

2014

SUSTAINABILITY
REPORT



AKTOR

MEMBER OF THE ELLAKTOR GROUP

Table of the GRI implementation level

This Sustainability Report refers to all the construction activities of AKTOR for the year 2014 and accompanies the financial report of the use of 01.01.2014 - 31.12.2014.

The performance indicators refer to the Sustainable Reporting Guidelines of GRI - G3. The criteria and definitions used by AKTOR to define financial cost – benefit derive from the International Accounting Standards.

The Report focuses on the company's basic information and fundamentals, and presents a complete picture of its activities in relation to the three pillars of sustainable development, namely Environment, Society and Economic Prosperity.

The Sustainability Report is send electronically to the Global Reporting Initiative GRI so that it can be included in the electronic database of the GRI reports and it is requested to control the implementation level which is voluntarily declared.

The Report was written by Dr.-Ing. Niki Siouta.

It is voluntarily declared that this Sustainability Report is level B, based on the Implementation Level Criteria of GRI - Global Reporting Initiative.

We hereby request the GRI agency to verify this report.

Contact for information on the report

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message from the **president**

The current global economic crisis and especially the prolonged crisis in the country have had a particularly adverse impact on the construction industry, affecting all construction-related projects and activities. The fall of economic and social prosperity indicators has affected the industry of construction and related activities. This decline is addressed in the light of the company's commitment towards the three principles of sustainability, particularly the social principle, aiming to minimise the impact of the crisis on society.

In this constant global crisis of visions and values, AKTOR continues to implement the human and environmental principles as a requirement for its operation, development and project and worksite management.

During the last 10 years and more, AKTOR has intensified its efforts to meet its corporate objectives regarding occupational health and safety, protection of the environment, and contribution to society.

The company displays an improvement in all indicators regarding these three axes, as it is recorded in the present sustainability report.

The 2014 sustainability report presents the environmental and social performance in total, as well as the financial aspects of AKTOR, enhancing the understanding of the overall image and corporate social responsibility of the company, and the Group in general.

The report reinforces a two-way and meaningful communication between the company, stakeholders, and the social groups that are directly or indirectly affected by the operation of AKTOR and its worksites.

The view of employees, clients and providers, along with the view of partners, subcontractors and local communities, where AKTOR mainly operates, are taken into consideration, in order to achieve a continuous enhancement of the company's sustainable performance.

The strategic objective of AKTOR and the Group remains the respect to its people - employees, while emphasis is given to the three principles: environment, society and economy which are recognized as prerequisites for sustainability and a better society.

The President of AKTOR
Dimitrios Koutras

introduction in the fields of sustainability **report**



The present Sustainability Report of AKTOR is drawn up on an annual basis and constitutes the continuity of the previous Sustainability Report of 2013, but also the continuity of all the previous Sustainability Reports of ELLAKTOR / AKTOR, 2008, 2009, 2010.

The 2014 report was developed under the requirements and standards of the Global Reporting Initiative (GRI) of the United Nations. It refers to the period 01.01.2014 to 31.12.2014 and is published in the current issue.

The pursuit of the Sustainability Reports publication, is the unflinching communication between the company and the stakeholders, in order to meet their expectations, and their consent through information about issues related to the environment, employees as people, society in general and economic situation, while the documented performance of AKTOR provides for substantial and widely beneficial dialogue with the stakeholders, regarding the principles of sustainable development.

AKTOR focuses its efforts on sustainable development and corporate social responsibility, through incorporating the principles of sustainable development into its business strategy and the policies of the company and the Group in general.

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introduction in the fields of sustainability **report**

In 2002, AKTOR initiated a targeted environmental design, based on the requirements of the European Regulation EMAS - Eco Management and Audit Scheme and international standard ISO 14001: 2004.

For the environmental management of the company, its activities and its worksites as a whole, an Environmental Management System (EMS) was developed and is implemented throughout AKTOR's offices, worksites, and activities.

At the same time and in a parallel way, AKTOR also initiated a health and safety design, by developing a Health & Safety System, in the context of the requirements of the OHSAS 18001 standard. The company has been environmentally verified according to EMAS since 2004, holding the international code REG. NO. EL-000012, and certified according to the Environmental Management System ISO 14001:2004 standard in the same year.

The company is also certified according to the Health and Safety Management System OHSAS 18001 and the Quality Management System ISO 9001.

This demonstrates AKTOR's tangible commitment in protecting the environment, as well as its employees, along with the general social benefit resulting from these actions.

The data presented in this Sustainability Report are accompanied by the corresponding documentation, ensuring that the report is reliable, explicit and precise. Thus:

- The financial data is published according to international financial reference standards – International Accounting Standards, and are audited by certified auditors and PRICEWATERHOUSECOOPERS and are presented in the following address, www.aktor.gr, www.ellaktor.gr.
- The human resources data are provided by the company's human resources department
- The data relevant to the environmental performance are documented through

the audits of the company and its activities based on the Environmental Management System implemented by AKTOR, which is verified according to EMAS and certified according to ISO 14001:2004.

The Report begins with an overview of its contents. The three principles, the triple bottom line, environmental, social and economic performance, that AKTOR implements in this Report are marked with different numbers, colour, so as to facilitate the understanding of the three principle performance of the company's Report.

The message of AKTOR's President is very important, displaying a commitment to the company's principles.

The first chapter "Profile, Strategy and Sustainable Development", includes basic and general information about the image of the company, highlighting important issues and trends, and the



introduction in the fields of sustainability **report**

management of sustainable development. A separate chapter is devoted to financial information, facilitating the understanding of the financial aspects of the company, and the relationship between finance and corporate social responsibility.

The chapter referring to the environment presents the results of the environmental management of the company and its worksites, verified according to EMAS.

Environmental data and actions aimed at improving the environmental indicators of recycling or waste management are presented and published in the respective annual Environmental State-

ment of AKTOR, which is submitted online to the European Register of EMAS and the corresponding register of the Greek Ministry of Environment, and is published through their websites.

The chapter on “Man and Society” presents the company’s care for employees as people and its concern for the social footprint of its activities.

All data and reports are made available to the general public and all interested parties on the websites: www.aktor.gr , www.ellaktor.com.

The present Sustainability Report relates to the company of AKTOR and the joint ventures for the construction of projects. Its subsidiaries and suppliers are not included.

The Report does not include important changes (in relation to the period of the report, the scope, the limit and the methods used), revised data and information such as mergers, acquisitions, the nature of the group, etc.; any new projects which have started during 2014 are taken into account in the Report.

The company will try to include the subsidiaries in the sustainable reports. As preparation time the next three years are estimated for the subsidiaries to access this effort.

main impacts, risks
and **opportunities**



Important incidence – Prospects

In the annual financial report that has been prepared in accordance with the international accounting standards, AKTOR has increased its revenue in 2014 compared to 2013. This increase is mainly due to the recommencement of two road concession projects in Greece and projects in the Middle East such as the construction of the Metro in Doha, Qatar.

Following the successful activity of the previous years in Greece, Italy and the Balkans, the company expanded in 2014 in the markets of England, Chile and Panama with success, while participating in international tender in the rest of Latin America, Africa and the Middle East seeking to expand further its activities in other countries.

The accumulated experience and expertise acquired by the company, by running construction contracts of Wastewater Treatment Plants (WWTP), Photovoltaic Parks and Facility Management services has allowed AKTOR through its subsidiaries to develop itself also in other countries.

After the international tender for the New Doha International Airport, through its subsidiary AKTOR Facility Management, AKTOR has

main impacts, risks and **opportunities**



managed to cover the full lifecycle of the project, from design and construction to maintenance and operation, which is the international trend in project tenders worldwide. The specific project area is rapidly ascending and AKTOR is planning to extend it also in other countries where the company is already operating.

Risks and uncertainties

The main risk is the prolonged recession of the country and the delayed restart of the economy, which creates risks for the continuing development of the construction activity.

Further, the company is exposed to risk from the changes of the conditions that prevail in the construction activities in Greece and in other countries, such as the change of the prices of raw materials, the change of the value of properties and leasing, as well as risks related to the implementation of projects in joint ventures. The company's departments monitor the trends in the individual markets and plan actions and efficiently adapt to the new trends.

the **company** and its structure



AKTOR Technical Company, member of the ELLAKTOR group, is a pioneer and the largest construction company in Greece. It has been operating in the construction industry with success the last 60 years, with an international presence in 20 countries, while employees and partners are more than 12.300 people.

AKTOR's Board of Directors consists of the Chairman, the Managing Director, the Vice-Chairman, the Director, the General Manager and the Director and Financial Manager.

The members of the Board of Directors are experts in their fields, have executive powers, and are responsible for crisis management and promoting financial, environmental and social opportunities for AKTOR.

During Board meetings, decisions are made on administration issues of vital importance, regarding the company's management, development and operation, as well as other issues, such as the approval of the financial balance sheet, the sustainability report, addressing challenges, threats, opportunities etc.

The General Manager of AKTOR is responsible for implementing the Board decisions and supporting all initiatives for corporate social responsibility.

countries and fields
of **activity**



AKTOR itself and through its subsidiaries, has been operating in over 20 countries in Europe, Middle East, Latin America and Africa.

- Roads
- Bridges
- Tunnels of highways – railways – hydraulics, pipes, transfer (of liquid and gaseous fuel, water, electricity, telecommunications)
- Ports
- Airports
- Hydraulics
- Electro - Mechanical works
- Refineries
- Energy (thermal units, solar, hydroelectric, wind, geothermal)
- Turnkey projects
- Concessions
- Waste Management
- Landscape restoration and reclamation
- Solar panels

countries and fields
of **activity**



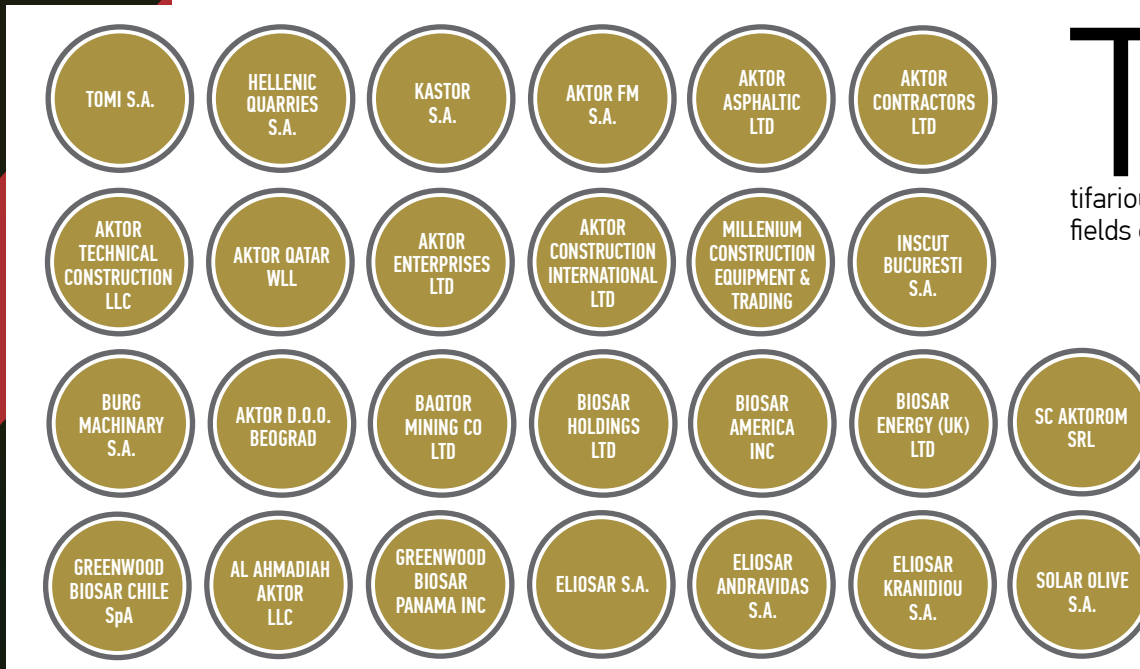
AKTOR has an important role in the field of constructions, because of the projects mentioned above but also because of the jobs created for external partners, suppliers, consultants, engineers etc.

AKTOR and the Group have more than 12.300 employees - partners in Greece and in other countries.

The ELLAKTOR Group, through its flagship AKTOR, holds the 157th place in the ENR list of the top 250 Top Global Contractors (August 2014).

On several occasions, during the last 10 years, AKTOR has been awarded for its sustainable development and the implementation of sustainable principles in the construction industry.

subsidiaries



The main fields of activity of AKTOR are served through its subsidiaries. The successful completion of projects in Greece and in other countries has revealed AKTOR internationally and with its multifarious activities it is developing further in other fields except infrastructure and building projects.

history



Through the execution of milestone projects in Greece in 2002, AKTOR established itself as the major construction company of the country, offering a wide range of related services, while the ELLAKTOR Group, through AKTOR, is now in the ENR list among the top 157 Global Construction - Contractors (ENR publications August 2014). Τον πυρήνα των δραστηριοτήτων της ΑΚΤΩΡ αAKTOR is a member of the ELLAKTOR Group, which owns the entire share capital of the company. AKTOR is a technical société anonyme company, member of ELLAKTOR Group that holds the entire share capital. The core of AKTOR activities consists of the construction of projects that stand out both for the high quality of the final product and for the efficiency of the production process, which saves time and cost for the client and enhances the prosperity of the company. With the competitive advantage of its experi-

ence, accumulated through its active participation in the implementation of important infrastructure and building construction projects, both for the public and for the private sector, AKTOR expands its strong presence in the domestic and international construction market, and gradually establishes itself in South-eastern Europe, the Middle East, etc., by applying a strategically planned development philosophy. Drawing on its extensive and diverse expertise in the construction industry, and thanks to its competent and qualified staff, its self-owned state of the art equipment and its ever-expanding client base, AKTOR successfully meets the needs of today's market for excellent quality and prompt completion of works requiring complex technological solutions. At the same time, AKTOR also expands its activities into new fields, expanding the range of services offered and managing to maintain the leading position it has gained in the construction industry.

corporate governance, commitments and **participation**



AKTOR is a member of the ELLAKTOR Group, which is listed in the Greek stock market, and is owned 100% by ELLAKTOR. AKTOR is managed by the Board of Directors which consists of 6 members. The President of AKTOR is a senior member of the ELLAKTOR Group as well and participates in decision making.

Corporate Government Code

For AKTOR's governance the following apply: the corporate governance code, the corporate governance practices, the internal control systems and risk management and the practices and decisions of the General Meetings of ELLAKTOR.

The corporate governance principles are posted on the website www.ellaktor.com.

Internal Control Systems and Risk Management Description

The Board of Directors pays special attention to the internal control systems and risk management systems, for which it is responsible, aiming to implement systems that optimize the risk management capacity. The Board is also responsible for the identification, the assessment, the measurement and the overall

corporate governance, commitments and **participation**



risk management, including those related to the reliability of the financial statements.

General assembly

Η Γενική Συνέλευση των Μετόχων είναι το ανώτατο όργανο λήThe general assembly of the shareholders is the highest decision making body of the company and can decide for all important matters of the company, according to the law and the articles of association.

The shareholders' general assembly is held once a year. Decision-making is done by voting, to ensure the effortless presentation of all shareholders aspect.

A summary of the minutes of the shareholders' general assembly General Meeting, including the voting results about the decisions of the general meeting, is available on the company's website.

strategy and analysis

The company's vision is to strengthen its role as construction group in the global market, ensuring a sustainable development in the future through continuous improvement of services and based on the principles of integrity, transparency, responsibility and teamwork. Aiming at a long term balanced development, fundamental issues of the development strategy are:

- The acceleration of the international development;
- The maintenance of the multifarious international activity;
- Further reinforcement of the company's leading position in Greece;
- The provision of more benefits to the clients;
- The commitment to continue the course of sustainable construction;

- The maintenance of the robust financial position and
- The commitment to high quality standards.

The company's strategy for the coming years is to maintain its leading position in the construction industry in Greece and to further strengthen its position in constructing projects worldwide. Its objectives include improving of organisation and management model, optimising the project production process and ensuring sustainable development.

For AKTOR, Corporate Responsibility and Sustainable Development are defined by the company's principles and the needs of society and the parties involved, focusing mostly on:

Responsible Operation

AKTOR has incorporated the principles of sustainable development into its business principles

for project construction; the company operates in an exemplary way in terms of the quality of its services and the high level of workplaces and working conditions.

Environmental Efficiency

The company operates with respect for the environment. All works or project implementation, operation or maintenance are governed by specific environmental guidelines and procedures for the protection of the environment.

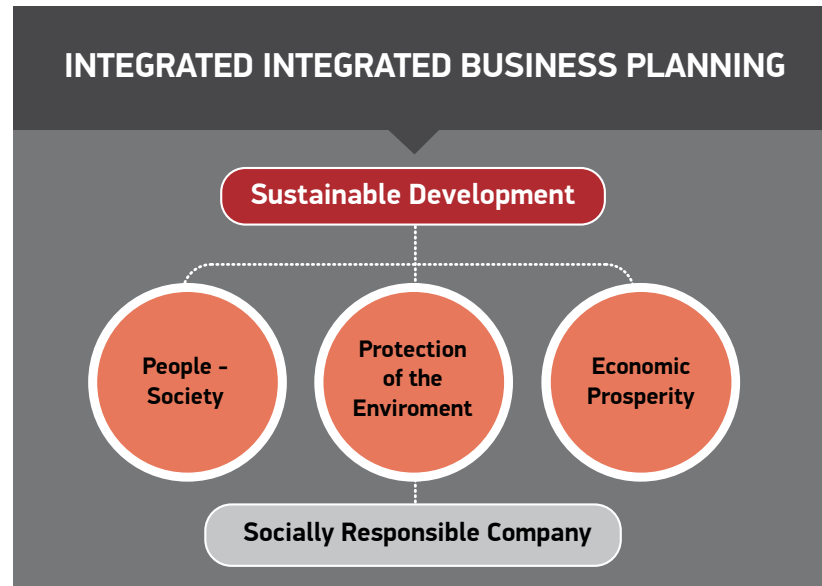
Sustainable Development of Society

AKTOR's corporate social responsibility programme includes actions for human resources, for local communities in the areas of project construction, and also for wider social needs.

The company employs a large number of employees, thus contributing to the greater social employment need, particularly in the critical period of the last five years for the entire society.

sustainable development

INTEGRATED INTEGRATED BUSINESS PLANNING



In a rapidly changing world, and an environment that is constantly challenged, resulting in increased and substantial climate change, corporate social responsibility emerges as the only way for sustainability and viability.

Sustainable development, which is a priority and commitment to the environment and the society, is explicit in the company policies. Convinced that development is achieved through integrated business planning revolving around the three basic principles of Sustainability that is People, Environment and wider Social Prosperity, AKTOR has adopted the model of a socially responsible company.

The aim is to prevent the negative impact of its construction activities on the environment, to contribute to society through employment, to pursue local and international issues through environmentally friendly / sustainable practices and initiatives, and to maintain the company's path of sustainable development.

Corporate responsibility towards society and

sustainable **development**



concepts such as sponsorship and philanthropy have been known since ancient Greece.

Nowadays, these concepts are included in the OECD guidelines for investment by companies and organisations, which should take into account the objectives and priorities related to economic and social progress, including development, environmental protection, job creation, the promotion of innovation and the transfer of technology and expertise.

The term sustainable development was first published in 1987 in the Brundtland Report, which adopted and emphasised on the need to promote and implement a different kind of addressing environment and its protection, in a preventive way, so as to enable sustainable development for future generations.

corporate social responsibility



Corporate social responsibility is a function of the strategy that AKTOR follows for sustainable development. It supports and facilitates the implementation and communication of corporate responsibility action plans by the Sustainable Development Department, aimed at enhancing the company's image as a socially responsible company, promoting it as an excellent construction company.

Initiatives and good practices for employees, environment and employment constitute the path to sustainable development.

AKTOR constructs office buildings, housing, and infrastructure projects, and is a leader in the field. In order to be a sustainable and useful leader today, it is necessary to work hard and systematically to integrate international sustainable practices into everything it constructs. This is achieved through a constant commitment to the triple agenda of environment, society and economy.

The social agenda includes the responsibility for company employees, local communities and employment.

The environmental agenda includes respect for the natural and human environment of each project, encompassing natural resources and antiquities.

The economic agenda includes construction / projects of enhanced value, with wider social and business benefits.

participation in **networks**



AKTOR and the Group are participating in the founding members of the Council for Sustainable Development of Hellenic Federation of Enterprises.

AKTOR has adopted the principles of the UN Global Compact, a voluntary initiative on the support of:

- **human rights**
- **labour rights**
- **protection of the environment**
- **addressing corruption**

AKTOR publishes a voluntary annual Sustainability Report, in accordance with the principles of the GRI - Global Reporting Initiative of the UN, aiming at further enhancing organisations through the adoption – implementation of numerous requirements, of the constantly improved GRI.

AKTOR is a member of the Greek Network for Corporate Social Responsibility and contributes through its participation in actions and activities undertaken by members of the network.

relationships with the stakeholders

Two-way communication and the responsiveness to the concerns of AKTOR employees, local communities, suppliers, and other parties involved, i.e. groups that are affected or could be affected by the company's construction activity, services, and relevant performance, gives impetus to the company's efforts to effectively address the requirements of corporate responsibility.

AKTOR recognises the following groups as stakeholders:

- **Employees**
- **Clients**

- **Suppliers**
- **Affiliated companies**
- **Financial Bodies**
- **Public – State Bodies**
- **Local communities – Municipalities**
- **Wider society**
- **Academia**
- **Environmental Organisations**
- **Shareholders**

Key issues of concern to the stakeholders are:

- **Employment**
- **Working conditions and employee well-being**
- **Occupational Health and Safety**

- **Environmental issues: emissions of air pollutants – climate change, construction nuisance such as noise, dusting, traffic regulations, interventions on the environment, waste, etc.)**
- **Quality of life**

The stakeholders consider and evaluate AKTOR's contribution, and their opinion is taken into account in forming the company's policies on sustainable development and construction in general.

commitment to international
regulations and standards



AKTOR's commitment is aligned with the company's values and priorities in terms of:

- The UN Global Compact, www.unglobalcompact.org
- The Sustainable Reporting Guidelines, www.globalreporting.org
- The EMAS Regulation and the standards: ISO 14001, ISO 9000, OHSAS 18001 (including international and the respective national standards).

financial responsibility and documentation



The financial responsibility of AKTOR is to meet the needs of its shareholders, and also to meet social needs with wider benefits to employees, environment, and employment, at local project level. The company AKTOR publishes in the websites www.aktor.gr and www.ellaktor.gr the annual corporate and consolidated financial statements, in accordance with the International Financial Reporting Standards, according to the provisions of Articles 43a, 108 and 37 of Code Law 2190/1920 and truly presents the information required under the paragraph 2 of Article 4 of Law 3556/2007.

The financial statements are drawn by the company, under the responsibility of the company's administration for their preparation and fair presentation, in accordance with the International Financial Reporting Standards (IFRS) and the interpretations of the IFRS according to IFRIC, the International Financial Reporting Interpretations Committee, as adopted by the European Union.

The statements are audited by the company PRICEWATERHOUSE-COOPERS.

The financial statements that are published show the Company's financial situation, its financial performance and its cash flows for the year ending on 31.12.2014, as listed in the following tables.

FINANCIAL PERFORMANCE

Economic value generated		in thousand €
Income		972.806
Economic value distributed		
Operating costs		808.333
Salaries and employee benefits:		
Wages and salaries		115.563
Social security costs		23.340
Cost of defined benefits programme		1.400
Other employee benefits		7.437
Payments to capital providers		10.124
Payments to government entities		1.865
Community investments		322
Economic value retained		
Economic value generated		972.806
Economic value distributed		968.384
Economic value retained		4.422

The construction industry presented at 2014 revenue € 1.170,9 million, which was an increase of 31% compared to the previous year, where the revenues were € 892,1 million. The revenue growth is mainly a result of the recommencement of the two road concession projects in Greece and of the projects in the Middle East.

FINANCIAL EVOLUTION OVER TIME

Year	2010	2011	2012	2013	2014
Turnover* (in thousand €)	535.671	326.516	473.690	581.105	950.236

* Individual turnover

financial events forecasts



The published financial statements describe significant events that took place in the course of the financial year and their impact on the financial statements, the main risks and uncertainties, the main transactions carried out, and eventually qualitative data and estimates for the evolution next year are listed.

The economic recession continued in 2014, negatively impacting the company's activities, with delays in the construction of concession works, reduction in construction activity in Greece, lack of resources to finance new projects, etc.

Despite the ongoing recession worldwide, AKTOR and the Group continue to undertake projects abroad, strengthening their international presence.

Environmental responsibility



The construction industry has a negative impact on the environment worldwide. This can change. The company can achieve this change through environmental management and project construction.

AKTOR has been implementing environmental management in the company and its projects works since 2001 and it has been verified according to the guidelines of the European Regulation EMAS - Eco Management and Audit Scheme since 2004, as the only Greek construction company certified by EMAS.

Apart from EMAS, the company has also been certified according to ISO 14001:2004 since 2004.

The company aims at an increasingly improving environmental image as well as improved worksites performance, through environmental prevention.

The current results of the company's environmental project management over the past 15 years demonstrate AKTOR's environmental responsibility and commitment to a future sustainable course.

Environment, the cornerstone of sustainable development



At the beginning of the century, AKTOR's administration, considering the construction industry both locally and internationally, realised that its own viability depends on the environment, which belongs to the future generations, who have a right to prosperity.

Through the company's wider environmental friendly policy, principles of sustainable development were adopted both for construction projects and for the operation of the company in general.

The respect for and protection of the environment is an enduring aspect of the company, demonstrating in practice that Construction and Projects can be conducted in harmony with the natural and human environment, while construction activity is at the same time a lever for development. Development and environment can coexist in harmony.

AKTOR has been operating with these principles to date, documenting its environmental performance according to these principles, through the implementation of its en-

Environment, the cornerstone of **sustainable development**



environmental management system, verified by EMAS, and publishing this performance to all concerned, thus making the company's environmental aspects transparent.

The environmental data and results of AKTOR's environmental management are validated by a verification body, TUV HELLAS, and published in the website of the company and the Group, the website of EMAS / Ministry of the Environment and EMAS / European Union, providing in this way full and wide transparency in terms of the environmental care and protection it provides.

AKTOR's environmental management relates to the management of all kinds of waste and the control of worksite activities, thereby ensuring the protection of the environment at a high level.

Environmental footprint



The concept of “Environment and Environmental Footprint” relates to climate change and sustainable development, issues that constitute the world's most important challenge for our planet.

The analysis of the progress made by AKTOR in achieving the environmental objectives set, and then in limiting its CO2 emissions, reducing the consumption of energy and raw materials and minimising other environmental impacts, stresses the company's long-term commitment towards sustainable development and corporate responsibility and supports the fulfilment of the new objectives set for the future.

The company's environmental footprint is quantitatively presented below, through the environmental performance indicators in the following tables.

Annual environmental performance indicators

ENVIRONMENTAL PERFORMANCE INDICATOR - FOOTPRINT								
Quantity		2010	2011	2012	2013	2014	2002 - 2014	Μέθοδος διαχείρισης
Paper	kg	48.850	45.660	45.360	26.270	52.600	460.230	Collected in special areas and sent for recycling
Toner, ink cartridges	pcs	738	564	481	287	376	3.934	Collected in special areas and sent for re-use
Waste mineral oils (lubricants)	kg	75.000	49.612	50.637	58.758	95.845	795.240	Collected in special areas and sent for regeneration
Packaging of lubricants	pcs	560	463	197	306	138	3.134	Collected in special areas and sent for recycling
Batteries	kg	6.819	9.956	7.810	12.290	9.922	125.022	Collected in special bins and sent for recycling
Electrical & electronic waste	kg	5.555	3.730	6.648	5.579	5.248	53.050	Collected in special areas and sent for recycling
Old metal – iron (scrap)	kg	1.140.060	351.430	305.740	520.605	643.550	6.620.899	Collected in special areas and sent for recycling
Tyres	pcs	571	421	152	227	92	5.700	Collected in special areas and sent for recycling
End of Life Vehicles	kg	5	10	2	25	22	55	Collected in special areas and sent for recycling
Hazardous waste	kg	2.900	4.876	5.631	4.048	48.044	68.159	Liquid waste is collected and managed by the supplier
Lamps	kg	388	156	5.871	476,60	230	7.222	Collected in special areas and sent for recycling
Plastic	kg	-	-	210	7.200	16.226	29.869	Collected in special areas and sent for recycling
Small batteries -Afis	kg	-	-	90	83	108	281	Collected – ecologically managed

greenbuilding - energy performance of buildings



According to research, conducted by the European Commission, buildings consume more than 40% of total energy consumption in the European Union.

This means that buildings constitute an area where energy can be saved. In this framework, the European voluntary program GreenBuilding has been implemented since 2006, through the Green Paper on Energy Efficiency.

In the context of its philosophy of promoting sustainable development, AKTOR has implemented the requirements of the GreenBuilding Programme in the New Offices of the Group since their construction. These actions contribute to saving energy and to the qualification of AKTOR as a GreenBuilding Partner. AKTOR responsibly promotes both the principles of sustainable development in construction and the GreenBuilding programme to interested parties and clients.

energy profile of the office complex

BUILDING ENERGY CONSUMPTION

ENERGY TYPE		2009	2010	2011	2012	2013	2014
Heating <i>(electricity)</i>	kwhe	63.386	12.022	16.550	29.794	20.257	31.870
Heating <i>(thermal energy)</i>	kwth	523.035	608.989	666.259	645.953	593.161	652.875
Cooling	kwhe	453.043	364.550	313.646	388.222	457.711	397.495
Electricity	kwhe	3.255.840	2.755.185	2.498.354	2.418.877	2.711.936	3.151.044
Total primary energy consumption	kwh	9.991.124	8.629.474	7.702.819	7.665.136	8.487.433	9.823.546

CO2 emissions reduction: about 1.365 tn / year (Conversion source: Greenhouse Protocol Initiative – GPI Protocol 1 kwh = 1,002533 kg GHG CO2 / kwh)

BUILDING WATER CONSUMPTION

YEAR		2009	2010	2011	2012	2013	2014
Total water consumption	m3	14.700	11.965	11.190	12.580	14.766	12.889

AKTOR office complex is maintained, controlled and improved so as to ensure energy saving. By monitoring and recording the results, a real improvement in energy saving and total primary energy is achieved.

The relevant increase of energy consumption is due to the rise of personnel working in the office complex. The data on the improvement of energy saving for the 5 years of operation of the complex are presented in the following tables.

At the same time, worksite consumption is also controlled or improved, to ensure energy saving. By monitoring and recording the results, a real improvement in energy saving and total primary energy is achieved.

a pioneer in green building



Drawing on its extensive and diverse expertise in the construction industry, and thanks to its competent and qualified staff, its self-owned state of the art equipment and its ever-expanding client base, AKTOR successfully meets the needs of today's market for excellent quality and prompt completion of works requiring complex technological solutions.

Aware of current trends, needs and practices worldwide, AKTOR went on to respond, as a leader and a pioneer, by implementing building assessment and certification systems.

The start was made with the company's self-owned offices complex, implementing the GreenBuilding programme in 2006.

This was followed by the construction of two other buildings, based on LEED, the American building evaluation and certification system. These buildings obtained the first LEED certificates in Greece.

The evaluated and certified buildings are:

- CONSTRUCTION OF THREE FLOOR BUILDING COMPLEX, WITH THREE UNDERGROUND LEVELS, A GREEN ROOF, AND LANDSCAPING OF SURROUNDING AREA IN PAANIA. OWNED BY KARELA S.A. - LEED GOLD CERTIFICATE / 2012.
- CONVERSION OF RESIDENTIAL BUILDING TO OFFICES OF EREN AKTOR - LEED SILVER CERTIFICATE / 2014.

At the time AKTOR participates in the implementation of other buildings, which are constructed so as to be certified according to the LEED system.

environmental construction management award



Between 2005 and 2009, AKTOR participated in the Greek Business Awards for the Environment competitions, held in Greece, just as the European Business Awards for the Environment are held in Member States of the European Union. Since 1987, these awards constitute a European institution, aiming at recognising and enhancing corporate good environmental practices, as well as raising business awareness of environmental issues.

In the context of three competitions held in 2005, 2007 and 2009, AKTOR presented an Integrated Sustainable Development Strategy, receiving the second prize in 2005 and 2007, while in 2009 it received the First Prize for environmental management implemented in construction, as well as the First Special Award for “Sustainable Construction”, for the constructing the project of the Western Hymettus Avenue.

With this documentation, AKTOR has the privilege of being the most environmentally friendly construction company in Greece.

Finally, with all the above, AKTOR aimed and still aims at the wide transition of construction to sustainable construction, that is construction beneficial to environment, society and economic prosperity.

Corporate responsibility – people and employment

HUMAN RESOURCES OF AKTOR

Data	
Number of employees	2.354
Higher education %	27
Technical schools %	15
Secondary education %	58

HUMAN RESOURCES OF AKTOR J/V

Data	
Number of employees	1.147
Higher education %	28
Technical schools %	18
Secondary education %	54

AKTOR voluntarily committed and integrated corporate social responsibility and the sustainability principles in its construction activities, as it believes that this constitutes the best business practice for society, people and the environment.

A great company like AKTOR employs a significant number of employees across the country, and during periods of growth it creates many new jobs.

The philosophy of AKTOR, which holds the human factor as most important for the company's growth and development and considers that the recognition of the employees contribution provides them with significant motivation, is implemented in the company's constant care for its employees.

In 2014, AKTOR created new jobs and is given effort to create the conditions for more jobs in 2015. Through the construction of motorway concession projects that had been put on hold

for more than two years, AKTOR contributes to job creation, not only in its worksites but also in sectors that are connected with the construction industry, thus helping to tackle unemployment and general adverse social issues that arise from the crisis in the construction industry.

AKTOR attaches great importance to people, general prosperity and the expectations of society from the construction industry.

People, as employees and members of society, constitute a conduit for the transfer of knowledge, experience and conduct from the company to society, and vice versa.

Social trends and current requirements regarding labour and welfare are topics of discussion and deliberation in AKTOR and the Group, in the light of integrating these messages in work practices, working conditions and the quality of the end products, such as infrastructure, office buildings, hotels, residential complexes etc.

training



AKTOR and Group have an integrated and uniform stance towards issues of environmental protection, quality, and occupational health and safety. The company nurtures the employees' belief that their participation contributes to their own protection, as well as to the protection of the environment in which they live and work, and the enhancement of quality of life in general.

It is important to note the employees' increasing interest in actively participating in protecting the environment. This is mainly achieved through the continuous effort to inform and train the employees of the company.

The company organises regular training seminars. These seminars are conducted both at AKTOR headquarters, and at the locations of large company worksites, and they aim to inform and train the company's engineers and officers regarding issues that concern the environment, quality, and occupational health and safety. In this way, adequate training is provided to environmental engineers, safety managers and quality managers, who then inform all other employees at company worksites and offices on a daily basis.

employees - health and safety



AKTOR employees constitute a decisive factor for the company's success in the industry and the high economic, environmental and social performance.

In order to maintain and expand its leading position in the construction market, AKTOR places particular emphasis on human resources.

In this area, company strategy focuses on creating a stable, healthy and safe work environment that fosters the employees' professional and personal development.

The care for health and safety of the entire workforce employed by the company and the group forms a key part of their wider business policy and philosophy.

Since May 2004, the company has implemented a certified Health and Safety Management

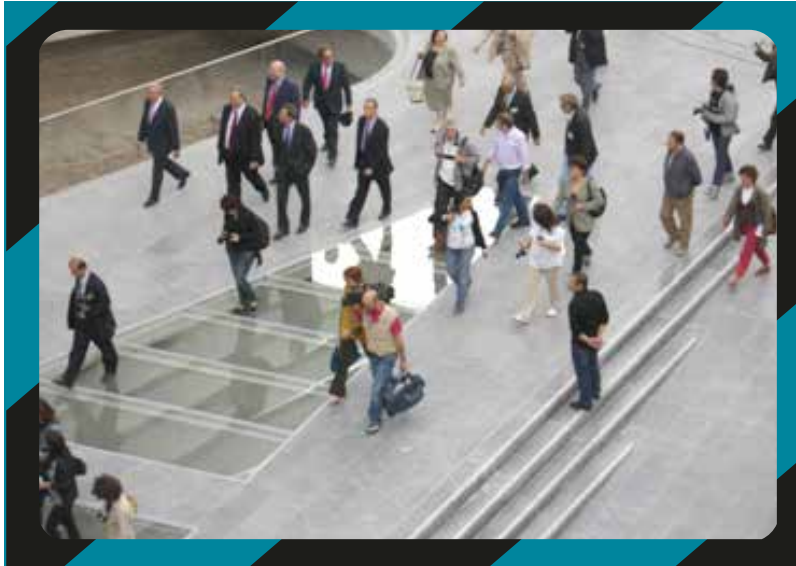
System, based on the OHSAS 18001 specifications, so as to address all issues related to occupational health and safety in a uniform and comprehensive manner.

The company employs safety managers and occupational physicians in all workplaces, as well as emergency vehicles to provide first aid or transfer of the ill and injured, and fosters cooperation with hospitals in all regions of company activity, particularly worksites.

Through their representative, environmental managers, safety managers, and employees can make their claims regarding issues that concern them.

Safety managers record each work accident, while all incidents are reported to local Occupational Risk Prevention Centres (KEPEK).

care



The employees of AKTOR and the Group are insured in an additional insurance group programme, which includes:

- Life or permanent total disability insurance, due to illness.
- Insurance against death or permanent disability due to accident, and against temporary total incapacity to work due to accident or illness.
- Hospital and non-hospital care insurance, in case of accident or illness.
- Insurance regarding maternity allowance, hospital allowance due to accident or illness, surgical allowance due to accident or illness and travel assistance.

To be noted that:

- The insurance includes the employees' dependents.
- The insurance covers AKTOR employees in Europe, Asia, Africa, America and New Zealand

employment and equal opportunities



The aim of AKTOR and the Group is to combine its business model with a more humanistic approach, meeting the expectations of contemporary society.

AKTOR provides equal opportunities to its employees and avoids discrimination at work. Key criteria for assessing employees are their qualifications, competence, productivity, efficiency and creativity.

The company aims at creating a representative workforce avoiding discrimination of age, sex, marital status, religion, and nationality.

Observing the key indicator of the equal opportunities promotion policy, namely the proportion of men and women, the company acknowledges that, due to the nature of the

construction industry, there are more male employees.

However, there are numerous female engineers in the AKTOR worksites, employed in responsible positions as project managers, site managers, environmental engineers, safety engineers, quality control laboratory personnel, etc., while in the company headquarters there are more women than men, employed in managerial positions throughout the company's hierarchy. Women are fully accepted and enjoy equal opportunities at AKTOR.

Throughout AKTOR and the Group child labour is prohibited.

Lastly, the national collective agreements are met or exceeded, as are the notification periods for various changes.

meeting the needs of **society and clients**



AKTOR recognises that business is interrelated with responsibility towards society. For this reason, its activity is geared not only towards economic growth, but also towards social welfare as an integral part of its long-term corporate strategy for sustainable development.

In this context, the high quality of its infrastructure projects for the entire society, office buildings – residences – hotels for part of society, various projects for specific clients, etc., is a requirement for the company's operation.

Through the high quality of their projects and products, AKTOR and the Group meet the needs of their clients and society. The Group implements a certified Quality Management System according to the ISO 9001 specifications, which ensures the required quality, particularly in its core activities, such as construction, concessions, environment and wind power.

sponsorships



AKTOR and the Group financially support education, the academia, green development, supporting grants and programmes, educational trips, etc., as well as various cultural events, conferences of the construction industry, sustainable construction, etc.

AKTOR and the Group support sport activities, provide raw materials for road works to communities and municipalities in areas where it operates, supports social events etc.

Lastly, AKTOR and the Group have contributed to the publication of a series of books that relate to the broader concept of construction and its evolution over time. These publications are:



publications

Through AKTOR's construction activity, principally regarding roads, infrastructure and building construction, the Group is in direct contact with both local communities and important elements such as the country's cultural heritage and unique landscape. In recognition of their value, predominantly the value of cultural heritage and its contribution to understanding the course and evolution of contemporary society, AKTOR and the Group proceeded to highlight the findings of excavations made during construction works, particularly those found along the main road networks and axes of Greece.

The start was made by publishing the findings of Attiki Odos in:

- Wandering in Attiki Odos

Followed by:

- Maps of Attica - Karten von Attica, including the most important maps of the Attica landscape in

1874-1884, with a faithful reproduction of the Johannes A. Kaupert & Ernest Curtius edition.

Continued by publishing:

- Attica Roads – Ancient streets of Attica
- First Maps of the City of Athens
- The work of the French scientific expedition to the MOREA
- The Odeion roof of Herodes Atticus and other giants spans while more publications are scheduled for the coming years.

These publications help to maintain the identity of landscape and its monuments, contributing to culture, research and society at large, while the promotion and reference to cultural heritage as a result of engineering and technology in Greek antiquity, constitutes a minimal recognition and understanding of its timeless value, as well as its importance for construction today.

05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Strategy	1.1	Statement by the most senior executive of the organisation, responsible for decision making.	04
	1.2	Description of key impacts, risks and opportunities	08
Organisation – structure Profile and strategy	2.1	Name of organisation AKTOR	10
	2.2	Major brands services	11, 12, 13
	2.3	Operational structure of the organisation	10
	2.4	Location of organisation's registered offices	49
	2.5	Number of the countries in which AKTOR operates	11
	2.6	Nature of ownership and legal form of AKTOR	10, 13, 14
	2.7	Areas served	11
	2.8	Sizes of the organisation issuing the Report	24, 25, 26
	2.9	Significant changes during the reporting period regarding size, structure or ownership: "Report of the Board of AKTOR to the financial statements Year 2014 Chap.4" which has been published	25, 26
	2.10	Awards received during the three Reports	35

05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Report Parameters	3.1	Reporting period for information provided: 01.01.2014 - 31.12.2014	05, 06, 07
	3.2	Date of previous report: June 2013	05
	3.3	Report frequency: Annual	02, 05
	3.4	Contact for questions regarding the report or its contents: nsiouta@aktor.gr – Dr.-Ing. Niki Siouta	02
	3.5, 3.6, 3.7, 3.8	Process for determining the report content / Report limit / Reference to any specific limitations on the scope or limits of the Report / Basis for reporting	02, 05, 06, 07
	3.9	Data assessment techniques and bases for calculations: All information provided in the corresponding texts and graphs of the Report	02, 05, 06, 07
	3.10, 3.11	Explanation of the impact of the revisions of information included in earlier reports, and reasons for the revision. Significant changes from previous reporting periods terms of the scope, limits, or assessment methods implemented in the report: None	Not available
	3.12	Table of the locations of standard disclosures contained in the Report.	02 - 50

05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Governance and Commitments	4.1	Governance structure of the organisation, strategy development	10, 14
	4.2	Indicate whether the Chairman of the highest governance body is also an executive officer: The Chairman is an executive member of the Board of Directors	04, 15
	4.3	Regarding the structure of the Board of Directors, state the number of members that are independent and / or non-executive members	10
	4.6	Processes implemented by the highest governance body, in order to avoid conflict of interest: Conflict of interest is avoided since the members of the Board of Directors are independent and non-executive	10, 15
	4.8	Internally developed statements of values, codes of conduct, and principles, that concern economic, environmental and social performance	15 - 43
	4.11	Explanation of whether and how the organisation implements the prevention approach or principle. The CSR strategy focuses on prevention rather than repression, so as to address social and environmental challenges.	15 - 20 36 - 41
	4.12	Externally developed principles, or other initiatives that concern the economy, environment and society, accepted or endorsed by the organisation.	15 - 20
	4.13	Membership in associations and / or national / international advocacy organisations in which the organisation participates	21, 23
	4.14, 4.15	List of "stakeholder" groups who cooperate with the organisation	22

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SUSTAINABILITY
REPORT

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05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Financial issues	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and government bodies.	25
	EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	08, 26, 30 - 33
	EC3	Coverage of the organisation's defined benefit plan.	25
	EC4	Significant financial assistance received from government bodies.	None
	EC9	Understanding and description of significant indirect economic impacts, including their extent.	24 - 26

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05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Environment	EN1, EN2,	Materials used / recycled.	31
	EN3, EN4	Direct / Indirect energy consumption.	32, 33
	EN10	Water recycled and reused: By wastewater treatment plants, for subsurface irrigation.	33
	EN14	Strategies, current actions and future plans for managing impacts on biodiversity: AKTOR implements best practices for the protection of biodiversity in the worksites and company offices.	03 – 23, 27 - 35
	EN16	Total direct and indirect greenhouse gas emissions.	33
	EN17	Other relevant indirect greenhouse gas emissions: Yes, worksite energy and fuel consumption is recorded and converted into emissions. The result is disclosed in AKTOR's annual Environmental Statement, according to EMAS requirements.	Yes
	EN23	Total number and volume of significant spills: No significant leakage was recorded in 2014	None
	EN26	Initiatives to mitigate environmental impacts of services and extent of impact mitigation.	27, 31, 32, 33
	EN27	Waste recycled / treated, by category.	31
	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations: One fine was recorded in 2014.	One

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SUSTAINABILITY
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05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Employee Relations / (Global Compact Principles 3,6)	LA3	Benefits offered by large companies to full-time employees	38, 39
	LA5	Minimum notice period regarding operational changes, including whether it is specified in collective agreements: According to current national legislation.	40
	LA8, LA9	Education, training, prevention and risk mitigation, implemented to support the workforce. AKTOR provides counseling, information and training by doctors and other experts, on the protection of health, including problems such as smoking, alcohol use, etc.	37, 38, 39
	LA13	Composition of employees by sex. The participation of women on the Board has not changed compared to 2014. There is no woman in the company Board of Directors.	10
	EN14	Strategies, current actions and future plans for managing impacts on biodiversity: AKTOR implements best practices for the protection of biodiversity in the worksites and company offices.	03 – 23 - 35 27
Human Rights (Global Compact Principles 1,3,4, 5, 6,10)	HR4, HR5, HR6	Total number of incidents of discrimination and actions taken: None Risks concerning possible violation of the treaties of the International Labour Organisation for the protection of labour rights and the prohibition of child and forced labor are examined by internal evaluation procedures.	40
	HR9	Total number of incidents of violations of rights of indigenous people and actions taken: None	None

05. GRI INDICATORS AND CORRELATION WITH REPORT

INDICATOR TYPE	GRI CODE	DESCRIPTION / COMMENT	PAGE
Employee Relations / (Global Compact Principles 3,6)	S02, S03	Employees trained in the policies and procedures of the organization: Employees participate in introductory and repeater courses on the Company Code of Conduct and relevant procedures. Implementation of Corporate Responsibility and Sustainable Development seminars for officials and employees during 2014.	37
	S04	Actions taken in response to corruption incidents: No actions have been taken, because no cases have been brought to the attention of Board of Directors.	No action
	S07, S08	Monetary value of fines and total number of non-monetary sanctions for non-compliance with laws and regulations: None.	None
	PR1	All services offered by the company are assessed in terms of health and safety. In this context, best practices are implemented for proper labeling, and information of users. There is collaboration with the academia and other "stakeholders" for the exchange of knowledge and the continuous improvement of services.	Good practices
	PR8	Total number of substantiated complaints regarding violations of user privacy and loss of client data: None	None
	PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the use of services	-



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REPORT STATEMENT

The current Sustainable Report refers to all the activities of AKTOR for the year 2014 and accompanies the financial report of the use of 01.01.2014 – 31.12.2014.

The performance indicators refer to the Sustainable Reporting Guidelines of GRI – G3.

The criteria and definitions used by AKTOR to define financial cost – benefit derive from the International Accounting Standards.

To report focuses on the company's basic information and fundamentals, and presents a complete picture of its activities in relation to the three pillars of Sustainable Development, namely Environment, Society and Economic prosperity.

The report was written by Dr.-Ing. Niki Siouta.

The general review of the data presented, was by General Manager, Mr. Ioannis Bournazos.

The financial data were reviewed by Financial Manager of AKTOR, Mr. Charalampos Nianiakoudis

The environmental data were reviewed by Dr.-Ing. Niki Siouta.

The information about AKTOR's personnel was reviewed by Human Resources Manager, Mrs. Eirini Bournazou.

Photograph: Elena Siouta

Design / DTP by Adjust Lane

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