

# NeaOdos







## Corporate Responsibility Report 2014





LARISSA

MAGNISIA

ΠΑΓΑΣΗΤΙΚΟΣ Κ.

ΑΙΓΑΙΟ ΠΕΛΑΓΟΣ

# ΑΥΤΟΚΙΝΗΤΟΔΡΟΜΟΣ ΠΑΘΕ PATHE MOTORWAY

VIOTIA

ΚΟΡΙΝΘΙΑΚΟΣ Κ.

ATTICA

CORINTHIA

ΣΑΡΩΝΙΚΟΣ Κ.



**ΛΑΜΙΑ**  
LAMIA

Α/Κ ΣΚΑΡΦΕΙΑ  
I/C SKARFIA

Α/Κ Κ. ΒΟΥΡΛΩΝ  
I/C K. VOURLA

Α/Κ ΛΑΤΟΜΕΟΥ  
I/C LATOMIO

Α/Κ ΛΟΓΓΟΥ  
I/C LOGOS

ΒΟΡ. ΕΥΒΟΙΚΟΣ Κ.

Α/Κ ΑΡΚΙΤΣΑΣ - I/C ARKITSA

ΗΜΙΚΟΜΒΟΣ ΛΙΒΑΝΑΤΩΝ - SEMI I/C LIVANATES

Α/Κ ΑΤΑΛΑΝΤΗΣ - I/C ΑΤΑΛΑΝΤΙ

Α/Κ ΤΡΑΓΑΝΑΣ - I/C TRAGANA

**Μ/Δ ΤΡΑΓΑΝΑΣ - F/T TRAGANA**  
Α/Κ ΜΑΛΕΣΙΝΑΣ - I/C MALESSINA

Α/Κ ΜΑΡΤΙΝΟΥ - I/C MARTINO

Α/Κ ΚΑΣΤΡΟΥ - I/C KASTRO

Α/Κ ΑΚΡΑΪΦΘΙΟΥ - I/C ΑΚΡΕΦΝΙΟ

Α/Κ ΣΤΡΑΤΟΠΕΔΟΥ - I/C STRATOPEDO

**Μ/Δ ΘΗΒΩΝ - F/T ΘΙΒΑ**  
Α/Κ ΡΙΤΣΩΝΑΣ  
I/C RITSONA

Α/Κ ΘΗΒΩΝ - I/C ΘΙΒΑ

**ΧΑΛΚΙΔΑ**  
CHALKIDA

**Μ/Δ ΒΑΘΥ - F/T ΒΑΘΙ**

Α/Κ ΧΑΛΚΙΔΟΣ - I/C CHALKIDA

Α/Κ ΟΙΝΟΦΥΤΩΝ - I/C ΙΝΟΦΙΤΑ

Α/Κ ΜΑΛΑΚΑΣΑΣ - I/C MALAKASSA

Α/Κ ΜΑΡΚΟΠΟΥΛΟΥ - I/C ΜΑΡΚΟΡΟΥΛΟ

Α/Κ ΚΑΠΑΝΑΡΤΙΟΥ - I/C ΚΑΡΑΝΔΡΙΤΙ

Α/Κ ΑΦΙΔΑΝΩΝ - I/C ΑΦΙΔΝΕΣ

**Μ/Δ ΑΦΙΔΑΝΩΝ - F/T ΑΦΙΔΝΕΣ**

Α/Κ ΜΠΟΓΙΑΤΙΟΥ - I/C ΒΟΓΙΑΤΙ

Α/Κ ΒΑΡΥΠΟΜΠΗΣ - I/C ΒΑΡΙΒΟΒΙ

Α/Κ ΚΑΛΥΦΤΑΚΗ - I/C ΚΑΛΙΦΤΑΚΙ

Α/Κ ΠΥΡΝΑΣ - I/C ΠΥΡΝΑ

Α/Κ ΤΑΤΙΟΥ - I/C ΤΑΤΟΙ

Α/Κ ΜΕΤΑΜΟΡΦΩΣΗΣ - I/C ΜΕΤΑΜΟΡΦΩΣΙ

**ΑΘΗΝΑ**  
ATHENS





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# Note of introduction

Corporate Social Responsibility. An entire world, for our world. A misunderstood concept. Identified with one-off charities and beautifully scripted texts. We at Nea Odos however are people of action. We are on the road every day, 24 hours a day, 365 days and nights a year. We are there for every driver, every family, every worker using the motorway that we manage and operate, for all their transportations. We strive to be a communally active, socially responsible company, contributing significantly to the public interest and the country. The motorway is in fact a living organism. Its harmonious, development integration with the environment and society, is an end in itself. The document you are holding in your hands is our company's 1st Corporate Social Responsibility Report, presenting with data and numbers the practices and results of 2014. You can also find all the information in it available on our website in the special category «Corporate Social Responsibility» (Company/ Corporate Social Responsibility).



# Message From the CEO



Social responsibility and the promotion of sustainability are central to Nea Odos' strategy and daily operation. By publishing this report, our company wishes to record its planning and performance in critical issues connected to its financial efficacy, social awareness and environmental policy. We like to back up our words with data, but at the same time we strive through this report to form and develop through time a new platform, a new channel of communication with our social partners and the stakeholders that contribute to our company's growth and are affected by its activities.

Even though 2014 was yet another year of macro-economic uncertainty and significant structural problems for the domestic financial system, Nea Odos continues, and will continue to implement its business plan without fail, remaining faithful to its vision: to contribute to the Greek economy, by upgrading national road and transportation infrastructure and offering both direct and indirect financial benefits on a local, regional and national level, always with a view to sustainable development.

With a sense of responsibility towards every driver on the road and society as a whole, road safety is at the core of our philosophy. Minimizing accidents through targeted interventions and emphasizing the promotion of responsible driving behaviour are key priorities for the company and our associated partners.

We strive to be a communally active, socially responsible company, contributing significantly to the public interest. We pay special attention to the local communities of adjacent regions and contribute to a better quality of life through targeted activities and responsible practices. We choose local suppliers for our projects, and we always try to find our employees from the neighbouring municipalities, communities and villages. In 2014 for example, 17% of our employees were from the wider area of Viotia, and 39% from other areas outside Attica. Especially during this difficult period for the Greek economy, we try on an annual basis to implement actions of welfare, support of vulnerable groups of the population and sponsorship of the programs of non-profit organisations.

Another strategic goal is motorway user satisfaction. To this end, we implement a Quality Management System, certified in accordance with ISO 9001:2008 requirements, placing priority on constantly improving the quality of our services. A result and a reward of our efforts are the results of related opinion surveys among users of the motorways managed by our company: More than 90% of the persons surveyed have a favourable opinion of Nea Odos, expressing their high satisfaction with the various services we offer.



Our people play a leading role throughout this mission. In our daily endeavour to meet our own high standards, our people, with high levels of expertise, valuable experience and specialisation, are the driving force and a decisive factor for our company's success.

It is a priority for Management to develop an excellent working environment with emphasis on safety, continuous development and good use of employees' talents. In 2014, 70 of our employees participated at least once in a training program or seminar, i.e. 19% of the entire staff, whereas the total training man-hours were 1,650 hours, corresponding to approximately 16 hours per employee. At the same time, we reward effort, we identify talents and we support the development of our people. We implement equal treatment, promote impartiality and support in practice gender equality, with 49% of our people being women. All this, in a framework that puts Health and Safety at its core, as we have been implementing a Health and Safety Management system since 2013, certified according to the OHSAS 18001 requirements.

With a view to the future, I believe we will continue on our course in high gear, and always on the road mapped out by our vision and mission.

#### 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 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.

Emmanouil Vrailas

CEO



## 2. About Us

Nea Odos is the company that has undertaken the study, design, construction, operation, exploitation and maintenance of the «lonia Odos» concession project. This is an inspired project that has two main parts, including the works both on lonia Odos and a specific section of the PATHE motorway.

With a total length of approximately 380 km, lonia Odos, as a concession project includes:

- a) “lonia Odos” motorway of a length of 196 km from Antirrio to Ioannina (Egnatia Odos I/C).
- b) part of the PATHE motorway, of a length of 173 km, from the Metamorfosi I/C to Skarfia, after Kamena Vourla;
- c) PATHE connecting branch Schimatari - Chalkida, of a length of 11 km.

A motorway not only needs to be constructed according to the most modern and reliable international standards, but like a living organism, also requires constant monitoring in order to be maintained in an excellent and safe condition. Nea Odos has undertaken the operation and maintenance of the lonia Odos concession project for 30 years. Among its main competences, we find: control and monitoring of traffic, as well as managing emergencies through the special Traffic Management Centers and the 24-hour Road Safety Patrols, programming and management of the required maintenance works, as well as a significant number of routine works, for example the cleaning of the road. Especially as regards the critical part of maintenance, it includes: daily inspections, scheduled and unscheduled repair works, as well as maintenance works for the company’s fleet and facilities.

The primary objective is to provide safe and fast transportation conditions as well as high quality services to all motorway users.

Ionia Odos is the connecting branch between the bridge of Antirrio and Egnatia Odos I/C in Ioannina. This 196 km motorway is of paramount importance, both at a social and development level, since:

- It connects Western Greece, upgrading important urban and rural centers such as Ioannina, Arta and Agrinio.
- It adequately connects the ports of Patra, Astakos, and Igoumenitsa.
- It contributes to the wider development of the area by improving access to major tourist and archaeological sites since, upon completion of its construction, the trip from Antirrio to Ioannina will take 1 hour and 40 minutes instead of 3 hours and 30 minutes today.

This is a project that crosses two Regions and four prefectures and meets a long-existing demand, giving a new impetus for growth. Its technical features include: 24 bridges of a total length of 7 km, 4 tunnels of a total length of 11 km, 77 underpasses and 24 overpasses.



Important changes are scheduled and implemented in order for the PATHE motorway to become a modern and safe motorway. Our goal is to turn those 173 km from Metamorfofi to Skarfia into a model of reference for both Greek and international standards. The works already under way include: road widening works, guardrail replacement, interchange reconstruction, upgrading of existing parking spaces and creation of new ones, upgrading of horizontal and vertical signage, etc.

This PATHE section crosses two regions and three prefectures, and among its technical characteristics we find: 8 bridges, 30 interchanges and semi-interchanges and 84 overpasses and underpasses.



The main concern is for every driver to feel that Nea Odos is the best possible fellow traveller.



GRI-G4

## Shareholder line-up

Nea Odos, with the GEK TERNA, FERROVIAL and ACS Groups as shareholders, combines know how, experience and expertise in the construction and operation of modern motorways, along with comprehensive knowledge of the Greek reality. The company's registered office is in Athens (87 Themistokleous Street), while the headquarters are in Maroussi (13 Sorou Street).

On 31/12/2014 the shareholder line-up of Nea Odos was the following:

Shareholder	Percentage
GEK TERNA S.A.	33,33%
FERROVIAL S.A.	33,34%
ACS SERVICIOS S.A.	23%
DRAGADOS S.A.	9%
IRIDIUM S.A.	1,33%

### Shareholders



The GEK TERNA Group is one of the largest business groups in Greece, with a presence also in Central and South-eastern Europe, the USA, North Africa and the Middle East. It is active in the fields of construction, energy generation and trade, concessions, waste management and mining activities to real estate development & management. With a total number of 5,000 employees around the world, the Group has made investments of more than €1.5 billion in the last five years. GEK TERNA and its subsidiary TERNA ENERGY are listed on the Athens Exchange.



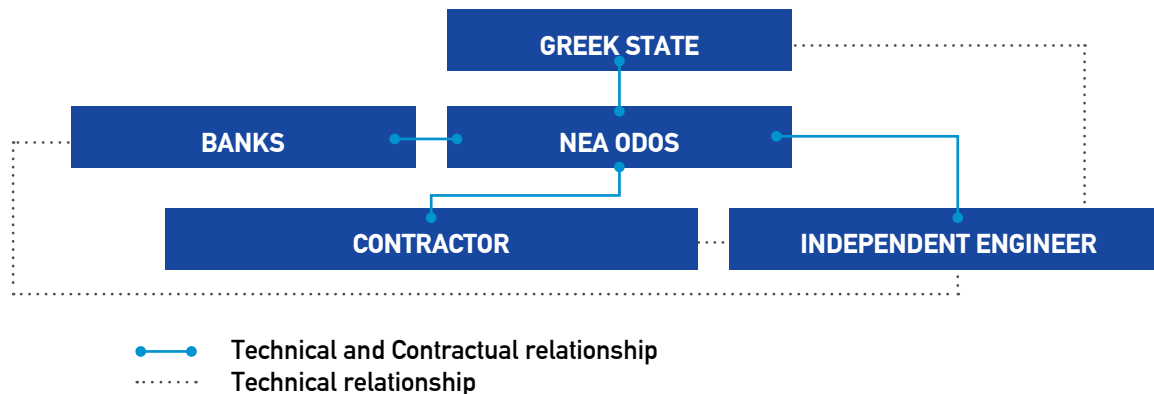
The ACS Group is a global giant active in the area of constructions and related services. It currently has 138,542 employees and carries out its activities in more than 40 countries. ACS's shares are listed on the exchanges of Madrid, Barcelona, Bilbao and Valencia.



The Ferrovial group is the largest private investor in the world in transportation infrastructure, with approximately 70,000 employees, operating in more than 15 countries. Ferrovial is listed on the Madrid Exchange and is included in the international Dow Jones Sustainability and FTSE4Good indexes.

## Organisational structure of project

The project's organisational structure is presented in the following figure:



## We have a positive effect

Multiple benefits emerge from the construction and operation of the project both for the economy, as well as the environment and society. After completion of the construction works, two modern and safe motorways, of international specifications, will be available to Greek drivers. Some of the benefits they will offer are listed below:

- Construction quality in combination with optimum maintenance services
- Improvement of safety and minimisation of risks
- Minimisation of required travel time
- High level of services
- Enhanced environmental protection
- Enhanced growth prospects and employment opportunities

*Additional information for each of the above categories is presented in the related sections of the Report.*

- We raise the standards for Greek transportation
- We contribute to the country's development and progress
- We give a new dimension to road safety and service

## Our social «product»

As a result of the operation of Nea Odos, on an annual (or monthly) basis, salaries and benefits are paid to employees (either at the headquarters, or the various areas of the company's operation), payments are made to various suppliers, investments are made, insurance benefits and taxes are paid to the state, and payments are also made to financing parties. All of the above are the «Social Product» of Nea Odos, which in 2014 reached above **333 million euro**.

We generate value and contribute to the country's prosperity.  
The social product of Nea Odos was 333 million euro in 2014



Annual contribution to social development – “Social Product” (in thousand euro)	2013	2014
Payments to suppliers (except materials and intercompany transactions)	104,397.81	46,125.87
Employee salaries and benefits (including insurance contributions)	7,759.40	7,470.85
Total payments to state bodies (taxes paid)	7,195.01	11,644.92
Payments to providers of capital	5,468.42	6,331.45
Company investments	5,452.03	262,190.97
<b>Total “social product”</b>	<b>130,272.67</b>	<b>333,764.06</b>

### Financial performance

During 2014, both net sales and the total income of Nea Odos recorded an increase, while operating cost recorded a significant decrease. The company’s financial information for years 2013 and 2014 is presented below.

Financial information (in thousand euro)	2013	2014
Net Sales	55,553.14	72,665.9
Other operating income	42.16	50.07
Revenue from financial investments	1.93	764.55
Total income	55,597.24	73,480.52
Operating cost	43,526.50	27,885.41
Employee salaries and benefits	6,419.85	6,162.73
Payments to providers of capital	5,468.42	6,331.45
Net profit / (loss) before taxes	98,002.47	(48,211.85)
Net profit / (loss) after taxes	98,002.47	(48,211.85)
Net profit / (loss) per share (in euro)	1.31	(0.64)
Total payments to state bodies (in thousand euro) (taxes paid)	7,195.01	11,644.92
Company investments	5,452.03	262,190.97
Equity	268,239.8	302,185.7
Total liabilities	115,638.5	175,719.7
Total assets (in million euro)	388,425.00	513,608.3

### Corporate Governance

Strong corporate governance is at the core of our philosophy regarding the company’s sustainable development and of society in general. At Nea Odos we are implementing an integrated Corporate Governance framework, demonstrating respect and responsibility towards the company’s shareholders and its other stakeholders.

The highest governance body of the company is its 10-member Board of Directors.

We implement a zero tolerance policy towards corruption and our standing objective is a responsible business operation on a daily basis.

### Composition of Board of Directors (31.12.2014)

S/N	Capacity	Name	Gender	Age group	Nationality
1	BoD Chairman	Emmanouil Moustakas	Male	31-45	Greek
2	Vice-Chairman of the BoD	Andres Sacristan Martin	Male	31-45	Spanish
3	CEO	Emmanouil Vrailas	Male	46-60	Greek
4	Member	Antonio de la Llama	Male	46-60	Spanish
5	Member	Juan Ramon Perez	Male	46-60	Spanish
6	Member	Sofia Dimitrakopoulou	Female	46-60	Greek
7	Member	Maria Isabel Hernandez	Female	31-45	Spanish
8	Member	Vasileios Delikaterinis	Male	61+	Greek
9	Member	Alexandros Iosif Aligizakis	Male	61+	Greek
10	Member	Christos Zaribas	Male	61+	Greek

### Responsible procurement

The end products and services enjoyed by the users of Nea Odos are the result of a cooperation between various different parties (suppliers) and the company. These are all part of the supply chain of Nea Odos. A successful management strategy of this supply chain is a significant competitive advantage for any organisation, because it contributes to the sustainable development both of the organisation and the supplier, offering in parallel the desirable level of quality to the customer.

Nea Odos treats its suppliers as valuable partners, and makes sure that value is generated for all related parties through the partnerships it develops. Taking into consideration that the quality of the services provided to motorway users depends on the reliability and the quality of the services provided by suppliers and partners, Nea Odos has in place a special process to evaluate its suppliers on an annual basis.

### Our supply chain

The company cooperates with various subcontractor teams in order to serve its operating, administrative and other needs. The construction of Ionia Odos and the maintenance of PATHE have been assigned to a third party (contractors). Therefore, materials and supplies for construction and maintenance are provided by third parties, while the main volume of the materials supplied by the company is related to the maintenance of the electrical and mechanical facilities of the motorway.

The main teams of the Nea Odos suppliers are:

- The manufacturer
- Other suppliers employed exclusively in the construction of the project
- Contractors mainly involved in the maintenance of PATHE (maintenance, snow removal, maintenance of E/M installations, etc.)
- Various planners
- Suppliers of consumables who contribute to the maintenance of the motorway and the function of management teams
- Service providers supporting the company's administrative management. (attorneys, certified auditors, etc.)
- Suppliers of other consumables not related to the maintenance, construction and operation of the motorway

Information related to the selection and support of suppliers from the local communities are provided in section «Cooperation with local communities - Social contribution».



# 3. Corporate Social Responsibility

## Our approach

Nea Odos puts Corporate Social Responsibility (CSR) at the forefront of its priorities, recognising the need for protection of the environment, respect for local communities and contribution to the country's sustainable development.

The CSR actions and practices that we are planning and implementing, are an integral part of our long-term strategic planning and are treated as an investment towards improving our relations with everything affecting or affected by the operation and activities of our company.

Our main objective is to generate long-term benefits and added value for all stakeholders, through the global and integrated management of both its business practices and their effects on the national economy, the environment and the quality of life of the public.

We therefore continue to work aiming at the development of an administrative and operating philosophy, based on the promotion of Sustainable Development in the sector of road transportation. In this context, we aim to minimise any potential negative effects from the company's operation, and to have all our social partners recognise Nea Odos as a company that actively promotes Responsibility in its industry.

The main pillars of the management framework of our Responsibility are:



## Corporate Responsibility Material Issues

In 2014 we identified, defined and prioritised the material Corporate Social Responsibility issues, in order to effectively meet the challenges and the critical issues that arise from the operation of our company.

We followed the Guidelines of the Global Reporting Initiative organisation (version G4):

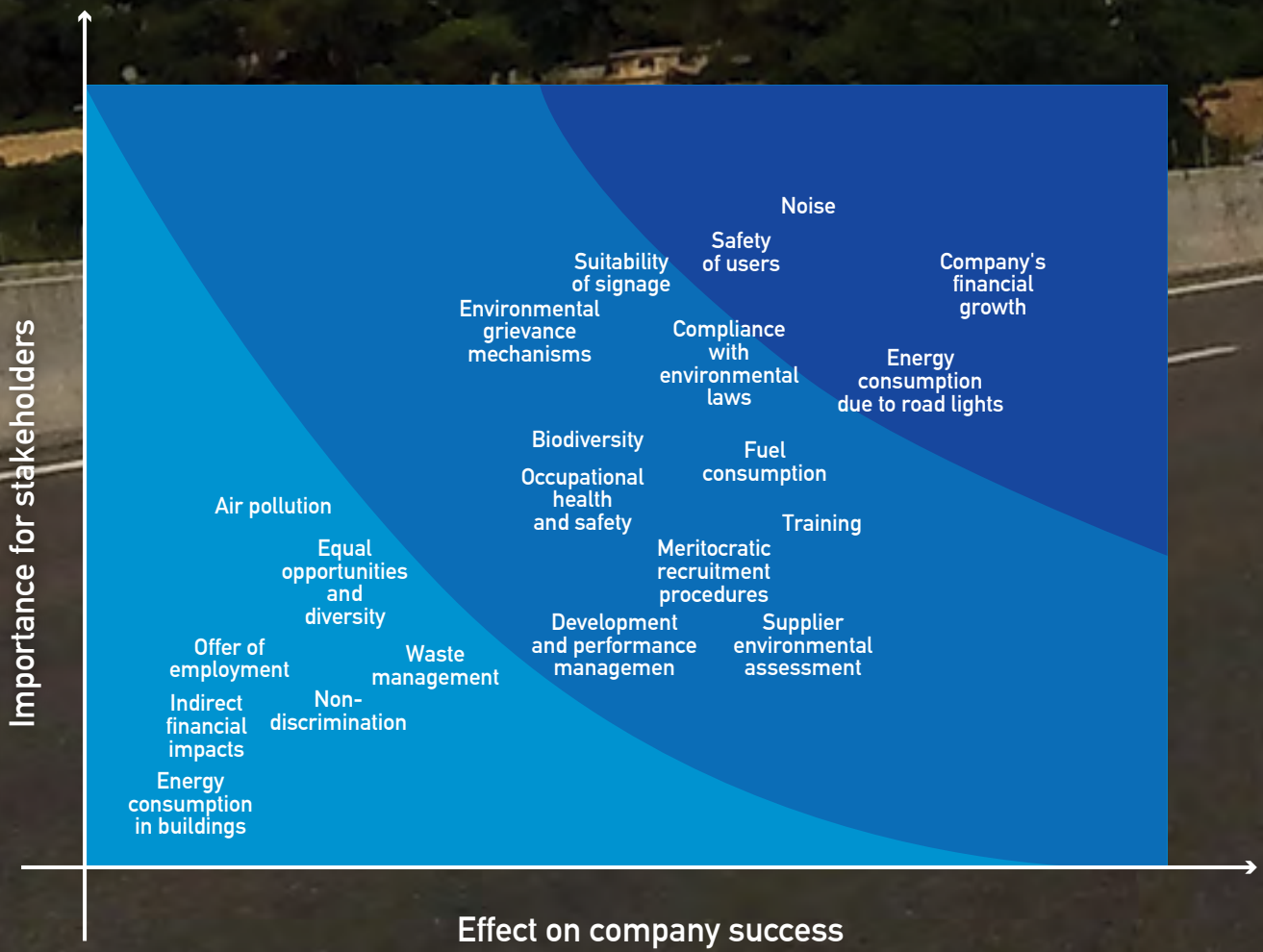
1. The Corporate Responsibility aspects and issues were recorded, as well as their subsequent effects, related to the company's operation, the strategic planning and its separate divisions and productive stages, the relationship of the aspects and issues with the ultimate objective of Sustainable Development was analysed.
2. The degree of risk for each of these aspects and issues was then determined, using as criteria the smooth operation and development of the company's activities, as well as the potential effects (positive and/or negative) they may have on all social partners.
3. The separate Corporate Responsibility aspects were grouped into high, medium and low priority, and emphasis was put on recording our performance, the practices we follow and our goals in managing most critical issues.

We aspire to implement the specific procedure on a regular basis, considering potential challenges and trends emerging from the company's internal or external environment. We also intend to expand this procedure, by including the opinion of the company's stakeholder groups, regarding the significance of separate issues. The opinion of stakeholders will thus play an active role in the management of these issues.



Based on the procedure that was implemented, the issues that emerged with the highest priority are:

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





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# 4. The stakeholders of Nea Odos

Nea Odos recognises as a stakeholder every person, group of persons or organisation that is in any way affected by its works and activities, either due to direct financial interest (participation and investment in the projects or competitive placement), or due to institutional capacity, or through employment relations and customer-service provider relations.

### Main stakeholders

- Employees
- Customers (users)
- Local communities - Municipalities
- Shareholders & Management
- NGOs / Activists/ Lobbies
- Ministry of Infrastructure
- Motorway traffic police
- Financial services firms
- Partners & suppliers

### Secondary stakeholders

- Wider public
- Other state agencies (Fire department, EKAV - National First Aid Center, Police and Civil protection)
- Agencies / associations / academic community (NTUA, Technical Chamber of Greece, Hellenic Institute of Transportation Engineers, ASECAP, IRF)
- Media
- Other motorway concessions



## Communication & consultation

All stakeholders have expectations and express requests, which we respond to with consistency, based on our three core values: sustainable development, environmental awareness and financial stability and prosperity. Nea Odos is constantly investing in the two-way communication and consultation with all critical stakeholder groups, because it recognises their decisive contribution to prioritising our short-term and long-term goals, cultivating mutually beneficial relationships of trust and respect, as well as the valid and timely identification of issues affecting our smooth functioning. With this conviction, in 2014 we mapped as accurately as possible all stakeholders, and divided them into main and secondary, on the criterion of each one's special significance in the strategic development of Nea Odos.

The 2014 Corporate Responsibility Report demonstrates and highlights our decision to further broaden the information provided to the public and open a new channel of communication with stakeholders in relation to the economic, environmental and social performance and contribution to the sustainable development of road transportation.

### Communication mechanisms

- Customer service department
- Customer satisfaction surveys
- Complaint handling department
- Awareness campaigns
- Company website
- Emergency number

### Expectations/Main issues

- Safe passage Quality, satisfaction and reliability
- Immediate response to incidents
- Immediate response to requests or complaints
- Private data protection

### Communication mechanisms

- Monthly Board of Directors meetings
- Regular reporting
- Company website

### Expectations/Main issues

- Financial performance
- Regular and correct information/reporting
- Effective governance mechanisms

### Shareholders

### Communication mechanisms

- Meetings with representatives of local communities
- Consultation with local associations and bodies of residents
- Partnership in volunteer actions

### Expectations/Main issues

- Support of local bodies and local governance
- Sponsorships - charity actions and social investments
- 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

### Customers (users)



### Ministry of Infrastructure

### Local communities

### Communication mechanisms

- Events and fora of the transportation sector
- Consultation with institutions

### Expectations/Main issues

- Law-abiding policy - strict compliance with Greek and European laws
- Support of programs and initiatives of the Ministry at the level of national transportations
- Participation in public dialogue on road transportation



# 5. Road Safety

## Promoting responsible driving behaviour

More than 1 million people lose their lives every year in traffic accidents across the world. International organisations like the World Bank and the United Nations, a number of global Non-profit Organisations, the EU, as well as every state separately have recognised the critical nature and multifaceted consequences of this sad reality.

Nea Odos S.A., with a sense of responsibility towards all drivers and the broader community, has set the promotion of road safety at the core of its philosophy and operation.

The number of traffic accidents annually is particularly high in Greece. Our country, for a number of years now, has been ranking in the negative 2nd and 3rd place in Europe regarding the number of traffic accidents in relation to the population. In fact, according to the estimates of the Hellenic Institute of Transportation Engineers, the financial and social cost of this sad reality exceeds 3 billion € annually. Road safety is therefore a truly major national issue for Greece.

The challenge is enormous, because many factors play a role in road safety. Modern infrastructure, policing principles as well as prevention-management of accidents, training and mentality of drivers. Every factor may possibly, even if all others are at exceptional levels, derail the final objective. This is why at Nea Odos we believe that road safety must be an area of cooperation and mutual commitment for all.

We, on our side, with a sense of responsibility towards all drivers and the broader community, have set the promotion of road safety at the core of our philosophy and operation. Combining optimal daily maintenance work on motorways with the provision of quality care services, we strive to contribute as much as possible to travel safety for all drivers. For example, we mention that in the years that we have been responsible for the maintenance and operation of specific parts of the PATHE motorway, the accident rates have dropped by 62.6%. This percentage tangibly proves that the minimisation of accidents through targeted practices and interventions and the constant improvement of our approach in safety risk management are the main priority for Nea Odos and its associated partners.



Since 2010, Nea Odos has distributed 1.733 million leaflets to passing drivers, aiming to promote safety on the road and responsible driving behaviour.



## Road safety is everyone's responsibility

Apart from our diverse activities within a context of infrastructure and training, at Nea Odos, we believe that educating drivers, together with providing correct and complete information, is the most critical factor for accident prevention. We thus strive to contribute in changing the mentality of motorway users towards a safer and less aggressive behaviour on the road, which in addition to road safety, also promotes sustainable mobility.

In this context, our company implements various activities focusing on road safety, ultimately aspiring to cultivate correct driving behaviour, with knowledge and skills that can significantly contribute to reducing traffic accidents. These actions include the regular distribution of leaflets to passing drivers with:

- general advise for safe driving
- references to special issues, such as fuel saving through changing driving behaviour, driving in tunnels or wet or snow covered road.

### Nea Odos actions to raise awareness of drivers

#### 2010

- Leaflet for driving safety services & road map (100,000 items)

#### 2012

- Christmas leaflet with driving safety advise (100,000 items)
- Easter leaflet with driving safety advise (100,000 items)
- «Day of courtesy on the Road» leaflet (100,000 items)\*
- Leaflet with instructions for safe driving in tunnels (100,000 items)

#### 2013

- «Day of courtesy on the Road» leaflet (100,000 items)\*
- Christmas leaflet with driving advise (110,000 items)
- Informational leaflet about the emergency 1075 number (90,000 items)

#### 2014

- Leaflet about the correct use of child seats (200,000 items)
- Leaflet with advise for driving during extreme weather conditions (350,000 items)
- «Day of courtesy on the Road» leaflet (100,000 items)\*
- Easter leaflet with driving advise (183,000 items)
- Christmas leaflet with driving advise (100,000 items)

*\* In cooperation with the Hellenic Research and Educational Institute for Road Safety and the Prevention and Reduction of Traffic Accidents – RSI*



## Care for user safety

In order to protect the users of the motorways managed by the company, Nea Odos takes a series of measures both during construction and during daily operation.

### Construction

- Geometrical Design of Road
- Traffic studies
- Safety Signage Studies

### Operation & management:

- Monitoring & analysing accidents
- Modification and optimisation according to accident data
- Instant information of users through Variable Message Signs - VMS
- Signage for traffic arrangement (tunnels, bypasses, etc.)



Our mission is to offer the highest levels of road safety in combination with top quality services.

Επειδή η ζωή δεν είναι παιχνίδι,  
φροντίζουμε για την ασφαλείά σας!

Καλό Πάσχα!

22950 26900 Τηλεφωνική Εξυπηρέτηση Πελατών  
Customer Care Call Center

ΝέαΟδός

We pursue excellence in the operation and maintenance of our motorways, as well as the support of drivers.



For the period that Nea Odos is responsible for the maintenance and operation of specific parts of the PATHE motorway, accident rates have dropped by 62.6%.

## Traffic Management

Proper traffic management leads to smooth and safe operation of the motorway. Coordination is carried out by Nea Odos' well-equipped Traffic Management Center (TMC) in Schimatari which operates 24/7, 365 days a year.

Specialised scientists - traffic engineers, with the help of state-of-the-art equipment analyse traffic data, while the well trained personnel coordinates the fleet of the 24-hour road safety patrols.

### Operation and Maintenance

A motorway is like a living organism that works 24/7, 365 days a year. The Operations & Maintenance Departments are the heart of this organism, meeting all needs, always placing emphasis on safety and quality customer service.

The main responsibilities of the Operation & Maintenance Departments are:

- controlling and monitoring traffic;
- managing emergencies;
- 24-hour patrols on the motorway;
- scheduling and managing the necessary works;
- good cooperation with collaborating agencies of the State, like the Traffic Police, Fire Department, National Emergency Aid Center (EKAV), etc.
- assurance of the daily and smooth operation of toll stations, aimed at the speedier and safer passage of each user;
- a significant number of routine tasks, such as road cleaning.

The critical field of maintenance also includes:

1. Various daily inspections.
2. Scheduled and unscheduled repair works.
3. Maintenance works related to the company's fleet and facilities.
4. Removal of snow during winter period. The company issues every year a special winter maintenance program, analysed in a next chapter.

The company's business planning is updated annually with the provision of high quality services to the users of the road network as the ultimate goal. At the core stands the principle of prevention: all necessary actions are taken preventively, in order to prevent any undesirable incident.

## The role of signage

Especially important for road safety, the signage of motorways is always in strict compliance with the provisions of the applicable laws and the relevant regulatory framework, while it arises from special signage studies that are prepared with the purpose of minimising accidents.

After the initial installation however, another significant factor is the inspection of signage. All the mechanics working in the motorway maintenance department, as well as all the drivers of the 24-hour road safety patrols of Nea Odos, are



trained in order to have full knowledge of the signage plans. In the context of the preventive and corrective maintenance schedule, all signage on the motorway is inspected and supervised daily, regardless of which party placed them (contractor, maintenance contractor or other company department) and interventions/corrective actions are taken where deemed necessary.



There were no incidents of non-compliance with the laws and the regulations in 2014 as concerns the safety of users, signage on the roads managed by Nea Odos or other parameters of our daily operation.



### Management of emergency incidents

The Nea Odos staff is suitably trained and equipped with the necessary gear in order to handle emergencies. Emergencies are situations requiring a broad range of actions, from the removal of debris created by a traffic accident, to dealing with natural disasters.

Aiming to provide a comprehensive range of services, the company has planned and offers to the motorway users the following services for dealing with emergencies:

- A 4-digit emergency telephone number (1075) that drivers can call either from their cell phone or from the emergency phones placed along the motorway or the tunnels.
- Motorway Traffic Management Centre and Tunnel Traffic Management Centre equipped with cutting-edge control systems which ensure safe circulation and address all incidents in a timely and effective manner.
- 24 hour road safety patrols that continuously monitor the entire length of the motorway. In cooperation with the Traffic Management Centre, the 4-digit emergency telephone number and the competent State services, Nea Odos patrol units are always there to assist drivers.
- Emergency phones located along the motorway where drivers can directly contact the Traffic Management Centres at no cost.
- Free road assistance to immobilized vehicles, thus ensuring the removal of the immobilized vehicles from the motorway and their transport to a safe place.



## Patrols & safety inspections

regular traffic on the motorway and provide assistance for an effective response to emergencies, the most important of which are the following:

- Instant intervention patrolling
- Identification of emergencies
- Removal of foreign objects from the road
- Assistance to immobilised vehicles
- Signage of emergencies
- Assistance for removal of immobilised vehicles
- Support to competent emergency state services
- Assistance to fire extinguishing, until the Fire Department intervenes
- Escorts for oversized freight if deemed necessary
- Escorts for vehicles with hazardous loads through tunnels, if deemed necessary

The role of road safety patrols is equally important in the inspections of motorway infrastructure and equipment, with the aim of assuring their technical adequacy and identifying potential risks for users. It is worth noting here that the above special patrols take place six times a week, with the use of a low-speed vehicle that doesn't obstruct traffic flow, while occasionally there may be need for a safety patrol on foot by a specialised employee.

In combination with road safety patrols, there are safety inspections every 7 days (once a week) by trained technical staff with a low-speed vehicle, while again there may occasional need for a safety patrol on foot by a specialised employee.

Moreover, and in addition to the above, detailed road inspections are carried out at the order of any competent state service.

It is worth noting that all safety inspections are carried out during non-peak periods, in order to minimise any obstruction to traffic, while at least one safety inspection a month is carried out during night time.

In 2014 the Road Safety patrol cars covered a distance 5 times the distance between Earth and Moon, in order to be there for all drivers, inspect the infrastructure and respond to any incident.





### Extreme weather conditions

In order to address crises due to extreme weather conditions, such as e.g. snowfall and/or ice on the road, specific procedures are followed in order to prevent unscheduled disruptions to traffic. The contribution by the company management's departments, and their coordination, ensure the effective prevention, response and remedy of any problems that may arise.

#### Prevention

In order to address adverse/extreme weather conditions, Nea Odos operates preventively by taking the following regular steps:

- Communication with Police, Fire Department, EKAV and other external bodies.
- Development and constant communication of safety and emergency intervention procedures to the company's competent personnel.
- Regular and suitable training of the involved personnel.
- Ensure human and material resources for all necessary services in case of crisis, such as the planning, maintenance, management of incidents and response to them, as well traffic management.

#### Response

The timely and effective response in extreme weather conditions is of critical importance to prevent any disruptions to the traffic. This is achieved through:

- Early detection and confirmation of incidents and other events.
- Notification/information of the Police, Fire Department, EKAV, Collection Units and other agencies if deemed necessary.
- Mobilisation of patrols for quick intervention.
- Implementation of safety and intervention procedures in emergencies.
- Contribution of the Police with the purpose of safely managing traffic on the motorway and maintaining a safe environment for motorway users.
- Restoration of normal traffic conditions.
- Handling of Media and commercial issues (Service Stations, toll stations).

#### Restoration

Corrective actions for restoration of the motorway are important both for the smooth traffic of users and the restoration of the road to its operating condition before the occurrence of the extreme weather conditions. Restoration is achieved through:

- The assessment and implementation of replacements and/or repairs to the motorway infrastructure or equipment;
- Consultation with the Police and other authorities;
- Active support, to the extent possible, for the physical and psychological rehabilitation of the company's personnel involved in the emergency.



## Special winter maintenance program

Especially during winter time when adverse weather conditions usually occur and in order to ensure the uninterrupted and safe operation of the motorway, the company is implementing a special winter maintenance program that provides:

1. Supply of 3,500 tons of salt and continuous supply during winter time.
2. Maintenance of 42 snow removal machines.
3. Cleaning of manholes and drainage infrastructure.
4. Salt filling stations.
5. Improved horizontal and vertical reflective signage.
6. Alert exercises with the involved bodies.

The goal of Nea Odos is to provide effective and efficient winter motorway maintenance services and to allow:

- Safe vehicle traffic.
- Control of delays due to extreme weather conditions.
- Safe and uninterrupted performance of maintenance works.





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# 6. Quality services

## Quality is our top priority

Faithful to our vision for a top quality and upgraded service of our motorway users, and with a sense of the social responsibility inherent with our industry, we seek to constantly upgrade the quality of our services.

To this end, we implement a Quality Management System, certified in accordance with the ISO 9001:2008 international standard requirements, with the following goals:

- Increased satisfaction of the customer - user of our services, through their constant improvement.
- Compliance of the services provided with the terms and strict specifications of the Concession Agreement.
- Minimisation or even elimination of cases of deficient compliance with these specifications.
- Improvement of quality procedures and maximising of their effectiveness.

Nea Odos is committed to the quality of its services, always striving to evolve them, based on innovation and the constant improvement of the performance of its technical and human resources. The Quality Management System of Nea Odos is constantly developing, integrating the various needs of the users and the company's partners, with a goal to satisfy the former and increase the efficiency of the latter.

ISO 9001

BUREAU VERITAS  
Certification



## Customer-driven Approach

Nea Odos, putting at the core of its values respect for people and the environment, due to the social and developmental nature of its work is committed to implementing a people-centred quality management system. Our company, throughout the development and maintenance of the motorway network included in the Concession Agreement, puts clear emphasis on the needs and the service of the customer/user and the alignment of the quality management system with the terms of the Concession Agreement.

The company's management ensures through constant inspections and upgrade of the services, that the agreed and legal obligations towards the stakeholders included in the Concession Agreement, i.e. the Greek State, the European Union, the competent authorities and users, are strictly and without fail met.

At Nea Odos we approach our development policy, the viability and sustainability of the projects and the protection of the environment, with man at the centre. Our goals and commitment through the years has been to provide maximum satisfaction and services to the users and/or our customers.

### Satisfied Customers

Nea Odos always links its business strategy with accountability towards the users-customers of the motorways it manages. Financial growth can turn into sustainable growth only when it recognises the importance of corporate social responsibility and the satisfaction of the public.

The effort to improve the services we provide to passing drivers is a continuous process. To this end, we readjust and evaluate our services, with the aim of keeping motorways at the safest possible level, speedily responding to emergencies and effectively operating all of our company's departments.

### What do you believe? Opinion Survey

A key principle for Nea Odos is communication with customers and the social groups that are affected by our operation and services. All the information we collect helps us and encourages us to develop our practices to meet the demands of our work as effectively as possible. The interested parties judge and evaluate our services, and their opinion is taken into consideration when formulating our sustainable development strategy. In this context, Nea Odos collects and processes critical information about the satisfaction of its customers and the degree of coverage of their demands and expectations.



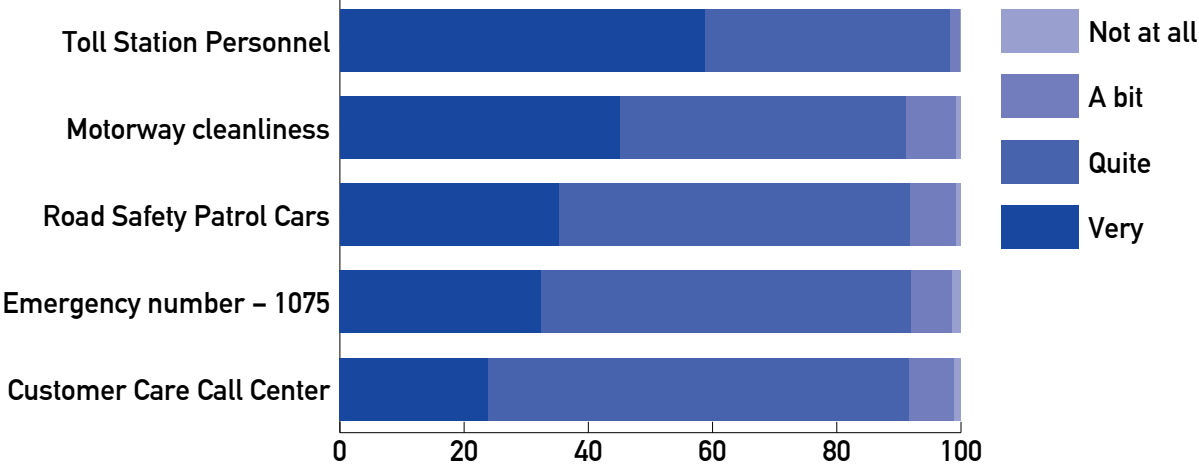
More than 90% of the persons surveyed have a favourable opinion of Nea Odos, expressing their satisfaction with the various services we offer.

In 2014 an opinion survey on the services of Nea Odos was carried out on a sample of approximately 3,000 drivers. The results of the survey are the real reward of our efforts: More than 90% of the persons surveyed have a favourable opinion of our entire personnel, expressing their satisfaction with the various services we offer.

More specifically:

- 99% are satisfied by the personnel working at the toll stations;
- 91% report their satisfaction with the cleanliness of the motorways, while
- 92% are satisfied with the services of the safety patrols, the 4-digit emergency phone number and the call centre of Nea Odos.

Customer satisfaction survey



**Recommendations for the improvement of Services | Submittal of complaints**  
 In addition to any surveys carried out on the motorway, Nea Odos, a believer in the value of a two-way communication with customers, as a primary component of corporate responsibility, encourages drivers to note any omission or submit any question to the competent department. The user of our services may find information or submit any complaints or recommendations at our Customer Service number at 22950-26900 as well as via e-mail, at [customercare@neaodos.gr](mailto:customercare@neaodos.gr).



### Protection of privacy - safety of private data of users

We want the two-way relationship we try to build daily with our users to be based on the principles of private data protection.

We strictly observe everything required by the Hellenic Data Protection Authority, while we are constantly making investments to upgrade the information management and recording systems.

At Customer Service we record all calls with the purpose of constantly improving the quality of our services, and we keep the relevant files for no more than 15 days, while the relevant message can be heard during all calls.

At the toll stations, as well as along the length of the motorway, wherever there are cameras installed, mainly with the purpose of traffic regulation, identification of emergencies and user safety, a number of related information signs have been installed.

The closed circuit television (CC TV) and computer screens at the control centers of the Traffic Management Center, provide access to information and visual material, the management of which is government by the Data Protection Law, and the relevant «Instruction for CC TV» of the Hellenic Data Protection Authority. Moreover, Nea Odos strictly prohibits the use of CC TV by the staff for observing incidents on the road which are not related to its safety and smooth operation.

At the same time, the maintenance staff is responsible for managing access to the Control Room, and the operators of the Traffic Control Center are responsible for protecting the confidentiality of the collected visual information. According to the terms of the relevant contract, Nea Odos reserves the right to assign the supervision of the motorways to third persons (natural or legal), as «processors,» however the «processor» is subject to the same data protection obligations.

In any case, in compliance with the provisions of the relevant laws, the users of the road may always exercise the right to access the information that concerns them and to object to the use of that information.



## Toll Fares

Ongoing investments are required in order to maintain the quality characteristics of any contemporary motorway. Paying toll rates is one of the most effective methods for financing the construction and maintenance, as well as for constant improvement of our cutting-edge motorways and the services offered.

At this stage, and in accordance with the institutional framework of Nea Odos, three toll zones are identified:

- The first toll zone includes Metamorfosi I/C to Schimatari I/C with a total length of 51km.
- The second zone includes Schimatari I/C to Martino I/C with a total length of 59.6 km.
- The third zone includes Martino I/C to the End of the motorway in Skarfia.

The toll rate per station is determined as follows:

- At each frontal toll station and per direction, the toll rate is determined based on the total length of the zone to which it belongs.
- At the exit from lateral toll stations, the toll rate corresponds to the length travelled from the beginning of the zone where the station belongs, up to the station. In the lateral toll stations, the toll rate corresponds to the length of the road to be travelled by the user from the toll station to the end of the zone.

Under no circumstances can any user who has paid the toll fee at the frontal station pay again at a lateral station in the same zone, during the same journey. Respectively, under no circumstances can any user who has paid the toll fee at the lateral station pay again at a frontal station in the same zone, during the same journey.



# 7. Human Resources

## Care for our people

Our people constitute the driving force and most decisive factor for our company's success.

The Nea Odos personnel combine high levels of expertise, valuable experience and specialisation, especially as regards the special characteristics of motorway operation and management.

Top priority for the Management and Human Resources Department is to create an excellent working environment placing emphasis on personnel safety, their continuous career and the development of their talents.

By recognising the contribution of each employee in the development and daily operation of Nea Odos, we reward effort, discover talents, cultivate skills and support the growth of our people.

By treating the motorway like a living organism, we see the company's personnel as the cells that maintain it and care for its smooth operation and the immediate response to any incident. We therefore care for all the members of our team, appreciating and taking into consideration their separate different views and promoting internal dialogue as a constructive method of effective cooperation.

We support gender equality in practice: 49% of our people are women.

The company's entire personnel for 2014 was 376 employees, with 49% of them women, and 48% aged 26-35 years old. The company recruited 60 new employees during the year, and 32 of our employees left.



# FastPass

We support gender equality in practice: 49% of our people are women.

Total figures of human resources	2012	2013	2014
Men	159	160	191
Wemen	183	179	185
Total staff	342	339	376
Leaves (e.g retirement, end of contract)	18%	4%	9%
New hires	8%	3%	16%

Distribution of human resources per geographical area

Geographical area	Total
Attica	44%
Viotia	17%
Rest of Greece	39%



## Equal opportunities and impartiality in recruitments

Equal treatment and the promotion of impartiality, avoiding any discriminations between the members of our staff, are our standard practice and permanent commitment. New employees are recruited by the company based on specific and established procedures, such as a personal interviews and skill and personality tests, that ensure the evaluation of all candidates on meritocratic criteria. The company's policy is to employee capable people, suitable for each job.

### Total new employee hires per age and geographical area (2014)

New employee hires	18-25	26-40	41-50	51+
Attica	2	11	2	0
Viotia	1	2	1	0
Rest of Greece	1	35	4	1
<b>Total</b>	<b>4</b>	<b>48</b>	<b>7</b>	<b>1</b>

### Employee turnover

Employee turnover rates	2013	2014
Incoming (Total number of incoming / total employees 31.12)	3,2%	16%
Outgoing (Total number of outgoing / total employees 31.12)	4,1%	8,5%

At Nea Odos there is no difference and/or discrimination in terms of wages between men and women at the same rank. The company also prohibits any discrimination for any reason (gender, age, nationality, sexual orientation, political beliefs, etc.).

### Proportion of gender per employee category

Employee category (2014)	number	
	men	women
Managers	86%	14%
Top executives	67%	33%
Administrative staff	50%	50%
Labour staff	50%	50%

## Remuneration and additional benefit system

The company offers a range of additional benefits to its employees, beyond the minimum required by law. All full-time employees enjoy the benefits of a private medical care insurance program, while additional benefits also include mobile phone and car benefits for business travel, where deemed necessary, as well as a productivity bonus.

## Evaluation of personnel performance

On the foundation of honest communication, we have created a performance evaluation system which ensures the fair management of our human resources, the improvement of our team members and subsequently the achievement of the company's targets.

We evaluate on a regular (annual) basis the performance of our personnel, recognising that such a process contributes to the investigation and appreciation of employee achievements during the year, as well as the clarification of the expectations and objectives that must be set for the future.

With regard to these expectations, the process specifies what must be achieved by using the objective goals and performance standards set out by our strategy for each job and/or employee. The manner they will be achieved in, as well as the method for delivering the desirable results, arise by taking into consideration the skills displayed by employees daily. These skills must be in line with the corporate values of Nea Odos and the required behaviours at work.

With honest communication as our basis, we have created a performance evaluation system, which ensures the fair treatment of our human resources.



Equally significant, performance evaluation is aimed at the professional growth of our employees. The goal is to map their prospects and determine specific actions as well as the support which employees need in order to further improve their performance. Each employee and his or her superior reach an agreement on the general sectors of development, as well as the actions that can be taken and the responsibilities required.

Based on the performance evaluation of 2012, the development prospects of 30 employees were further investigated, with the use of diagnostic evaluation tools and interviews. Moreover, detailed reports were written for the 10 jobs with the greatest effect on the performance of the organisation, as well as personal development plans.

#### Personnel evaluation details

Evaluation indicators	2012	2013	2014
<b>Total of evaluated employees</b>	313	309	326
<b>Men</b>	139	152	152
<b>Women</b>	174	157	174
<b>Evaluated employees with access to the results of their evaluation (%)</b>	100%	100%	100%

In 2014, 84% of the personnel was evaluated and all of them (100%) were informed about the results of their evaluation.

Employees recruited after 31/07/2014 were not included because, based on the performance management procedure they are not considered to have been with the company a long enough period to assess their performance.

#### Training and development of personnel skills

The education and continuous training of the personnel are a standing goal of the company, treated as an investment with long-term benefits for the development of Nea Odos and the improvement of the level of the services it offers.

In 2014, 70 employees participated at least once in some inter-company or external training program, a percentage corresponding to 19% of the total personnel. It is indicative that there are 1,650 man-hours of training in total, corresponding to approximately 16 hours per worker.



Emphasis was also put on new technologies, issues of a financial nature, management of human resources and development of leadership skills by our executives, as well as special technical issues, Health & Safety issues and Corporate Responsibility.

#### Training data per employee category

Employee category	Total training hours			Average training hours/ category		
	men	women	total	men	women	total
Managers	94	32	126	31.3	16	25.2
Top executives	191	88	279	13.6	14.7	14
Administrative staff	552	397	949	14.5	15.9	15.1
Other staff	280	16	296	15.6	16	15.6
<b>Total</b>	<b>1,117</b>	<b>533</b>	<b>1,650</b>	<b>15.3</b>	<b>15.7</b>	<b>15.4</b>

#### Total participation and man-hours

Training indicators	2014
Trainings that took place (number of seminars, either in or outside the company)	19
Total participants	107
Number of training man-hours (participations x hours)	1,650

#### Subjects of training programs and training hours

Distribution of training hours per subject	Total hours of participants per category
IT / PC operation	144
Human resources management / leadership	858
Health and Safety	264
Financial - accounting issues	168
Corporate Social Responsibility - standards	16
Legal issues	10
Technical issues	95
Administrative support	18
Other	77
<b>Total hours</b>	<b>1,650</b>

#### Employment contracts

The majority of the staff (373 employees) have full time employment contracts and their employment relationship is governed by indefinite term contracts. The company's security personnel (9 people) are seasonal workers at Nea Odos provided by third parties. The employees that belong to minorities (national or other) are in total five (3 men and 2 women).

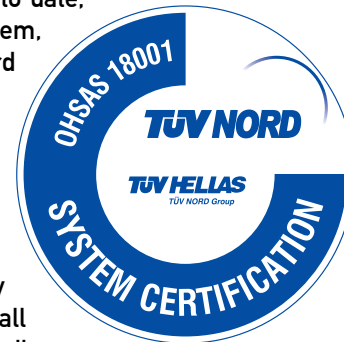
## Human resources per type of employment and employment contract and per gender

Categories of employment type & employment contract	2014		
	Men	Women	Total
<b>Total personnel</b>	191	185	376
<b>Indefinite term employment contract</b>	189	184	373
<b>Definite term employment contract</b>	2	1	3
<b>Full-time employment</b>	191	185	376
<b>Part time employment</b>		0	
<b>Seasonal employees</b>	1	8	9

In 2014, 13 female company employees requested and received parental leave. All of them (100%) have returned to work and continue to be employed by the company, from the date of their return to date. Nea Odos respects and strictly implements the laws, and supports work-life balance.

## Health and Safety at the workplace

The Health and Safety of all employees is for us a top priority and a decisive factor in the effective daily operation of the company. From 2013 to date, Nea Odos implements a Health and Safety management system, certified according to the OHSAS 18001: 2007 International Standard requirements. As a result, all of the company's activities and all its work spaces are governed by strict compliance with the national laws and regulations for the protection of health and safety at the workplace.



### Quarterly Health & Safety meetings

H&S meetings are organised and take place on a quarterly basis, with the participation of the persons responsible from all departments of the company, with the purpose of discussing pending issues, identifying training needs and scheduling the related training units, analysing new related issues that may have arisen, and discussing potential recommendations of the Occupational Doctors and Safety Technicians for all of the company's activities and facilities.

More specifically, the following company officers participate in these meetings:

- The Health & Safety Manager;
- The Human Resources Manager and/or the coordinator of the specific Department;
- The Toll Station Manager;
- The Head of Tunnel Safety;
- the Traffic Management Systems Manager and
- The Head of the Maintenance Department

The issues that are discussed and the decisions reached during the quarterly H&S meetings are recorded in corresponding minutes, in order to inform all working groups through the participants, according to the procedure stipulated by the Management System implemented by the company. The Health & Safety Manager and the Human Resources Manager inform company Management in order to take the appropriate administrative decisions.





## HEALTH & SAFETY POLICY

NEA ODOS S.A. is committed to meeting the highest Health & Safety specifications, aiming at providing and maintaining a safe and healthy working environment for personnel members, its customers and visitors, in all facilities or areas of operation under its responsibility.

NEA ODOS, in compliance with the requirements of the Concession Agreement and the applicable Greek laws, implements Health & Safety Management through:

- Compliance with the legal and other requirements related to its subject
- Compliance and achievement of H&S objectives
- Promotion and compliance with safe labour activities
- Provision of a safe, free of health hazards, environment for all its members and visitors, promoting the safe use of facilities and equipment
- Information, guidance, training and monitoring to ensure that all personnel members discharge their daily duties, according to their powers, in a safe manner, recognising the risks connected with their activities
- Involvement of members, customers and visitors in H&S issues and cooperation with them to reduce risks in the workplace and improve the implementation of H&S Management and H&S performance
- Seeking, when necessary, external expertise, in order to identify the risks related to health and safety, as well as the corrective and preventive measures required to address them
- Regular inspections to monitor the adequacy and efficacy of the implemented systems, identification of risks and their elimination or management
- Revision and amendment to this policy when deemed necessary.

NEA ODOS S.A., considers that Health & Safety are the personal and collective responsibility of Management, personnel, associates and all member involved with its activities.

Emmanouil Vrailas  
CEO

Rev. 02-10/7/2014



### Direct communication between personnel and management

In the context of promoting direct communication between personnel and Management, the employees are officially represented in the H&S Committee (that covers all of the company's operations) through the Head/Manager of each Department, who participate in the related quarterly meetings. Essentially in these meetings, the Head of Toll Stations, the Head of Tunnel Safety, the Tolls Systems Manager and the Head of the Maintenance Department operate as links between the employees at the motorway and the managerial executives attending the meetings. These links are responsible for providing critical information and data concerning the H&S conditions of the facilities and the activities at each given moment, whereas they communicate all related H&S issues requiring the contribution and guidance of Management.

### Reporting and investigation of Health & Safety incidents

In order to assure H&S at the workplace, a specific procedure is observed for monitoring, reporting and investigating incidents, as provided for by the Health & Safety Management System implemented by the company. This procedure includes all the actions necessary that are required by the applicable laws for reporting incidents to public authorities, the involvement of the competent Safety Technicians and Occupational Doctors, as well as the further investigation and evaluation of each incident in order to analyse the reasons, take all the necessary corrective and preventive actions and monitoring them in order to assure that they will not appear again.

#### Health and Safety indicators

Indicators	2012	2013	2014
Injury or accident rate of total staff (%)	1.52%	1.53%	0.85%
Hours of absence / total work hours (%)	0.03%	0.33%	0.06%
Accident frequency indicator	8.66	8.87	5.17
Accident severity indicator	57.15	548.22	96.51
Number of fatal accidents	0	0	0
Lost work days due to accident	33	309	56
Incidents without days of absence	1	1	0
Injury rate (IR)	1.73	1.77	1.03
Lost Day Rate (LDR)	11.43	109.64	19.30
Absence rate (AR)	76.54	718.89	128.91



# 8. Caring for the Environment

## Environmental Policy of Nea Odos

Nea Odos S.A. recognises its responsibilities and obligations for the protection and preservation of the environment both for the current and future generations. The company bases its decisions on the environmental and social requirements of Sustainable Development. With the ultimate goal of harmoniously integrating the motorways with the environment and highlighting the wealth of each region, it is committed to constantly improve the methods it uses during the implementation of its activities.

The implementation of effective Environmental Management at the entire Concession Project is an established corporate practice of Nea Odos. The potential environmental effects arising from the construction, operation and maintenance of the motorway, are recorded, analysed and measured in order to minimise the negative effects and eliminate any possible burden on the environment.

The primary goal of Nea Odos is to constantly improve its environmental performance, which is achieved through:

- Meeting the legal obligations of the Company and the obligations arising from the Concession Agreement
- Obtaining the necessary environmental licenses
- Implementation of action programs to prevent pollution
- Continuous education of workers
- Effective management of raw materials
- Reduction and the maximum possible minimisation of the waste produced by its activities through methods that utilise or recycle it

Continuously raising environmental awareness among employees and partners, as part of an environment oriented corporate culture, constitutes a permanent goal and principal value of Nea Odos.

## An extract from the Environmental Policy

*... "The effective implementation of the company's environmental policy and the protection of the environment are achieved to a great extent through the participation of all employees. For this reason, the company is organising on an annual basis trainings with the purpose of informing and raising the awareness of employees on environmental management issues regarding the company's activities and which are related to their daily responsibilities"...*

## Our philosophy

The harmonious integration of motorways in the environment and the constant effort to protect and promote every area's wealth is one of the commitments of Nea Odos.

The company effectively and substantially manages the environmental impact throughout the entire project, in accordance with the requirements of the Concession Agreement and the relevant legislation.

## Environmental Management System

Effective Environmental Management and the continuous improvement of the Company's environmental performance are achieved through the establishment of an Environmental Management System, which is implemented according to the requirements defined by the ISO 14001 international standard. The company intends to certify the System according with the ISO 14001 standard requirements in 2015.

### Training / raising the environmental awareness of employees

«Continuously raising environmental awareness among employees and partners, as part of an environment oriented corporate culture, constitutes a permanent goal and principal value of Nea Odos».

## Energy consumption

### Fuel consumption for transportation needs

Fuel is consumed for the transportation needs of the company's fleet (patrol cars and other vehicles). The company makes efforts for the efficient use of fuel through instructions for environmentally-friendly driving by the drivers of the various vehicles, while one of the criteria for the selection of the vehicles is their fuel efficiency.

Fuel consumption (transportation)	2013		2014	
	Quantity (lt)	Energy (GJ)	Quantity (lt)	Energy (MJ)
Diesel fuel	184,629	6,720	309,254	11,257
Petrol	57,876	2,547	22,736	1,000
LPG	-	-	30	1
Natural gas	-	-	32	2
<b>Total</b>	<b>242,505</b>	<b>9,267</b>	<b>332,052</b>	<b>12,260</b>

Conversion coefficients: diesel fuel: 36,4 MJ/lt, petrol: 44 MJ/lt, LPG: 46 MJ/lt, natural gas: 47.2 MJ/lt

Nea Odos, focusing on the effective protection of the environment and the implementation of its environmental programs, makes significant expenses and investments on an annual basis. In 2014 the expenses and investments for the protection of the environment reached €584,000.



## Reducing fuel consumption: Change of fleet

Nea Odos, with the purpose of reducing fuel consumption by the vehicles of its fleet, changed them in 2014 by combining financial efficiency with the protection of the environment. In total, 26 cars that used petrol were replaced with similar ones that use diesel fuel, leading to significant benefits concerning fuel consumption, gas emissions as well as the cost of transportation. This car replacement program led to saving 35,140 lt of petrol in 2014. These savings are expected to be significantly greater in the coming years, since the replacement of the vehicles was gradual, starting in mid-2014. Therefore, the quantity of the petrol saved is expected to be much greater over the coming period.

### Energy consumption for heating

Energy is consumed for the heating needs of the buildings and other facilities of the company. The main source of the energy used is electricity, while oil is used only in cases of generators, and as a result the quantity of heating oil consumed is small. Specifically 4,000 lt of heating oil were consumed in total in 2014.

Fuel consumption (heating)	2014	
	Quantity (lt)	Energy (MJ)
Heating oil	4,000	146
<b>Total</b>	<b>4,000</b>	<b>146</b>

\* Conversion coefficient for heating oil: 36.4 MJ/lt

### Consumption of electricity (in buildings and roads)

In various locations of the motorways, as a result of the laws, regulations, studies and the concession agreement, the installation of road lighting systems has been deemed necessary, which cover their needs in energy either through consumption of electricity or solar energy.

Nea Odos makes every possible effort for an efficient use of energy, and to this end it is planning the redesign of an administration building according to bioclimatic architecture specifications with parallel use of renewable sources of energy.



The company has installed solar collectors at the 236 Emergency Roadside Telephones (ERT), and therefore energy from renewable sources of energy is consumed. The average electrical voltage of each ERT is 1.5 W and therefore the annual savings thanks to the solar panels are 11,010.8 MJ.

Energy consumption (buildings, toll stations, road lighting, etc.)	2014	
	Quantity (KW)	Energy (MJ)
<b>Electrical energy (total)</b>	16,906,849	60,864,656
Electrical energy for street lighting	5,128	18,461
Electrical energy for buildings	16,901,721	60,846,196
<b>Solar energy (for ERTs)</b>	236	850
<b>Total</b>	<b>33,813,934</b>	<b>60,865,506</b>

\*Conversion coefficient for electricity: 3,6 MJ/KWh

## Use of materials and supplies

The motorways managed by the company are constructed by third parties (contractors and associates), which have undertaken all related activities. Therefore, no significant quantities of materials and supplies are required for the direct operations of Nea Odos. In detail all materials and supplies used by the company are presented in the following table.

### Use of materials and supplies

Categories	Type of material	Unit of measurement	2014		
			Quantity / volume	Supply by external supplier	Non-renewable materials
Raw materials	salt	kg	2,942,000	√	A
	sawdust	kg	5,000	√	A
	paper	kg	180	√	A
	metals (safety barriers, signage)	kg	54,250	√	M/A
	plastic (safety barriers, signage)	kg	700	√	M/A
Associate processes materials	cleaning	items	15	√	M/A
	fuel (petrol)	litres	330	√	M/A
	fuel (diesel oil)	litres	241,506	√	M/A
	heating oil	litres	Not measured	√	M/A
	water (for washing)	litres	100,000	√	A
Semi-manufactured goods or parts	tires	items	160	√	M/A
	batteries	items	20	√	M/A
	spare parts (cables)	measures	30,997	√	M/A
	computers	items	70	√	M/A
	lamps	items	1,128	√	M/A
Materials for packaging purposes	metal	items	100	√	M/A
	paper	kg	20	√	A



## Waste management

The operation of the company and the use of motorways leads to certain - albeit limited due to the type of activity - quantities of waste, which the company manages in the appropriate manner, and in any case in accordance with legal provisions and regulations.

According to the company's Environmental Policy, its primary goal is to constantly improve the environmental performance achieved, among other things, through minimising the waste produced by the various activities, by utilising or recycling them. The potential environmental impacts arising from the operation and maintenance of the motorway are recorded, analysed and measured in order to minimise the negative effects and eliminate any possible burden on the environment.

Waste category	Type of loan	Quantity (tn)
Animal tissue waste	Solid	1.05
Tires at the end of their life cycle	Solid	3.12
Iron and steel	Solid	3.5
Lead batteries	Solid	0.06
Engine gear box and lubrication oils	Liquid	1.6
Mixed municipal waste	Liquid and solid	361
<b>Total</b>		<b>370</b>

The total volume of hazardous waste in 2014 was 370 tons, which was mainly gear box and lubrication oils, other engine oils, tires at the end of their life cycle, iron and steel, lead batteries, mixed municipal waste and animal tissue waste. All waste was managed in a suitable manner, and in accordance with legal requirements and regulations.

## Air quality monitoring



Due to the burning of fossil fuels by the company's fleet, as well as the heating and operating needs of buildings and various facilities, there are gaseous emissions. The company's standing objective is to efficiently use energy in order to achieve corresponding low levels of emissions.

At the same time, the company seeks to inform and raise the awareness of drivers through the distribution of specialised leaflets with the purpose of promoting eco-friendly driving. Eco-friendly driving, apart from being more economical in terms of energy consumption, also leads to lower gas emissions, while it can further contribute to safe transportation.

In order to monitor air pollution produced by the operation of the motorway, the company has installed three air pollution measurement stations in Varympompi, Schimatari and Arkitsa.

The stations operate on a 24-hour basis and the values of the following pollutants and parameters are recorded:

- Pollutants: CO, CO2, NO, NO2, SO2, O3, TSP, PM10, PM2, PM5, C6H6 (benzene), C7H8 (toluene) and xylene
- The climate conditions of each installation area

The stations have been in operation since 2012 and the company implements annual air pollution monitoring programs, in cooperation with the Department of Civil Engineering of the University of Thessaly, and submits the relevant annual Air Pollution Reports to the competent public services.

According to the station recordings and the relevant report issued in 2014, air pollution limits were not exceeded as a result of traffic on the motorway.

## Noise monitoring

One of the effects of the construction and operation of motorways is the emission of noise from the passing vehicles. Nea Odos monitors noise levels on a regular basis, by making systematic sound measurements at various locations of the motorways, and takes all the measures necessary in order to ensure that the noise level from the operation of the project is within the limits set out by the applicable laws.

To this end, with the goal of measurement independence, special traffic noise monitoring programs are implemented on an annual basis, with the support of the Laboratory of Transportation Environmental Acoustics of the Department of Civil Engineering of the University of Thessaly. In this framework, 24-hour sound measurements (with hourly analysis) are carried out along the length of the road at various points.



The company's standard policy is to minimise the disturbance potentially caused to various adjacent areas of the project, and all the necessary measures are taken (installation of sound barriers, etc.) where deemed necessary as a result of the measurements, the relative legislation and the studies that are carried out.

Moreover, the company, seeking to minimise the disturbance that is potentially caused to various adjacent areas of the project, and to cooperate with the local communities in the areas it is active in, keeps an open line of communication, which anyone who wishes to express a concern or complaint regarding the noise levels at any point can address. After the company receives the complaint, it will measure the noise levels at the point in question, in order to ascertain whether the levels are within or outside the allowed limits. If the noise levels are found to be outside the stipulated limits, corrective actions are taken. This is how the two-way communication between the local residents and the company is ensured, and it is the best way to resolve any related issues that may arise.

## Environmental auditing of associates and contractors and protection of biodiversity

### Environmental auditing of partners and contractors

Nea Odos seeks to promote the protection of the environment to its supply chain as well, where deemed appropriate and necessary. Specifically, there are continuous inspections of the implementation of the environmental terms and the related environmental laws by the subcontractors and partners who have undertaken operational and maintenance works at various sections of the project.



Additionally, a necessary requirement, in order for the Company to enter into a partnership with contractors who will undertake the implementation of works in its area, is that the contractors must sign a statement of compliance with the environmental requirements of the project, according to which they are committed to comply with the environmental protection terms and to take preventive measures to protect the environment and biodiversity.

It must implement a series of measures, some of which are related to:

- The correct and legal disposal of waste
- Taking preventive measures for the protection of the environment
- Obtaining all necessary licenses, legalising documents, certificates, documentation, etc.
- The environmental licensing of its operations

#### Protection of biodiversity

As regards the protection of biodiversity in the various areas, the initial planning of the Concession Project took place based on the main Environmental Impact Studies (EIS) for the layout and alignment of the motorway. These studies were prepared in accordance with the applicable laws for the protection of the environment, and included, among other things, the evaluation of the impacts on the biodiversity of each area, as set out by the law. The approval of the EISs and the Approved Environmental Terms Decisions that emerged from them, contain, where required, terms for the protection of biodiversity. As the project progresses, where further environmental licensing is required in order to evaluate the impacts of any modifications to the project or any accompanying works (change of planning, licensing of buildings, facilities, operations, etc.), the protection of biodiversity is taken into consideration in the studies, as set out by the law on the protection of the environment and environmental licensing.

At the stage of the Concession Project's Environmental Impact Studies, the biodiversity of each area it crosses is studied, and the environmental terms are proposed based on its protection. As a result, a series of measures are taken, such as:

- construction of wildlife crossings, in habitat areas for facilitating the movement of the populations of the various species;



- fencing of motorway to deter the entry and passing of wildlife;
- construction of closed sewerage systems for the protection of sensitive areas (e.g. Yliki lake and environmental habitats, natural sources);
- planting of indigenous species for protecting the region's flora and harmonisation of the project with the natural environment;
- construction of pollutant retention tanks and implementation of action plans to prevent any accidental pollution;
- planning of pilot programmes to record and monitor the growth of microfauna.

The Mesologgi-Aitolikos wetlands, Ozeros lake, Acheloos river, Arachthos river, Louros river, «Limnes Yliki and Paralimnis - Systema Viotikou Kifissou» (Yliki Lake and Paralimni - Kifissos river system of Viotia) that is included in the 2000 Natura Network, «Ygrotopos kai nisia tou kolpou Atalantis» (Wetland and islands of the Atalanti bay) that is included in the Natura 2000 Network, «Kato Rous kai Ekvoles Spercheiou Potamou» (Lower part and estuary of Spercheios river) that is included in the Natura 2000 Network, are broader areas which the company's concession project neighbours or passes through.

### Compliance

Nea Odos places special emphasis on the requirements of environmental laws and the related regulations and makes sure that its performance is within the stipulated limits. The developments of environmental legislation and the related regulations are monitored on an ongoing basis by the responsible and specialised company officers, whereas compliance is evaluated on an annual basis, both as regards environmental laws and the other regulations that are in effect (Environmental terms, Concession agreement, etc.). In fact, in the context of the management systems being implemented, a procedure is followed according to which the legal and other requirements related to the company are analysed at least once every six months.

As a result of the efforts made, no monetary fine or other non-pecuniary sanction has been imposed due to a violation of the environmental laws and other regulations in 2014.



# 9. Cooperation with local communities & social contribution

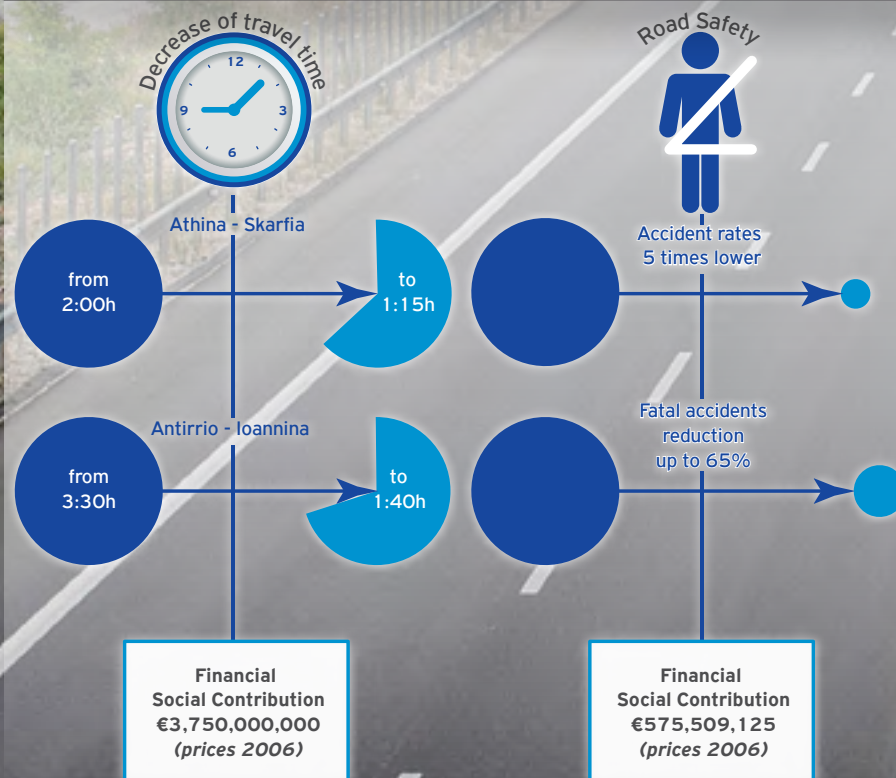
## Positive impact on local communities and the national economy

The road network and its supporting infrastructures are a decisive factor in economic growth. The safe and fast transport of people, products and services is a critical parameter for economic prosperity and sustainable development. In our mission to offer top quality services in the sector of road transportation, we take into serious consideration its impact at local level, and we aim at always having a positive impact on neighbouring agglomerations.

The effects of the operation of the motorways on the local communities and the local economy are reported in studies of the competent ministry during the tender process of the original contracts and are constantly being evaluated. Using the results of these evaluations, we strive to keep improving and to prove in practice that the harmonious integration of the motorway with the environment and the constant effort to protect and highlight the wealth of every region is a commitment for Nea Odos.

Nea Odos supports local communities in the areas it is active in and tries, with targeted actions and responsibility in its daily operation, to contribute towards a better quality of life. The Corporate Responsibility initiatives take into account and always include the people that reside in the agglomerations close to the motorway, whereas our next goals include the effort to start a productive dialogue with representatives of local communities. Detailed information per area of practical support follow below.

## Socio - economic benefits from the construction of «Ionia Odos» concession project



### Local economy and suppliers

Nea Odos supports the local economy both through the technical-construction works it implements, and through its daily operation.

The range of this support is enormous and includes a number of sectors, from local contractors, technicians, owners of machinery for the project and or trucks and even the catering sector. Nea Odos, aiming to support the growth of the local market, views the potential locality of a candidate supplier as a positive fact, and where possible, selects suppliers, associates and contractors from neighbouring areas.

#### Analysis of suppliers per category/origin and expense (2014)

Categorisation of suppliers	Number of suppliers	Expense (€)
<b>Local suppliers</b>	273	2,167,423
<b>National level suppliers *</b>	190	243,893,941
<b>International level suppliers</b>	22	1,359,090
<b>Total</b>	<b>485</b>	<b>247,420,454</b>

#### Contributing to local employment

As an additional measure to support local communities, Nea Odos covers a significant part of the company's needs in human resources with residents of the respective local communities. It thus significantly supports employment in these areas, while increasing the opportunities for mutual communication and understanding with regard to issues concerning local communities on the one side and the company on the other.

We support employment at the motorway's areas of passage:  
Approximately 56% of our people come from areas outside of Attica

In 2014, 17% of our employees were from the wider area of Viotia, and 39% from other areas outside Attica and Viotia.

#### Distribution of human resources per geographical area of origin and gender

Geographical area	2012		2013		2014	
	Men	Women	Men	Women	Men	Women
<b>Attica</b>	76	90	76	89	80	87
<b>Viotia</b>	22	42	21	41	25	38
<b>Rest of Greece</b>	61	51	63	49	86	60

The integration of motorways in the environment and the constant effort to protect and promote every area's wealth is one of the company's commitments.



## Welfare and social solidarity actions

Every year the company takes a number of welfare actions, supporting vulnerable social groups and non-profit organisation programs, with the purpose of contributing to the Greek society, especially during these financially trying times.

In particular, in 2014 Nea Odos supported:

- «The Smile of the Child» organisation for children, with donations in kind and economic support, from the Company as well as the anonymous donations of employees and users, through the money boxes that are installed at the company's headquarters and the Customer Service Center;
- The civil non-profit company «Observatory of Road Axes of Western Greece and Peloponnese», of the University of Patra, whose mission involves the systematic monitoring, recording and evaluation of the financial, social, developmental, spatial, transportation and environmental impacts of the network of the road axes and the Rio-Antirrio Bridge in southern and western Greece and Peloponnese, as well as more widely in the areas of the country where there are extensions or terminations of these roads;
- The Red Cross, by providing air-conditioning equipment and a call center;
- The «Together for Children» association, with the employees of Nea Odos raising money to donate essentials, toys and stationery;
- The centres of ELEPAP (Rehabilitation for the Disabled) in Agrinio and Ioannina with financial support

During the 2010-2014 period we carried out solidarity and contribution actions, focusing mainly on the following:



In the effort to financially support the critical social work performed by the Smile of the Child, we have developed a financial contribution system via SMS, which we promote through the leaflets we distribute to the passing drivers

## Education

- Support of the educational programs for the disabled organised by ELEPAP;
- Contribution to the information of the passing drivers on critical first aid matters-advise, in cooperation with IEK Omiros and the National Centre for the Support of Life (EKEPYZ);
- Production and distribution of first aid leaflets by EKAV;
- Support for the organisation of scientific conferences of the European International Contractors, the University of Thessaly and the Hellenic Institute of Transportation Engineers

## Building coverage - equipment

Support of permanent needs and needs in equipment of the following organisations:

- Medecins du Monde
- The Smile of the Child
- Red Cross
- ELEPAP
- Traffic police

## Environmental awareness

- Since 2011, and every year after that, Nea Odos has been cooperating with the Plastics Company and SKAI television, to distribute 40,000 biodegradable bags (20,000 during the Easter holidays and 20,000 during the summer holidays) to drivers, so that users can collect any trash created during their trip and dispose of it at their final destination, and not on the motorway;
- In cooperation with the Center for Renewable Energy Sources, the company contributed to the dissemination of ecological driving practices and environmentally responsible driving behaviour;
- In cooperation with the Fire Department, Nea Odos contributed to disseminating responsible practices for preventing fires and reducing the risk of their occurrence.



Moreover, we have allowed and continue to allow passage on a regular basis to the following vehicles:

- The bus specially configured for disabled people, of the Center for the Disabled (AMEA) of the Social Protection and Solidarity Society of the Municipality of Volos (KEKPA - DIEK)
- The Italian and Croatian delegation that participated in the Prometheus 2014 Civil Protection Mechanism Exercise;
- The bicycling team of the association of Cancer patients of Athens «KEFI», in the context of the Haute Route Alps event;
- The vehicle of the Athletic Society of disabled persons «The Argonauts»

### Permanent entrance pass

- The Mobile Educational Unit of the Hellenic Institute for Road Safety (IOAS) Panos Mylonas
- Passenger vehicles of people with special needs-skills (AMEA)
- Lower tolls for permanent residents of Oropos.



We listen to the needs of the permanent residents of the various areas where we are present, we evaluate with a sense of responsibility their fair requests and we work towards the satisfaction of their expectations:

- By recognising the needs for the daily passage of the residents of the wider region of Oropos from the Athens-Lamia section, which we manage, we offered the lower-priced Fast Pass Oropos
- Similarly, we developed the Fast Pass Promo and Fast Pass Frequent in order to offer a much better price for local transportation and significant discounts to frequent users of the section from Metamorfofi to Oinofyta.





# 10. Report profile

The 2014 Corporate Responsibility Report focuses on the economic, social and environmental impact of Nea Odos during the period from 1 January to 31 December 2014. It is the first report on non-financial performance issues, and the company intends to publish such a report on an annual basis. The information and quantitative data included in the separate sections refer to the full range of the activities of Nea Odos and do not cover activities or performance data of associated or third companies, such as suppliers or contractors which the company cooperates with. Finally, we must mention that Nea Odos has no subsidiaries.

## External assurance

Since this Report is the first such publication by Nea Odos, the company decided not to proceed with any external assurance for 2014. We do intend however to proceed with external assurance in the future.

## Compliance with international standards

The Report was planned and developed on the basis of the guidelines of the Global Reporting Initiative (GRI), version G4. Moreover, the Report covers the «core» level requirements, as can be seen in the GRI index table presented in pg 54.

## CSR team

A number of officers from various company Departments and Divisions cooperated in order to collect the data and prepare the Report:

- **Material coordinators:** Foteini Lamprou, Gerasimos Monokrousos
- **Representatives of Departments/Divisions – responsible for material:** Vaso Voulgaraki, Panagiotis Galanopoulos, Fotis Gonos, Bampis Daskalakis, Evangelos Kareklas, Nikos Katapodis, Foteini Lamprou, Natalia Manara, Giannis Marinopoulos, Gerasimos Monokrousos, Giannis Boulteris, Eleni Nianiou, Anastasia Pnevmatikou, Evgenia Soufi, Panagiota Stasinou, Ioanna Tsakatoura.

## Support

The 2014 Corporate Responsibility Report was prepared with the support and scientific guidance of the specialised consultant Giorgos Iliopoulos.

## Contact point

Your opinion is of critical importance to us, and especially for the improvement of our operating methods. We will be happy to hear your comments and opinions, so that we can offer any further clarification or answer any question regarding the activities of Nea Odos on Corporate Responsibility issues.

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# 11. Table of GRI - G4 Indicators

GRI Index	Description	ISO 26000	Page number or reference	External assurance
G4-1	Statement by Chairman of the BoD - Strategy for sustainable development	4.7, 6.2, 7.4.2	pg. 8-9	-
G4-3	Company name		NEA ODOS Concession S.A.	-
G4-4	Primary brands, products, and/or services		pg. 10-11	-
G4-5	Location of organization's headquarters		pg. 12	-
G4-6	Countries where the Company operates		pg. 10-11	-
G4-7	Nature of ownership and legal form		pg. 12, Concession Societe Anonyme	-
G4-8	Markets served		pg. 10-11	-
G4-9	Scale of the Company		pg. 10, 11, 14, 36	-
G4-10	Human resources data		pg. 36, 38, 40-41	-
G4-11	Percentage of employees covered by collective bargaining agreements.		pg. 40-41	-
G4-12	Description of Company's supply chain		pg. 15	-
G4-13	Significant changes, compared to previous reports, regarding size, structure, ownership or the Company's supply chain		There are no changes since this is the company's first Report.	-
G4-14	Implementation of precautionary principle		pg. 22-23, 25, 27, 28, 41, 50	-
G4-15	Charters, principles or other initiatives developed externally, relating to the economy, the environment and society.	6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.8	pg. 57	-
G4-16	Memberships in business associations, societies and organisations		<p>Nea Odos contributes to the continuous improvement of the road infrastructures and quality of the services offered, also through its participation in HELLASTRON<sup>®</sup> (Hellenic Association of Toll Road Network), which was founded in late 2014 with the participation of all modern motorways and toll infrastructures operating in Greece. The main goal of HELLASTRON is to promote road transport in Greece, and in this context its objectives include:</p> <ul style="list-style-type: none"> <li>• The continuous improvement of road networks and the services provided to users.</li> <li>• The promotion of road safety.</li> <li>• The promotion of research on transportation issues through partnerships with related Bodies and Institutes in Greece and abroad.</li> <li>• Developing the science of road infrastructure construction and management, the creation of capable and informed executives and the exchange of the corresponding know-how.</li> <li>• Participation in the corresponding bodies in Europe and the world.</li> </ul>	-
G4-17	List of companies included in the consolidated financial statements	5.2, 7.3.2, 7.3.3, 7.3.4	NEA ODOS has no subsidiaries.	-
G4-18	Process for defining report content - Implementation of GRI Principles	5.2, 7.3.2, 7.3.3, 7.3.4	pg. 17-19, 57	-
G4-19	List of all the material aspects identified in the process for defining report content		pg. 17-19	-

GRI Index	Description	ISO 26000	Page number or reference	External assurance
G4-20	Delimitation of material aspects within the Company		pg. 64	-
G4-21	Delimitation of material aspects outside the Company		pg. 64	-
G4-22	Restatements of information	5.2, 7.3.2, 7.3.3, 7.3.4	There are no restatements of information since this is the company's first Report	-
G4-23	Significant changes from previous reporting periods in the scope or boundaries of material aspects.		There are no changes since this is the company's first Report	-
G4-24	List of the Company's stakeholders		pg. 20-21	-
G4-25	Identification and selection of stakeholders	5.3	pg. 20	-
G4-26	Stakeholder engagement		pg. 20-21	-
G4-27	Key topics and concerns of stakeholders		pg. 20-21	-
G4-28	Reporting period		pg. 57	-
G4-29	Date of most recent report		pg. 57	-
G4-30	Reporting cycle		pg. 57	-
G4-31	Contact point	7.5.3, 7.6.2	pg. 57	-
G4-32	Coverage of GRI Instructions - GRI table of contents - external assurance of report		GRI-G4 'In accordance' - Core	-
G4-33	Policy on the external assurance of the report		pg. 57	-
G4-34	Corporate Governance Structure	6.2, 7.4.3, 7.7.5	pg. 14 -15	-
G4-56	The Company's principles - values, mission, codes of conduct	4.4, 6.6.3	pg. 9	-

## Financial performance indicators

Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission/non coverage	External assurance
Financial performance	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 13-14	-	-
	G4-EC1: Direct economic value generated and distributed	6.8.1-6.8.2, 6.8.3, 6.8.7, 6.8.9	pg. 13-14	-	-
	G4-EC2: Financial implications and other risks and opportunities for the organization's activities due to climate change	6.5.5	-	There has been no related study, however it is estimated that there are no relevant risks to the Company's activities	-



Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission/ non coverage	External assurance
	G4-EC3: Coverage of the organization's defined benefit plan obligations	6.8.7	The Company covers the appropriate insurance contributions for each employee, exactly as stipulated by law. The employees who retire receive a pension from the competent state body. There is no additional pension plan.	-	-
	G4-EC4: Significant financial assistance received from government bodies	—	www.neaodos.gr / Section Company <sup>a</sup> / Sub-section Financial Statements <sup>a</sup> / Annual Financial Statements 2014 [in Greek] ( <a href="http://www.neaodos.gr/media/Marketing_dep/financial_data/NEAODOS_2014_GR.pdf">http://www.neaodos.gr/media/Marketing_dep/financial_data/NEAODOS_2014_GR.pdf</a> )	-	-
Indirect economic impacts	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 10-11, 13-14, 52-55	-	-
	G4-EC7: Development and impact of infrastructure investments and services supported mainly for the common good	6.3.9, 6.8.1-6.8.2, 6.8.7, 6.8.9	pg. 10-11, 13, 52-55	-	-
	G4-EC8: Significant indirect economic impacts	6.3.9, 6.6.6, 6.6.7, 6.7.8, 6.8.1-6.8.2, 6.8.5, 6.8.7, 6.8.9	pg. 10-11, 13-14, 52-55	-	-

### Environmental performance indicators

Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission/ non coverage	External assurance
Energy	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 44-46	-	-
	G4-EN3: Energy consumption within the Company	6.5.4	pg. 45-47	-	-
	G4-EN4: Energy consumption outside the Company		pg. 45-47	-	-
	G4-EN6: Reduction of energy consumption	6.5.4, 6.5.5	pg. 45-46	-	-
	G4-EN7: Reductions in energy requirements of products		The Company's products do not consume energy pg. 45-46	-	-
Biodiversity	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 44, 50-51	-	-
	G4-EN11: Operational sites in, or adjacent to, protected areas and areas of high biodiversity value	6.5.6	pg. 50-51	-	-
	G4-EN12: Description of significant impacts of activities, products, and services on biodiversity in protected areas		pg. 50-51	-	-
	G4-EN13: Habitats protected or restored		pg. 50-51	-	-
Emissions	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 46, 48-49	-	-

Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission/ non coverage	External assurance
	G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)		pg. 48-49	-	-
	G4-EN16: Energy indirect greenhouse gas (GHG) emissions (Scope 2)	6.5.5	pg. 48-49	-	-
	G4-EN17: Other indirect greenhouse gas (GHG) emissions (Scope 3)		pg. 48-49	-	-
	G4-EN19: Reduction of greenhouse gas (GHG) emissions		pg. 48-49	-	-
	G4-EN21: NOx, SOx and other significant gas emissions	6.5.3	pg. 48-49	-	-
Effluents and waste	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 44, 48, 50-51	-	-
	G4-EN22: Total water discharge by quality and destination	6.5.3, 6.5.4	pg. 48	-	-
	G4-EN23: Total weight of waste by type and disposal method		pg. 48	-	-
	G4-EN24: Total number and volume of significant spills	6.5.3	There were no spills	-	-
	G4-EN25: Weight of transported, imported, exported, or treated waste deemed hazardous		pg. 48, 50-51 The company is not active in the hazardous waste processing field	-	-
	G4-EN26: Identity, size, protected status of areas significantly affected by the discharges of water	6.5.3, 6.5.4, 6.5.6	There are no discharges of water pg. 48, 50-51	-	-
Products and Services	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 44-47, 49-51	-	-
	G4-EN27: Extent of impact mitigation of environmental impacts of products and services	6.5.3, 6.5.4, 6.5.5, 6.7.5	pg. 44-47, 49-51	-	-
	G4-EN28: Percentage of products sold and their packaging materials that are reclaimed by category	6.5.3, 6.5.4, 6.7.5	Due to the nature of the company's activity there are no product returns	-	-
Compliance	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 51	-	-
	G4-EN29: Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	4.6	pg. 51	-	-
Transport	G4-DMA / Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 27, 45-46	-	-
	G4-EN30: Environmental impacts from transports	6.5.4, 6.6.6	pg. 27, 45-46	-	-
Supplier environmental assessment	G4-DMA: Management approach	6, 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 50-51	-	-
	G4-EN32: Percentage of new suppliers that were screened using environmental criteria	6.3.5, 6.6.6, 7.3.1	pg. 50-51	-	-
	G4-EN33: Significant actual and potential negative environmental impacts in the supply chain and actions taken	6.3.5, 6.6.6, 7.3.1	pg. 50-51	-	-



Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission / non coverage	External assurance
Environmental grievance mechanisms	G4-DMA / Management approach	6. 7.3.1. 7.4.3. 7.7.3, 7.7.5	pg. 49	-	-
	G4-EN34: Number of grievances about environmental impacts of the Company	6.3.6	pg. 49	-	-

## Social performance indicators

Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission / non coverage	External assurance
Labor practices					
Employment	G4-DMA: Management approach	6. 7.3.1. 7.4.3. 7.7.3, 7.7.5	pg. 36, 38	-	-
	G4-LA1: Total number and rates of new employee hires and employee turnover by age group, gender and region	6.4.3	pg. 36, 38	-	-
	G4-LA2: Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	6.4.4, 6.8.7	pg. 38	-	-
	G4-LA3: Return to work and retention rates after parental leave, by gender	6.4.4	The Company grants in each case the leave stipulated by law to the employees have had or will have a child. In 2014, 13 Company employees were entitled to parental leave, which they took. All employees receiving such leave continue to be employed with the Company even 12 months after their leave. pg. 37	-	-
Health and Safety	G4-DMA / Management approach	6. 7.3.1. 7.4.3. 7.7.3, 7.7.5	pg. 41-42	-	-
	G4-LA5: Percentage of total workforce represented in formal joint management-worker health and safety committees	6.4.6	The Company has a Health and Safety Committee pg. 41-43	-	-
	G4-LA8: Health and safety topics covered in formal agreements with trade unions	6.4.6	There are no such agreements - all the provisions of the relevant laws are complied with pg. 41, 43	-	-
Training and education	G4-DMA / Management approach	6. 7.3.1. 7.4.3. 7.7.3, 7.7.5	pg. 39-40	-	-
	G4-LA9: Average hours of training per year per employee by gender, and by employee category	6.4.7	pg. 39-40	-	-
	G4-LA10: Programs for skills management and lifelong learning	6.4.7, 6.8.5	pg. 39-40	-	-
	G4-LA11: Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	6.4.7	pg. 38-39	-	-

Material aspects	Management approach & performance indicators	ISO 26000	Page number or reference / comment	Reasons of omission / non coverage	External assurance
Diversity and equal opportunity	G4-DMA / Management approach	6. 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 38	-	-
	G4-LA12: Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	6.2.3, 6.3.7, 6.3.10, 6.4.3	pg. 14-15, 36, 38, 40	-	-
Human rights					
Non-discrimination	G4-DMA / Management approach	6. 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 38	-	-
	G4-HR3: Total number of incidents of discrimination and corrective actions taken	6.3.6, 6.3.7, 6.3.10, 6.4.3	pg. 38	-	-
Society					
Local communities	G4-DMA / Management approach	6. 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 52-55	-	-
	G4-SO1: Percentage of operations with implemented local community engagement, impact assessments, and development programs	6.3.9, 6.5.1-6.5.3, 6.8	Partnership programs with local communities are implemented in the area of the company's operations, and more widely.	-	-
	G4-SO2: Operations with significant actual or potential negative impacts on local communities	6.3.9, 6.5.3, 6.8	There are no significant negative effects to local communities, since the company is taking all relevant necessary measures, fully implementing and frequently exceeding the relevant provisions of the applicable legislation.	-	-
Products and Services					
Customer health and safety	G4-DMA / Management approach	6. 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 22-28	-	-
	G4-PR1: Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8	pg. 22-28	-	-
	G4-PR2: Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle	4.6, 6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8	There were no related con-compliance incidents	-	-
Product labeling	G4-DMA / Management approach	6. 7.3.1, 7.4.3, 7.7.3, 7.7.5	pg. 25-26	-	-
	G4-PR3: Type of product information required by the organization's procedures for product and service information and labeling, and percentage of significant products categories subject to such information requirements	6.7.1-6.7.2, 6.7.3-6.7.5, 6.7.9	pg. 25-26	-	-
	G4-PR4: Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling	4.6, 6.7.1-6.7.2, 6.7.3-6.7.5, 6.7.9	There were no related con-compliance incidents	-	-
	G4-PR5: Results of surveys measuring customer satisfaction	6.7.1-6.7.2, 6.7.6	pg. 32-33	-	-

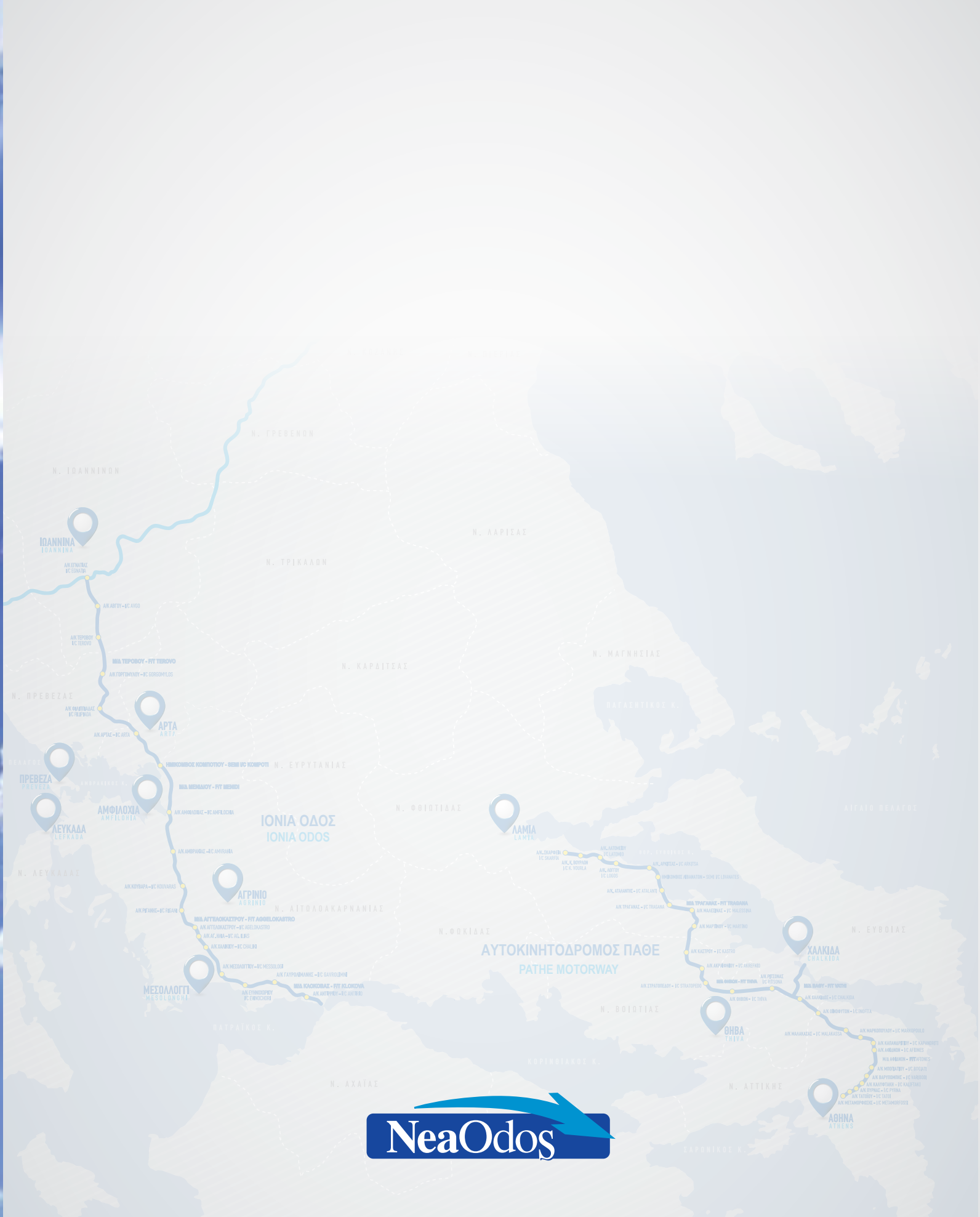


## Annex

### Boundary of material issues of NEA ODOS

Corporate Responsibility Dimension	Critical issues of Corporate Responsibility of Nea Odos	Boundary of issues	
		Inside	Outside
Financial effectiveness	Company's financial growth	√	
	Indirect financial impacts	√	√
Environmental management	Fuel consumption	√	
	Energy consumption in buildings	√	
	Energy consumption due to road lights	√	
	Waste management	√	√
	Noise	√	√
	Air pollution	√	√
	Biodiversity	√	√
	Compliance with environmental laws	√	√
	Environmental evaluation of suppliers	√	
	Environmental grievance mechanisms	√	
	Social prosperity	Offer of employment	√
Meritocratic recruitment procedures		√	
Training		√	
Development and performance management		√	
Equal opportunities and diversity		√	
Non-discrimination		√	
Occupational health and safety		√	
Safety of users		√	
Suitability of signage		√	





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