region. The latter is proven in practice through the actions we undertake to lessen our environmental impact.

Local Communities: Nea Odos constantly works on supporting, enhancing and contributing to the financial stability of local communities that are geographically close to its projects. The role we have undertaken compels us to respect and enhance the cities and communities close to our motorways. A modern, substantial and quite promising initiative is the recording and digital imaging of the monuments located along the Athens – Thessaloniki – Evzonoi motorway and the Ionia Odos motorway, with a view to highlighting the cultural and environmental resources of each region.

As our journey continues, our voice becomes louder. We are proud to present our third Corporate Social Responsibility Report and invite you to become our companion in materialising our vision towards responsible growth.

Stelios Pentheroudakis, CEO

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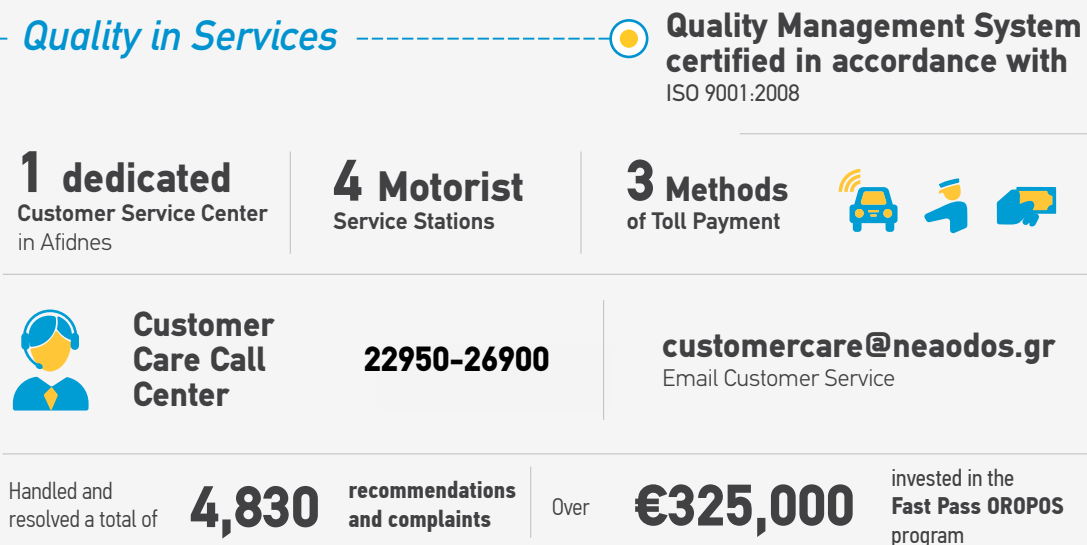
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At a Glance

Road Safety



Quality in Services

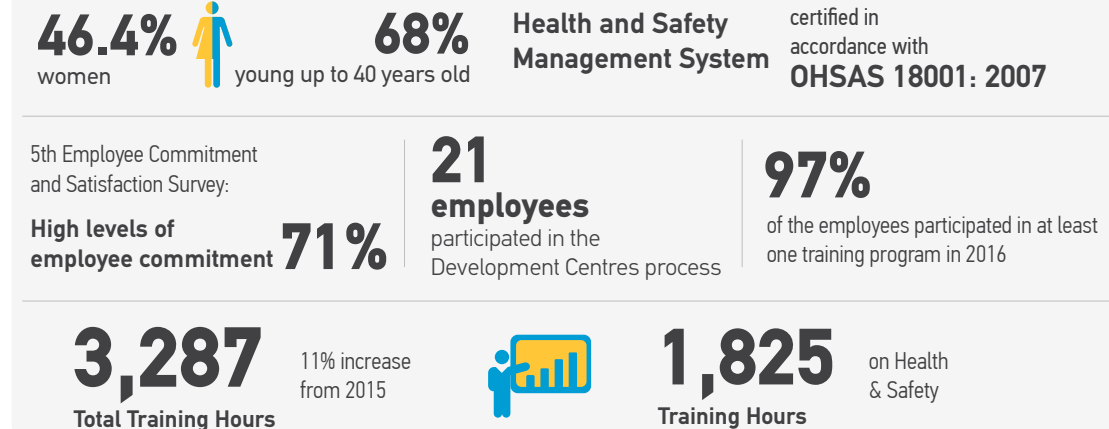


Caring for the Environment



321 employees

Human Resources



Cooperation with Local Communities and Social Contribution



0 incidents

Organization and Management



Construction Progress

The new part of Ionia Odos, Kouvaras – Amfilochia was delivered on 27/12/2016, marking the completion of the 87.57% of the Nea Odos project.

2. Our Mission, Vision and Values

Our mission



“ We offer the highest standards of safety in combination with top quality services. We pursue excellence in the operation and maintenance of our motorways. We embrace the imperative need for protecting the environment, fostering our people and providing sustainable growth.

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 and stakeholders.

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 scope of Nea Odos is the construction, maintenance and operation of modern, European standards toll motorways, which form infrastructure of major importance for our country, since they contribute to its development, but also provide for the protection of the environment. Our primary commitment is a safe and fast commute for all Greek citizens, along with the provision of high quality services.

At the end of 2006, after an international tender offer, "NEA ODOS CONCESSION SOCIETE ANONYME" (Nea Odos S.A.) undertook the study, design, construction, operation, appropriation and maintenance of the «Ionia Odos» Concession project, with a total budget of 1.1 billion euros. The project is financed through a combination of equity, bank loans, European funds, Greek State funds and contributions of the project's users.

Nea 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 parts



The construction

Of all new parts



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:

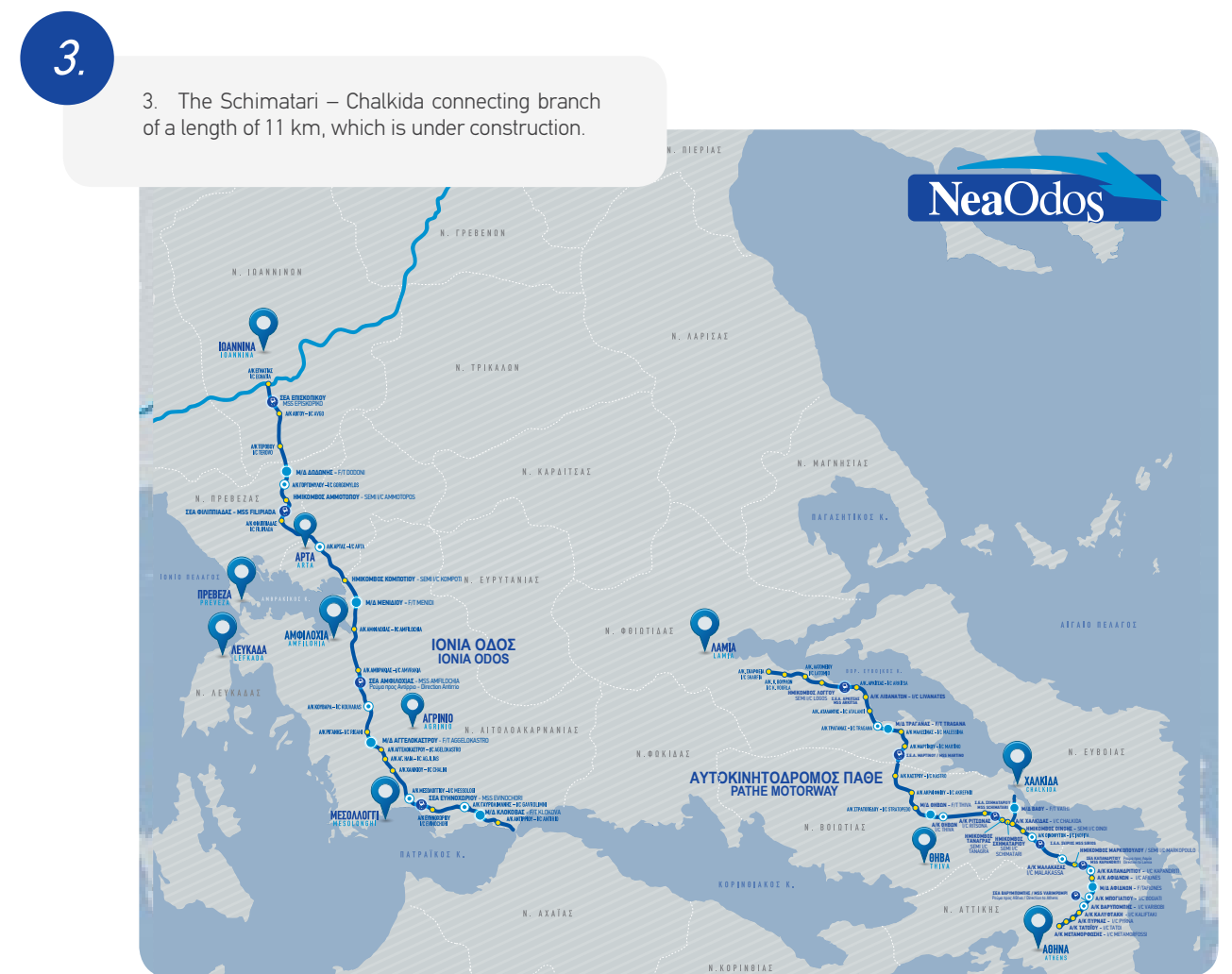
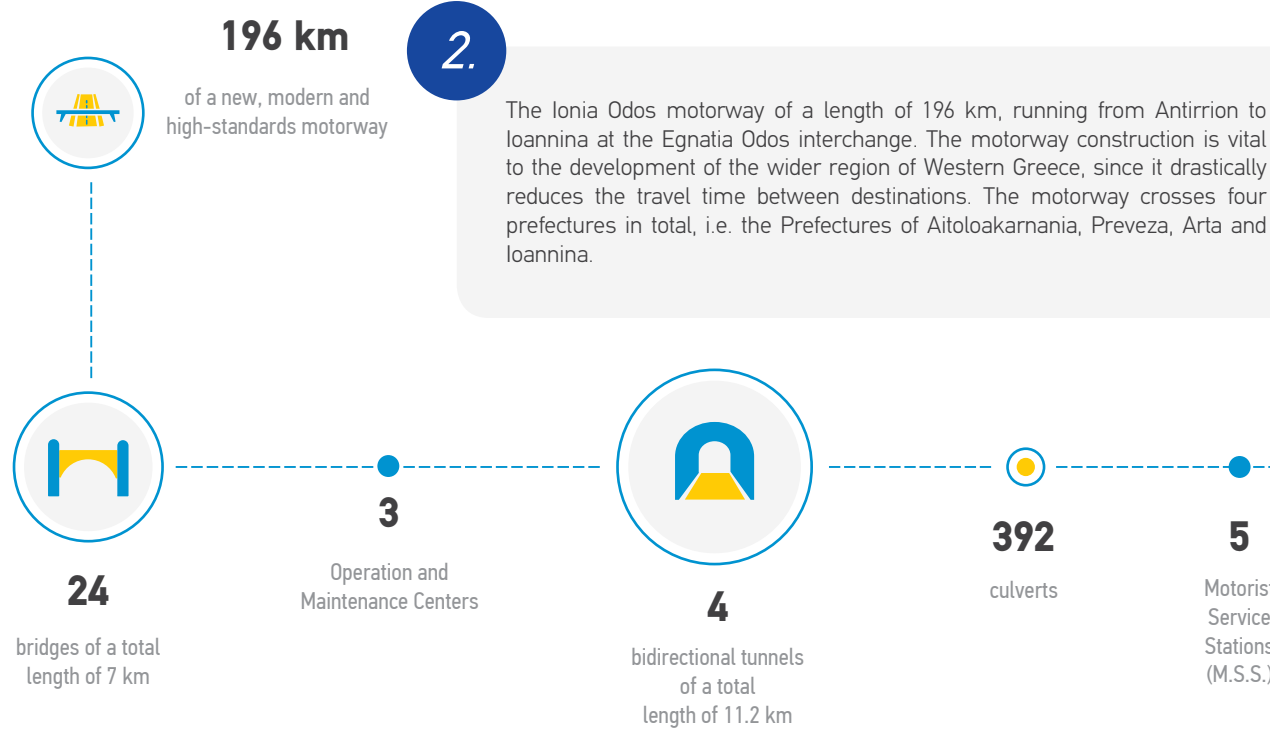
Collection of tolls and management of Motorway Service Stations (M.S.S.)



“ Nea Odos operates 24 hours a day and 365 days a year, providing commuters with high-level services in a secure road environment that significantly reduce travel distances.

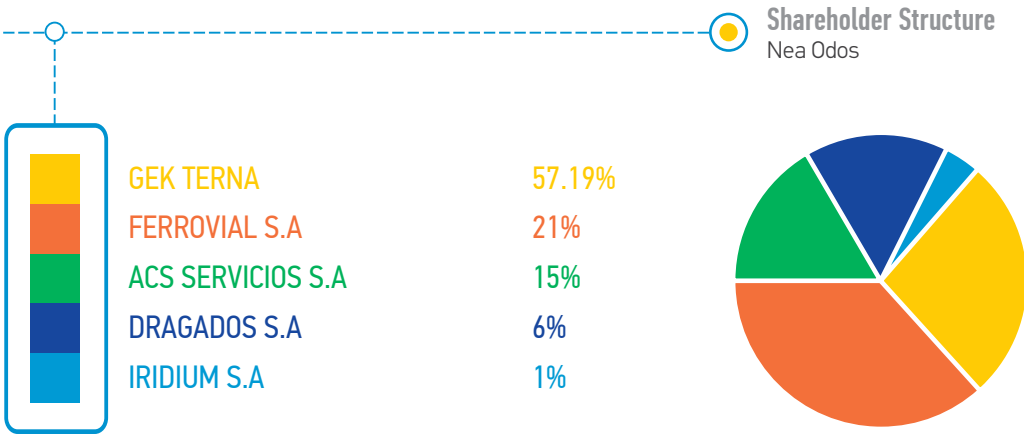
An Ambitious Project

The total length of the concession project is 380 km and consists of three parts:



Shareholder Structure

During 2016, the shareholder structure of the company changed, since the GEK TERNA Group augmented its percentage from 33% to 57.19% and now holds the majority stake in the company.



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 operates in the fields of construction, energy generation and trade, concessions, waste management, and real estate development and management.

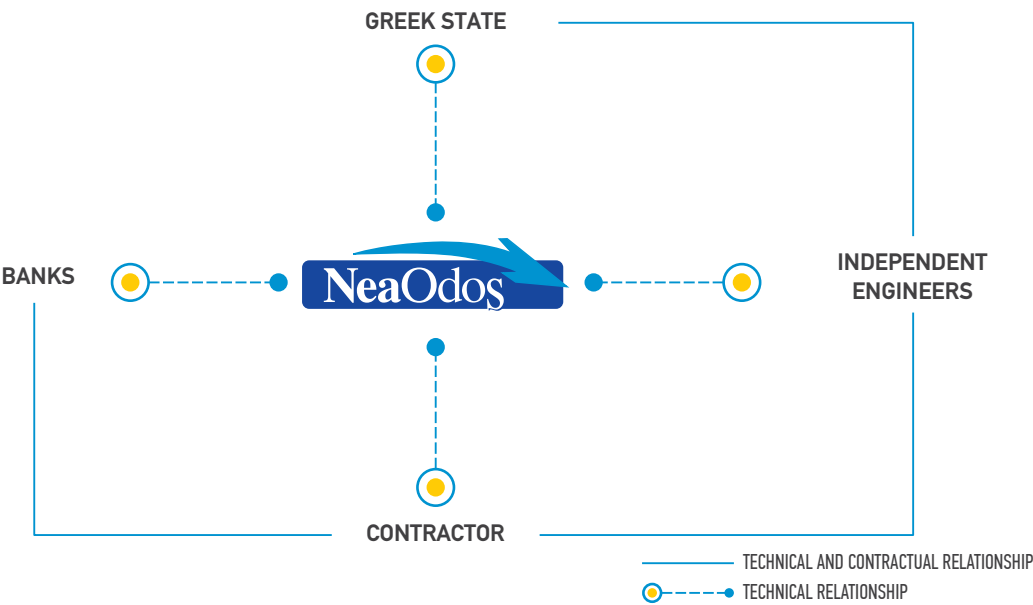
Ferrovial Group: The Ferrovial Group, with registered office in Spain, is one of the greatest global investors in the field of transportation infrastructures and operates in more than 15 countries.

ACS Group: The ACS Group is one of the leading construction groups in Spain and operates in more than 40 countries. Dragados belongs to the ACS Group as well.

Dragados: Dragados is an international construction group, established in 1941 and globally specialising in major infrastructure projects, such as bridges, roads and motorways, tunnels and underground constructions, dams and hydraulic works. Dragados S.A. is the leading construction branch of the ACS Group.

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



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 Construction, as described in the Construction Agreement, signed by the Concession Company and the Constructor.

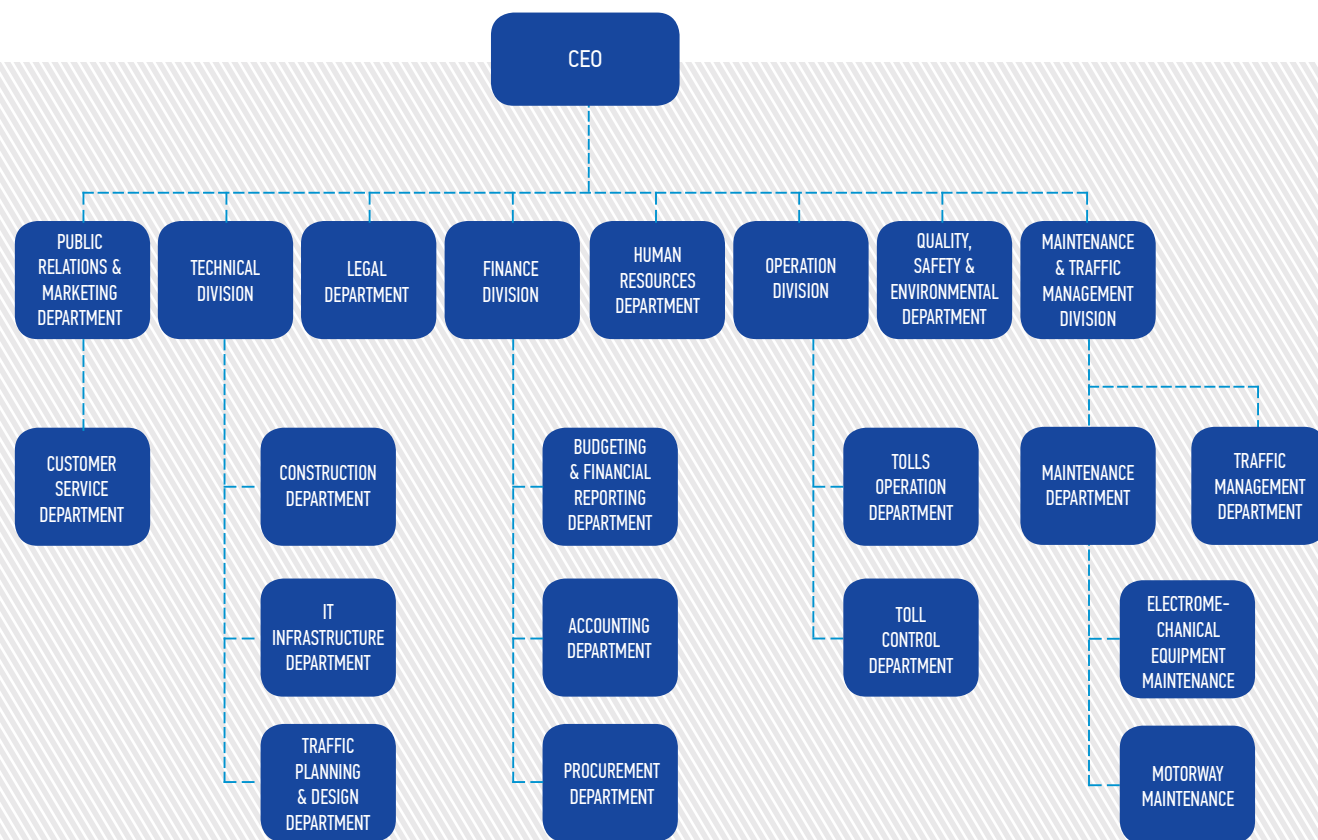
Lending Banks: ALPHA BANK AE, EUROBANK ERGASIAS S.A., NATIONAL BANK OF GREECE, PIRAEUS BANK S.A., ATTICA BANK S.A., BANCO BILBAO VIZCAYA ARGENTARIA S.A., BANCO SANTANDER S.A. LONDON BRANCH, BNP PARIBAS FORTIS S.A. SUCURSAL EN ESPANA, INSTITUTO DE CREDITO OFICIAL, BANKIA S.A. MADRID, ESPIRITO SANTO PLC,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

Concession Company: Nea 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 in force.

Organisation Chart

Nea Odos organisational structure aims at covering the entire range of company activities and has been structured so that executive roles and responsibilities are clearly marked. Team effort as well as effective and responsible entrepreneurship are key elements of the company's philosophy so that the legal benefits of shareholders are safeguarded and there is vital contribution to society.



Financial Performance

FINANCIAL INFORMATION (IN THOUSAND EURO €)	2016	2015	2014
Net Sales	354,999.58	306,624.86	340,773.85
Other operating income	130.48	323.56	50.07
Revenue from financial investments	1,203.57	1,947.09	764.55
Total income	356,333.63	308,895.51	341,588.47
Operating cost	362,832.33	279,714.02	308,909.13
Employee salaries and benefits	7,961.98	7,648.36	6,162.73
Payments to providers of capital	6,798.66	6,984.83	6,331.45
Net profit / (loss) before taxes	(3,048.40)	14,582.72	18,851.41
Net profit / (loss) after taxes	4,294.68	17,067.87	19,174.32
Net profit / (loss) per share (in €)	-	0.23	0.26
Total payments to state bodies (taxes paid)	9,727.96	9,977.93	11,644.92
Company investments	272,557.19	259,709.19	229,521.68
Total capitalisation	595,161.74	589,411.76	589,394.64
Equity	251,296.54	205,207.14	188,091.16
Total liabilities	419,937.11	690,934.66	913,347.12
Total assets (in million €)	675,847.32	898,460.72	1,103,406.70

NET SALES (IN THOUSAND EURO €)	2016 (31 DEC)	2015 (31 DEC)	2014 (31 DEC)
Exploitation segment of Ionia Odos – PATHE motorway	76,823,622.06	75,133,223.76	72,665,901.72
Construction segment of Ionia Odos Motorway	278,175,955.97	231,491,632.13	268,107,945.20
Total	354,999,578.03	306,624,855.89	340,773,846.92



Total passes in 2016 increased to

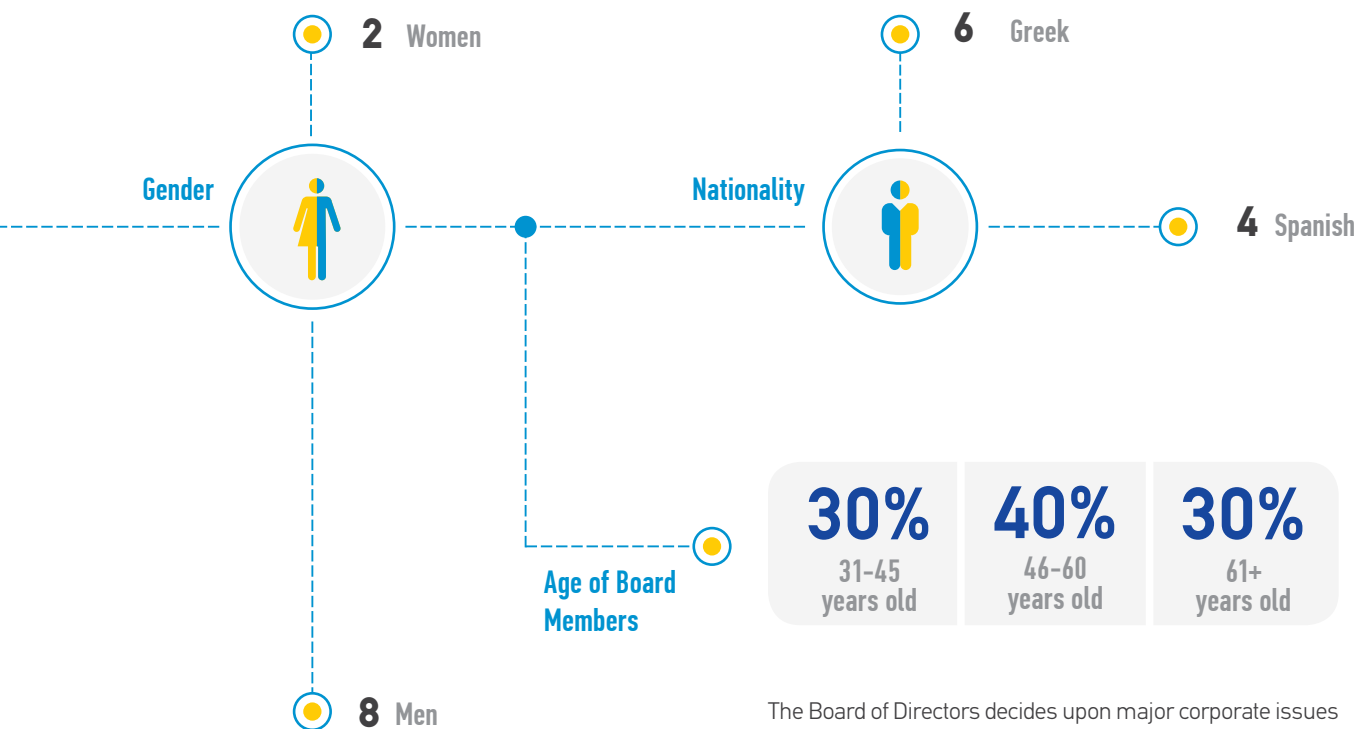
24,249,238

Corporate Governance

Nea Odos Board of Directors consists of the following 10 members. In 2016, a new CEO was appointed, but there was no other change as regards other members. All members are now non-executive.

The Board members are the following:

- Emmanouil Vrailas – CEO (non-executive member)
- Andres Sarcistan Martin – Vice Chairman (non-executive member)
- Emmanouil Moustakas – Member (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)



The Board of Directors decides upon major corporate issues in appointed meetings. Its role in the sound operation of the company is vital, since it has a leading role in managing all corporate issues for the benefit of the company and all interested stakeholders. Furthermore, the Board of Directors ensures that the Management follows and serves the corporate strategy and safeguards the existence of a fair and equitable workplace, based on universal values as regards the performance of the duties of all company members, and especially of the employees, who are directly affected by the company operations.

The Significance of Compliance

The harmonization with both the Greek and European legislation is our first priority and together with our values they make up the basis of our business ethics. Nea Odos staunchly follows and fully implements the requirements of the environmental legislation, as well as all regulations relevant to its operations. Where necessary, the company operates beyond its institutional obligations and applies the best practices that serve its vision, mission and values.

Company-related requirements are systematically and constantly monitored, thus effective compliance with all legal and institutional obligations and zero penalties or other sanctions for violating the environmental legislation were achieved during 2016. No incidents of non-compliance regarding user safety related legislation and regulations were observed either. Furthermore, in 2016, there was no corruption incident in the company and no partnerships were ceased due to a corruption-related violation. At the same time, there has been no case of non-compliance with the regulations regarding communications, marketing, advertising and sponsorships.

The company's relationship with its suppliers is based on the mutual understanding of the importance of the project and on compliance with the set terms. Cooperation agreements with subcontractors so that they perform works within the company's premises requires that subcontractors sign a declaration of compliance with the environmental requirements of the project. Subcontractors are formally bound to comply with the environmental protection requirements and take precautionary measures to ensure environmental protection, and should hold relevant certifications and permits. The main subcontractors of the company are subject to regular environmental inspections, especially on operation and maintenance issues. In addition, subcontractors are audited by external quality assurance agencies to guarantee that they comply with and implement the ISO 14001: 2004 systems they apply. During 2016, no inspection regarding environmental issues was carried out on new company suppliers, though it should be noted that no negative environmental performance by any supplier has been recorded.

Strategic Approach

The basis of our strategy is providing high-quality services. Nea Odos vouches for the quality of the services it provides and aims at constantly improving its performance.

Having certified procedures that govern all activities and operations of the company in place is extremely important for the provision of highquality services to Nea Odos' users, as well as for the protection of its employees' health and the environmental protection. For this reason, the company aims to certify its procedures and systems according to international standards.

Nea Odos has adopted and rigorously implements a Quality Management System, certified by the distinguished international certification group Bureau Veritas according to the principles of the ISO 9001: 2008 standard. The Quality Management System is continuously evolving, taking into account the ever-changing needs of the infrastructure operations. The faithful implementation and constant improvement of the system are pursued throughout the entire range of our activities, always according to the provisions of the Concession Agreement. Moreover, Nea Odos has been certified with the Road Traffic Safety (RTS) Management System ISO 39001:2012 standard since 2015 and has been accredited by TUV HELLAS. This standard covers all aspects of Road Safety, some of which include: corporate vehicle speed, company fleet status, training of company drivers, etc. Moreover, regarding environmental protection issues, the company has been certified with the ISO 14001: 2004 Environmental Management System, while at the same time a Safety and Health System which is certified according to the OHSAS 18001: 2007 standard, is also implemented.



3. Awards and Recognitions

Hellenic Responsible Business Awards 2016 (Boussias communications)

Nea Odos earned a significant distinction at the Hellenic Responsible Business Awards 2016, an institution that rewards and highlights investments that promote sustainability, corporate responsibility and sustainable social growth. Nea Odos was awarded the Silver Award in the «Short-term Local / Regional Investment» category for participating in the "Cycling Safely" action in collaboration with the "Panos Mylonas" Road Safety Institute.

HR Awards 2016 (Boussias communications)

Nea Odos was awarded the Silver Award in the "Talent Management" category for the «Identifying and Developing Talent on the Motorway» project at the 2016 HR Awards, an institution that aims at promoting the initiatives, practices and policies that focus on employees through the Human Resources Management actions.

National Customer Service Awards (Hellenic Institute for Customer Service)

Nea Odos received a distinction as one of the three finalists in the «Customer Service Call Centre of a Small Business Team (up to 40 people) of the Year» category at the 7th awards ceremony of the National Customer Service Awards held by the Hellenic Institute for Customer Service. These awards are now the most renowned institution in the Greek market, as they recognise outstanding practices in the field of customer service through an internationally recognised and objective process.



Membership in Associations

Hellastron

Nea Odos actively participates in the "HELLASTRON" association ("Hellenic Association of Toll Roads Network"), which was established in 2014 with the participation of all modern motorways and toll infrastructure companies operating in Greece.

The "Panos Mylonas" Road Safety Institute

The "Panos Mylonas" Road Safety Institute is a Non-Profit Organisation that aims at informing citizens and preventing road accidents, and is our partner in the public awareness and citizen education actions we implement. As a member of the Road Safety Institute, we take part in the annual General Assembly of the Organization and we have undertaken an active role in planning and implementing actions that are directly related to the impact of our business activities.

Diazoma

Nea Odos actively participates in the Diazoma Association as a corporate member. Diazoma preserves and promotes our country's ancient theatres and our cultural heritage and was founded after the initiative of the former Minister of Culture, Mr. Stavros Benos, and the decisive participation of three key stakeholder 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

Nea Odos is particularly sensitive to the needs of society, and thus its strategy is based on integrating in its planning policies and practices that contribute not only to the economic development of society, but also to the protection and regeneration of the environment.

Being fully aware of our profound responsibility towards society, as we provide a public commodity of vital importance, and we ensure the smooth operation of two very important motorways of the country, we incessantly endeavor to designate, organize, record and communicate all those parameters which constitute our Corporate Responsibility.

Based on internationally recognised practices, the company Corporate Responsibility Strategy is founded on the following five pillars:



Consequently, a complete action plan was drafted, which fully covers the current conditions, giving emphasis on goal – setting and on the complete recording of methodologies and approaches. Two years after our first Report, we continue evolving, further enhancing our commitment towards Corporate Responsibility.

In 2016, we commenced an in-depth analysis of our strategic Corporate Responsibility methodology in order to effectively cover all areas that our business activities both affect and are affected by. The social and environmental impact created by us affects the quality of our services and is directly related to our capability to constantly offer safe services to all users of our motorways. This is also related to our ability to contribute to the development of the local communities we affect, as well as to society in general, which is the indirect recipient of the social value we create and distribute.

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 Economic Impacts
Suitability of Signage	Suppliers 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

Our primary concern is to focus on actions that are related to our stakeholders and minimize the negative impact of the wide range of our activities. Moreover, we constantly redefine our methodology to respond to the ever-changing needs of society, without ever being complacent. We are always on the alert to identify potential risks and opportunities across the entire range of our activities, but also to analyse how the risks and opportunities in question can affect our stakeholders.

According to the materiality principle, Corporate Responsibility places importance on activities that may have a large-scale positive or negative impact on the company's activities and may also influence the company's relations with its stakeholders.

The main areas on which we focus were defined in 2014 in our first Report. Ever since, we have continuously focused on and looked into matters that directly concern and interest our partners and stakeholders and influence our social and environmental impact.

Material aspects as the principal basis of our strategy:

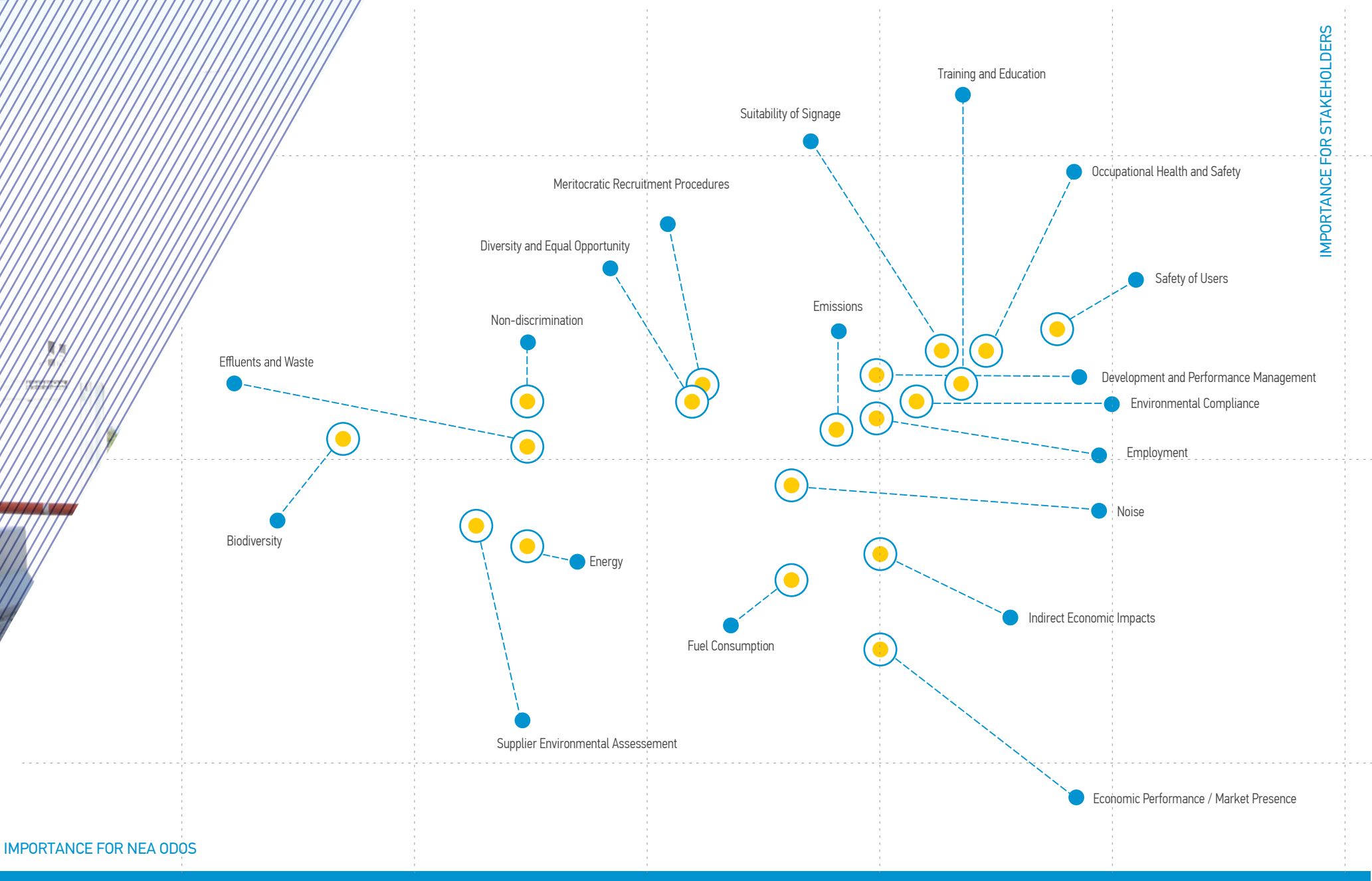
MATERIAL ISSUES 2016	IMPORTANCE FOR STAKEHOLDER	IMPORTANCE FOR NEA ODOS
Safety of Users	9.64	10
Occupational Health and Safety	9.44	9.61
Suitability of Signage	9.43	9.45
Training and Education	9.28	9.53
Development and Performance Management	9.28	9.23
Meritocratic Recruitment Procedures	9.19	8.43
Non-discrimination	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
Suppliers Environmental Assessment	8.15	6.76
Energy	7.98	7.87
Indirect Economic Impacts	7.93	9.36
Fuel consumption	7.74	8.57
Financial Performance/ Market Presence	7.22	9.84

Sustainability is the mainspring for all our activities.



In 2016, we conducted an in-depth analysis of Nea Odos users' opinions concerning the sustainability issues we work on. To this end, a telephone survey was carried out that included 243 users/FastPass holders, who were chosen based on specific criteria in order to achieve the optimal dispersion of characteristics among residents of the regions we work in, such as gender, age, etc. The survey sampling as well as the survey timing enabled us to receive valid and clear responses which guarantee the objectivity of the results.

The aforementioned responses contributed to updating our material aspects and to the manner we approach our actions. However, the most significant contribution of the survey was its input in updating our strategy and consequently in the way we undertake and manage our actions so as to cater for the demands of the stakeholders and reduce our negative impact.



IMPORTANCE FOR NEA ODOS

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

ENVIRONMENTAL ISSUES

Fuel consumption	✓		Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Suppliers and Associates
Energy consumption	✓		Employees, Users, Local Communities – Municipalities, Shareholders, Ministry of Infrastructure, NGOs / Activists/ Lobbies, Motorway Traffic Police, Financial Institutions, Suppliers and Associates
Effluents and Waste Management	✓	✓	Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure, Suppliers and Associates
Noise Management	✓		Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure, Financial Institutions, Suppliers and Associates
Air Pollution and Emissions Management	✓		Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure Financial Institutions, Suppliers and Associates
Protecting Biodiversity	✓		Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure, Financial Institutions, Suppliers and Associates
Environmental Compliance	✓	✓	Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure, Financial Institutions, Suppliers and Associates
Suppliers Environmental Assessment	✓		Employees, Users, Local Communities – Municipalities, NGOs / Activists/ Lobbies, Shareholders, Suppliers and Associates



SOCIAL ISSUES

Employment	✓		Employees, Users, Shareholders, Financial Institutions, Suppliers and Associates
Meritocratic Recruitment Procedures	✓		Employees, Users, Local Communities – Municipalities, Shareholders, Financial Institutions, Suppliers and Associates
Training and Education	✓		Employees, Users, Shareholders, Financial Institutions, Suppliers and Associates
Development and Performance Management	✓		Employees, Users, Shareholders, Financial Institutions, Suppliers and Associates
Equal Opportunities and Diversity	✓		Employees, Users, Local Communities – Municipalities, Shareholders, Financial Institutions, Suppliers and Associates
Non-discrimination	✓		Employees, Users, Local Communities – Municipalities, Shareholders, Financial Institutions, Suppliers and Associates
Occupational Health and Safety	✓		Employees, Users Local Communities – Municipalities, NGOs / Activists/ Lobbies, Ministry of Infrastructure, Suppliers and Associates
Safety of Users	✓		Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure, Motorway Traffic Police, Suppliers and Associates
Suitability of Signage	✓		Employees, Users, Local Communities – Municipalities, Shareholders, NGOs/ Activists/ Lobbies, Ministry of Infrastructure, Motorway Traffic Police, Suppliers and Associates

Nea Odos Stakeholders

Stakeholder Mapping, Communication and Engagement

In our first Corporate Responsibility Report, we defined and analysed our stakeholder groups. Stakeholders include all those groups that are directly and indirectly related to Nea Odos, are affected by and at the same time can affect our actions, policies and business decisions.

In the framework of our Corporate Responsibility, we have the obligation to be aware of and understand the needs of our stakeholders. By charting who our partners are, we are able to better grasp the important issues that concern those groups so as to evaluate how our actions cater to their needs and detect whether there are issues we ought to include in our future activities and act upon.

In this Report, we illustrate in detail the company's approach towards each of the primary and secondary stakeholders. It is vital for us that this analysis be not restricted to the key stakeholders only, but also extend to the secondary ones so that we have a better picture as regards how the universe of our stakeholders perceive our performance, our efficiency and the extent to which our goals are achieved.



PRIMARY STAKEHOLDERS	COMMUNICATION MECHANISMS	EXPECTATIONS/MAIN ISSUES	FREQUENCY OF COMMUNICATION	COMMUNICATION OUTCOMES
Employees	Meetings between staff and management representatives Satisfaction surveys Email correspondence Prospectuses	Regular communication between Employees - management Informing employees about organizational changes and anything related to the company Emphasis on Health and Safety issues Additional benefits and remuneration system Development of skills/career prospects	Daily	Improvement of employees' development process through the establishment of Development Centers Actions for the improvement of the working environment Corporate Responsibility Initiatives
Users	Customer service department Customer satisfaction surveys Complaint handling department Awareness campaigns Company website Emergency number	Safety on the motorway Quality, satisfaction and reliability Immediate response to incidents Immediate response to requests or complaints Private data protection	Daily	Interventions on the road network Improvement of signage Services upgrade
Local Communities – Municipalities	Meetings with representatives of local communities Consultation with local associations and bodies of residents Partnership in volunteer actions	Comprehensive information regarding effects from the company's operation on a local level and measures to address them Support of local economy – indirect financial effects Sponsorships - charity actions and social investments	On regular time intervals/ Daily	More targeted support for the local community More targeted support for the local economy Synergies for positive impact at local level
Shareholders	Monthly Board of Directors meetings Regular reporting Company website	Financial performance Regular and correct information/reporting Effective governance mechanisms	On regular time intervals/ Monthly	Mapping of environmental and social impacts of the company 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 constitutes a State Law.	When deemed necessary	Interventions where possible to ensure smooth user service
Ministry of Infrastructure	Communication and meeting	Good operation of the motorway Fully inform the supervisory authority on matters relating to the operation of the infrastructure.	Daily	Compliance with the contractual obligations set out in the Concession Agreement
Motorway Traffic Police	Scheduled and unscheduled meetings with Traffic Police representatives	Compliance with laws Support to 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 and 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 Application of supplies' 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 practice transfer	When necessary	Re-evaluation and upgrade of practices
Media	Mail correspondence and Contact via Phone	Clear strategies and structured relationships with journalists and the Media. Timely and accurate information	When 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 (Metamorfosi interchange) and exchange of views	When necessary	Optimisation of operation – related actions

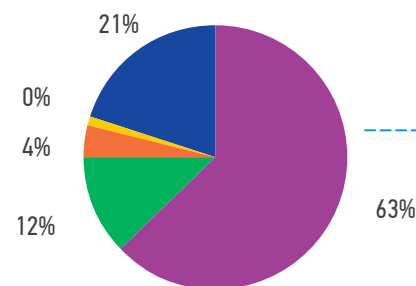
User Survey

Communication, regular dialogue and building trusting relationships with our stakeholders constitute a process in which we have invested, and this is indissolubly connected with the operation of Nea Odos. Our next steps are to boost this communication channel and further conduct an open, two-way and substantial dialogue with the stakeholders. It is our firm belief that thus we shall manage to fully assess our performance and improve the positive impact we wish our actions and strategy to have on issues regarding Corporate Responsibility.

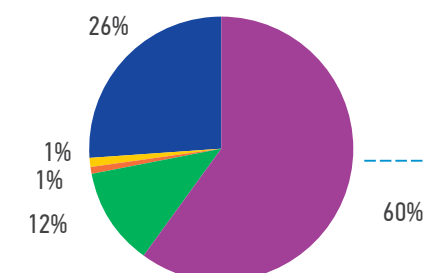
The following are the basic results of the survey we conducted in 2016:

- 88% of the respondents view that Nea Odos operates with responsibility towards the market, the environment and society
- 87% believe that Nea Odos serves its customers and responds to their needs in a timely manner
- 84% believe that their expectations concerning traffic safety are being met sufficiently and to a great extent
- 83% believe that Nea Odos provides high quality services
- 98% consider the impact created by actions of the company on society to be neutral or positive
- None of the respondents believe Nea Odos has a very negative social impact and only 2% believes that Nea Odos has a negative social impact

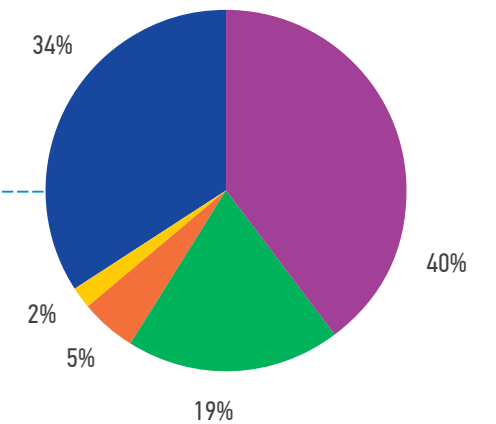
To what extent does NEA ODOS meet your expectations regarding road safety?



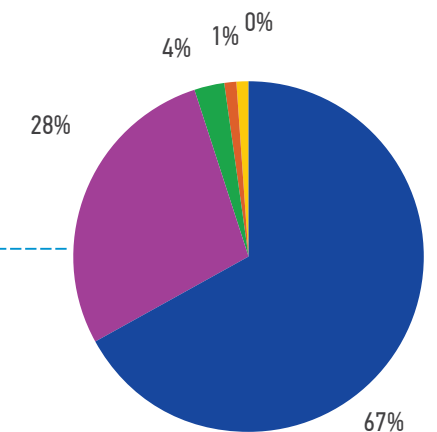
Do you feel safe when driving through NEA ODOS Motorway?



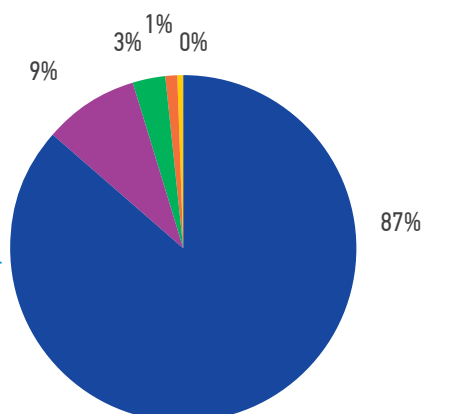
How important do you, as a user, deem economic growth and the indirect economic impact resulting from the operations of NEA ODOS?



How important do you, as a user, deem the environmental issues related to the operations of NEA ODOS (fuel and energy consumption, waste and noise management, etc)?

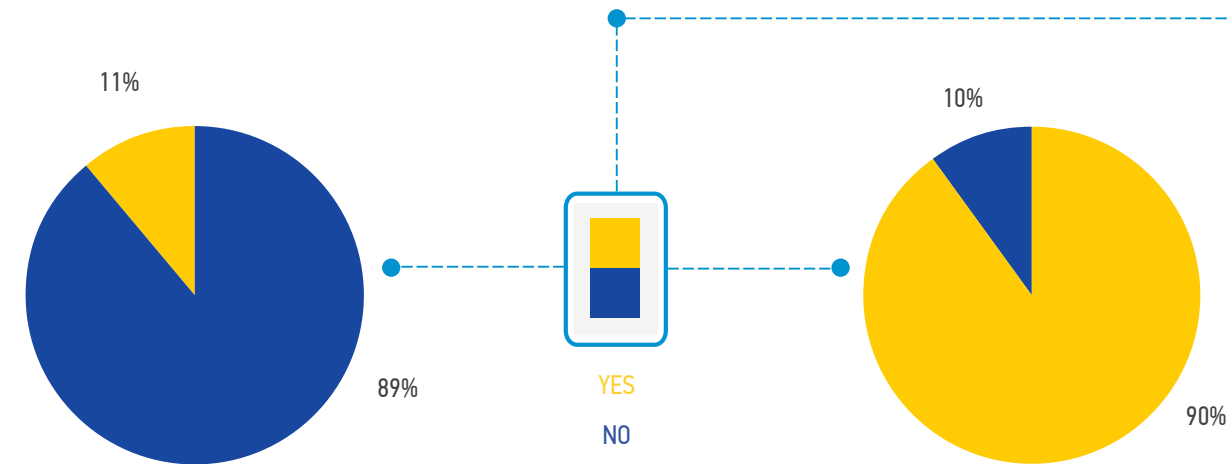


How important do you, as a user, deem the social issues related to the operations of NEA ODOS (job openings, staff training, meritocratic procedures, etc)?



As a result of the survey, we decided to take a series of actions in order to:

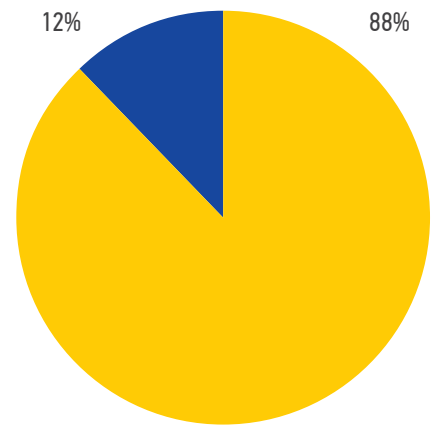
- Inform the public regarding the Corporate Responsibility actions on society we undertake (only 18% of the people surveyed stated that they are aware of our actions)
- Implement cultural actions and inform the public about them, since 90% of the people surveyed stated that Nea Odos should be more active regarding cultural issues
- Inform the public about our Corporate Responsibility Report, since only 11% stated they are aware of this initiative



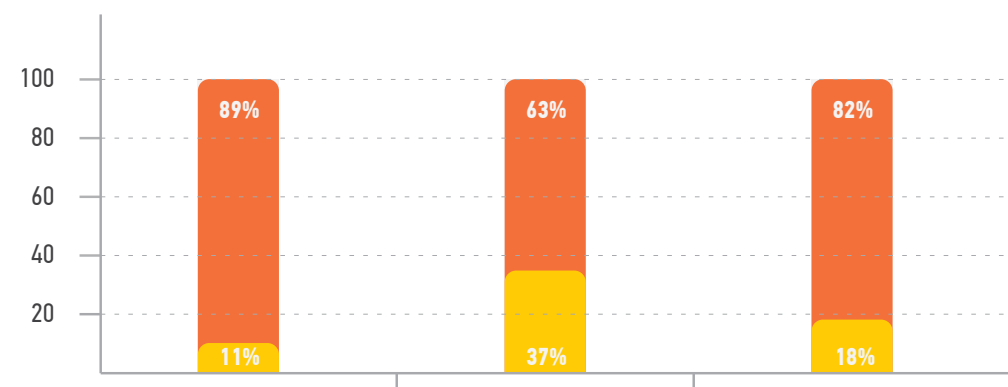
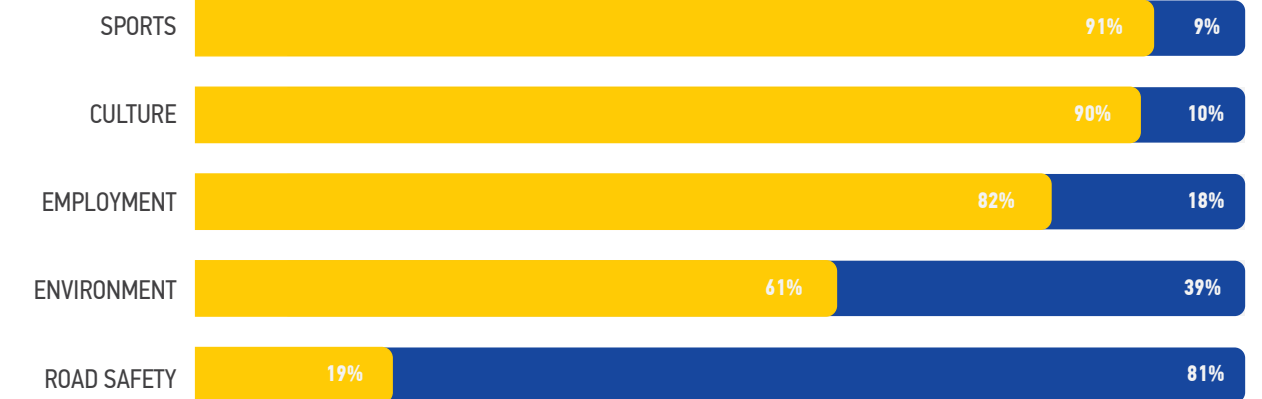
Have you read or been informed about the 2014 NEA ODOS Corporate Responsibility Report?

Are there actions regarding cultural issues that you believe NEA ODOS should take?

Do you believe that NEA ODOS is a responsibly operating company (as regards the market, the environment and society)?



Are there actions you believe NEA ODOS should take regarding...



Have you read or been informed about the 2014 NEA ODOS Corporate Responsibility Report?

Have you received informational material regarding the actions of the Corporate Responsibility Report of NEA ODOS?

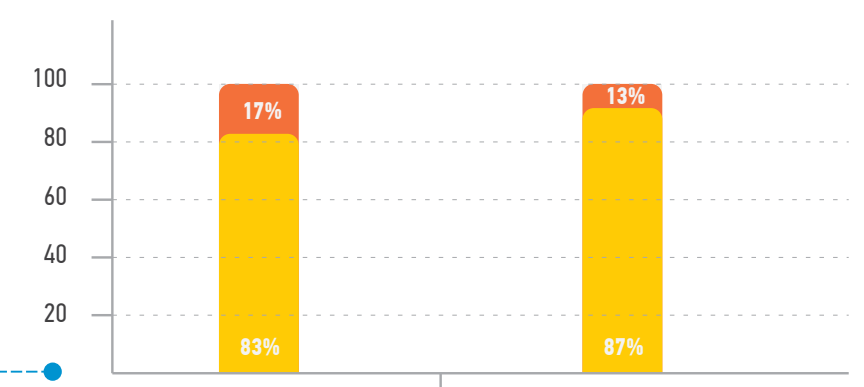
Are you aware of the Corporate Responsibility actions taken by our company in favour of the society?

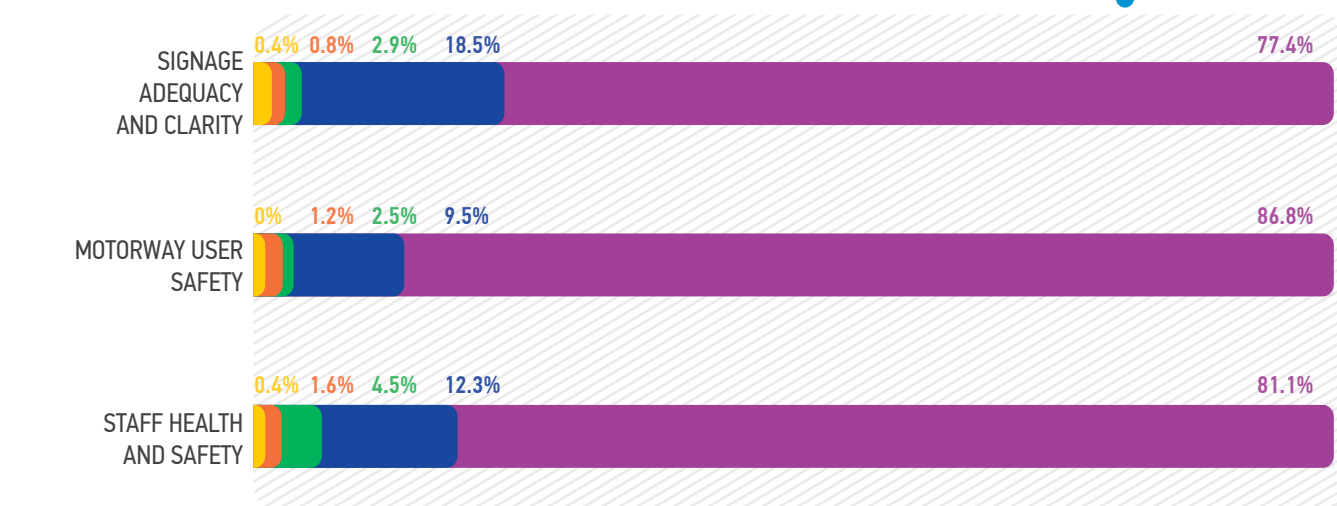
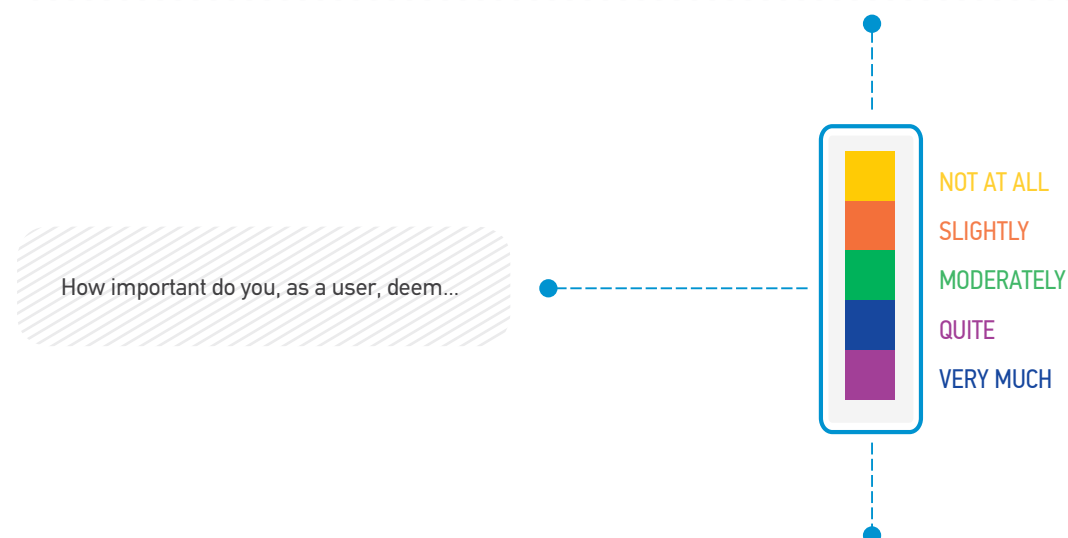
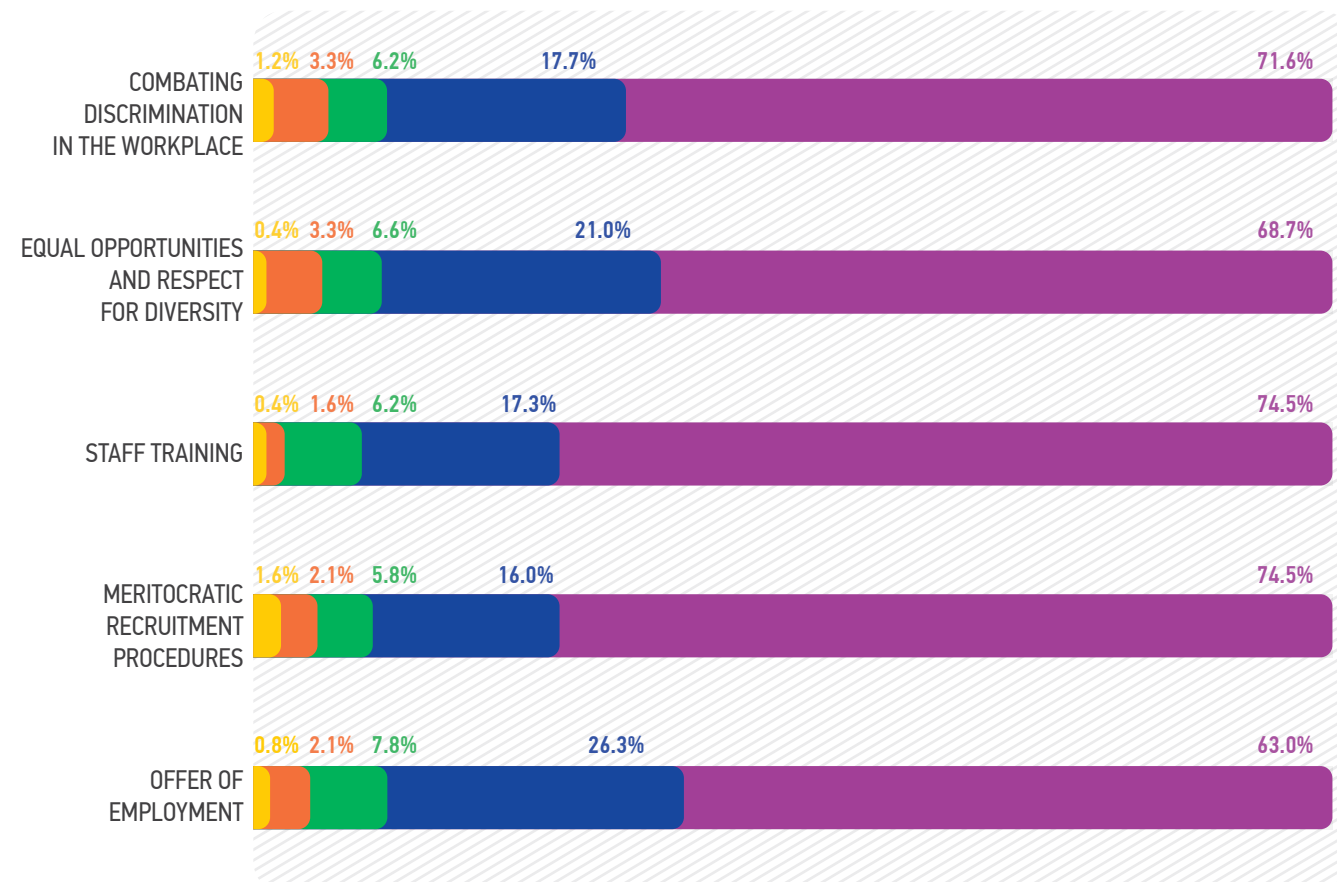


Do you believe that NEA ODOS...

provides high quality services?

provides immediate service to its users and meets their demands?



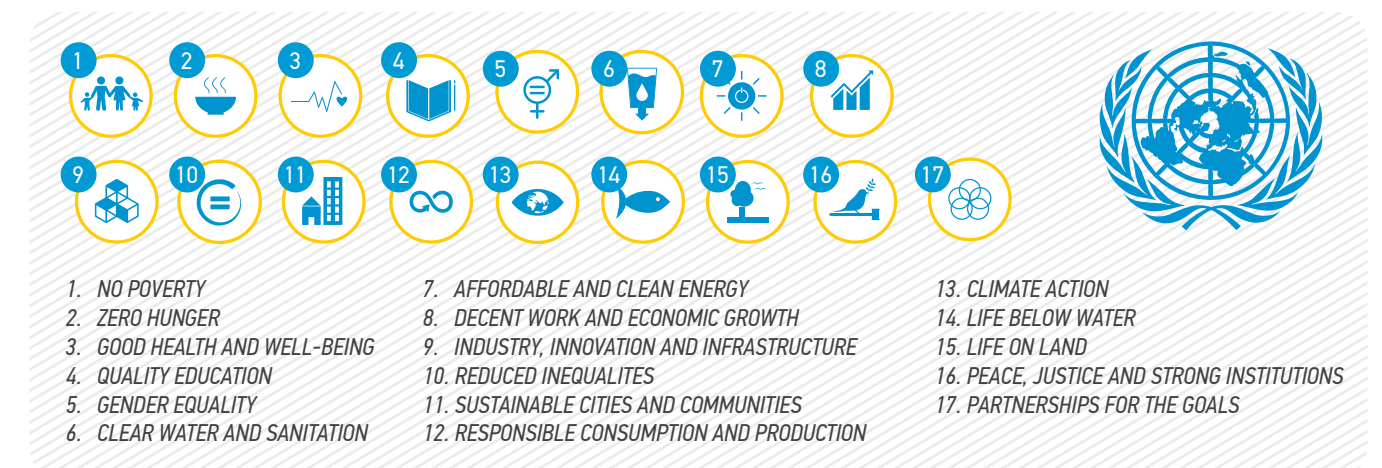


International Sustainability Standards

The 17 Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) aspire to address the most important challenges of the modern world. Issues related to society, the economy, the environment and governance are at the heart of the plan that was adopted by 193 United Nations Member States in September 2015, with a view to creating a better future for everyone. 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.

Nea Odos acknowledges that the business world must necessarily take a stand regarding these challenges, given that private sector activities are the key to achieving any such goal. For this reason, Nea Odos has consciously decided, in the months to come, to commit to achieving the goals which are directly related to its activities and to their in-depth recording and designating in order to officially integrate them in its strategy.



GOALS RELATED TO OUR ACTIVITY	HOW WE CONTRIBUTE TO ACHIEVING THE GOALS	SECTIONS IN THE REPORT
8	According to its principles and business ethics, Nea Odos promotes continuous sustainable development. It pursues an inclusive strategy which aims at the economic growth of our society and of local communities through provision of employment and decent jobs for everyone, without discrimination.	pg: 6, 7, 15, 24, 25, 27, 51-61, 70
9	Nea Odos decisively contributes to the creation of high quality, reliable, sustainable and accessible infrastructure. It actively supports local economies and small businesses with new projects, upgrades important urban and rural centres of the country by offering more adequate and safer connections among them, improves accessibility in areas of high tourist and archaeological interest and plays a leading role in the overall development of the country's economy.	pg: 6-11, 34-50
11	Through its activities, Nea Odos responds to the challenges that rise in big urban centres and stem from urbanisation. Sustainable cities are inextricably linked to the existence of adequate infrastructure and reliable transport networks. To this end, Nea Odos has committed to providing safe, approachable, accessible and sustainable transport systems for every citizen, improving safety in its motorways, assisting in connecting residential areas and enhancing the efforts for the protection and preservation of the cultural and natural heritage.	pg: 34-43, 49-50, 70-75
17	Nea Odos strongly believes that significant advancements are achieved through substantial, fruitful and innovative partnerships. Having already established partnerships with other motorways and having contributed as a partner in formal associations (for instance, Hellastron, Diazoma, the "Panos Mylonas" Road Safety Institute), Nea Odos intend to boost its strategic partnerships in the immediate future.	pg: 18-19, 27, 33, 71-75, 77

Global Reporting Initiative (GRI)

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



Nea Odos has been a member of the GRI GOLD COMMUNITY since 2016 and support the mission of GRI to empower decision makers everywhere. The GRI GOLD COMMUNITY is open to organisations globally and offers unique opportunities for participation in a collaborative, international multi-stakeholder network of prominent members. As a member of the GRI GOLD COMMUNITY, Nea Odos is part of the group that shapes the future of Sustainability and its declaration through Corporate Responsibility Reports and boosts the decision – making process towards a more sustainable economy and world.

5. Road Safety



Road Safety: A complex equation with numerous variables

Road safety in Greece is an issue of major importance, with massive repercussions both on the social and on the economic life of the country. It is, however, an issue that cannot, due to its nature, be handled unilaterally. 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 signalling, lighting, maintenance), supervision (surveillance, policing, prevention, care, and maintenance), weather conditions, etc. The solutions to this issue are complex and many, parallel and absolutely coordinated actions should be taken so that a specific outcome is achieved.

In Nea Odos, our strategic goal and mandate for our daily operations is to minimise road accidents and contribute to the maximum extent to the safe transport of each and every driver and passenger. Bearing a sense of responsibility towards the broader community, we regard the promotion of road safety as the core of our philosophy and we make sure, to the fullest extent possible, that each factor that falls within our jurisdiction is controlled, monitored and improved on a daily basis.

Our efforts begin with the construction of the motorway infrastructure. We successfully deal with every challenge and open safe and modern motorways.

Next comes maintenance; given that a motorway is a living organism operating 24 hours a day and 365 days a year, we have designed an integrated Road Infrastructure Management and Maintenance System that includes recording infrastructure progress, various systems for monitoring the motorway pavement and the effectiveness of our actions, as well as a comprehensive program for preventive and improvement maintenance of the infrastructure. Furthermore, our specialised staff conduct regular and meticulous inspections along the entire length of the motorway, while being fully alert to handle emergencies lest an accident should occur. Moreover, having as a goal the measuring, recording and monitoring of road safety conditions, we conduct a statistical analysis of the road accidents data, a study of the risk assessment of various locations in both the urban and suburban network managed by our company, an implementation of additional improvement measures, and a systematic monitoring of the evolution of various particular indicators that are relevant to road safety.

Finally, the company undertakes a large number of actions in order to inform and sensitise citizens on road safety issues.

The strategic goal and the requirements for our daily operations in Nea Odos are to minimize road accidents and contribute to the maximum extent to the safe transport of each and every driver. We incessantly work for the protection of human lives and focus on three key pillars:

REDUCING
the number
of road accidents

MODERATING
the consequences
of accidents

PREVENTING
secondary
accidents

Ensuring Safety



Motorway construction is the starting point of our efforts to provide the highest possible level of road safety. The motorways we manage are constructed according to the highest possible standards, while particular importance is given to geometrical design, traffic studies and safety signage studies. Regardless of the geotechnical challenges, the relief of each region, the particular geological conditions, we go beyond, when necessary, our contractual obligations, to open safe and modern motorways.



The Importance of Signage

Focusing on signage, as it is the primary factor for preserving high road safety levels, we carry out relevant studies which we make sure are fully in line with the national and European legislations and approved by the Independent Engineer (DAC0596B Certification number). Specific provisions are applied for traffic diversion as well as for traffic signage during the execution of various construction or maintenance works. More specifically, we have the following signage categories:

- Emergency signage: used for immediate intervention in the event of an incident.
- Mobile signage: used during movable works such as sweeping, road surface marking as well as in cases of "mobile events", i.e. escort of a special load.
- Short-term works signage: temporary signage used during short-term works, as well as for important incidents (updating of emergency signage).
- Long-term works signage: temporary signage used during long-term works.

In conclusion, we should point out that, during technical inspections, performed on a daily basis by company staff, it is very important to supervise signage and immediately intervene as deemed necessary.



The Importance of Maintenance

A motorway is like a living organism operating 24 hours a day, 365 days a year. The demands for maintenance are very broad and are key to road safety and to catering to the needs of users. Hence, Nea Odos implements a wide preventive and enhancing maintenance program.

This preventive maintenance program covers the largest part of the entire maintenance program. The wide range of the actions identified as preventive maintenance, includes, among others, pavement restoration work, maintenance of median strips, landscaping works and all technical elements, 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 our goal is that each motorway we manage harmoniously integrates in the natural environment, in the Athens-Thessaloniki-Evzoni Motorway (A1) we completed a series of maintenance and landscaping works within the median strips, and carried out numerous plantings, including along the central median strip, from the 48th km to the 75th km of the motorway.

As regards the improvement maintenance program, it includes large – scale works, such as pavement replacement, heavy interventions in engineering projects and building facilities, and the totality of the 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 Acute Weather Phenomena

We should highlight the importance of the winter maintenance program which is designed and implemented by Nea Odos for efficiently addressing acute weather phenomena and ensuring the safe operation of the motorways it manages.

The efficient response to acute weather phenomena, such as heavy snowfall or frost on the pavement, require full coordination and compliance with specific certified procedures. The above enables us to achieve and guarantee effective prevention, response and reparation of potential problems.

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 drainage systems
- Improvement of horizontal and vertical reflective signage
- Conducting drills and inviting stakeholders to participate

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 acute weather conditions, we follow the standard procedures of incident management. More particularly, taking into consideration the measurements of meteorological stations we have installed along the roads, the forecast reports of the respective 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 apply the emergency safety and intervention procedures, and take all necessary actions so as to promptly restore normal traffic conditions. At the end of the acute weather phenomena, as well as at the end of each incident, we inspect the infrastructure and our equipment, and when necessary, we actively support our staff that has been involved in the incidents.

Finally, in cases of acute 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, Variable Message Signs located at various locations along the motorways, the toll station staff, etc.

Traffic and Incident Management

Accurate and efficient traffic management leads to the smooth operation of motorways and thus has a key role in road safety. The Traffic Management Centre and Tunnel Traffic Management, equipped with the most advanced technical means and continuously operating 24 hours a day, all year round, have a leading role in this.

In the Athens-Thessaloniki-Evzonoi motorway, which is in full operation, the traffic and incident management in the open motorway is the responsibility of the Traffic Management Centre in Schimatari, whereas for the tunnels in Aghios Konstantinos the competent centre is the specially designed Tunnel Management Centre. In both Centres, experts/ transport planners and specialized staff, armed with state – of – the – art equipment, manage emergency calls, collect and study crucial intelligence, analyse traffic data and on the basis of actual conditions (i.e. the weather conditions), intervene on the highway, in real time, via the 24 – hour Road Safety Patrols. In addition, when necessary, they inform all emergency agencies, such as the National First Aid Centre Civil Protection, etc.

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

A) The Road Safety Patrol Cars: specially equipped vehicles with specialised and trained staff, are on the move round the clock along the entire motorway in order to intervene and help vehicles in need.

B) The SOS Phones: 277 SOS Phones are installed along the entire motorway. 192 of them are on the motorway and 85 in tunnels for the immediate, free-of-charge communication with both the Traffic and Tunnel Management Centres.

C) The 4-digit 1075 emergency number: Users are able to communicate directly with the Traffic and Tunnel Management Centres in order to provide information regarding emergency incidents, by calling the 1075 emergency number on their mobile phone.

D) The Free Road Assistance Service: in Nea Odos immobilised vehicles are transported free of charge to a safe place so that there is no traffic obstruction and the protection of both the driver and the passengers in the immobilised vehicle is ensured.

It is worth mentioning at this point that in 2016, Nea Odos upgraded part of the equipment used in the Traffic Management Centre and the Tunnel Management Centre. In particular, the CCTV System has been significantly updated, hence the number of cameras almost tripled from 62, in 2015, to 169 at this point. 106 of the cameras are located along the motorway and 63 are located in tunnels. Furthermore, aiming at updating the drivers as promptly as possible, 4 new Variable Message Signs (VMS) have been added, totalling, presently, to 10.

Road Safety Patrols and Safety Inspections

Road Safety Patrols have a dual and especially vital role as regards road safety. During their daily patrols 24 hours a day on the motorway, they inspect the equipment, point out damage that might have occurred and spot potential hazardous situations for commuters. They are also responsible for directly handling incidents and providing assistance to immobilised vehicles. Their goal is to be close to any driver in case of need, as soon as possible.

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) for potential damage
- Removing objects from the pavement
- Providing assistance to immobilised vehicles and removing them
- Installing emergency signage
- Assisting the competent emergency state authorities
- Ancillary escorting of oversized vehicles if deemed necessary
- Escorting vehicles carrying hazardous loads through tunnels, in accordance with the relevant European Directive
- Identifying imminent risks for the motorway users

Of course, as far as inspections of infrastructure and equipment are concerned, we should mention that in addition to the Road Safety Patrols, the maintenance department engineers regularly conduct a series of specialised technical inspections on Nea Odos motorway.

Immobilised Vehicle Removal

Nea Odos collects and transports to a safe spot vehicles immobilized on the motorway that are obstructing the smooth and safe operation of the motorway.

The responsibility and the duty of the company's collection units are the free of charge transport of immobilised vehicles to the nearest safe point outside of the motorway. Such points may be found at other areas of the road network or at a secure location within the Concession Project, such as the Motorist Service Stations. In 2016, 4,700 vehicles were safely towed away, 515 of which were heavy vehicles.

Pilot Weight-In-Motion Infrastructure

On the major issue of traffic management, it is also worth mentioning a Nea Odos initiative on heavy duty vehicles. Since 2015, Nea Odos has installed a pilot Weight-In-Motion system at the Malakassa Motorist Service Station in order to collect information regarding weight exceedance of vehicles with a height of over 2.2 m. The said technology aims at managing traffic more efficiently, given that heavy duty vehicles require special handling and attention for two essential reasons:

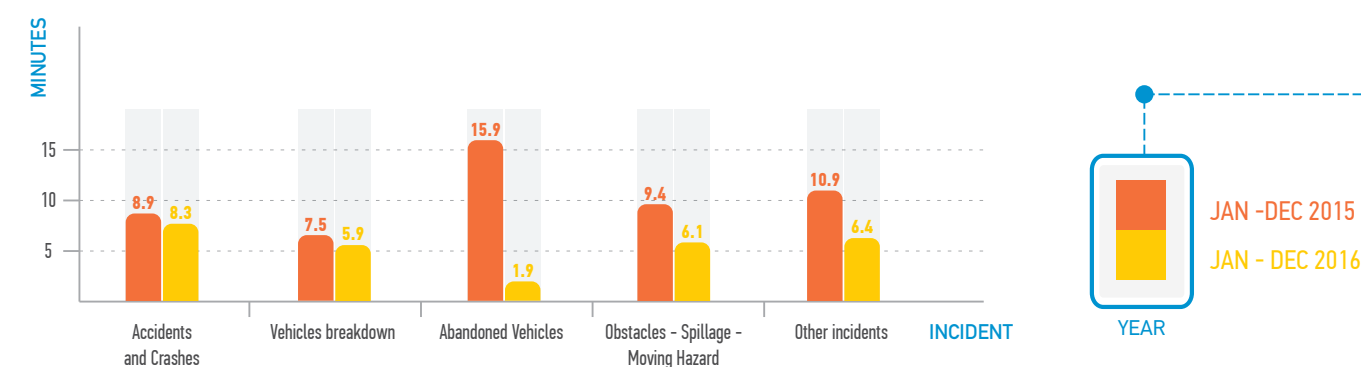
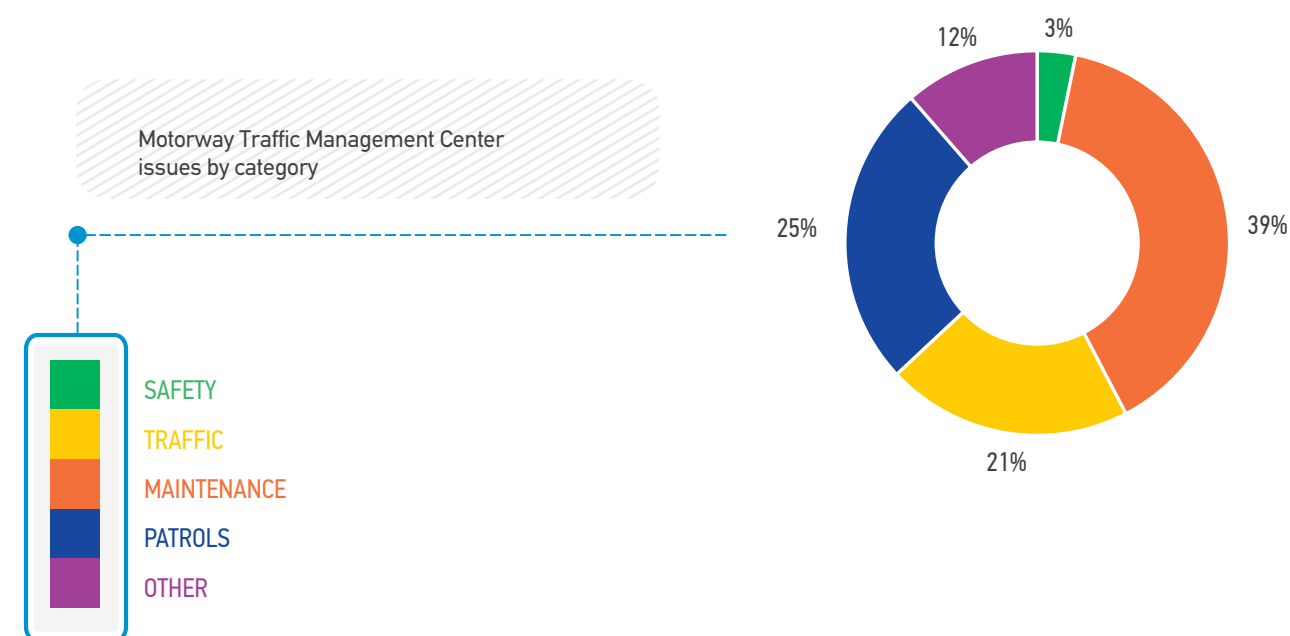
- 1) The potential involvement of heavy-duty vehicles in traffic accidents has detrimental effects
- 2) The aforementioned vehicles affect the infrastructure to a great extent, entailing the readjustment of the maintenance programme.

Collecting information relevant to weight exceedance enables us to more clearly and efficiently analyse and design both the special actions of incident management involving heavy-duty vehicles and the maintenance of our infrastructure.

Targeted Road Safety Communication Actions

As a company, we focus not only on safe and high quality road infrastructure, but also on improving the driving behaviour of citizens, since we are aware that the human factor has a key role in road safety.

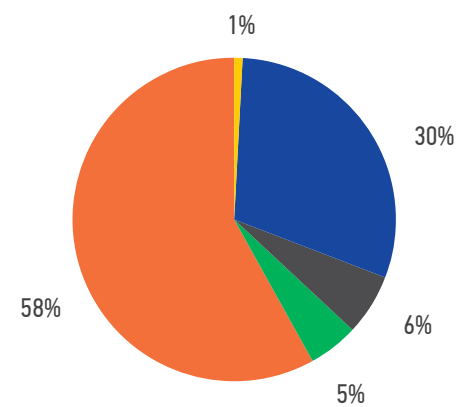
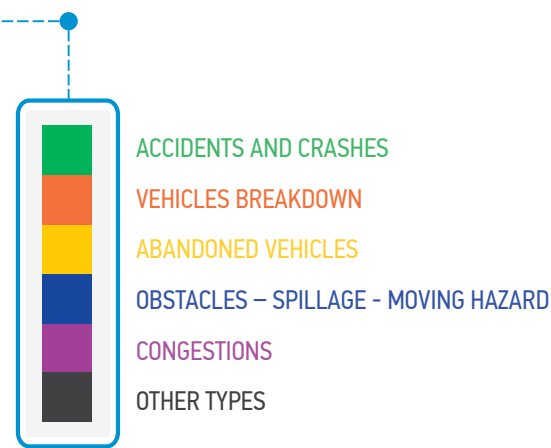
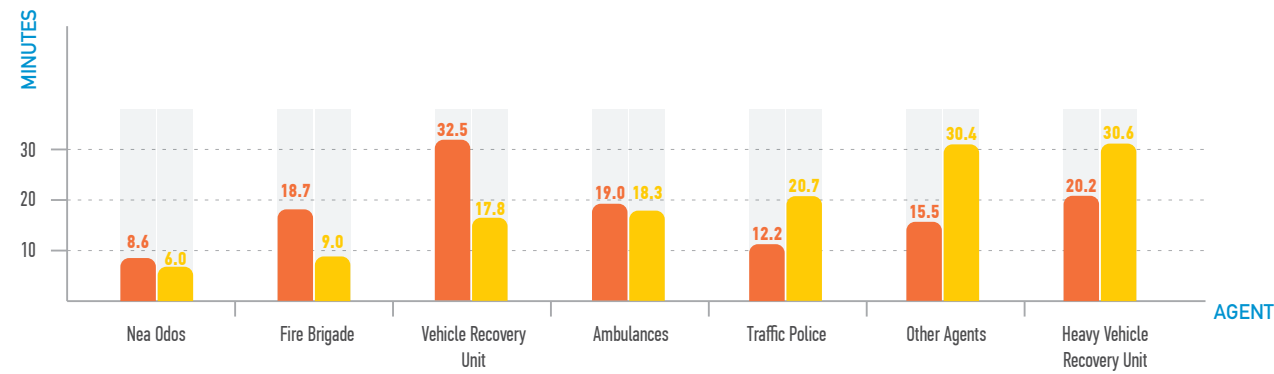
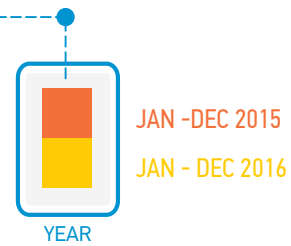
With a view to enhancing and creating a safe driving culture, we promote strategic partnerships with organisations specialising in this field, such as the "Panos Mylonas" Hellenic Road Safety Institute for the Research and Training for the Prevention and Decrease of road accidents. Additionally, we launch campaigns to raise awareness among our motorway users, either via 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 acute 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. Indicatively, it should be mentioned that, since 2008, when we undertook the operation and maintenance of the Athens-Thessaloniki-Evzonoi Motorway, we have distributed more than 2.5 million information leaflets.



INCIDENT	2016	2015
	JAN 2016 - DEC 2016	JAN 2015 - DEC 2015
Accidents and Crashes	8.3	8.9
Vehicles breakdown	5.9	7.5
Abandoned Vehicles	1.9	15.9
Obstacles – Spillage - Moving Hazard	6.1	9.4
Other incidents	6.4	10.9

Nea Odos
Average
Response Time
by Incident Type
(in minutes)

Average
Response Time
in minutes per Agent
(in minutes)



Total
Incidents
by Category

INCIDENT	2016	2015
	JAN 2016 – DEC 2016	JAN 2015 – DEC 2015
Nea Odos	6	8.6
Fire Brigade	9	18.7
Vehicle Recovery Unit	17.8	32.5
Ambulances	18.3	19
Traffic Police	20.7	12.2
Other Agents	30.4	15.5
Heavy Vehicle Recovery Unit	30.6	20.2

INCIDENT	2016	2015
	JAN 2016 – DEC 2016	JAN 2015 – DEC 2015
Vehicles breakdown	12,340	12,405
Obstacles – Spillage – Moving Hazard	6,513	6,975
Other incidents	1,264	1,203
Accidents and Crashes	1,096	1,092
Abandoned Vehicles	278	325
Congestions	0	0
Total	21,491	22,000

Labour Hours
for Road
Maintenance

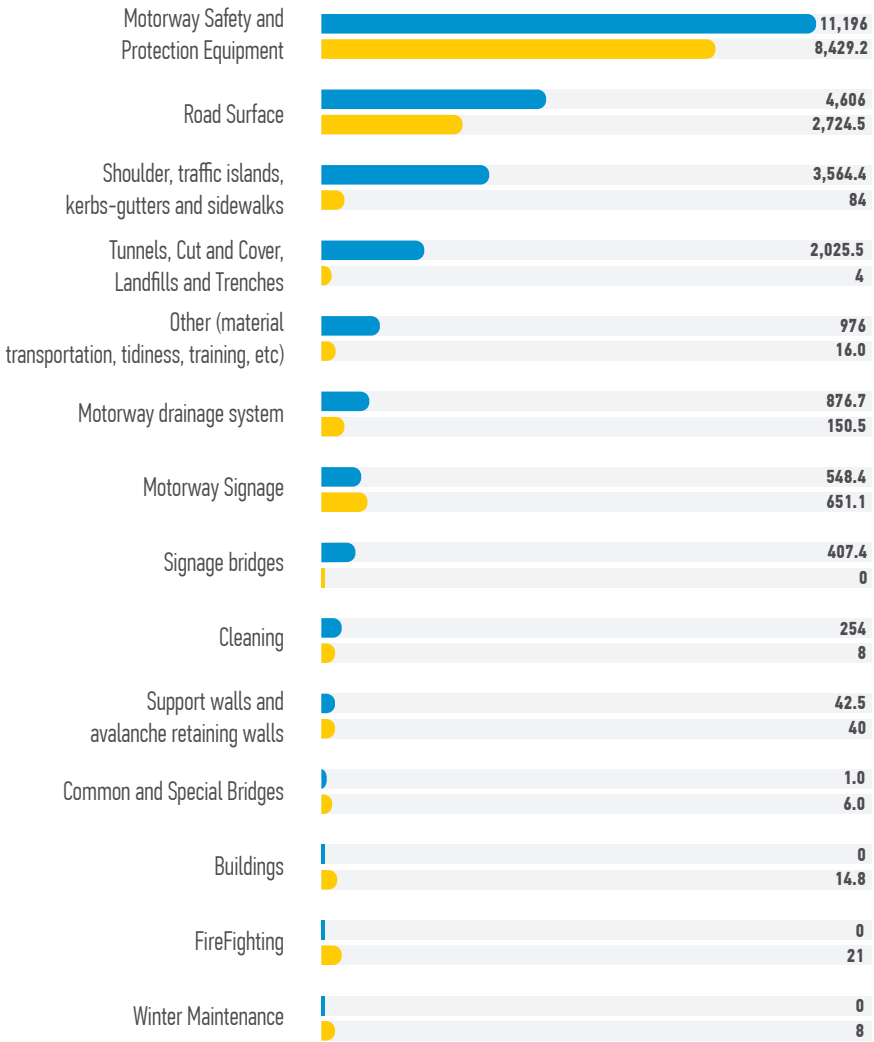
ROAD MAINTENANCE BY CATEGORY	2016	2015
	JAN 2016 – DEC 2016	JAN 2015 – DEC 2015
Green Areas and Trees	24,830	24,909
Motorway drainage system	13,743	11,019
Cleanliness	10,078	8,507
Motorway Signage	3,112	2,183
Road Surface	2,418	2,639
Buildings	1,968	243
Other (material transportation, tidiness, training, etc)	1,548	635
Tunnels, Cut and Cover, Landfills and Trenches	1,545	3,036
Shoulder, traffic islands, kerbs-gutters and sidewalks	1,530	2,537
Motorway Safety and Protection Equipment	1,342	2,370
Support walls and avalanche retaining walls	459	779
Common and Special Bridges	407	867
FireFighting	32	12
Signage bridges	6	0
Winter Maintenance	0	193
Total	63,019	59,928



GRI 203-1, GRI 416-1

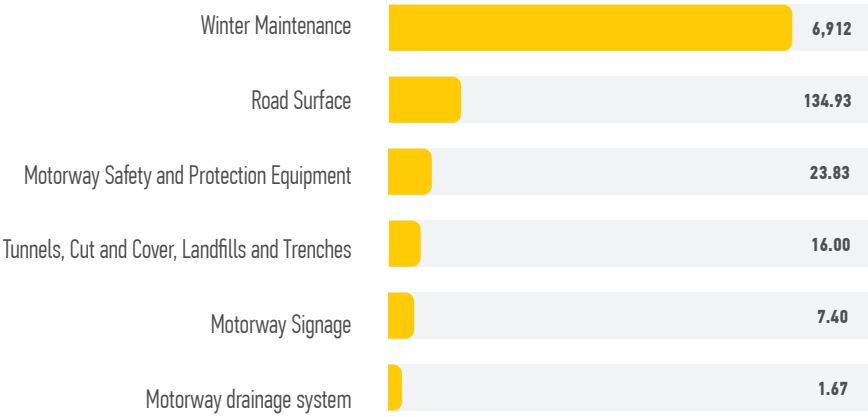
Labour Hours
for Road Infrastructure
Repairs

INFRASTRUCTURE REPAIRS BY CATEGORY	2016	2015
	JAN 2016 - DEC 2016	JAN 2015 - DEC 2015
Motorway Safety and Protection Equipment	11,196	8,429.2
Road Surface	4,606	2,724.5
Shoulder, traffic islands, kerbs-gutters and sidewalks	3,564.4	84
Tunnels, Cut and Cover, Landfills and Trenches	2,025.5	4
Other (material transportation, tidiness, training, etc)	976	16.0
Motorway drainage system	876.7	150.5
Motorway Signage	548.4	651.1
Signage bridges	407.4	0
Cleaning	254	8
Support walls and avalanche retaining walls	42.5	40
Common and Special Bridges	1.0	6.0
Buildings	0	14.8
FireFighting	0	21
Winter Maintenance	0	8
Total	24,497.8	12,157



Man Hours Spent
in Road Infrastructure
Inspections by Category

ROAD INFRASTRUCTURE PER CATEGORY	2016
	JAN 2016 - DEC 2016
Winter Maintenance	6,912
Road Surface	135
Motorway Safety and Protection Equipment	24
Tunnels, Cut and Cover, Landfills and Trenches	16
Motorway Signage	7
Motorway drainage system	2
Total	7,096



6. Quality in Services

Quality is our Ultimate Priority

In Nea Odos, we are never complacent and constantly look into ways to further enhance our services. We strictly adhere to our corporate 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, aiming at providing high-level services to our users.

Since 2009, we have been incessantly implementing certified ISO systems, constantly improving and readjusting our procedures in order to meet the growing needs of the motorway operation and the demands of local communities. 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

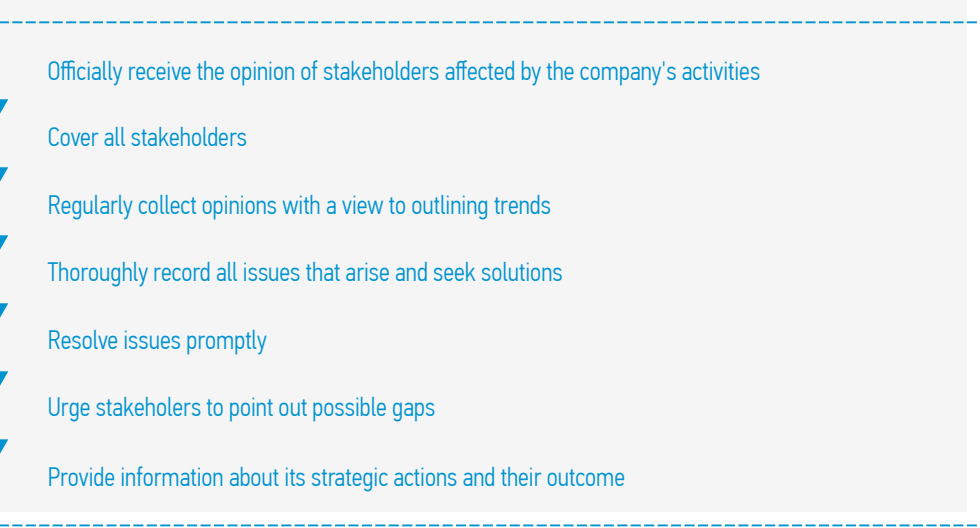
Our main concern in Nea Odos is the safety of the infrastructure users and the high quality service provision in the entire range of its operation. Satisfying our customers is of paramount value to our company and all our actions aim at this.

What is ideal for every single one of us here in Nea Odos is to make each 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 opinion and viewpoint of drivers as regards issues of motorway operation. Undoubtedly, this helps us provide direct, responsible and reliable services. Our strategy is to implement a customer-centred system of services which is in line with Corporate Responsibility principles.

Non-Stop Communication with Motorways Users

In order to substantially communicate with motorway users, the company has established a series of channels so as to:

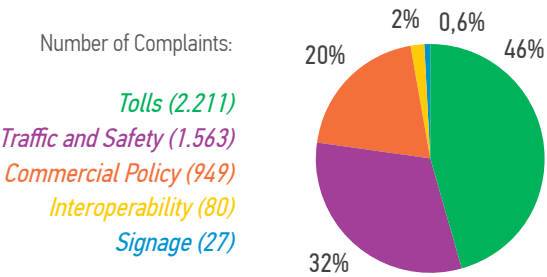


The basic channels of communication with our users and partners are the following:

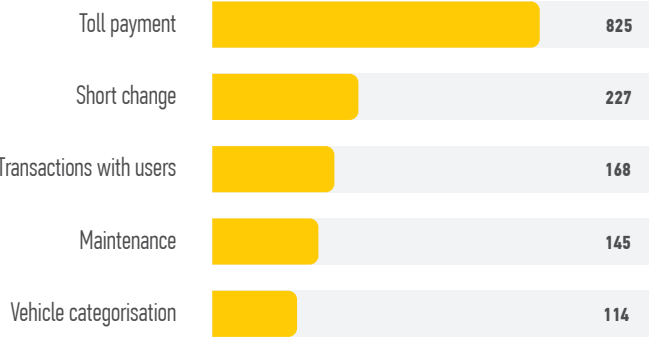
- Opinion surveys** which help us collect crucial information about our users' satisfaction level. The company has established a relevant process and conducts an customer satisfaction opinion survey every 18 months, concerning the extent the demands and expectations of our users are met with.
- The Customer 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 222950 – 26900 number.
- The Customer Service Email Address** customer-care@neaodos.gr, which is especially for directly communicating with motorway users.
- The Customer Service Centre**, a specially designed centre located in Afidnes, in the road traffic direction towards Lamia close to the Afidnes toll station, where users can be informed about the totality of services we provide and make suggestions.
- The corporate website www.neaodos.gr** for the provision of immediate information.

The exceptional relationship we have built with our users and all of our stakeholders has resulted in more than 185 calls per day at our customer service centre in 2016. Most calls were about route inquiries, traffic conditions and the operation of the Fast Pass electronic payment service. We also received more than 7,044 inquiries via fax and email, which also mostly were requests for subscriber info changes. The fact that in 2016 we received no reports or complaints about major environmental issues is a great reward for our efforts to harmoniously integrate our motorways into the environment.

In total, in 2016, we received, handled and resolved a total of 4,830 suggestions and complaints, which are categorized and classified according to our policies in the following 5 basic sections:



The most common and essential issues are related to:
Toll payment, Short change,
Transactions with users, Maintenance and
Vehicle Categorisation.



Additional Services to our Users

Motorist Service Stations: Along the Athens-Thessaloniki-Evzonoi motorway, there are 4 Motorist Service Stations, operating 24 hours a day and offering services, such as refuelling, food service facilities and other services. The Motorist Service Stations are located at:

- Varympompi (Kilometric Position 24+355) road traffic direction to Athens
- Kapandriti (Kilometric Position 34+455) road traffic direction to Lamia
- Malakassa (Kilometric Position 47+875) road traffic direction to Athens and Lamia
- Schimatari (Kilometric 70+700) road traffic direction to Athens and Lamia



Personal Data Protection

Ensuring the protection of our users' personal data is a constant commitment for our company, thus we adhere to the Hellenic Data Protection Authority (HDP A) regulations and the relevant legislation. All telephone conversations with customers regarding customer service issues are recorded with a view to continuously improving the quality of our services. All data is retained for only 15 days. Furthermore, there is an ongoing update of our data managing and recording system, which enables us to become increasingly more efficient.

The cameras on the motorways we operate have been exclusively placed for the smooth traffic management and the efficient handling of traffic incidents. Relevant information signs are located at various points on the motorway, informing users that there are 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 passage, 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 route in the same motorway zone.

Presently and in accordance with the institutional framework of Nea Odos, as far as the Athens-Thessaloniki-Evzonoi motorway section is concerned, there are three toll zones:

- **Zone 1** commences at the Metamorphosi interchange till Schimatari with a total length of 51 km. The following toll stations are located within this zone: the frontal station of Afidnes and the lateral stations of Kapandriti, Malakassa and Oinofyta (the entrance station is located at the road traffic direction towards Athens – Lamia / the exit station is located at the road traffic direction towards Lamia – Athens).
- **Zone 2** commences at the Schimatari section and ends at the Martinos interchange with a total length of 59.5 km. The frontal and lateral stations of Thiva are located within this zone (the exit station is located at the road traffic towards Athens – Lamia / the entrance station is located at the road traffic direction towards Lamia – Athens).
- **Zone 3** starts at the Martinos intersection and stretches till the end of the motorway in Skarfia. The frontal and lateral stations of Tragana are located within this zone (the entrance station is located at the road traffic direction towards Athens – Lamia / the exit station is located at the road traffic direction towards Lamia – 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 of the same zone for the same route.

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 over 2.2 m high
- All types of vehicles with 4 or more axles and over 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



Fast Pass

At all toll stations, drivers can pay electronically, using the e – transponder when crossing the specially designed toll lanes bearing a relevant signage. Fast Pass is provided free of charge to the subscribers of Nea Odos.



Automatic Payment Machines

In 2011, Nea Odos installed, for the first time in Greece, Automatic Payment Machines at all the toll stations it manages – frontal and lateral. Aiming at providing the best possible service to drivers, all machines have a special Help button, providing 24-hour communication with company representatives, in case a problem occurs.



Pricing Policy – Permanent Residents and Frequent Users

We support the permanent residents of the wider area of Oropos and recognise their need for frequent and safe travels. Therefore, since 2014, we have created the Fast Pass OROPOS subscription programme. In 2016, we invested €325,398 in this programme.

Respectively, the Fast Pass Frequent subscription programme offers discounts of up to 50%, and is open to all frequent users. In 2016, the Fast Pass Frequent Programme investment reached €272,743.

**FASTPASS
FREQUENT** | DISCOUNTS
UP TO
50%

Responsibility in the Supply Chain

Providing high quality services requires a demanding process when choosing our suppliers and its prerequisite is that they share the same principles that we, as a company, have. Moreover, our suppliers should faithfully follow the requirements and rules that govern the wide range of their operations.

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

- Choice resulting from an open market survey
- At least 3 different offers
- The requirements 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 its suppliers, Nea Odos records the official certifications its suppliers have received, since this ensures the quality of services and products. Most of our main suppliers are certified, relevant to their activities, according to one or more of the following systems:

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

The main categories of Nea Odos suppliers are as follows:

- The construction company
- Engineering companies
- Suppliers exclusively working on the construction works of Nea 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.)

In particular, as regards suppliers that directly work on infrastructure operation and maintenance, inspections regarding compliance with environmental legislation are continuous and meticulous. Issues that involve compliance with fundamental human rights are not included in the company's criteria of selection or evaluation of its suppliers, aside from issues concerning safety and health in the workplace.

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

Nea 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 from our suppliers was recorded, thus no collaboration agreement ended. In 2016, regular meetings with major suppliers were established so that any problems arising during the ordering process be discussed and 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. Moreover, the amount in procurements where it is a prerequisite to receive three offers and draft a comparative table has been increased, thus offering more flexibility and accelerating the process. Progressively, 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. We remain truthful, in practice, to the constant redesigning of our procedures, aiming at continuously improving the level of the services we provide.



Local Communities and Suppliers

Our standing commitment is to substantially contribute to the growth of local communities our motorways pass through. Especially, when it comes to our local suppliers, supporting them constitutes our fundamental practice which we pursue, being fully aware of its positive impact. Due to the exceptional relationship we have built with local suppliers, we often surpass our payment policy to support them further.

SUPPLIERS	2016		2015		2014	
	NUMBER OF SUPPLIERS	INVESTMENT (€)	NUMBER OF SUPPLIERS	INVESTMENT (€)	NUMBER OF SUPPLIERS	INVESTMENT (€)
Local	301	2,184,664	236	2,085,539	273	2,168,423
National	202	450,987,325	211	280,931,984	190	243,893,941
International	37	986,703	18	2,235,606	22	1,359,090
Total	540	454,158,693	465	285,253,129	485	247,420,454

In 2016 inclusive, we increased our spending to a great extent as regards local suppliers and maintained big budgets for purchasing from national suppliers as well, practically demonstrating the importance of supporting Greek local and national businesses.



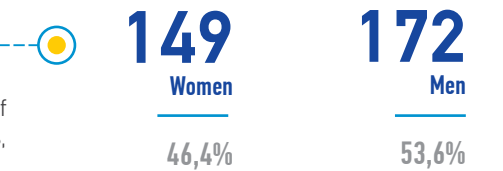
GRI 102-9, GRI 203-1, GRI 308-2, GRI 413-1

7. Human Resources

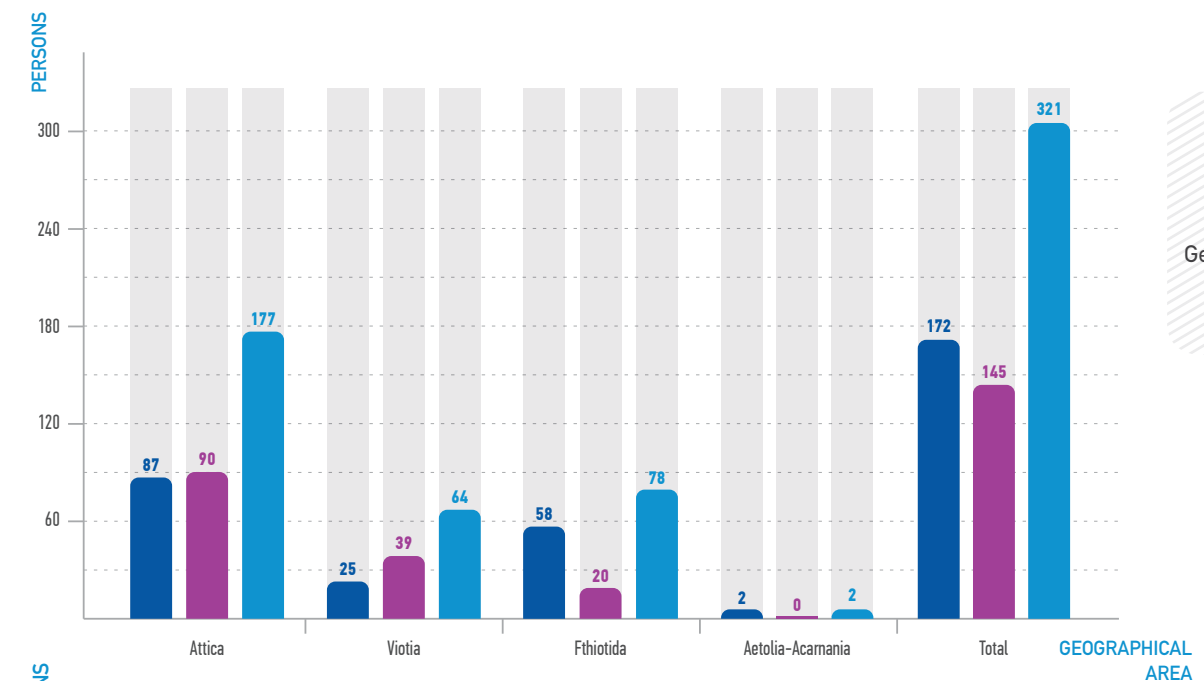
Our Philosophy Regarding Our People

It is our profound conviction that employees constitute a fundamental factor for the effective functioning of the company. Nea Odos workforce consists of a great number of employees of different specialties and we continuously aim at offering them a safe workplace, at treating them with fairness and helping them constantly grow as professionals.

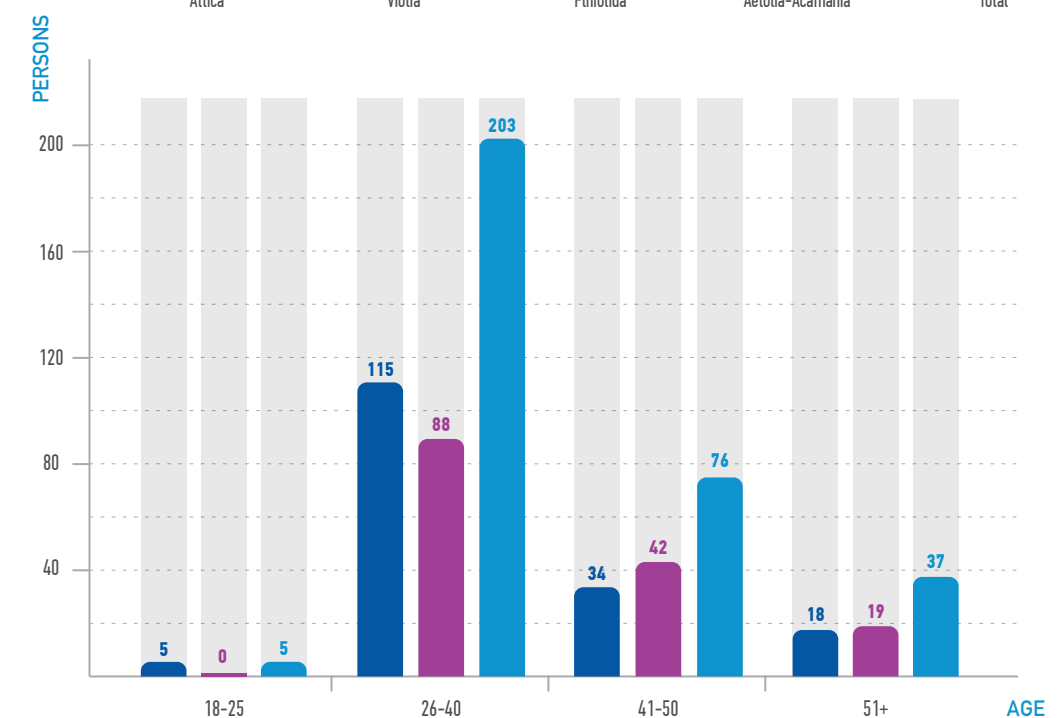
In 2016, Nea Odos employed 321 employees in total, 172 of whom were men and 149 are women. Out of these employees, 3 (2 men and 1 woman) belong to national or other minorities.



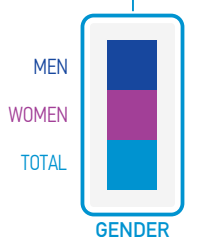
We, in practice, support people living in the Greek rural areas, since almost 45% of our employees come from regions outside Attica and, as we expand our activities, we are looking into recruiting more people from regions other than Attica.



Distribution of Human Resources by Geographical Area and Gender

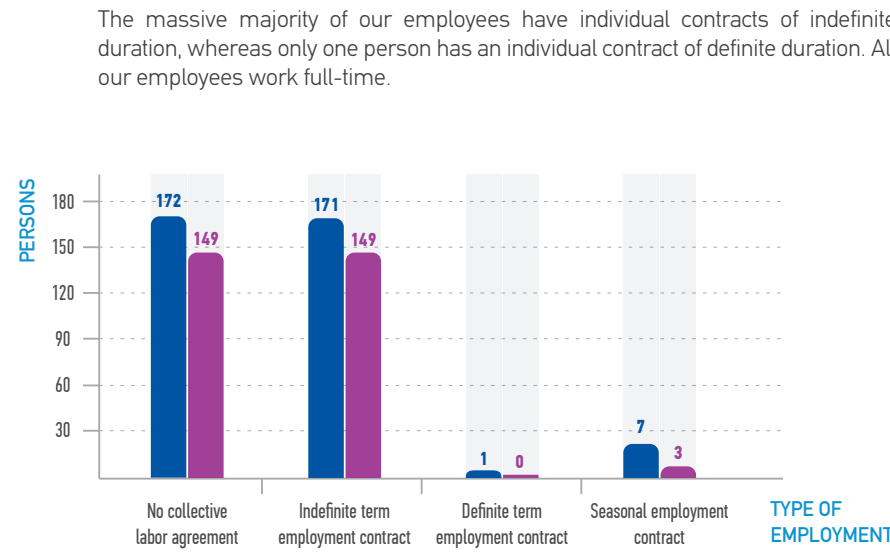
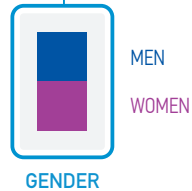


Distribution of Human Resources by Age



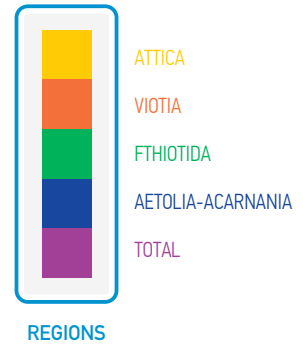
GRI 102-8, GRI 103-2, GRI 103-3, GRI 405-1

Human Resources
by type of employment
and employment
contract



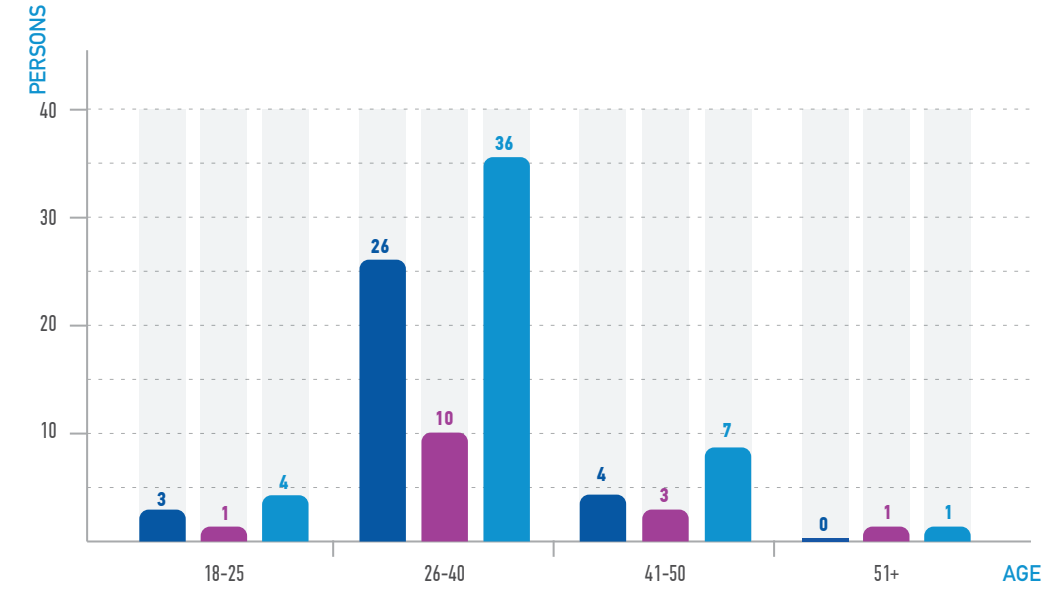
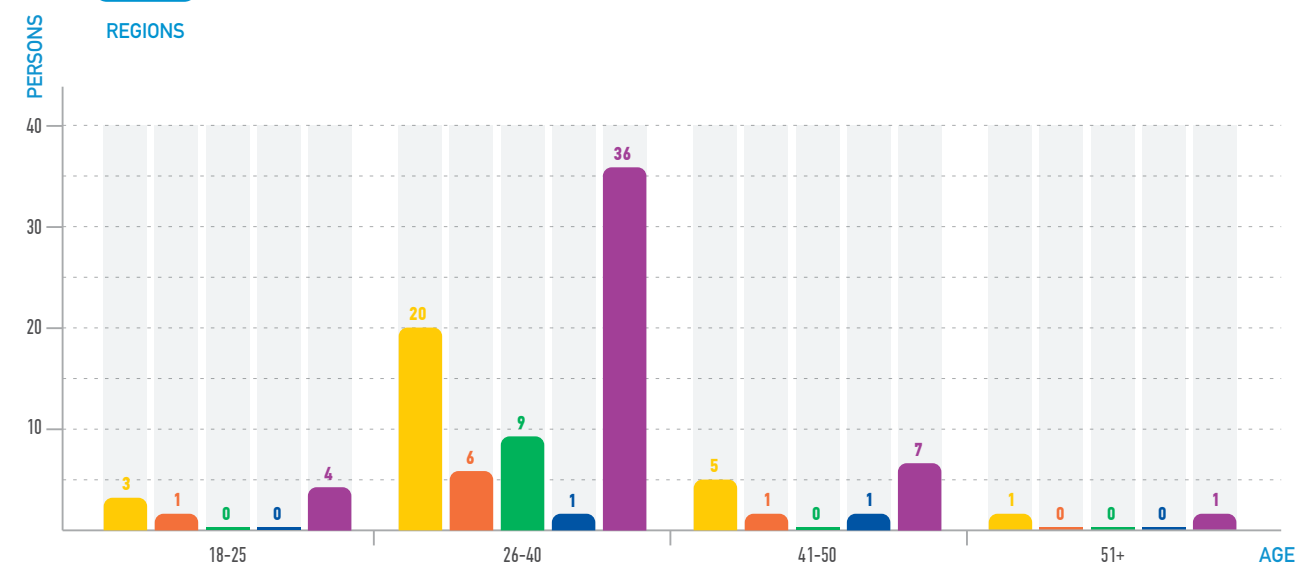
In Nea Odos, we additionally employ seasonal workers, recruited for us by employment agencies, with which we cooperate on a permanent basis. The aforementioned staff covers emerging or seasonal needs of the company, such as maternity leaves.

Employee Mobility

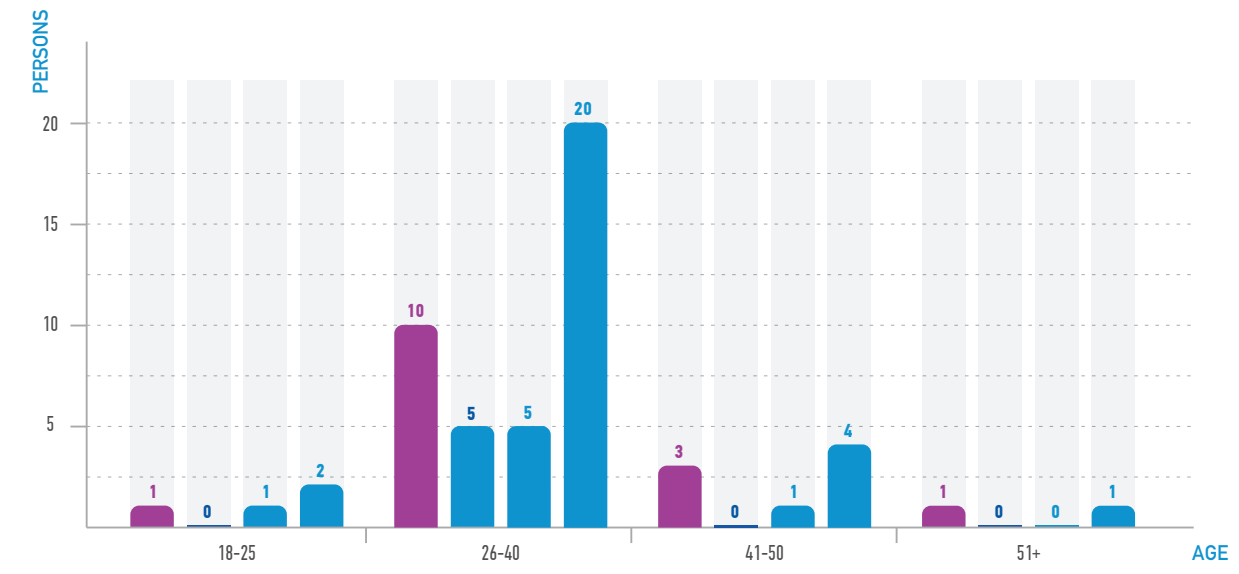
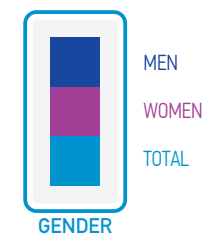


Keeping a balance between hirings and departures and not reducing the number of job positions, especially in Greek regions other than Attica, is our primary concern. More particularly, in 2016, 27 people left their positions whereas 48 were hired.

Total new employee hires by age and geographical area

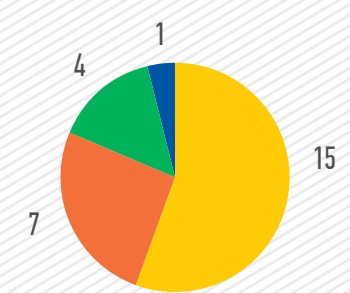
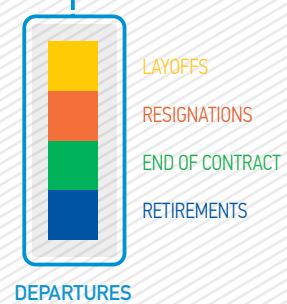


Total new employee hires by age and gender



Total employee turnover by age and geographical area

Employee turnover



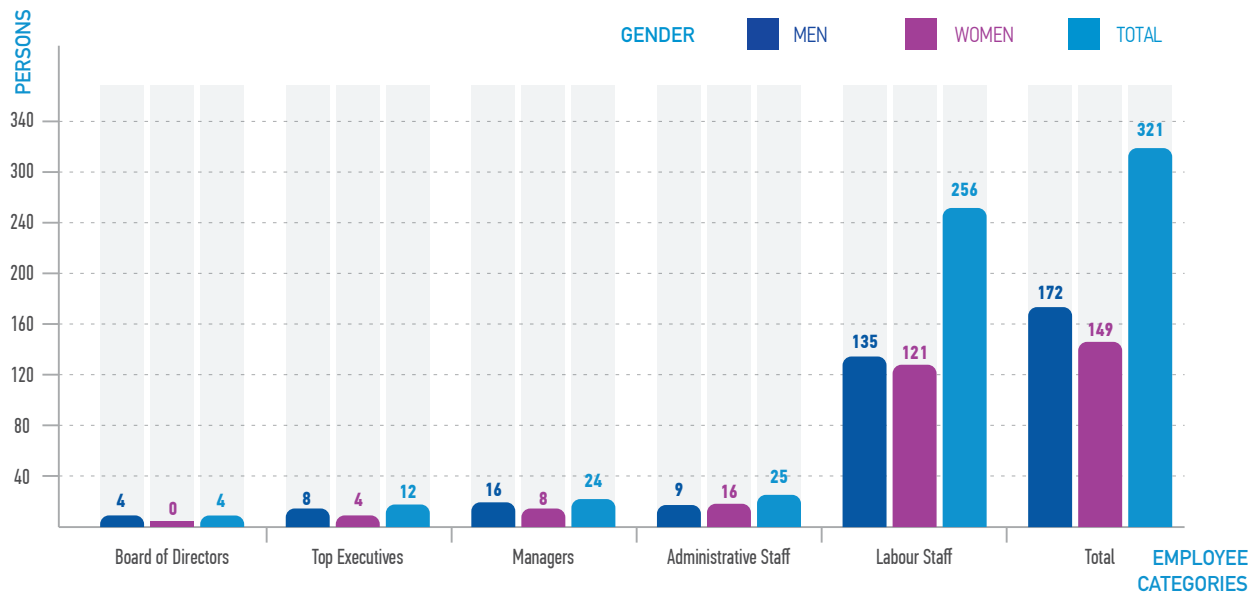
Equal Opportunities Policy

Human resource management is based on principles and policies which safeguard the protection of human rights and equal opportunities for all, 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. Gender equality is one of the policies we pursue and strive for to the maximum extent.

Within this framework of equality and equity, the company fosters a workplace of growth opportunities, solely based on knowledge, skills, performance and alignment with its values. Hirings and assessments are based on meritocracy and policies established by the company, and there is no form of discrimination whatsoever as regards employees' remunerations. 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.

Additionally, the company's culture is reflected on its Open Door policy, where employees can provide informal suggestions, guidelines or recommendations to the senior management, managers, supervisors, etc.



Benefits

Nea Odos acknowledges the employees' contribution to the realisation of its goals, which is of utmost importance and is proven by the benefits offered, which exceed by far those defined by Collective Agreements and the law. In particular, the following benefits are offered:

- 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

The company pays the employee social contributions as required by law, and there is no additional pension plan. Employees who retire receive a pension from the competent institution.

Our company encourages its employees to lead a balanced life, where their work does not burden their personal or family life. It is our goal that they pursue a balanced professional and personal life. We appreciate their efforts and practically show our interest through our support towards them and their families.

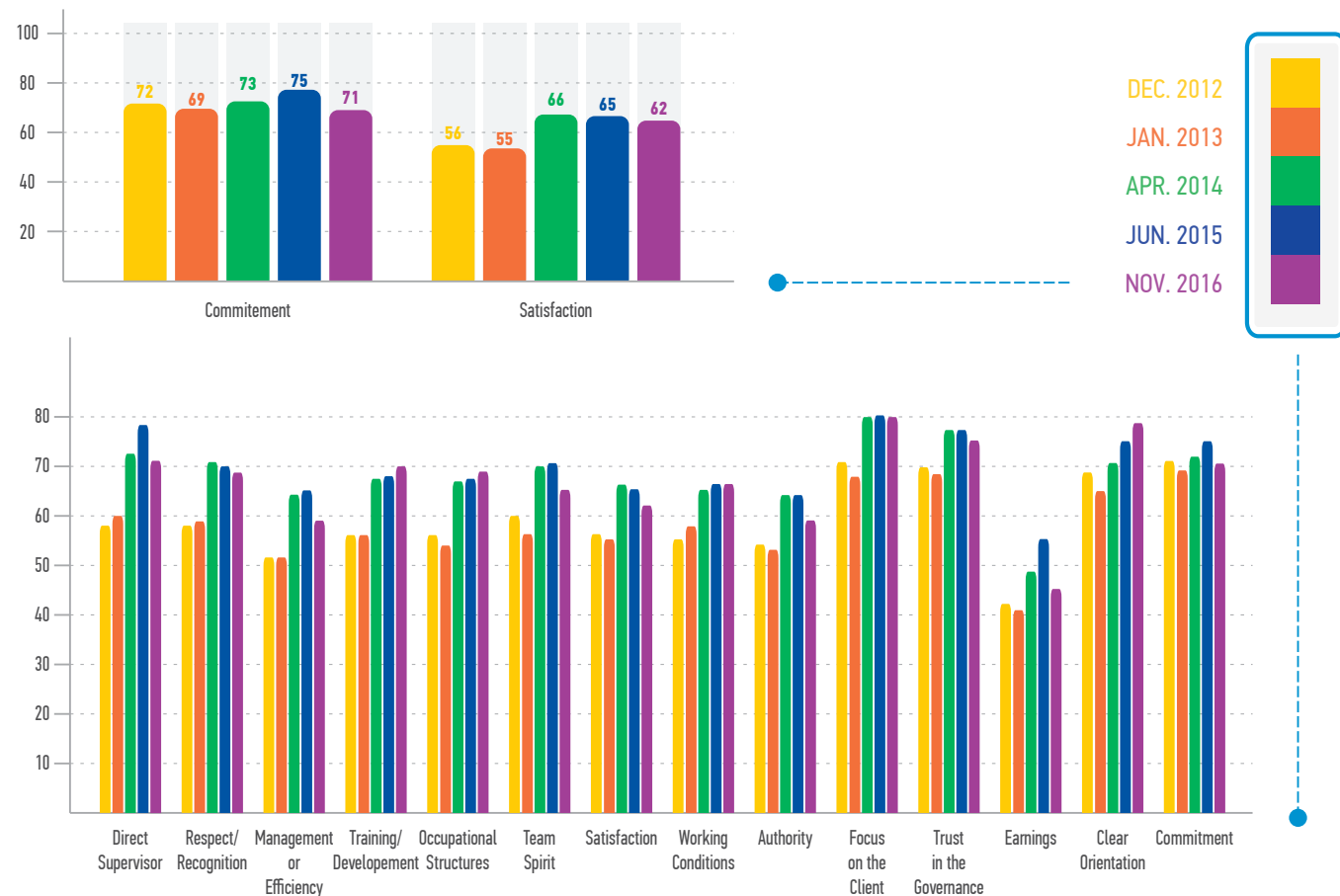
In 2016, 10 women applied for and were granted maternity leaves (the 6-month maternity leave as defined by the Greek Employment Agency). According to the company's data, 100% of the staff who took maternity leaves remained in the company, even 18 months after the child's birth.

Employee Commitment and Satisfaction Survey

The Employee Commitment and Satisfaction Survey is a significant tool for the open and honest interaction between the company and its employees. It includes all company employees and it constitutes an important tool which 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.
87% of the staff participated in the survey.





Staff Development

Staff Performance Management

Performance Management in Nea Odos is an annual process towards the establishment of a common notion on has to be achieved and how this will take place. The annual Performance Evaluation gives all employees and managers the opportunity to explore and assess employees' accomplishments during the previous year, as well as to discuss and agree on expectations and objectives to be set for the future. Regarding the aforementioned expectations, the process determines what should be achieved,

using objective goals and performance standards defined by the company strategy concerning every task and/or individual. The way to accomplish the desired outcomes and the method to deliver them are highlighted through the employee skills displayed in their daily work, the latter being aligned with Nea Odos corporate values and the required professionalism at work. To an equally important extent, the Performance Evaluation focuses on employee career development. In this evaluation, the prospects and the support needed by the employees in order to further enhance their performance are included. Each employee and the respective manager acknowledge and agree on the general development areas, as well as on the feasible actions and responsibilities required for this to take place. Both managers and employees need to be meticulously prepared for the evaluation meeting. The entries in the final version of the performance evaluation form must be discussed and jointly bind managers and employees, while different opinions must be recorded.



150
MEN

136
WOMEN

Employee performance evaluation

In 2016, 95.3% 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 on long-term health leave during the period the performance evaluation process takes place.

Development Centres

Having as a main focus the ongoing evolution and improvement of our processes, in 2015 the company committed to implementing the internationally accepted methodology of development centres, given that it is the most accurate and objective evaluation method to staff vital positions. The aim was to create a pool of people armed with talent and leadership skills to implement our vision and "change the map of Greece, setting an example in their field". 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.

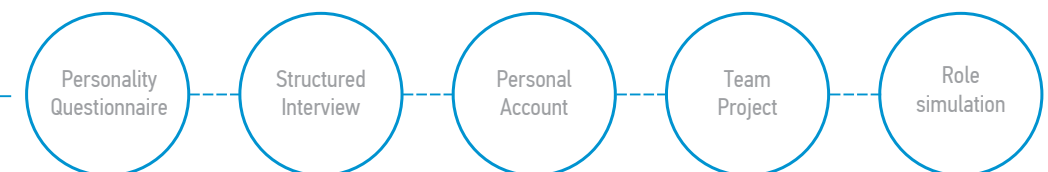
Following a thorough survey, the development centres' methodology was selected, as it is widely accepted that:

- The evaluation of candidates and employees is both time-consuming and costly
- Proper staffing and succession of employees in vital positions are significantly enhanced
- Development schemes within the company are effectively created

Our goal is to trace, but also highlight, in the best possible way, the strong traits of each participant and the areas that need improvement. Our primary target is to draft a complete profile for each employee so as to design a more effective and entirely personalised development scheme.

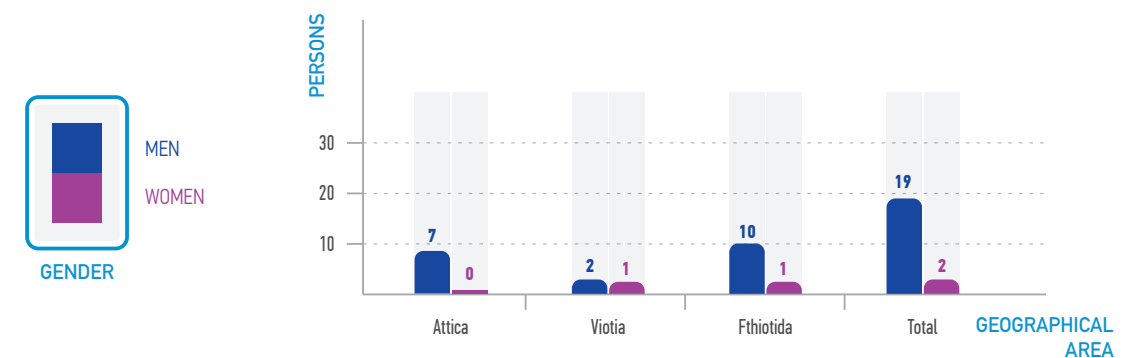
Based on the above, we began, in the last trimester of 2015, to map out the strong traits and areas to be improved as regards all Motorway Team Supervisors. In 2016, 21 employees of the company (9 administrative staff and 12 labour staff, all of whom are Motorway Team Supervisors) attended courses in 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:



All participants receive 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 affect the entire operation and mentality of the company as regards human resources and in particular when hiring, promoting, training and evaluating executives.



100% of the development centre attendants in 2016 were labour staff.

Staff Training



The continuous and uninterrupted training of employees is a commitment for the company. The training policy we have adopted applies to personnel of all levels and consists of 6 distinct stages:

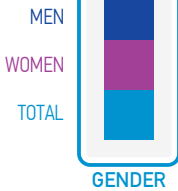
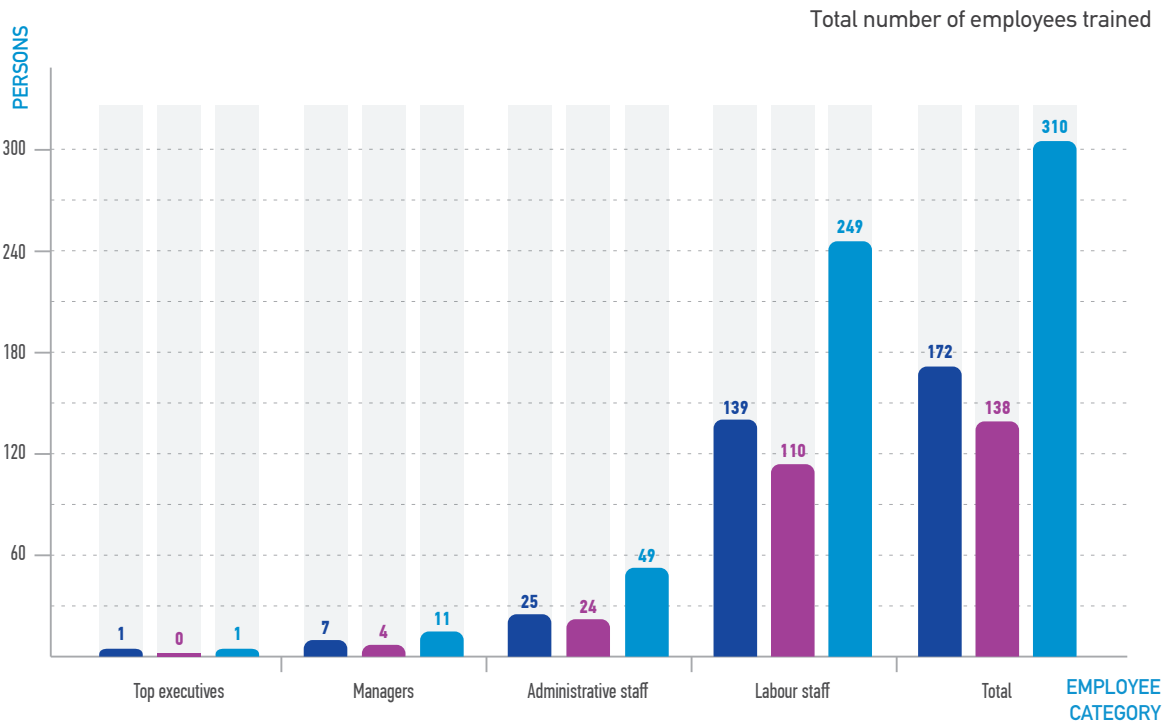
1. Training Needs Analysis
2. Training Plan Definition
3. Training Plan Development
4. Training Plan Deployment
5. Training Programme Assessment
6. Training Programme Performance Evaluation

The goal of the training process is to:

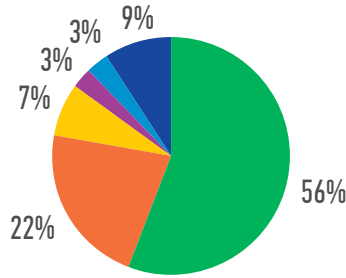
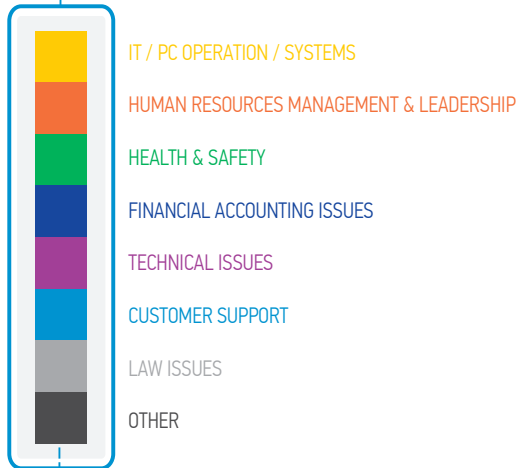
- Support the strategy of our company
- Prepare employees for their career path
- Provide employees with tools and skills necessary for effectively carrying out their duties

The employee training hours in 2016 totalled to 3,287, i.e. there was an 11% increase in comparison to 2015. In total, 25 training programmes were carried out (both in-house and externally) and 310 individuals took part. The participation percentage reached 97%!

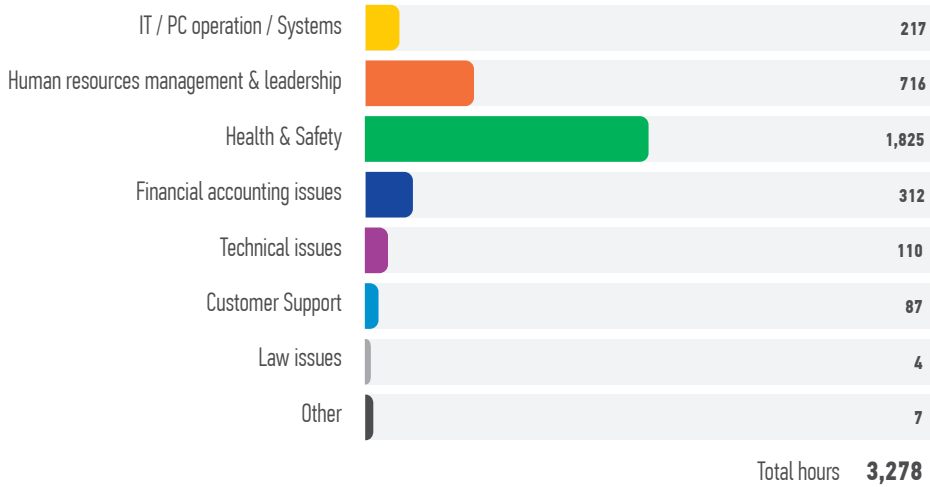
Training and development of employees



Training hours by topic



The company sponsored the post graduate studies of one employee, who successfully completed his Master's Degree in 2016.



In 2016, we continued to support new employees through internship programmes. 2 people completed their internship in the IT Infrastructure Department and 1 person in the Traffic Maintenance and Management Department, while two out of the three interns were hired in the department they did their internship in.

There was no official personnel or security staff briefing/training on Human Rights issues in the training programmes. Officially, issues on corruption and corporate governance are yet to be included in our trainings.

Health and Safety

Safeguarding the health and safety of all employees is for Nea Odos a matter of prime importance and a determining factor as regards the effective, daily operations of the company. The company's continuous goal and commitment is to create a safe and healthy workplace, in which our daily efforts focus on minimising workplace accidents. Health and Safety Management is implemented in accordance with the provisions designated by the applicable Greek and European legislations.

Since 2013, Nea Odos has been implementing a complete Health & Safety Management System in accordance with the OHSAS 18001:2007 International Standard. Through this system, the company aims to minimise, if not to eradicate, any risks potentially affecting employees, motorway users or third parties relevant to any of its activities. Additionally, it sets the appropriate priorities and establishes programmes for implementing its policy and achieving its goals as concerns Health and Safety Management.

With the support of freelance Health and Safety Consultants, Nea Odos provides its employees with the necessary services of Safety Technicians and Occupational Doctors, making sure that their health and occupational conditions are constantly monitored. For the prevention and protection of employees from any form of occupational hazards, both Safety Technicians and Occupational Doctors regularly visit our premises. Our partners assess the current situation, indicate points that need to be improved, and they inform and guide workers on how to safely do their job.

In the event of severe medical conditions, the company takes immediate actions to stand by the employees and their families. Such actions may include:

- psychological empowerment 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 illness or during recovery

The company provides all employees with free Medical Examinations based on their position and the risk categories as defined by the Occupational Risk Assessment Study. Additionally, we carry out Tetanus, Hepatitis A and B vaccinations for the maintenance department teams.

HEALTH AND SAFETY INDICES	2016	2015	2014	2013	2012
Total work accidents	11	13	3	5	5
Work accidents with days of absence from work	8	9	3	4	3
Lost work days due to accident	122	348	56	309	33
Incidents without days of absence	3	4	0	1	1
Number of fatal accidents	0	0	0	0	0
Lost Day Rate (LDR)	43.03	127.39	17.75	101.10	10.09
Absence rate (AR)	286.99	849.68	118.56	662.90	67.55
Hours of absence / total work hours (%)	0.14%	0.42%	0.06%	0.33%	0.03%
Injury or accident rate of total staff (%)	3.43%	3.67%	0.85%	1.53%	1.52%
Accident frequency indicator	19.40	20.13	4.76	8.18	7.64
Accident severity indicator	215.13	636.94	88.76	505.52	50.43

The main concern as regards the whole range of our activities is to ensure a safe workplace. 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.

Moreover, there is an official representation of employees in the Health and Safety Committee with a representation rate over 75% through their supervisors as follows:

- Toll Station Manager
- Head of Tunnel Safety
- Toll Systems Manager
- Head of the Maintenance Department

The department heads share the information with the Senior Management that is responsible for 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 practices applied

It must be highlighted that, in 2016, a total of 1,825 hours of employee training on health and safety issues took place, mainly focusing on first aid and safe driving.

● 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	25	5	5
Collection, treatment and handling of stray animals	360	45	8
First Aid Basics	576	36	16
Proper driving and safety	864	288	3



1,825

hours

of health and safety training
for employees

8. Caring for the Environment

Caring for the environment has been a primary goal since the construction of the project and continues to be a priority for all of us working in Nea Odos. Our company demonstrates in practice that a motorway can coexist in harmony with the environment without causing any disorder.

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

According to the Environmental Policy of the company, its primary goal is the continuous improvement of our environmental performance. Nea Odos implements a complete environment preservation programme through the following:

- Internal inspections to monitor compliance with the Authorised Environmental Agreement terms
- 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
- Internal proposals for a. improving environmental management and for policies implemented for the preservation of the environment, through special monthly reports regarding findings, and b. cooperation amongst external associates, contractors and relevant departments of Nea Odos.
- Annual and biannual reports on compliance with the Authorised Environmental terms and other contractual obligations for the protection of the environment

Environmental Management System

In 2015, the Environmental Management System of the company was certified according to the ISO 14001:2004 international standard. In the framework of the Environmental Management System, the following were carried out:

- 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 audits were conducted to verify the implementation of systems and so that precautionary measures be taken.

Our Impact

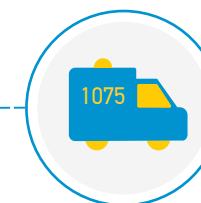
Energy and Fuel

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

ENERGY CONSUMPTION (BUILDINGS, TOLL STATIONS, ROAD LIGHTING ETC) (KW)	2016	2015	2014
Electrical energy for street lighting and buildings	22,166,345	15,945,961	16,906,849
Solar energy for Emergency Telephones (ERT)	1,682	1,576.8	236

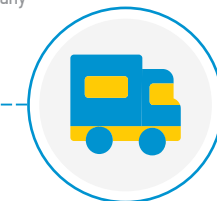
Conversion coefficients: diesel fuel: 36.4 MJ/lt, petrol: 44 MJ/ lt, LPG: 46 MJ/lt, natural gas: 47.2 MJ/lt.

The company's fleet of vehicles consumes mainly fuel for its needs. The company's fleet uses Diesel engines for optimal fuel usage.



our patrol vehicles covered a distance of **887,254 km**

34 Patrol cars owned by the company



68 Corporate vehicles
our corporate fleet covered a distance of **1,571,554 km**

NEA ODOS

FUEL CONSUMPTION (LT)	2016	2015	2014	2013
Diesel (fleet)	369,490	298,737	309,254	184,629
Diesel (generators)		7,590 (Nea Odos and subcontractors)	4,000	-
Gasoline	2,687	150 *	22,736	57,876
LPG	85.47	-	-	-

* The difference arises from the change in the calculation methodology. Since we introduced the calculation of our carbon footprint, we moved to a more detailed recording of our consumption with information obtained from the "Exhaust System Inspection Card" which is applied to the corporate fleet and provides more accurate data, compared to the data obtained from the finance department implemented so far.

SUBCONTRACTORS

FUEL CONSUMPTION (LT)	2016	2015
Diesel (fleet)	291,003	336,904
Diesel (generators)	1,380	7,590 (Nea Odos and subcontractors)
Gasoline	96,340	65,145
LPG	16,870	840

Use of Raw Materials and Equipment

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

CATEGORIES OF RAW MATERIALS AND SUPPLIES	MATERIAL	2016		2015	
		NEA ODOS	SUBCONTRACTORS	NEA ODOS	SUBCONTRACTORS
RAW MATERIALS (KG)	Salt	-	5,572,350	-	6,503,700
	Sawdust	4,400	2,800	-	2,794
	Printing paper	4,642	242	1,213	24,000
	Paper (paper thermal rolls)	12,635	-	-	-

Waste Management

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

The amounts of waste and their distribution methods to each authorised alternative waste management system, as well as information regarding waste distribution to authorised partners are recorded in the present Responsibility Report. Nea Odos and its subcontractors have distinct duties. It is the subcontractors' responsibility to use and recycle material used on the motorways and for any works performed for them.

Nea 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 generated by Nea Odos activities 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	
		Nea Odos	Subcontractors	Nea Odos	Subcontractors
Raw materials (barriers, signs)	Iron and steel (Kg)	-	72,320	-	75,958
	Plastic (Kg)	-	1,270	-	473
Semi-manufactured goods or parts	Tires (Kg)	4,480 (approximately)	-	-	10,650
	Batteries (kg)	840	-	620	-
	Spare parts (cables) (meters)	800	-	2,850	-
	Computers	3,033 kg	-	50 items	-
	Lightbulbs (no of Items)	1,150	-	800	7
Other Waste	Animal tissue waste (Road Kill) (Kg)	-	1,732	-	2,080
	Mixed municipal waste (Kg)	-	221,440	-	134,589
	Engine gear box and lubrication oils (Lt)	1,897 (approximately)	2,517	-	3,830
Packaging Material	Timber (m3)	-	-	9	-
Other	Cuts residues (kg)	-	79,000	-	450,000

The significant discrepancy in timber waste observed is due to the fact that in 2015, extended works on the preservation of green areas were carried out, in contrast to 2016 when basic planned activities were conducted.

Nea Odos does not import, export or process waste that is deemed hazardous. According to its operational procedures, it does not dump liquid waste in water bodies nor has it ever damaged the environment with leaks.

Water Management

Optimal water management regarding all Nea 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 company's premises and along the motorway.

In all parking areas of the Athens-Thessaloniki-Evzoni Motorway, there are taps with automatic water flow systems targeted at water saving. As regards the environmental studies for the upcoming Motorist Service Stations of Ionia Odos, the same kind of taps will be used both in the public toilets. The reuse of processed waste from the biological wastewater treatment in the Motorist Service Stations for irrigation, cleaning the surrounding areas and fire-fighting has also been planned.

NEA ODOS	WATER CONSUMPTION (M3)	2016	2015
Water Consumption (Buildings & Facilities – EYDAP)		2,523	300
Water (drinking) 4 buildings (Maroussi, Afidnes, Thiva, Dragana)		50,430	43,139
Other sources (water from drilling)		580	10

Since 2016, Nea Odos keeps track of water consumption in all its buildings through the Athens Water Supply and Sewerage Company bills, whereas last year we consulted the water consumption data submitted by our subcontractor. The "Water for washing" consumption recorded in the previous Responsibility Report, is now incorporated in the water consumption bill (buildings and Premises - Athens Water Supply and Sewerage Company).

SUBCONTRACTORS	WATER CONSUMPTION	2016	2015
Water Consumption (Buildings & Facilities – EYDAP) (m3)		0.30	300
Drinking Water Consumption (Bottles) (m3)		10	
Water for washing (from drilling) (kg)		100,000	100,900

Combating Ambient Air Pollution

The fundamental policy and constant pursuit of our company is the effective use of energy so as to attain respectively low levels of gas emissions. However, the motorway operation is inextricably linked with air pollution, thus the latter is constantly monitored and analysed in association with the Department of Civil Engineering of the University of Thessaly. The goal is to minimise the negative environmental impact, always in accordance with the conditions in the relevant environmental impact study and the Concession Agreement. The emissions derive from fossil fuel combustions needed for vehicle movement and less for the heating and operating needs of our facilities.

Since 2012, 3 ambient air measuring stations have been set up in the areas of Varympompi, Schimatari and Arkitsa, and the measurements are performed on a 24-hour basis. The recording system is linked to gas combustion analysers allowing to estimate, within 5 minutes, the exceedance of emission limits, according to the provisions of the legislation in force on the median primary values of pollutants and parameters [CO, CO2, NO, NO2, SO2, O3, TSP, PM10, PM2.5, C6H6 (benzene), C7H8 (toluene) and xylene].

AVERAGE ANNUAL VALUES 2016	ARKITSA	SCHIMATARI	VARIBOBI	LIMIT VALUES
NO2 (Average annual price in mg/m3)	30	30	41	200 mg/m3
C6H6 (Benzene)	0.37	0.75	0.97	5 mg/m3
Particulate Matter PM10 (Average annual price in µg/m3)	16.1	12.2	24.9	40 µg/m3
Particulate Matter PM2.5 (Average annual price in µg/m3)	11.3	12.2	13.2	25 µg/m3

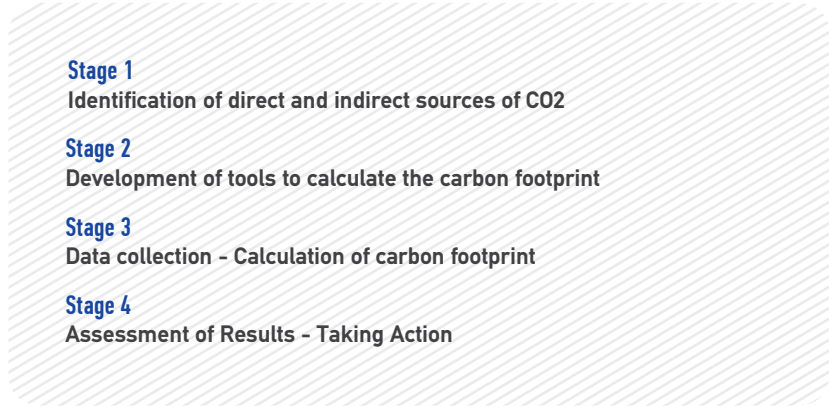
According to the measuring station recordings, there has not been significant atmospheric pollution and emissions due to the project. Hence, measures to decrease pollution have not been taken.

At this point, however, we should point out that air pollution may increase in areas close to the motorway, but the existence of the motorway itself, which enables drivers to drive at a higher speed level, overall reduces the total emissions in the rest of the respective regions, which would not be the case if the infrastructure did not exist.

Greenhouse Gas Emissions (GHG)

In the 2016 Responsibility Report, Nea 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 our carbon footprint were conducted, having taken into account both direct and indirect emissions.

Our goal is 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. Therefore, we follow the steps below:

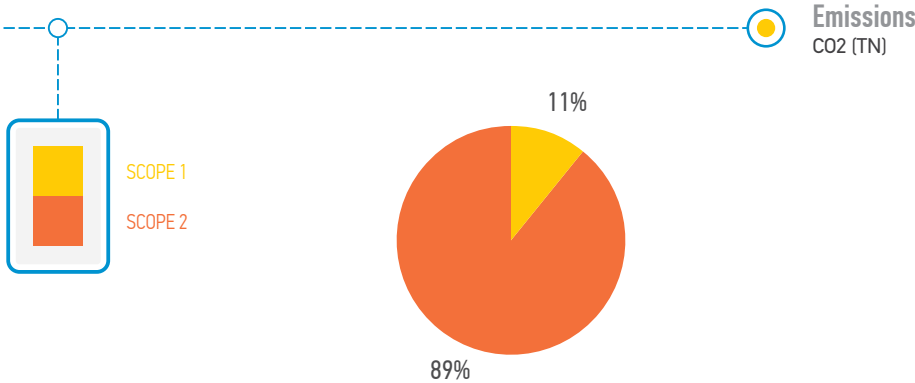


Direct sources of CO2 emission include: fuel usage (petrol, diesel fuel) for the transportation of the company's vehicles.

Indirect sources of electricity generation emissions for Nea 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 own fleet (scope 1)	984.8
Indirect emissions from electricity consumption (scope 2)	7,659.3
Total	8,644.1



Road Traffic Noise Monitoring

As with ambient air pollution, a motorway operation causes noise pollution in the areas neighbouring the motorway. Taking this important fact into consideration, Nea Odos runs an Annual Road Traffic Noise Monitoring Programme that includes noise measurements on the motorway in noise sensitive areas. The noise measurements have been approved by the competent State Agency and the ones focusing on primarily noise sensitive areas are carried out in collaboration with the University of Thessaly.

The annual Road Traffic Noise Monitoring programme for 2016 did not indicate any exceedance of permitted noise limits for road traffic noise. Hence, no counter-noise measures are required and thus they were not taken.

Protection of Biodiversity

Nea Odos has taken all the measures required to protect biodiversity and has outlined the necessary protection measures. The Environmental Impact Studies on the location and layout of the motorway, upon which the design of the Concession Project was based, addressed biodiversity issues for every area the motorway passes through. The environmental conditions that were set take into consideration the protection and effective management of ecosystems and habitats.

- Construction of wildlife crossings in areas designated as habitats
- Motorway fencing to prevent wildlife entering
- Construction of closed sewerage systems for the protection of sensitive areas (e.g. Yliki lake and surrounding environmental habitats, and natural sources)
- Planting of indigenous species for their preservation and 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-prevention measures
- Planning of pilot programmes to record and monitor the growth of microfauna

The Messolonghi – Aitolikos wetland, the Ozeros lake, the Acheloos river, the Arachthos river, the Louros river, the “Yliki Lake and Paralimni – Kifissos river system of Viotia”, the “Wetland and islands of the Atalanti bay”, “the Lower Reach and estuary of the Spercheios river” are included in the Natura 2000 Network and constitute areas the motorway neighbours or crosses.

The protection of the aforementioned 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 them. As regards Operation and Maintenance, all necessary precautionary measures for the protection of these areas are taken and the proper inspections for the prevention and timely handling of impacts on sensitive areas that are likely to lead to biodiversity loss take place. Up to now, there has been no incident that has had a negative impact on the aforementioned areas.

Recycling

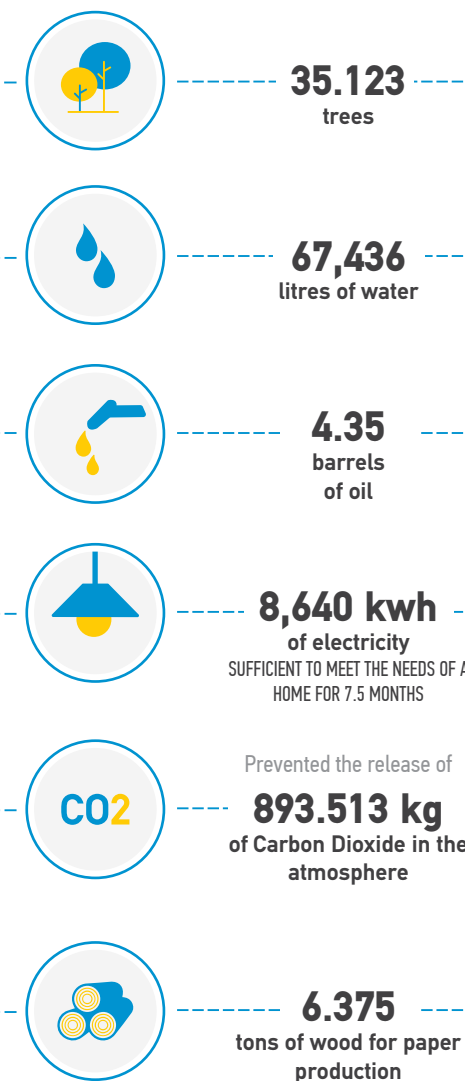
The contribution of all employees to the protection of the environment is of utmost importance. To support and enhance the efforts made by all employees working in our offices and toll stations, we set up the recycling system in 2016 that we had started in 2015, which allows us to re-use materials by reintroducing them into the production cycle.

In 2016, we recycled 1,404 kg. (as opposed to 301 in 2015) of materials, such as paper, plastic and aluminium, that did not end up in waste disposal sites.

“
4.5 times more materials were recycled in 2016 in comparison to 2015.
”

The company considers recycling to be a top priority which can have measurable benefits and contribute, in practice, to the improvement of the quality of life in general. The actions implemented by the company aim at increasing the amount of materials recycled, preventing waste generation and creating an environmental-friendly culture. To guarantee the success of the programme, Nea Odos collaborates with accredited companies that undertake the recycling of paper, plastic, batteries, and used/damaged electric and electronic devices.

According to data received from the recycling company, We saved



Expenditure for the Environmental Protection, and Health and Safety

We care for the protection of the environment in practice, and only a part of our actions for the environment, and the health and safety of our employees, which can be quantified, are illustrated in the table below.

ENVIRONMENT PROTECTION AND HEALTH AND SAFETY INVESTMENTS	€
Maintenance of the company building's fire safety system (Sorou 13)	149
Environmental Studies (MPE, TEPEM, Recycling Studies EPO, Environmental Licensing of Escorting projects and activities, etc)	42,500
Protection and maintenance of green spaces	595,000
Traffic Noise Monitoring Program	36,000
Environmental consultants and staff for monitoring the application of Environmental Terms	45,000
Air Pollution Plants Operation and Meteorological data and Gas Pollution monitoring	37,300
Certifications ISO 39001:2012 - OHSAS 18001 - ISO 9001:2008 - ISO 14001:2004	2,450
Total	828,399

9. Local Communities and Social Contribution

Social Solidarity Activities

Our Positive Contribution to Social Development

Ever since its establishment, Nea Odos has been supportive towards local communities and their residents through special programmes. Within this framework, in 2016, we organised and participated in numerous actions of social value, practically proving that the company is an active social agent caring for the needs of the society it operates in, and actively contributes through its activities to the development of communities and society at large.

- More than €353 million were invested in the Greek economy in 2016
- We do business with 301 local Greek suppliers
- 99.8% of our expenses support Greek businesses (both at a local and at a national level)
- More than 300 permanent job positions, especially outside Attica

As a responsible corporate citizen, we consciously have a positive impact on society.

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

	2016	2015	2014
Payments to suppliers (except materials and intercompany transactions)	66,644.03	27,661.34	46,125.87
Employee salaries and benefits (including insurance contributions)	7,961.98	7,648.36	6,162.73
Payments to providers of capital	6,798.66	6,984.83	6,331.45
Company investments	272,557.19	259,709.19	229,521.68
Total	353,961.86	302,003.72	288,141.73

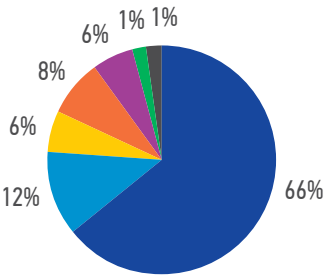
As the structures of our Corporate Responsibility mature, Nea Odos is in a better position to accurately illustrate the investments it completes and the fields it invests in. More specifically, our actions are divided as follows:

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

NEA ODOS Actions



IN-KIND DONATIONS
CULTURAL ACTIVITIES
SOCIAL SOLIDARITY ACTIVITIES
EDUCATION AND AWARENESS ACTIVITIES
CORPORATE SOCIAL RESPONSIBILITY STRUCTURES
ENVIRONMENTAL ACTIVITIES
STRAY ANIMALS



Through Social Solidarity activities which we have incorporated in our corporate responsibility strategy, we support organisations which care for vulnerable social groups. We recognise that through welfare actions, vulnerable groups will receive support and access to social structures which will help them improve the quality of life for themselves and their families.

During 2016, we supported organisations, charities, associations and NGOs neighbouring 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. We contributed to the specific needs of the following organisations (i.e. the construction of a playground, purchase of special educational material, replacement of damaged gym equipment) or to standard needs through cash donations.

- ELEPAP-Rehabilitation for the Disabled of Agrinio and Ioannina
- Ark of the World
- Medecins Du Monde
- The Smile of the Child
- Eliza – Society for the Prevention of Cruelty to Children
- Iliahtida – Nonprofit Association Providing Moral, Material, Psychological assistance and support to children suffering from cancer
- Agkalia in Lesvos – Support to the disadvantaged
- HALKYON – Association of people with special needs in Nafpaktia and Dorida
- School for children with special needs in Messolonghi
- Greek Council for Refugees

Furthermore, we endorsed athletic initiatives at a local level, through cash donations or donations in kind (medals):

- The Marathon in Nafpaktos
- The Marathon in Viotia
- The Marathon in Akrefnion

Other actions include the following:

Vehicle donation: donation of 2 passenger vehicles to the 1st Motorway Traffic Police Department of Fthiotida to support the work of the Police

Money box – anonymous donations: Money box – anonymous donations for "The Smile of the Child" by motorway users at service points, amounting €261.56 (€185.42 in 2015).

Our corporate actions amounted to €24,370

Road Safety Education and Awareness Activities

In 2016, we invested more than €30,294 in road safety education and awareness actions.

Examples of programmes we have implemented:

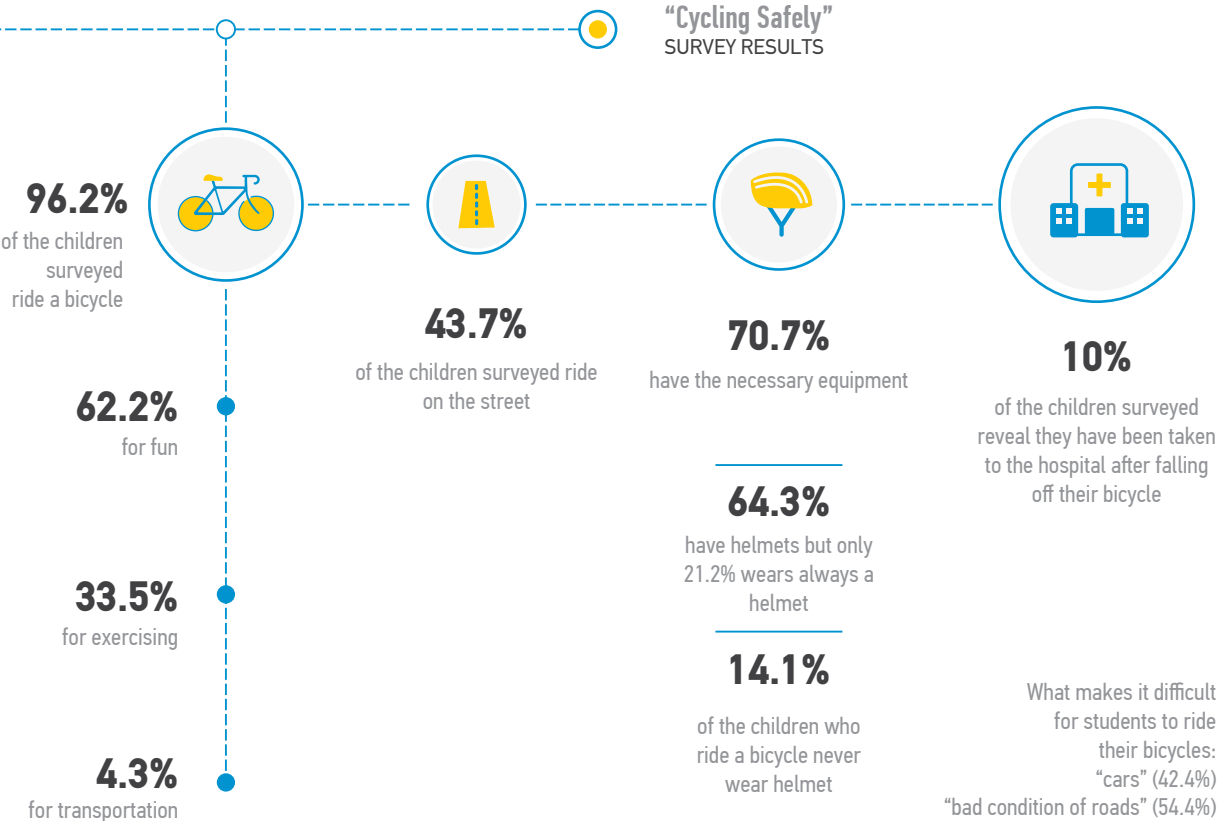
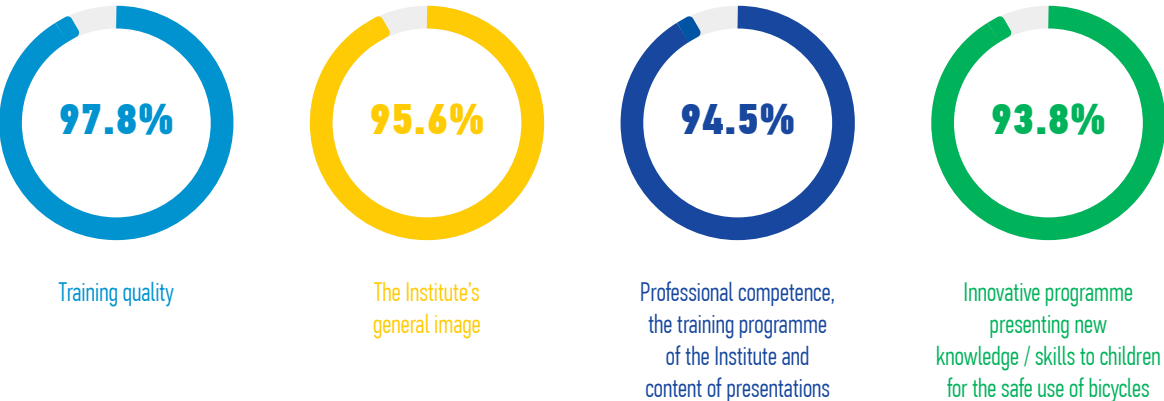
- The Hellenic Road Safety Institute "Cycling Safely" programme: 20 schools (Ionia Odos)
- The Hellenic Road Safety Institute "Cycling Safely" programme: 50 schools (Patras-Athens-Thessaloniki-Evzonoi Motorway)
- Action in collaboration with the Hellenic Road Safety Institute in Paralimnio, Ioannina
- Road Safety Week in collaboration with the Hellenic Road Safety Institute, and information leaflets
- Road Safety information leaflets

The Hellenic Road Safety Institute is an association working with our company on the interactive awareness and education actions we implement. The Hellenic Road Safety 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. In 2016, we invested about €23,000 in the aforementioned actions (as compared to €11,180 in 2015).

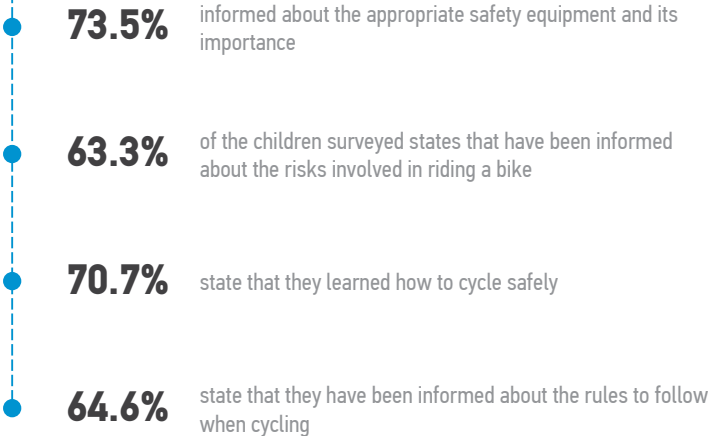
The "Cycling Safely" programme contributes to shaping the road culture and the behaviour of the future drivers and aims at children acquiring a responsible driving behaviour which will stay with them in their future trips as adults. It has been approved both by the Ministry of Education and the Institute of Educational Policy, while it is always implemented with the cooperation of the competent Directorates of Primary Education. "Cycling Safely" is totally compatible with the strategic priority of Nea Odos to promote road safety and, within one year, it has been presented in 67 primary schools in Eastern Attica, Halkida, Viotia and Fthiotida, and trained 2,014 students on the basic principles of road safety and the safe use of their first means of transport, the bicycle.

Almost 1,890 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



Additional road safety actions for children were implemented in Asteroupoli, Ioannina, and were attended by a total of 320 children. In addition, 390 children, parents and teachers were informed on the issue during these events.

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 way of introducing the topic, the insistence on safety basics, the playful way of sharing the rules of proper behaviour, the targeted questions, the good cooperation and immediacy with the students in the classroom and the proper pedagogical practices based on the pupils' age level" (Teacher, 1st Primary School of Schimatari).

"ERMIS" Action: Training programme for the Juvenile Detention Centre of Avlona in the municipality of Oropos.

"ERMIS is a road safety training programme addressed to juvenile delinquents held in detention facilities throughout the country. The only ones to have shown genuine interest in this great programme, up to now, were the President of the Hellenic Parliament and Nea Odos. The value of the programme has been acknowledged by the State and by the juvenile probation officers' services at the Ministry of Justice, Transparency and Human Rights, with which we have signed an agreement for its implementation." Vasso Mylona, President of the "Panos Mylonas" Hellenic Road Safety Institute.

Environmental Awareness Activities

The motorways we construct constitute an exceptionally significant environmental project. Their completion will contribute to tackling crucial traffic issues, thus leading to the solution of longstanding traffic issues with important environmental benefits. 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 €4,500.00 in Environmental Actions, focusing mainly on driver environmental awareness actions.

- Leaflet with tips on acute weather conditions. In 2016, we created, printed and distributed leaflets in order to update drivers on driving in acute weather conditions. In total, 150,000 leaflets were distributed at our toll stations during that period.
- Distribution of bio-degradable bags: For the second consecutive year, in cooperation with SKAI TV and SKAI radio station, we distributed 10,000 biodegradable bags during the peak season during Greek Easter. At the toll station of Afidnes, drivers were given specific bags made from 100% recycled material for their litter during their trip.

In-kind donations

The support towards people with special needs, is evident through the toll free passes of special needs vehicles.



86,121
Free of charge
passes of special
needs vehicles
(compared to
72,592 in 2015)

Apart from supporting citizens with special needs, the company grants toll free passes for public benefit purposes to organisations, groups and associations in need of assistance.

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

- School teachers of the 1st primary school of Eleona, Thiva
- Veteran Scouts Committee of "Supply Chain for the Refugees" (Alysida Prosforas)
- Special Olympics athletes – participation in the 5th Athens Half-Marathon
- Firefighting vehicles
- 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.



Investment
amounting to
€235,220
(compared to
€202,905.41 in 2015)

Cultural Activities

Given that the harmonious integration of the motorways into the environment and the protection and enhancement of the resources in each region form the strategic goal of Nea Odos, the initiatives and actions of «Diazoma» are very close to its philosophy. The "Cultural Route of Epirus", the development programme run by "Diazoma", is the first organised endeavour on sustainable development for the monuments of Epirus. It includes 4 regional sections, 5 archaeological sites (Dodoni, Nicopolis, Kassopi, Amvrakia and Gitanas), 8 ancient theatres, 344 km of a motorway route and 2,300 years of history.

The region of Epirus constitutes a priority for Nea Odos and the decision to support the Cultural Route of Ancient Theatres of Epirus programme is absolutely compatible with its philosophy.

More specifically, the company has undertaken the following actions:

- The creation of a digital panorama of the Athens-Thessaloniki-Evzonoi and the Ionia Odos motorways pointing out sites of Cultural and Environmental interest
- Creating Info kiosks at the Motorist Service Stations, the pilot application being the one at the Sirios Motorist Service Station
- Financing a background study of the profits of the "Cultural Route of Epirus". The study will record the potential profits of the programme at the levels of: (a) macroeconomics, (b) the programme Management Company, and (c) support to private sector companies.
- Financing a study on the "Cultural Route of Epirus" Local Development Agreement. The quality agreement connects cultural routes with the Local Society and Production. It highlights local products and the region's gastronomy, and enhances quality standards, while providing training and awareness programmes for employees in the local communities.

Nea Odos investment amounts to €43,000, with the largest amount being allocated to the "Diazoma" programme.

Stray Animal Management

Nea Odos ensures the safe, regular, smooth and unobstructed traffic flow and has installed a fencing along the entire motorway with special wire netting suitable for use on motorways.

In 2016, the company intensified its efforts to collect and manage stray animals, and hosted 29 animals in a specially constructed area. Before the Animal Welfare Society took them, all animals were vaccinated, underwent all necessary medical tests and a tracking chip was implanted. Moreover, several vet procedures took place, such as Kala-azar tests, Ehrlichia and scabies treatments, anti-rabies vaccinations, orthopedic surgeries/minor surgeries, x-rays and neutering. During the same year, the company held a Training Seminar that cost €2,000.

The total investment of the company amounts to €5,585, the average cost per animal being €128.

Volunteering

In 2016, the company organised and implemented a series of voluntary blood donations for the whole staff. In total, four voluntary blood donations were organised, which were realised with the contribution and support of the Korgialenio – Benakio General Hospital of Athens (Red Cross) and of the General Hospital of Lamia. The results of this activity 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 offering and a valuable social contribution, our company is committed to continuing this action. 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

We invested €20,445 to this end in 2016.

In order to support Corporate Social Responsibility activities, we need to strengthen our internal structures, be part in international organisations and attend conferences, as well as implement targeted communication programmes.

Corporate Communications

As regards our corporate communications, as in all aspects of our business activities, we follow standards and ethics that are in accordance with the principles and ethics of Nea Odos. The Greek Code Advertising-Communications of the Communications Control Council (ASC) sets rules on professional ethics, upon which we base our corporate communications for commercial and social purposes. The quality of our corporate communications reflects our business ethics which is a prerequisite for a socially responsible company.

11. Goals



Road Safety – Quality in Services

Topic	Goal 2016	Progress	Goal 2017
Monitoring Systems	Complete the densifying process of the monitoring system with 19 new cameras on the PATHE motorway	Completed	
Installation of additional equipment	The studies for the installation of additional equipment are concluded.	Completed	New interventions where required
Variable Message Signs (VMS)	Install 4 new signs	Completed	
Weight Measurement in Motion	Develop an extended network of Weight Measurement in Motion (2018 goal)	On going	
Customer Satisfaction Survey	Improvement/retention of rankings	On going	Ongoing
Customer Care Call Centres		Goal revisited	Customer service-90% of issues handled within 2 minutes of call receipt
Accidents		On going	Zero accidents on motorway



Human Resources

Topic	Goal 2016	Progress	Goal 2017
Integrate Corporate Responsibility questions in the employee's survey		New goal	
Development Centres	25 additional Team Leaders to take part in the process.	21 persons participated	Further support and development of participants
Performance management system	Performance management system improvement according to the development centres methodology	Completed	
Training on road safety	All employees trained on road safety	288 employees trained	Ongoing
Training on stray animal management	Training and certification of patrol personnel on collection and management of stray animals	45 employees trained	Ongoing
Accidents	Zero accidents in workplace	11 accidents	Zero accidents in workplace
Training on Health & Safety	Training on first aid and Health & Safety procedures and policies for new employees	11 accidents	108 employees
	Training on working safely at height for new employees	11 accidents	29 employees
	Training on managing fire incidents (in and out of tunnels)	11 accidents	125 employees
	Training on "Dealing with incidents in tunnels".	11 accidents	21 employees
	Conduct at least 150 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
Motorway operation and maintenance	Maintain zero environmental fines	Ongoing	Maintain zero environmental fines
Employee training	Conduct at least 40 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 Traffic Management Centre in Schimatari and at Tunnel Traffic Management Centre in Ag. Konstantinos	
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)
Certifications renewal	ISO 9001:2008 OHSAS 18001:2007 ISO 39001:2012 ISO 14001:2004	Ongoing	Certification Renewal
Environmental fines	Zero fines	Ongoing	Zero fines
Hellenic Waste Management Registry	New goal	Process development for Nea Odos and subcontractors	
Recycling	Pilot recycling program at toll stations	Completed	Extension to the new stations of Ionia Odos

Strategy, Partnerships 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
Kilometres of Solidarity	Establishing the Association of Social Actors "Kilometres of SOLIDARITY" in partnership with Gefyra SA and Olympia Odos	Completed	Supported bodies expansion
Blood bank	Establish corporate blood bank with the support of employees and partners	Completed	Repeat blood collection for employees in the sections of the PATHE motorway
Stakeholder Engagement	Motorway Users Survey for Corporate Responsibility	Ongoing	Implementation of user suggestions
Participation in Global Initiatives	Member of GRI GOLD Community	Ongoing	Membership renewal
Stray animal management	Development of a holistic system to manage stray animals entering the motorway, in collaboration with the Greek Animal Welfare Society	Completed	Maintain cooperation with the Greek animal welfare company
Partnerships development	New goal	Ongoing	Establish partnerships which support the Corporate Responsibility pillars of Nea 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

Our Corporate Responsibility Report for the year 2016 has been prepared in accordance with the GRI Standards: Core option.

The 2016 Corporate Responsibility Report of Nea Odos covers all key and material aspects which Nea 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.

Our third report constitutes our effort to transparently present our Corporate Responsibility strategy and its practical application in our business activity. Our goal is to capture in the fullest possible way the data and information relating to priorities, risks, opportunities and plans for the future:

Report content has been organized according to the five Corporate Responsibility pillars on which we rely to structure our strategy and develop our initiatives:

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

This Report covers the operation and maintenance of the project and not the construction which is carried out by the Euroionia (TERNA - TERNA Energy) joint venture, on behalf of Nea Odos.

Clarifications:

Accidents

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

Suppliers

Local suppliers do not relate exclusively to the maintenance and operation of the motorway. National suppliers include suppliers from related parties, most important of which is the manufacturer EUROIONIA. The remaining related suppliers focus on the maintenance and operation of the motorway (power supply, maintenance E/U installations, etc.).

Financial data

The financial statements for the year ended 31st December 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 31st December 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 1st January 2015, together with comparative data period and for the year ending 31 December 2014, as described in accounting principles.

The variations observed from 2015 to 2016, resulting in operating support from NEA ODOS to KENTRIKI ODOS which is considered a cost for NEA ODOS.

The company in accordance with article 2 of 4308/2014 is considered to be a large 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 enable us to meet our future target to develop an «in accordance» option Comprehensive Sustainability report.

Limitations

We recognise that the process for the development of the Sustainability report is a process of continuous improvement and we commit to improve the information and data we communicate in each report.

SUPPORT

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

CSR TEAM

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

- Material coordinators: Fotini Lambrou, Gerasimos Monokrousos
- Representatives of Departments/Divisions: Vaso Voulgaraki, Panagiotis Galanopoulos, Babis Daskalakis, Evangelos Kareklas, Nikos Katapodis, Fotini Lambrou, Natalia Manara, Yiannis Marinopoulos, Gerasimos Monokrousos, Giannis Boulteris, Eleni Nianiou, Anastasia Pneumatikou, Evgenia Sufi, Panagiota Stasinou, Ioanna Tsakaltoura and Vasiliki Zoulomitaki

CONTACT POINT

You can contact us for comments, questions or suggestions.

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GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS
GRI 101: Foundation 2016			
GENERAL DISCLOSURES			
GRI 102: General Disclosures 2016	Organizational Profile		
	102-1 Name of the organization	9	
	102-2 Activities, brands, products, and services	9-11	
	102-3 Location of headquarters	79	
	102-4 Location of operations	10-11	
	102-5 Ownership and legal form	12-13	
	102-6 Markets served	10-11	
	102-7 Scale of the organization	6-7, 15	
	102-8 Information on employees and other workers	51-61	
	102-9 Supply chain	49-50	
	102-10 Significant changes to the organization and its supply chain	12, 78-79	
	102-11 Precautionary Principle or approach	16-17, 20-23,	
	102-12 External initiatives	18-19, 33	
	102-13 Membership of associations	18-19, 33, 77	
	Strategy		
	102-14 Statement from senior decision-maker	3	
	102-15 Key impacts, risks, and opportunities	3, 8, 34, 46	
	Ethics and Integrity		
	102-16 Values, principles, standards, and norms of behavior	8, 16-17	
	Governance		
	102-18 Governance structure	14, 16	
	Stakeholder Engagement		
	102-40 List of stakeholder groups	27	
	102-41 Collective bargaining agreements	52	
	102-42 Identifying and selecting stakeholders	26	
	102-43 Approach to stakeholder engagement	26-32	
	102-44 Key topics and concerns raised	26-32	
	Reporting Practice		
	102-45 Entities included in the consolidated financial statements	http://www.neaodos.gr/financial-statements/	
	102-46 Defining report content and topic Boundaries	20-25	
	102-47 List of material topics	23-25	
	102-48 Restatements of information	78-79	
	102-49 Changes in reporting	-	
	102-50 Reporting period	78-79	
	102-51 Date of most recent report	78-79	
	102-52 Reporting cycle	78-79	
	102-53 Contact point for questions regarding the report	78-79	
	102-54 Claims of reporting in accordance with the GRI Standards	78-79	
	102-55 GRI content index	80	
	102-56 External assurance	78-79	

MATERIAL TOPICS

ECONOMIC

ECONOMIC PERFORMANCE

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25	
	103-2 The management approach and its components	17, 76-77	
	103-3 Evaluation of the management approach	79	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	15	
	201-2 Financial implications and other risks and opportunities due to climate change	62, 68-69	
	201-3 Defined benefit plan obligations and other retirement plans	54, 70	
	201-4 Financial assistance received from government	9, 12	

INDIRECT ECONOMIC IMPACTS		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 76-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	41-43, 50, 69
	203-2 Significant indirect economic impacts	70-75

ENVIRONMENTAL

MATERIALS

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 76-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 301: Materials 2016	301-1 Materials used by weight or volume	64-65

ENERGY

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 76-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 302: Energy 2016	302-1 Energy consumption within the organization	63
	302-2 Energy consumption outside of the organization	63
	302-4 Reduction of energy consumption	63

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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 62, 68,76-77
	103-3 Evaluation of the management approach	21-23, 62, 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	63
	304-2 Significant impacts of activities, products, and services on biodiversity	63
	304-3 Habitats protected or restored	63

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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 62, 67, 76-77
	103-3 Evaluation of the management approach	21-23, 67, 79
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	67
	305-2 Energy indirect (Scope 2) GHG emissions	67
	305-4 GHG emissions intensity	67
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	66

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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 65-66, 76-77
	103-3 Evaluation of the management approach	21-23, 65-66, 79
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	65, 66
	306-2 Waste by type and disposal method	64, 65
	306-3 Significant spills	65
	306-4 Transport of hazardous waste	65
	306-5 Water bodies affected by water discharges and/or runoff	65, 66

ENVIRONMENTAL COMPLIANCE

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 76-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	17

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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 76-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	17
	308-2 Negative environmental impacts in the supply chain and actions taken	17, 49, 50

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EMPLOYMENT		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 51, 54-55, 76-77
	103-3 Evaluation of the management approach	21-23, 51, 54-55, 79
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52, 53
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	54
	401-3 Parental leave	54
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 51, 76-77
	103-3 Evaluation of the management approach	21-23, 51, 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	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	20-25
	103-2 The management approach and its components	17, 60-61, 69, 76-77
	103-3 Evaluation of the management approach	21-23, 60-61, 69, 79
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	57, 60-61
	404-3 Percentage of employees receiving regular performance and career development reviews	56-67
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 51, 54, 76-77
	103-3 Evaluation of the management approach	21-23, 51, 54, 79
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	16, 51-52
	405-2 Ratio of basic salary and remuneration of women to men	54
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 51, 54, 76-77
	103-3 Evaluation of the management approach	21-23, 51, 54, 79
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	54
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 76-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	26-32, 50, 70-75
	413-2 Operations with significant actual and potential negative impacts on local communities	68
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 34-35, 76-77
	103-3 Evaluation of the management approach	21-23, 34-35, 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, 17
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-25
	103-2 The management approach and its components	17, 75-77
	103-3 Evaluation of the management approach	21-23, 79
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	17, 34-35, 38, 45
	417-2 Incidents of non-compliance concerning product and service information and labeling	7, 34-35, 75,
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