CORPORATE RESPONSIBILITY REPORT 2010

ATHENS
INTERNATIONAL AIRPORT
ELEFTHERIOS VENIZELOS

Preface

Aiming at providing all stakeholders with consistent and thorough information on sustainability issues, this is the 8th annual edition of the Corporate Responsibility Report of Athens International Airport S.A. (AIA).

Issues of interest per stakeholder group, included in this Report, are presented in the graphic below:

In order to facilitate the comparability of information disclosed, previous Corporate Responsibility Reports are available on the company's website (www.aia.gr), the GRI portal (www.globalreporting.org) as well as in the Corporate Register directory (www.CorporateRegister.com).

Furthermore, we would highly appreciate any comments, suggestions or requests for clarification on any related issue to be directed to csr@aia.gr.

AIA Stakeholders

Purpose & Scope

This Report focuses on the continuous commitment of AIA's Management to the sustainable and responsible operation and development of Athens International Airport. AIA holds the responsibility of ensuring efficiency of aviation and non-aviation operations, while contributing to the growth of the entire airport community. AIA minimizes the environmental impact of the airport's operation and development and contributes to the preservation of the local ecosystem. AIA values the relationships with the airport's local communities and is committed to the advancement of social partnership and prosperity for the region. AIA ensures a safe, productive and fair work environment for its employees. For all aforementioned, AIA has established corporate policies and procedures, control mechanisms and individual action plans. Through this edition, AIA aims to increase its stakeholders' interest with accurate and validated information.

The Report refers to the period of January through to December 2010, with certain data repeated from previous editions, necessary for comprehending the text. It covers the full spectrum of AIA's programs and activities, taking place within the Athens International Airport "Eleftherios Venizelos" in the Spata region of Attica, Greece. It also includes information pertaining to external projects in Greece and at various locations around the world.

Methodology

The Report elaborates on corporate targets, management practices and key performance indicators for 2010, in a simple, comprehensive way, with a flowing content. Report content has been set according to the AA1000 Accountability Principles Standard (2008), the sustainability reporting guidelines (G3) of the Global Reporting Initiative (GRI), as well as the ten principles of the United Nations Global Compact (UNGC). The Corporate Responsibility Report is the product of cross-company cooperation.

Assurance

The Corporate Responsibility Report 2010 has been independently assured by Ernst & Young Business Advisory Solutions S.A. with regards to:

- Adherence to the principles of Inclusivity, Materiality and Responsiveness (AA1000 Standard)
- Completeness and accuracy of the specified sustainability data in Chapter 3 "Key Figures"
- GRI Application Level Check
- UNGC "Communication on Progress" Report

Observations on particular areas in the Report and obtained a limited level of assurance.

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01. Joint Address by the Chairman and the CEO

Prof. Stratos Papadimitriou - Chairman of the Board of Directors

Dear Stakeholders,

It is our pleasure to present the 2010 Corporate Responsibility Report of Athens International Airport. The Report outlines the objectives, management practices and attained performance of the Airport Company towards sustainability, in line with our declared commitment to balance our roles of an efficient airport manager, a successful entrepreneur and a public private partnership that creates and delivers lasting value.

This year marks the 10th anniversary of responsible airport operation. The Airport Company has based its success on a cooperative approach with regards to ensuring operational excellence within the airport community, delivering high value services to our customers, building win-win relations with our suppliers and business partners, nurturing the talent and commitment of our people, fostering mutual respect with local communities and gaining the trust and acknowledgement of society at large. Responsibility is integral in every aspect of our operation and defines our corporate conduct throughout the years.

In today's turbulent business environment, effective corporate governance calls for responding to the growing sustainability challenges by achieving scaleable entrepreneurial solutions through creativity and innovation. Athens International Airport recognizes that success extends beyond the attractiveness of our financial performance, being the outcome of a consistent and responsible course that embeds qualitative elements and an active engagement approach with the entities and individuals affecting or affected by our operation.

It may seem inevitable that the current economic recession affects the strategic and behavioral characteristics of a corporation; it is also certain that, despite cost restraints, the principles that make success possible should not be compromised. It is imperative for AIA that, despite the adversities laid on our path, we remain firm on our effort for financial and non-financial success alike, by continuously adapting our managerial approach towards a prudent operating framework without neglecting sustainability-enhancing activities that are material to our stakeholders.

In 2010 we were effectively prepared to face the challenging effects of recession on consumer behavior and consequently on passenger traffic. Affected by the industry-wide and Athens-specific developments, traffic presented a moderate 5% shortfall in passenger volumes with 15.4 million passengers, and a sharper 8.7% decrease in the number of flights, which amounted to 191.8 thousand movements. It was the domestic sector that was mostly affected due to the negative developments in the Greek economy, combined with the consolidation of services to Greek destinations. Despite the reduced traffic and the overall adverse macroeconomic environment, the Company's financial performance was positive for another year, generating a Profit before Tax of €158.5 million, attributed to solid revenue streams from both aeronautical and non-aeronautical activities, coupled with enhanced cost reduction efforts.

While attaining our financial objectives, we remained consistent to our Corporate Responsibility commitments. This is reflected on key corporate responsibility indicators such as our Social Product yield that was increased to €157.5 million (compared to €130.0 million in 2009), while the total valuation of Corporate Responsibility activities represents 2.73% of the total Operating Expense (versus 2.41% in 2009). Furthermore, we continued to reinforce our governance framework by developing and reviewing policies and systems that enhance our stakeholders' confidence in our performance and prospects. We placed particular attention on communicating corporate values and policies that strengthen our culture of responsibility and integrity.

In order to maintain operational effectiveness at high standards and respond to the market challenges, we continuously place a strong emphasis on information sharing, simplifying plans and procedures, and promoting coordination across the airport community. This year our efforts were concentrated on emergency exercises and training.

Following our strong customer focus and our commitment to provide a pleasant yet efficient airport environment, in 2010 we implemented initiatives in order to enhance

Dr Yiannis N. Paraschis - Chief Executive Officer

the overall ambience, aesthetics and product offer in the airport commercial areas.

Climate change is a priority element of AIA's sustainability strategy. 2010 marked the 3rd year of implementation of AIA's Climate Change Corporate Action Plan with activities related to tree planting, clean technology vehicles, recycling and energy conservation measures. Meanwhile, we upgraded our participation in the *Airport Carbon Accreditation* programme of ACI Europe (Level 2: Reduction), having achieved a 15% reduction in carbon emissions at our facilities - over 10,000 tonnes of CO_2 during the period 2005-2009. Our long-term goal was set: a 25% reduction in CO_2 emissions under AIA's direct control by 2020 using 2005 as a baseline. The year's action was also highlighted by the completion of a tender procedure for the construction of an 8MW Photovoltaic Park at the airport, which is expected to produce electrical energy, corresponding to 30% of the airports peak power requirements and contributing to the reduction of CO_2 emissions by at least 10,000 tonnes annually, equivalent to the amount absorbed by over 1,500,000 trees. The installation of AIA's Photovoltaic Park is currently under way, and the facility is scheduled to be operational by the end of 2011, producing more than 10.000.000kWh/yr, to be sold to the national electricity grid and expanding AIA's non-aeronautical revenue base.

A very special environmental initiative is the preservation and protection of the neighbouring Vravrona wetlands, an area of significant archaeological and environmental value which has been "adopted" by AIA. In 2010, additional works were undertaken - most notably the installation of fencing, the development of educational programs and the creation of a footpath for visually impaired visitors.

We remain committed to our active role as social partner and key driver for local development. Beyond the applied regulatory framework, the Airport Company values the engagement of local stakeholders which further contributes to a balanced and fruitful co-existence. In 2010, we effectively responded to requests for infrastructure projects and contributed to diverse social, cultural, ecological and sporting activities.

On a broader citizenship perspective, we consistently promote our country's cultural heritage and contemporary art, while connecting social contribution with our business objectives by promoting the city of Athens as a tourist destination. In this respect, AIA has positioned itself as a consistent cultural and social contributor. In 2010, we welcomed more than 250,000 visitors to our permanent exhibitions and continued our collaboration with important Greek and international cultural foundations, providing a pleasant and unique airport experience. We were delighted to welcome more than 4,000 children to the terminal's creative entertainment area and hosted more that 1,500 school visits to the airport.

We aim to be an employer of choice, attracting a committed workforce and supporting them throughout their career with us. We offer a safe and modern work environment, along with systems and tools as well as opportunities that help them develop their abilities and sustain a healthy work-life balance. We have a long – standing commitment to creating a workplace culture that encourages the development and the best use of our people knowledge and skills. In 2010, we updated a multitude of human resources systems, like workforce planning, equal opportunity policies, performance appraisal and development systems and health & safety systems. Our Corporate Training Plan which totaled 11,237 hours of training in 2010 placed particular emphasis on the dissemination of the corporate vision, mission, and values to all AIA personnel. This constituted the first phase of a customer-centric project, which will be concluded in 2011 across the entire airport business community, aiming to further enhance customer service and professionalism in all areas of daily interaction.

AIA's Corporate Responsibility reporting encompasses our commitment to transparency, by measuring and openly communicating our "triple bottom-line" accountability. As sustainability reports are being more closely monitored than ever before and as users of such information (investors, creditors, news media, NGOs, private citizens) are growingly expecting the validation by a reliable third party, AIA continues for the 4th consecutive year to engage in a CR assurance process, in line with globally accepted standards. Furthermore, AIA remains firm to the commitment made to the United Nations Global Compact for upholding and reporting progress on the ten principles within our sphere of influence.

Continuously traveling our sustainable path, we welcome the recognition that motivates us for the future. This year, Athens International Airport was awarded with the "Airport of the Year 2010" distinction, in recognition of the high quality of services offered to airport passengers and visitors, combined with a strong and competitive business model. The distinction was delivered during the "Leader in Aviation Awards", during the Doha Aviation Summit. On a local level, our ability to embed global best practices in our strategy was validated by our consistent ranking among the five top companies in Greece in sustainability reporting.

As we celebrate our first decade of success, we are convinced that the people of this company will continue to deliver to the best of their unquestionable ability and will maintain our momentum during the next decade with an enduring sense of accountability and pride.

Prof. Stratos Papadimitriou

Dr Yiannis N. Paraschis

02. Corporate Identity

"Athens International Airport S.A." (AIA) was established in 1996 and functions as a private company, under the Airport Development Agreement (Law 2338/1995), on the basis of a public-private partnership.
The Airport Company operates the Athens International Airport "Eleftherios Venizelos", under the supervision of the Hellenic Civil Aviation Authority (HCAA).

2.1 Corporate Strategy

The strategic corporate goal of Athens International Airport is to create sustainable value for all stakeholders, while caring to offer value-for-money services to its customers.
This objective is attained through the deployment of a two-fold business strategy:

Table 2.1
Shareholder Structure

SHAREHOLDER	NUMBER OF SHARES	%
Greek State	16,500,000	55%
Hochtief AirPort GmbH	8,000,004	26.667%
Hochtief AirPort Capital GmbH	4,000,002	13.333%
Copelouzos Dimitrios	599,997	2%
Copelouzou Kiriaki	299,999	1%
Copelouzos Christos	299,999	1%
Copelouzou Eleni-Asimina	299,999	1%
Total	30,000,000	100%

- The aeronautical strategy, pursuing to sustain and grow current traffic and customer base, and the focused development of regional hubbing and low-cost-carriers traffic, with an aim to outperform macroeconomic trends.

- The non-aeronautical strategy entailing the development of high-quality consumer-related products and services, the exploitation and development of the airport's assets and real-estate as well as the integration, management and advancement of IT&T systems together with exporting of know-how to targeted markets.

At the same time, we aim to operate in a socially and environmentally responsible way and provide to our stakeholders an operating and working environment that meets the increasing demands on safety and security.

Our Vision

to be the symbol for value creation and excellent customer experience created by a vigorous and devoted airport team.

Our Mission

"We are a dynamic and best practice enterprise. We manage and develop diverse airport activities creating sustainable value for our stakeholders and society in the Greek and international arena".

Our Corporate Values

Accountability
Personal responsibility qualifies our actions and reflects our corporate role. We acknowledge the importance of being responsible for the environment, the society, the culture and our fellow citizens.

Team Spirit
We are members of one and unique team where personal interests have no place. We all work for the success of the company in mutual trust and respect.

Respect
We respect each other because we respect ourselves. We recognize the uniqueness of our colleagues' personalities. Our relationships are characterized by politeness, honesty and mutual trust, irrespectively the mentality and the hierarchical level.

Effectiveness
Act for results. We ensure achievement of our goals within the set deadlines, with high quality standards and proper prioritization.

Customer Focus
We understand, anticipate and meet our customer needs. We build up successful business relationships that add value to our company and reflect our philosophy regardless of our position in the company.

2.2 Corporate Governance

The Airport Company abides by the provisions of the law on Sociétés Anonymes (S.A.) (Law 2190/1920) and the provisions of the Airport Development Agreement, which defines, among others, the relations between shareholders.
AIA applies corporate governance practices across its operations. By reinforcing its organizational policies and procedures, the company manages to develop a corporate culture founded on business ethics, committed to protecting the rights of its shareholders and the interests of all stakeholders.

Internal Control System
A key factor for the successful implementation and fulfillment of the Company's objectives lies with the operation of corporate internal control functions. The efficiency and effectiveness of such controls, contribute to safeguarding the shareholders' interests and the Company's assets.

A. Control Environment
The established control environment confirms the intention of the Management and the Board of Directors to secure discipline across the company and reinforce control consciousness.

The Board of Directors, consisting of nine non-executive members, bears the responsibility for the management and administration of all corporate matters and affairs and has, in this respect, delegated specific authorities to the Chief Executive Officer and the members of Management respectively. Management informs the Board of Directors through regular meetings and reports. Specific Board Committees have been set up specializing on investment, budget and financial management, personnel, corporate planning and audit-related issues. Within this framework, issues related to corporate responsibility, are brought to the attention and approval of the Board of Directors.

The Audit Committee, in line with the international corporate governance framework, assists the Company's Board of Directors in the exercise of the latter's supervisory responsibilities by monitoring the financial information published by the company, controlling and monitoring the internal and external audit systems and the internal controls system, in accordance with applicable laws and regulations.

The Airport Company is structured around four Business Units, serving the relevant activity sectors, which are in turn supported by various corporate functions.

In response to its commitment to support and advance an ethical culture, Management has established a system of anti-fraud internal controls aiming to protect both the company and its employees from any conflicting interests.

Chart 2.2
AIA Organisational Structure

Specifically, it applies a Code of Business Conduct, developed in line with global best practices, urging employees to conduct business activities in accordance with specific well-defined principles, thus aiming to maintain the company's good reputation, trust and confidence of its shareholders and stakeholders.

Additionally, it has established an Anti-Fraud Policy which sets out a regular risk assessment exercise aiming at preventing/avoiding the risk of occurrence of legal, regulatory, reputational and/or financial risks arising from fraudulent activity. The policy also provides a mechanism for employees to report suspected irregularities and has developed a mechanism for the investigation and management of such events, i.e. Fraud Detection.

Interrelated with the Code of Business Conduct, AIA has also established a Corporate Policy of Procurement Conduct, ensuring that suppliers are treated with fairness and integrity.

In order to ensure and monitor compliance with the above, AIA has also established mechanisms to collect compliance feedback from the Management and the employees.

B. Risk Assessment

The Company's objectives and the environment in which it operates are continually evolving and, as a result, the risks it faces are continually changing. A sound system of internal control therefore depends on a thorough and regular evaluation of the nature and extent of the risks to which the company is exposed. With the establishment of the business control function, the aforementioned requirement has been embedded in the day-to-day operation of the company. Risk identification and assessment is therefore implemented periodically not only at Unit level but also on a corporate basis.

AIA compliments its corporate risk management framework with the implementation of a Business Continuity System (BCS) in line with ISO-PAS 22399:2007, as well as best industry practices.

C. Control Activities

The Airport Company sets a series of policies and procedures to ensure that management directives are carried out and that corporate objectives are achieved. The company seeks regular assurance from internal and external auditors to ensure that the control activities are functioning effectively.

Furthermore, the Airport Company invests in management systems that enhance controls and serve its commitment for providing high-quality, state-of-the-art services. In this respect, AIA was successfully recertified against the ISO9001:2008 standard for its IT&T Business Unit while maintaining an ISO14001:2004 certification for its Environmental Services department.

D. Information & Communication

The Airport Company issues and discloses publicly, on an annual basis, a number of reports that cover all aspects of activities and performance. These include the Annual Report, the Corporate Responsibility Report, the Care for the Environment bulletin and the Aerostat report which present key figures and trends relating to our operations and market.

The Airport Company has also developed a system of processes and reports which not only support Management in its strategic decision-making, but also accomplish effective communication within the company as well as with external parties (e.g. customers, concessionaires, suppliers, regulators and shareholders).

E. Monitoring

The Airport Company has established a system of continuous controls monitoring which provides assurance that controls and other planned actions are carried out properly and to identify key exceptions which necessitate review and management action quickly and effectively. Scheduled periodic audits performed by the company's external auditors and internal audit department further assure the adequacy of the internal control system. Furthermore, the continuous monitoring process is facilitated through the implementation of enhanced IT solutions. In particular, AIA has developed data measurement techniques applied to the compilation of indicators for corporate use.

In this respect, AIA's Management has established the "Value Based Management" (VBM), a methodology which provides the necessary tools to measure the value created on a company and business unit level, taking into account both financial and non-financial metrics.

2.3 The Sustainability aspect

The three-member Audit Committee (chaired by the Chairman of the Board of Directors) fulfills an oversight role in relation to AIA's Corporate Responsibility reporting and reviews the independence and quality of the parties engaged by Management to provide CR Assurance services. This was documented in the latest review of the Audit Committee Charter.

AIA has established a Corporate Responsibility Policy, complimenting various distinct corporate policies with regard to the environment, local community relations, communications, safety, human resources and quality.

The Policy states the Airport Company's commitment to the creation of sustainable value for all stakeholders, while balancing its role, objectives and actions along the four perspectives of our corporate responsibility.

The Policy is subject to review, as part of AIA's aim to incorporate global best practices. In 2010, AIA reviewed the CR Report development process by clarifying related responsibilities across the company.

Table 2.3a
Corporate Responsibility Perspectives of AIA

PERSPECTIVE	FOCUS
Airport Operator's Responsibility	Running the airport efficiently and establishing an airport community culture Acting on public interest in particular with respect to safety and service quality
Corporate Citizenship	Neighborly relations with local communities Advancing social partnership and prosperity in the region
Environmental Responsibility	Undertaking initiatives and commitments to minimise impact from airport operation & development Communicating and raising awarenenss with all stakeholders regarding environmental issues
Employer's Responsibility	Development, compensation and engagement of our human capital Maintaining a committed workforce in a safe, productive and fair work environment.

The Airport Company has acknowledged a set of fundamental principles within a context of corporate governance and business excellence. The manner with which these principles are upheld through AIA's management systems is presented below, adapted in accordance with the AA1000APS (2008) Accountability Principles Standard:

The Principle of Inclusivity *(participation of stakeholders in developing and achieving an accountable and strategic response to sustainability).*
The stakeholder map reflects the diversity of the Airport Company's stakeholders, within and outside the boundaries of the airport community. Stakeholder groups are defined based on the effect of our operational and business activities. AIA is committed to engaging stakeholder groups in a balanced and respectful manner.

A balanced management approach involves stakeholder engagement, i.e. the comprehension and integration of stakeholders input and needs in strategy development and deployment. This is evident in the planning and implementation of the Airport Company's activities, as our operational success is linked to stakeholder cooperation.

AIA engages in an on-going dialogue with local communities and other stakeholders to assist in formulating the most relevant sustainability issues, help prioritize its challenges and opportunities, and build trust.

Furthermore, AIA engages its passengers and commercial customers through a variety of survey tools, aiming at the compilation of feedback and satisfaction evaluation data in order for these to be used in improvement actions. AIA deploys the appropriate resources and equipment for efficient feedback collection and communicates the findings across Management.

The Principle of Materiality *(determining the relevance and significance of an issue to an organisation and its stakeholders).*
The material issues outlined in the stakeholder materiality map (chart 2.3b) represent AIA's understanding of the significant and relevant sustainability issues for the Airport Company and its stakeholders.

In order to ensure the materiality, completeness and comparability of our corporate responsibility disclosures, we apply internationally prevailing standards and best practices for systematic reporting. As part of the corporate responsibility reporting process, AIA implements a practice where the assigned responsible persons from the company's departments regularly submit their input regarding the material issues arising from stakeholder engagement.

AIA has acknowledged the following drivers for the development and management of corporate responsibility as a governance system:

- Global Compact Principles of the United Nations as the vehicle for voluntary commitment.

- Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) for measuring and reporting relative performance (GRI-G3).

- AA1000 Assurance Standard (AA1000AS:2008) and the International Standard on Assurance Engagement ISAE3000 as the basis for the external assurance of sustainability disclosures.

In our effort to approach materiality, this Report contains information provided in the generic GRI guidelines as well as additional issues that are crucial to both our business and our stakeholders.

Furthermore, as part of our continuous improvement process regarding the CR Report, we value the input and recommendations of external parties.

Preparation of this year's report took into consideration the following information: the Ernst & Young Management Report regarding our 2009 Report Assurance engagement, the Accountability. Rating 2010 Company Report by the Institute of Social Innovation, WWF Hellas Environmental Management & Disclosure Index and the University of the Aegean Greek CR Reports Assessment 2010.

The Principle of Responsiveness *(responding to stakeholder issues that affect its sustainability performance and is realized through decisions, action and performance as well as communication with stakeholders).*

In 2010, our annual corporate scorecard was implemented in line with the sustainability aspect of our corporate strategy, by including related objectives for measuring the company's performance. The attainment of the sustainability related objectives is linked to the evaluation of performance and reward to AIA Management and employees. In particular, the areas in which non-financial performance objectives were set for 2010 were: critical systems availability, aviation safety, airport service quality, waste recycling, Climate Change Action Plan, Local Communities action plan, CR Report benchmarking.

Specific observation on linking evaluation of Management performance with non-financial indicators

During our interviews with C-suite representative, we discussed on AIA's approach to the establishment of multidimensional indicators for Management evaluation, and reviewed the relevant 2010 Corporate Scorecard. Our review was focused on the structure of non-financial targets and the respective achievement of results for 2010, the majority of which we reviewed for accuracy and completeness as found in Chapter 3. Having also reviewed the Environmental and Local Community Action Plans, and the respective targets included in the 2010 Corporate Scorecard, we believe that AIA's approach to integrating sustainability objectives in evaluating Management performance has a solid basis, and could further benefit from the broader linking of corporate sustainability objectives to long-term strategic planning (as is the case for the 2020 carbon reduction target).

Ernst & Young

Table 2.3b
Materiality Map

Importance for Stakeholders ↑ Very Important	Socio-Economic Impact Delightful Airport Experience	Operational Readiness Minimizing Environmental Impact Aviation Safety Emergency Preparedness Efficient Operating Environment
Cultural & Humanitarian Contribution Promoting Responsibility to our Partners	Value for Money Services Social Partnership Variety of Services	Responsible Leadership Code of Business Conduct Sustainable Value Creation Risk management & anti-fraud Legal / Regulatory Compliance
Important	Employee Job Satisfaction	Safe, Productive & Fair workplace Employee Development

Important → Very Important
Importantance for Athens International AIrport

We aim at being acknowledged as a role model responsible company within our markets and being able to influence others to follow a path of sustainability. In order to achieve this, we strive to develop and implement appropriate responses to sustainability challenges presented by our operating environment and our stakeholders. These responses are deployed across the entirety of our operations as the coordinating party of the airport business community.

AIA produces and implements specific action plans for responding to stakeholder expectations. Such plans, updated on an annual basis, include the Environmental and Local Community Action Plans. These action plans aim to ensure that the views of our stakeholders (e.g. local municipality authorities) are considered in the deployment, adherent to the principle of materiality, demonstrated throughout this report.

We measure and report on our activities and performance against the perspectives of our corporate responsibility, in a regular, structured and transparent manner. The 2010 Corporate Responsibility Report is the Airport Company's eighth consecutive annual edition. In order to maximize the added value of the CR reporting process, AIA has engaged for the 4th consecutive year in external assurance; the independent assurance statement in ch.8 outlines the scope and outcome of this engagement. The CR report is distributed to all AIA employees, the airport community, out business partners, local communities, the press and various other stakeholders. The Environmental Bulletin, also published annually, offers detailed coverage of relevant environmental issues and addresses a large audience of constituents.

The Airport Company is consistently keeping up to date with emerging advancements in sustainability systems and standards. AIA has also contributed to the development of such standards, as member of the development group for the GRI Sector Supplement for Airports (AOSS) along with 9 other international airports and stakeholders from a variety of constituencies. The new airport-specific guideline will be available in 2011.

Our ability to embed global best practices in our strategy is validated by our consistent ranking among the five top companies in Greece (3rd place in the University of the Aegean CR Report benchmarking, 2nd place in the WWF Greece Environmental Management & Disclosure Index). Furthermore, our attained score according to the Accountability™ Rating methodology demonstrated a remarkable improvement for the 4th consecutive year. AIA remains true to its commitment to the United Nations' Global Compact, by reporting on the progress regarding the ten UNGC principles in a separate section in this Report (par.8.1).

Our active membership in business associations and our presence in various sustainability networking events enable us to demonstrate our practices and share expertise. Among others, Athens International Airport is an active member of the Hellenic CSR Network, the Greek Business Council for Sustainable Development (under the auspices of the Greek Federation of Industries), the Hellenic Management Association Institute for Corporate Affairs and chairs the ACI-Europe Environmental Strategy Committee.

Chart 2.3c
Corporate Responsibility Management-Development Course

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
CR Management Practices	CR Committee	CR Policy 1st CR Report		Sustainability KPI		Sustainability in Business Plan & Corp. Scorecard	Benchmarking study for mgmt practices		Audit Committee CR Report Process Materiality Map	
Assurance Level (AA1000)						Type 1 Moderate	Type 2 Moderate	Type 2 Moderate	Type 2 Moderate	Type 2 High
GRI Application Level					Level B	Level B+	Level B+	Level B+	Level B+	Level A+
GRI Guidelines Application				GRI-G2	GRI-G3	GRI-G3	GRI-G3	GRI-G3	GRI-G3 Guidelines	GRI-G3.1 Sector Supplement for Airports
UN Global Compact						UNGC Commitment	UNGC COP	UNGC COP-Adherence Check	UNGC COP-Adherence Check	

03. Key Figures

It is the aim of the Corporate Responsibility Report to provide with material, current and accurate information regarding topics of importance to our company and our stakeholders. Reflecting on a balanced management approach, this chapter presents a series of indicators that are relevant to all perspectives of our corporate responsibility.

3.1 ECONOMIC FIGURES

	2010	2009
Total Revenues *Stated in €mio.Only for 2009, Total Revenues excludes the impact of the extraordinary Income.*	406.4	419.5
Total Operating Expenses *Stated in €mio*	127.9	141.5
EBITDA *Stated in €mio. EBITDA plus subsidies. For 2009, EBITDA excludes the impact of the extraordinary income.*	278.4	278.0
EBITDA margin % *Stated in €mio. EBITDA plus subsidies / Total revenues*	68.5%	66.3%
Total Assets *Stated in €mio*	1,439.7	1,565.5
Added Value on Assets *Stated in €mio. AVA: Added Value on Assets = Net Operating Profit after Tax - Cost of Capital x Net Asset Value*	60.8	125.5
Dividends *Stated in €mio. Amounts relating to previous financial year with the outflow occuring in the current year*	168.0	105.0
Increase in Retained Earnings *Stated in €mio*	- 76.4	67.7
Income Tax *Stated in €mio. Amounts relating to previous financial year with the outflow occuring in the current year*	70.0	35.0
Social Product *Stated in €mio. Social Product is the total valuation of amounts paid for AIA payroll, contracted services payroll, social security contribution, income/municipality/other tax, corporate responsibility opex, environmental and safety-related capex. Includes provisions.*	157.5	130.0
Corporate Responsibility % OpEx *Corporate Responsibility as % of total OpEx. Corporate Responsibility is the total valuation of activities relating to environmental, local community, art&culture, other social contribution, employee benefits & engagement, safety and CR management.2009 figures have been restated for comparison purposes*	2.73%	2.41%

Chart 3.1.1
Revenues Structure 2010

Chart 3.1.2
Operating Expenses Structure 2010

3.2 ENVIRONMENTAL FIGURES

	2010	2009	var %
Electricity Consumption			
Total Airport (MWh) *(Refers to the entire airport community)*	129,173	136,394	- 5.3 %
AIA only (MWh) *(Refers to the company only)*	57,555	59,304	- 2.9 %
Total Airport consumption per passenger (kWh / pax)	8.4	8.4	0.0 %
Natural Gas Consumption			
Total Airport (Nm^3 x 1000) *(Refers to the entire airport community)*	3,052.4	3,541.0	- 13.8 %
AIA only (Nm^3 x 1000) *(Refers to the company only)*	1,378.8	1,608.4	- 14.3 %
Total Airport consumption per passenger (Nm^3 / pax)	0.20	0.22	- 9.0 %
Water Consumption			
Total Airport (m^3 x 1000) *(Refers to the entire airport community)*	617.0	657.8	- 6.2 %
AIA only (m^3 x 1000) *(Refers to the company only)*	345.2	383.3	- 9.9 %
Total Airport consumption per passenger (m^3 / pax)	0.040	0.040	0.0 %
Wastewater Treatment *(Refers to the entire airport community)*			
Processed through Sewage Treatment Plant (m^3 x 1000)	337	370.0	- 8.9 %
Processed through Industrial Wastewater Treatment Facility (m^3 x 1000) *Refers to AIA + airport community. All sewage treated by airport's STP is used for irrigation of non-public green areas at the airport.*	4.2	4.7	- 10.6 %
Waste Management			
Hazardous Waste *(tonnes)*	276	351.0	- 21.4 %
Solid Non-Hazardous Waste *(tonnes)* *Refers to AIA + airport community.*	12,669	14,303.0	- 11.4 %
	2010	**2009**	**2010 target**
Energy Conservation Measures *(Refers to the entire airport community)* *(vs previous year)*			
Total Airport Savings *(MWh)*	7,221.7	2,458.4	-
Total Airport Savings CO_2 emissions equivalent *(tonnes)*	6,288	2,141*	-
AIA Savings *(MWh)*	1,748.8	1,805.7	
AIA Savings CO_2 emissions equivalent *(tonnes)*	1,523	1,572*	

Relates to electrical energy savings (including the direct outcome of conservation measures). "-" refers to increased energy consumption while "+" refers to energy savings. (Restated numbers based on updated conversion assumption. Conversion assumption: 0.8707kg $C0_2$ per kWh has been calculated based on input from Hellenic Transmission System Operator (HTSO) and the Community Independent Transaction Log (CITL), which contains verified emissions from Greek facilities participating in the European Union's Emission Trading Scheme (EU ETS).*

Chart 3.2.1
Hazardous Waste Processing 2010

Chart 3.2.2
Breakdown of Solid Non-Hazardous Waste 2010

Table 3.2.3
Runway Preferential Use System Results

	Runway	2010	2009
Take-offs			
Percentage of take-offs to the north from 23:00 to 07:00 hrs.	03R	6%	6%
Percentage of take-offs to the north from 15:00 to 18:00 hrs.	03R	2%	7%
	Runway	**2010**	**2009**
Landings			
Percentage of landings to the south from 23:00 to 07:00 hrs.	21L	25%	10%
Percentage of landings to the south from 15:00 to 18:00 hrs.	21L	6%	3%

By avoiding take-offs to the north on Runway 03R and landings to the south on Runway 21L, we are able to reduce the noise nuisance for inhabitants of the region of Artemis during the afternoon and night.

Table 3.2.4
Noise Complaints

	2010	2009
Number of citizen complaints received	46	91

The telephone hotline "we listen" (210-3530003) serves the citizens from Local Communities, providing information relating to aircraft noise.

Chart 3.2.5
Distribution of Noise Complaints from Local Communities

Outlines the origin of complaints (neighbouring communities)

3.3 OPERATIONAL FIGURES

	2010	2009	var %
Passenger Traffic (mio)			
Domestic	5.6	6.1	- 9.4 %
International	9.8	10.1	- 2.4 %
Total *Variation calculated on the primary figures prior to conversion to mios.*	15.4	16.2	- 5.0 %
Cargo traffic (thousand tonnes)			
Domestic	17.2	18.2	- 5.8 %
International	79.5	86.3	- 7.9 %
Total *Variation calculated on the primary figures prior to conversion to thousands.*	96.7	104.5	- 7.5 %
Aircraft Movements (thousands, take-offs and landings)			
Domestic	92.5	104.4	- 11.4 %
International	99.3	105.7	- 6.1 %
Total *Variation calculated on the primary figures prior to conversion to thousands.*	191.8	210.1	- 8.7 %
	2010	**2009**	**2010 target**
Critical Systems Availability			
Baggage Handling System	99.72%	99.50%	99.50%
Medium voltage	100.00%	100.00%	99.20%
Airfield lighting	99.99%	100.00%	99.70%
Passenger Boarding Bridges	99.78%	99.48%	99.50%
Flight Info *(UFIS / FIDS)*	99.98%	99.98%	99.55%
Common User Check-in *(CUTE)* *Calculated based on the failures down time of those systems.*	100.00%	99.99%	99.55%
Service Parameters			
Call Center service level *(% of total calls answered in less than 60 sec)*	95.2%	97.4%	95.0%
Call Center efficiency *(calls answered / calls received)*	98.3%	98.5%	-
Shortshipped Bags *(per mio bags handled)*	26	23	-
Avg Waiting Time for Baggage Reclaim - first bag *(min)*	12.8	14.5	-
Avg Waiting Time for Check-in *(min)*	4.9	4.8	-
Avg Waiting Time for Security Screening *(min)*	2.5	2.6	-
Avg Response Time to Passenger Comments *(days)*	8.1	22.2	<15 (including interim*)
Customization rate of Responses *(custom / total responses)*	91%	89.6%	-

*"Call center statistics refer to the AIA call center 210-3530000. Shortshipped bags refers to misrouted bags. Total bags handled in 2010: 6.7 mio. Baggage reclaim & check-in services offered by Groundhandlers. Security screening services offered by AIA security contractors. Response statistics refer to AIA's corporate comments management process. In 2010, 1,826 passengers submitted their comments. * Interim response: The written acknowledgment that the comment has been received and a reply letter, upon completion of the process, will be sent.*

Chart 3.3.1
Analysis of Passenger Complaints (2010 vs 2009)

The categories listed represent the most important issues and do not sum up to 100%.

3.4 PEOPLE-RELATED FIGURES

	2010	2009	var
Productivity			
Revenues & ADF / FTE (€ x 1000)	567.6	583.8	- 2.8 %
Passengers per FTE (pax /1000)	21.5	22.6	- 4.7 %
An acknowledged benchmark for airport productivity is the correlation of revenues and passenger volume to the number of FTEs (Full Time Equivalent). Revenues indicator: net turnover plus subsidies / full time equivalents.			
Employee Participation			
Pension Plan participation	95.0%	95.0%	
Blood Donation participation	6.2%	6.3%	
Participation calculated in relation to the total AIA manpower on 31/12/2010.			
Employment from Local Communities			
Other areas of Attica	70.0%	70.5%	
Messogeia area	30.0%	29.5%	
AIA supports employment from local communities both within AIA, as well as the entire Airport Community.			
	2010	**2009**	**var**
Employee Training			
Training Man-Hours	11,237	13,018	- 13.7 %
Training Man-Hours per participant	16.1	20.9	- 22.9 %
Training Participation			
Men	463	408	13.5 %
Women	233	216	7.9 %
Total participants	696	624	11.5 %

AIA is consistently investing in people development through training. Training figures relate to all AIA employees participating in training courses (including separations and fixed-term employees).

Chart 3.4.1
Training Subjects (in hours)

Outlines the distribution of training subjects vs related training hours.

Table 3.4.2
Occupational Safety

	2010	2009	VAR
Total Accidents (excluding to/from work accidents)	8	10	-20.0%
Accident Frequency Rate	0.42	0.55	-23.6%

Frequency Rate: Number of lost work day cases x 200,000 / total workhours

Chart 3.4.3
Breakdown of Accidents

3.5 CITIZENSHIP FIGURES

Table 3.5.1
Local Community Engagement

	2010	2009
Number of formal meetings with local community representatives	227	127
Local Community Investment (€ x 1,000) - incl provisions	301.8	430.5

Local Community investment relates to the total valuation of projects / contribution to local needs. 2010 amount accounts for €215,786 actual expenditure in 2010, as well as provisions for additional €86,000 planned and provisioned in 2010 for projects due for completion in 2011 pending technical information from local communities.

Chart 3.5.2
Engaging Local Communities (breakdown of meetings)

Chart 3.5.3
Local Community Investment (breakdown)

Table 3.5.4
Greater Society Engagement

	2010	2009
Art & Culture Investment (€ x 1,000)	126.6	197.7
Sponsorships (€ x 1,000)	157.1	90.2

Art & Culture relates to AIA's activities for projecting Greek culture towards our passengers and society at large. Sponsorships relates to AIA's capacity to support initiatives of humanitarian, scientific, and children-related interest while supporting business activities that promote development in the airport community and in the Greek market

Chart 3.5.5
Art & Culture Investment (breakdown)

Chart 3.5.6
Sponsorships Program (breakdown)

Table 3.5.7
Public Disclosure of Corporate Responsibility Reports

	2010	2009
Total number of CR Report copies distributed to stakeholders	2,242	2,376

Distribution of CR Report is a measure of diversified communication towards our stakeholder groups. Furthermore the report is uploaded on the Company's Internet and Intranet sites.

Table 3.5.8
2009 Distribution of CR Report 2009 to Stakeholders

04. Our Business

Operating an airport is a complex business. In our "Airport City", we focus heavily on airport retail and real estate development, in addition to the range of the traditional services associated with flight operations.

AIA, as the airport operator, has the responsibility to control some aspects directly, while other aspects rely on working closely with respective stakeholders:

HCAA

Regulatory authority, air traffic control and management, ensuring aircraft flying in Greek airspace, State VIP ground handling services

State Authorities

Airport Police for safeguarding airport and passenger security, Airport Rescue & Fire Fighting Services, Airport Medical Care for airport users, Customs Authority for passenger travel document checks

Airlines - Groundhandlers

Passenger and baggage ground handling, passengers and hold-baggage boarding, passenger safety, freight and mail handling, aircraft fuelling and the provision of on-board catering

Concessionaires

Non-aviation individual businesses related to retail, food & beverage, service providers, and marketing advertising

Contractors

Car parking, private security control services

Public Transport Operators

Many independently-run bus, limousine services, taxis and rail companies with connections to/ from airport

4.1 Financial Performance

Athens International Airport managed to deliver healthy financial results during the most challenging year for the Greek economy in recent history. 2010 was a year characterized by the extremely difficult economic situation of Greece, with negative trends in the macroeconomic indicators adversely affecting passenger traffic and overall business performance. In addition, the Greek aviation market was further impacted by the Greek carriers' consolidation of services. Despite these adverse factors, the Airport Company managed to sustain high profits, following efforts to maintain solid revenue streams coupled with enhanced cost control actions.

Aeronautical income (including AIA's share from the Airport Development Fund) contribute the most to business representing around 59% of the total income. Revenue from airport charges recorded a decrease of 4.0%, in line with traffic decrease in terms of passengers and maximum take-off weights (MTOWs) of 5.0% and 8.2% respectively, partly offset by the full year effect of security charge increase in July 2009. Aiming to support airlines in mitigating the financial challenges, AIA's pricing for the year 2010 remained unchanged regarding all airport charges without any inflationary adjustment.

Non-Aeronautical income performed overall lower than the previous year's levels by 2.2%. Revenues from ground handling and airside concessions decreased by 6.2%, reflecting the unfavourable traffic development both in terms of passengers and flights, while the level of charges remained at prior year's levels. Revenues from commercial activities were marginally above 2009 levels by 1.0%, reflecting mainly the full year operation of the Airport Railway Station (it was suspended for a 6-month period in 2009), while revenues from retail units in the terminal and from car parking operations were more or less at prior year's levels. Property and real estate revenues decreased by 1.2%, in accordance with the rental freezing policy and the reduction in communal charges, following the company's cost control actions. Finally, IT&T revenues registered a decline compared to the previous year, attributed to the decrease in traffic related segments, some unfavourable market trends in telecom streams and decreasing income from external projects.

On the other hand, the Airport Company managed a significant decrease in operating costs by 9.6% compared to 2009. In an effort to minimise as possible the unfavourable impact of traffic evolution, AIA pursued the implementation of cost saving actions in all areas, without compromising quality levels and service standards. These efforts fully absorbed the impact of inflation and incremental costs to the security measures, due to the full year effect of the EU regulation security implementation relating to the critical parts project.

4.2 Aviation Market Overview

During the year 2010, Athens International Airport was affected significantly by a series of unprecedented events, i.e. the economic recession in Greece, the international economic crisis, the tremendous upheaval caused to the European air transport sector by natural phenomena and harsh weather conditions, such as the volcanic ash, during April 2010 and the heavy snowfalls during December 2010 and last but not least the Greek carriers' consolidation of services.

These were the main drivers of the airport's traffic downturn in the course of 2010, with passengers amounting to 15.4 million, experiencing an overall decline of 5% compared to 2009, and the number of flights amounting to 191.8 thousand, experiencing a drop of almost 8.7%.

Chart 4.2
Quarterly Passenger Traffic Development 2010

In more detail, the harsh economic situation in Greece affected mostly the domestic sector, with domestic passenger traffic experiencing a decline of 9.4%, while the major capacity cuts in the Greek aviation market, created, apart from the already existing demand-driven traffic decline, a supply–driven traffic downturn. As a result, domestic operations experienced a considerable decline of 11.4%. The international sector saw a more robust performance, presenting smaller losses than the

domestic market, with international passenger traffic registering a small loss of 2.4%, and international flights presenting losses at the level of 6.1%. Despite the adverse market conditions, AIA achieved to enhance its network, by adding 6 new destinations and 8 new airlines. Cargo traffic, did not remain intact from the unfavourable climate, and the air transported freight & mail amounted to 96,676 tonnes, posting a decline at the level of 7.5%.

The airport's network in 2010
Direct scheduled services to 113 destinations (78 international) in 49 countries, serviced by 72 airlines, 6 new destinations and 8 new airlines.

4.3 Non-Aeronautical Business Overview

Our non-aeronautical business revenues are derived from concession fees, parking charges, advertising and management fees. Within this frame, we strive to provide an ideal environment for people to visit the airport, shop, dine and enjoy themselves.

4.3.1 Airport Retail Park

The Airport Retail Park is the largest of its kind in Athens and accommodates, in an area of 54,000 m^2, international and local brands including the IKEA outlet, the DIY ("Do It Yourself") giant store by Leroy Merlin, the Olympus Plaza food park, the Dixon's - Kotsovolos megastore (electrical appliances) and the Factory Outlet, a shop-within-a-shop retail concept featuring well-known street fashion brands at discount prices. During 2010, the Airport Retail Park welcomed approximately 3.5 million visitors.

It is worth noting that this year the Airport KOTSOVOLOS store was awarded for the best "CSR Retail Strategy" and as the "Retail Store for Electric-Electronic Appliances" of the year while the KOTSOVOLOS – DSGI Greece was proclaimed "Retailer of the Year".

Within the boundaries of our "Airport City", the Airport Exhibition and Conference Centre is a major component. Metropolitan Expo, on top of the established expo events, hosted several diversified events among which the "Welcome Presentation of FIFA World Cup 2010 in Greece" and the annual meeting for the "Retail Business Awards".

4.3.2Airport Shopping Centre

Aiming to maximize passenger satisfaction and provide service excellence, the Airport Shopping Centre annual plan for 2010 focused on activities related to the enhancement of the overall ambience, aesthetics and product offer so as to adjust to the changing consumer needs and promote sales in view of the general ominous market background.

Within this context, eight new commercial units were added to the Shopping Centre portfolio increasing the product offer in terms of product range and available selling points. These additions included, amongst others, the "Artpoint" unit, offering to departing passengers Greek museum replicas and souvenirs of high quality promoting thus the cultural and artistic profile of Greece, and the "Rockjuice" unit, offering a wider range of freshly squeezed juices and ice cream. Other smaller units commenced operations in both baggage claim area and the departure lounges further enhancing the "last minute" offer.

Moreover, an extensive refurbishment programme was implemented involving the renovation of seven units, four of which being major units operated by the Hellenic Duty Free Shops (HDFS). A milestone in this programme was the refurbishment of the main Duty Free/Travel Value store located at the Intra-Schengen departures area selling perfumes and cosmetics. The store was fully renovated for the first time since airport opening and it is worth to note that for the said unit HDFS received the "Best New Beauty Store" award in the World DFNI Product Awards.

Working closely with the terminal concessionaires, three concept/brand changes in existing units were implemented at the Shopping Centre. These included the replacement of two of the airport's major food and beverage outlets with the new café/bakery concept "Puro Gusto" further improving the catering offer in terms of aesthetics and product assortment.

Responding to emerging consumers' needs for advanced services, charging stations for mobile telephones and laptops have been installed at strategic locations throughout the Airport. Subject service is offered free of charge and has served more than 230,000 consumers in the first six months of operation.

4.3.3 Passenger Car Parking and Airport Railway Station

At Athens International Airport there are 7,160 parking spaces available for both short and long term parking. Short term parking, recommended for stays of up to 5 hours, is located at the Arrivals Level, opposite the airport terminal, with 1,360 parking spaces available. Long term parking, recommended for stays longer than 5 hours, is located across the airport's main access road (Attiki Odos motorway), with 5,800 parking spaces available. Additionally, Executive Valet

Parking services are offered where the customer can drive to the departures level (Entrance 3, Valet booth), hand over the car keys to the trained personnel and the car will be delivered back to him on the exact date and time he specifies at the same location.

It is worth mentioning that in 2010 in total 1.4 million private cars used the airport's passenger car parking facilities, with car being the most preferred means of transport to/from the airport by airport users.

In addition, aiming at effectively addressing airport users' needs, we proceeded to the installation of telephone devices at the Airport Railway Station, so that in case of emergency during metro or suburban railway operations, passengers may request for assistance or report an incident on a 24h basis.

4.3.4 Information Technology & Telecommunications Development

In 2010, AIA IT&T consulting and implementation services realized new external business projects. The first contract for consulting services provision to Airport International Group (AIG S.A.) at Amman International Airport, Jordan is already concluded. After a successful initial mission in early December, for the evaluation of the Global System for Mobile Communications (GSM) tender, a contract for 2011 has been secured for the provision of technical and commercial consulting services for the GSM project implementation. In addition, provision of consulting services began in Portugal, to Aeroportos de Portugal S.A. (ANA), in the strategic course of the Department of Information Technology, through the development of both new services and commercial exploitation of the existing ones. Furthermore, the consultation project on IT&T architecture and strategy for Warsaw Airport, provided to Polish Airport Authorities, was successfully completed and presented to their top management.

HCAA granted to AIA the projects for the provision of IT&T support services for: 1) the supply of HCAA/CUTE system equipment and 2) HCAA/CUTE system at five Greek regional airports (Corfu, Thessaloniki, Rhodes, Heraklion and Kos).

Continuing our "out of the fence" activities, we signed a 26-month agreement with HP HELLAS S.A., for the provision of data centre services and disaster recovery site.

This year, we participated in an open tender of the public sector, in specific of the General Secretariat for Research and Technology (GSRT) of the Ministry of Education Lifelong Learning and Religious Affairs.

Our IT&T business unit was awarded as the coordinator for the Community Airport Portal (CAP) project implementation. The project is funded by the Action "Partnership" of the National Strategic Reference Framework (NSRF). AIA is engaged in transforming Athens International Airport into a digital city where multitude networks (e.g. Bluetooth, WiFi, WiMax, IPTV), sensors, devices and communication channels (e.g., voice announcements, sms, e-mail, airport blogs, TV), along with a range of middleware technologies could drive the provision of high quality services to the airport community by combining information from various sources and delivering them to passengers and other entities who might be interested in.

The CAP System can directly benefit the numerous companies that operate at the airport, given that it will facilitate the development of added-value services while at the same time CAP is expected to transform each passenger's visit to the airport, to a unique experience.

4.4 Supply Chain

We value that sustainable supply chain management is key to our company's integrity.

There are embedded corporate procedures that clearly specify the steps for the implementation of purchasing and tender processes. We emphasize on competition without discrimination or deception, in a manner consistent with long lasting relations. Furthermore, our Corporate Policy of Procurement Conduct, which is regularly updated, dictates sustainability principles, standards of professional competence and business practices that company's responsible personnel should follow.

We purchase all supplies, equipment and services, based on merit. Hence, green procurement guidelines have been adopted to ensure that environmental considerations are taken into account in addition to the economic factor. We support suppliers operating in the local communities while we are keen in contracting suppliers and partners who pursue a sustainable development course.

We have developed service performance measurement systems (SPMS) for a significant number of AIA's contractual agreements related mainly to airport critical infrastructure, technical systems and environmental management systems. We apply this practice in order to secure optimum performance and the best possible service for our business-to-business customers and consumers. Our paperless procurement system enables the proper authorisation of purchases in an efficient and controlled manner.

4.5. Airport Community Stakeholder Engagement

Our Airport City consists of more than 15,000 people working for State Authorities, organisations and companies. Since airport opening, AIA's important goal was to welcome all third parties and develop a common culture where all strive towards win-win collaborations thus living in a fruitful and effective business environment. We strongly uphold our role to ensure that we all fulfil our legal and contractual requirements but furthermore to efficiently facilitate all airport users.

Specific observation on emergency preparedness and airport community culture
During our interviews with C-suite representative, we discussed on AIA's Airport Emergency Plan and reviewed evidence of selected emergency preparedness exercises that took place during 2010. Our review revealed the importance of effective stakeholder engagement between groups (e.g. HCAA, Airport Fire Corps, Police, Airlines, Ground Handlers etc) participating in such exercises, and the significance of AIA's initiatives in fostering an effective airport community culture. In this context, we consider that AIA's measures such as freezing all charges for 2010 in recognition of the industry downturn and offering new incentives package for airlines further reinforce the airport community culture.

Ernst & Young

AIA chairs and participates in committees and working groups, in Greece and abroad, related to airport operations and business development:

- AIA shares knowledge and expertise with other European airports on all issues concerning airport operations by participation in respective committees of the Airport Council International (ACI).
- AIA operates in compliance with the national and international legal provisions and aviation industry standards. AIA collaborates with the State regulatory Authorities and independent bodies and joins aviation transportation committees in Greece and abroad.
- Airport commercial business activities are represented in retail councils and business forums.
- Bearing the role of the "orchestrator", AIA is involved in various committees and working groups with the airlines, the ground handling companies, the cargo operators, tenants and concessionaires.

4.5.1 Airline Community Culture

It is widely acknowledged that a series of unprecedented events has led, during 2010, to a severe downturn of traffic. In addition, the merging process of the two home-based carriers led to major capacity cuts in the Greek Aviation market, thus creating, apart from the already existing demand-driven traffic decline, a supply–driven downward spiral movement regarding the evolution of traffic; a fact which has severely affected the ATH airport's operations during 2010.

AIA has actively responded to this unfavourable environment, not only by continuing the provision of marketing support and the development of incentive packages, including 3 new incentives, designed to support development and incentive growth, but by focusing at the same time on producing cost savings for the airlines. In an effort to overcome the existing obstacles and in accordance with its "risk–sharing" and "partnership" philosophy, AIA is actively and constantly engaged in providing all its customers with active and actual support combined with high level services.

In addition to the above, acknowledging the extremely difficult situation of the Greek aviation market, AIA introduced a specially designed incentive for the summer period 2010, entitled "Passenger Seasonal Incentive", offering discount to each additional passenger, resulting, to an additional financial support of almost €600,000 for 35 airlines. During 2010, AIA's aeronautical incentives and marketing support benefited 44 airlines and offered more than €7mio. Airlines' contribution to the airport's performance in the course of 2010 was acknowledged by AIA for the 7th consecutive year by accrediting the airlines for the most successful passenger traffic development during 2009. The awards were presented in February 2010 during AIA's 11th Airline Marketing Workshop, the major airline networking event of Athens International Airport, which this year attracted more than 180 airline representatives, from local offices and headquarters.

AIA's consistent and active support to the airlines' through its wide-scale and innovative marketing programme became widely acknowledged by the airlines industry and rewarded twice during 2010. More specifically, AIA was distinguished in the frame of OAG-Routes Airport Marketing Awards, both for Europe, during the 2010 European Routes conference in Toulouse and globally during the 15th World Route Development Forum, in Vancouver.

4.5.2 Cargo Community Culture

We have established a living supply chain by connecting all members of the local cargo community, through an efficient communication platform: the Airport's Cargo Community Committee. Through joint effort, AIA has established a series of business goals that focus on the attraction of additional transit cargo mainly through the generation of multi-modal traffic (sea-air and road-air links) including as well:

- Further integration of the cargo community and joint promotion at both local and international level
- Optimization of the services offered through the Cargo Quality Program

2010 proved to be another challenging year for the Greek air cargo market and thus led to a series of further joint promotional activities for our airport cargo community.

In this respect, we further streamlined the "clearance" procedures with the State Customs Authorities within the framework of our close cooperation. In this context, the new Customs electronic link will be launched in March 2011.

We strongly support the significance of the local cargo community integration. Our new brochure entitled "We Communicate, Integrate, Facilitate", promotes the value of the collaboration among all cargo stakeholders. Another major achievement of the integrated approach was the signed agreement between AIA and the seaport, Piraeus Container Terminal S.A. for the expedited sea-air connection with the objective of further increasing the airport's cargo transit potential.

Within our airport cargo community joint efforts and commitment, AIA was awarded with the first prize in the category of European Airports (100,000 – 499,000 tonnes), at the annual Air Cargo Excellence Survey of airports and airlines. The survey was organized by the Air Cargo World Magazine and the awards' ceremony took place during the IATA World Cargo Symposium 2010, in Vancouver, last March. AIA achieved the highest score in all the tonnage categories, based on four criteria, i.e. performance, value, facilities, and operations.

4.5.3 Ground Handling Community Culture

Ground handling services are a prime contributor to the overall level of services provided at the airport. Our strategic goals in this field are: to manage all airport ground handling activities, to facilitate safe and efficient ground handling operations, to provide a competitive ground handling market for all airport users and ensure their satisfaction, based on a fair and objective charging policy regarding centralized infrastructure resources, to design and develop products that meet airline requirements and finally to monitor the efficiency of the in-flight catering and fuelling concessions.

Within the context of utilizing technological advances as well as in accordance with International Air Transport Association's (IATA) "Simplifying the Business (StB)" concept, Athens International Airport further developed the mobile check-in process. Currently, this service is provided by KLM-Air France, British Airways, Olympic Air, Aegean, Lufthansa and Austrian Airlines.

In April 2010, we completed the first stage of the Hydrant Refueling System modification at the Satellite Building apron in order to improve the aircraft mix and stands usage.

AIA coordinates with State Authorities so as to safeguard the efficient and smooth ground handling services provision, carries out all contract management activities and monitors the Ground Handlers' performance through Service Level Agreements. This performance is measured against mutually agreed targets to achieve the highest passenger satisfaction. Focusing on enhancing our airport community culture, AIA supports constructive cooperation, willing to develop ideas that contribute to the efficient utilization of resources.

In 2010, the Airport Company conducted a customer satisfaction survey engaging the airlines to express their opinion in relation to the ground handling services, PRM assistance services, centralized and electronic check-in provided at Athens International Airport as well as their opinion on the Airport Company. The survey included individual interviews with the 29 airline representatives. The survey findings have been evaluated by the Airport Company and will be presented to all parties involved. We aim to further facilitate corrective actions and improve the quality of the services provided to all passengers. The survey is planned to be repeated in 2011.

4.5.4 Commercial Community Culture

As a service company we strive to improve the quality of our relationships with our concessionaires by providing an efficient business environment which responds to their needs. As it is of core value of our collaborative relationship to promote the principles of a sustainable

development, various meetings were held between AIA and the concessionaires during the year, in view of improving retail sales and consumer awareness.

In 2010, the AIA Shopping Centre Marketing and Communication Plan included the "Need Food?" campaign aiming to trigger consumers' impulse and invite them to visit the airport's food and beverage facilities. The campaign was highlighted among the year's promotional efforts, while additionally the campaign's artwork received the Bronze Ermis award in the 2010 Greek Advertising Festival, in the Outdoor Advertising category.

4.5.5 Information Technology Community Culture

When thinking of an airport, most people consider airside operations, passengers and baggage flow, aircraft and cargo capacity. Often overlooked however, is the hidden infrastructure of information technology and systems which enables the airport for efficient and safe operations minute-by-minute and day-to-day.

At Athens airport, we introduce technological advancements and best practices to support our aeronautical and non-aeronautical operations and moreover to respond to our both external and airport community customers' needs. We focus on delivering high quality, consistent IT service in a state-of-the-art airport system. These services are regularly evaluated through satisfaction surveys and audits we undergo, as to further improve our response towards emerging customer needs.

During 2010, the new Universal Flight Information System (UFIS) 4.6 was migrated at the Airport. The new data model includes an upgraded Airport Operational Database (AODB) and 35 relevant interfaces. In house, the main corporate reporting system (MIS) was modified accordingly to comply with the upgraded service system. Further to the UFIS enhancement, we completed, without any operational disruption, the replacement and upgrade of the critical Flight Information Display System (FIDS) data network components.

In order to facilitate the airline companies, we also installed six additional Common Use Self Service Machines (CUSS) in the Main Terminal Building.

Our company highly appreciates the value of networking activities. Within this context, we are active members in the not-for-profit organization, itSMF, where we share knowledge and experience that provide us access to information sources of a broad network.

4.6 Safeguarding our Operation

4.6.1 Crisis Planning

As we move into our tenth year of operation, the demand for safety ruling, crisis preparedness and emergency operation effectiveness is becoming more mature than ever before. To meet such demands, AIA placed strong emphasis on facilitating information sharing, simplifying plans and procedures, promoting collaboration and further improving good relationships and coordination across the airport community. Our system responded as planned to emerging priorities and the emergency operation effectiveness was maintained at high standards.

Last year our strategic efforts focused on exercising and training. The planning and learning process included all emergency response stakeholders and other interested parties so that all acquire knowledge on crisis challenges and test their capabilities, but also in order to promote trust between them and familiarity on how all involved parties function. This process also helped to positively shift their approach on crisis management matters, to consider worst case scenarios and attempt to prevent crises from happening or promptly intervene should they occur.

Our technical efforts were concentrated on the simplification, update and development of emergency procedures along with the maintenance of emergency response facilities and equipment. Having well-rehearsed pre-established operating frameworks, we can minimize the risk of human error and safeguard the well-being of the responders. In March 2010, all involved personnel successfully completed the relevant training for the Mobile Command vehicle which is a special equipped vehicle provided by AIA. The vehicle has the necessary telecommunications and other useful equipment which the co-operating agencies' Chiefs will use to receive and disseminate information and reach decisions pertinent to emergency response operations.

As scheduled on an annual basis, AIA reviewed the current edition of the Airport Emergency Plan (AEP) in consultation with pertinent State Authorities in charge (Hellenic Civil Aviation Authority, Airport Hellenic Police, Airport Hellenic Fire Corps and Airport Services of Emergency Medical Care).

Our evaluation efforts focused on monitoring the emergency response performance during real events but also during exercises, along with the follow-up of crises that took place in the transportation sector. The identified inconsistencies or problems, the

determination of their causes and the implementation of corrective actions helped us ensure successful handling, decrease of vulnerability and increased crisis management capacity.

Our communicational efforts concentrated on the inter-organizational coordination which is the most critical area during crises. Enhanced relationships within the airport community and augmented collaborations with emergency response stakeholders along with an extrovert attitude in general, proved to be very useful for all involved parties, in order for all to understand why we all need to be prepared, identify the crisis situations challenges, understand emergency roles and responsibilities and do everything possible to be prepared for a crisis situation.

Finally, our efforts to promote the required crisis management culture focused on establishing a clear and common understanding with our counterparts thus demonstrating a strong commitment in crisis management, and develop an internal culture where the discussion of shortcomings, mistakes and failures is encouraged and honoured.

L4S Project
The Airport Company participates in the "Learning for Security" project, which is an EU funded project with a crisis theme under the Cooperation objective of the 7th Framework Program aiming to strengthen organizations' competences in the areas of crisis management.

AIA was recognized as a significant contributor to the project by providing input (theory, scenarios, management structures etc.) used to develop a set of widely deployable, advanced, interactive and technology-enhanced learning solutions.

Practising Emergency Exercises
Fulfilling our strategic commitment and our moral obligation, we organised and executed six exercises of various scenarios in order to assess the capabilities of airport emergency preparedness organizations in implementing their emergency plans and procedures, practice the inter-agency coordination and communication, review the roles and responsibilities of involved parties and identify areas for improvement.

- *March 4, 2010:* "Emergency evacuation due to security threat" exercise conducted by AIA with the participation of the Airport Hellenic Police, Aegean Airlines and real passengers.

- *March 19, 2010:* AIA, in cooperation with Airport Hellenic Fire Corps (AHFC) and the company Olympic Fuel Company (OFC) participated in the full-scale regional earthquake emergency exercise, entitled «ATHINA 2010», that took place under the auspices of the Fire Corps Chief Officer of Attica region and the Ministry of Citizen Protection.

- *April 20, 2010:* "Aircraft emergency landing with nose wheel malfunction" was the title of the exercise that took place so as to test the response of the Airport Rescue & Fire Fighting Services (RFFS), and specifically the proper spreading of fire suppression foam on the runway and the consequent waste management.

- *May 3-5, 2010:* In order to test the disabled aircraft removal plan and the related procedures and equipment, the respective team members proceeded to the "Disabled Aircraft Removal" exercise.

- *November 22, 2010:* The bi-annual full scale emergency exercise took place with more than 300 participants –including 150 volunteers acting as mock "victims" and "family members". The so called "Aircraft Accident on the Airport" exercise was one of the largest full-scale drills since the airport opening. The event brought together a large ad-hoc response team with members from different organizations, i.e. AIA, Hellenic Civil Aviation Authority (HCAA), Airport Hellenic Fire Corps (AHFC), Hellenic Fire Corps (HFC), Airport Services of Emergency Medical Care (ASEMC), National Centre for Emergency Care (EKAV), Olympic Airways, Olympic Handling that attested a high level of competence and readiness. More that 130 people from airport community and involved parties also attended as observers thus sharing an important experience in a realistic environment.

- *December 23, 2010:* Partial-scale tabletop aircraft emergency exercise titled "Qatar Crash" where Qatar Airways key personnel, the emergency response management team of Qatar's ground handling agent and AIA involved representatives had the opportunity to gain a thorough understanding of what should be done in case of an actual aircraft crash.

4.6.2 Avian influenza post-pandemic period
As we entered summer 2010 in the post-pandemic period, we remained vigilant and continued to monitor the situation in order to respond in case passengers or crew, having such symptoms, arrive at Athens Airport. In cooperation with airport operational stakeholders,

the Airport Pandemic Plan was timely introduced. Thanks to extensive planning and support from the Airport Health Check Station and Public Health Authorities, AIA managed to successfully confront cases that passed through the airport having the minimum effect on airport operations.

4.6.3 Aviation Safety

Aviation safety is a strategic priority for the Airport Company, as it is an integral part of our successful performance in the industry. AIA enhances the value of operational procedures and safety practices by focusing on the latest improvements and developments of the int ernational aviation community.

Table 4.6.3
Airside Operations

	2010	2009
Airside Transactions	1,342,000	1,581,000
Towing Operations	9,300	6,300
Inspections on Runway & Taxiway	2,250	2,200
Inspections on Apron Stand	193,460	220,000

Organizations operating at Athens Airport supported us in managing aviation safety through the Safety Management System (SMS), that AIA developed and which is our main administrative safety tool, assisting us in providing and maintaining high safety standards for people as well as aircraft. This was achieved by taking a proactive role in monitoring standards by implementing a unified reporting system and taking, when needed, positive action against organizations or persons that breach safety boundaries. The review of the SMS was successfully implemented during 2010 and the drafted Manual was forwarded to the HCAA for approval.

Safety Statistics

- For 2010, the outstanding aviation safety target KPI was not to exceed 73 occurrences per 100,000 aircraft movements, while our achieved KPI was 48.60 occurrences per 100,000 aircraft movements.

- In 2010 there was an -18.81% reduction in the total number of reported occurrences compared to 2009. With reference to the number of occurrences per 1,000 aircraft movements, the decrease was 12.4% which was the result of the combined efforts of all involved parties. The outcomes of the investigations for the reported occurrences have been communicated to the involved companies in order that necessary corrective actions are taken thus precluding the repetition of incidents.

Safety Promotion

In order to further improve the airport's overall safety performance, the Airport Company conducted a series of safety promotion actions, as described below:

- AIA chaired 11 Airside Safety Committee meetings, where discussions and review of safety matters affecting the airside operations took place with the engagement of the entire aviation community

- AIA's Safety Services Office conducted a series of safety campaigns, the first one in March, promoting the role of ramp personnel for the prevention of incidents, the second in June for Foreign Object Damage (FOD) awareness and prevention

- The 2nd issue of the Athens International Airport Safety Bulletin was distributed to more than 200 recipients including airlines, ground-handlers, service providers and State Authorities, with the aim to keep key stakeholders up-to-date on AIA's activities as well as to highlight safety-related activities and incidents

- Successful completion of recurrent training (winter operations, Low Visibility Procedures etc.) with the participation of AIA's involved personnel as well as HCAA/ ATC staff

- Airside safety audits were carried out on six ground handling agents

- Airside driving permit training carried out by AIA

- Participation in the 2nd Meeting of EASA Aerodrome Rulemaking Group in Cologne and

- In order to improve runway incursion safety, AIA proceed to paint the new ICAO runway holding mandatory markings at the holding points of runways 03R/21L (D1, D2 as well D12, D13) and 03L/21R (A1, A2 as well A13, A14).

4.6.4 Airport Security

AIA operates in accordance with national and international regulations, adopting in parallel emerging best practices. Our key objective is to provide the travelling public and the airport community with

the highest level of security services. This is achieved with the joint effort of all third parties, airlines and State Authorities operating at our airport.

EU Regulation 185/2010
As of April 2010, a new European legislative framework, for aviation security, came into force replacing the existing at that time EU 2320/2002.

The new provisions establish common basic security rules at all European airports:

- *In-Flight Supplies:* Additional security controls requiring the service providers to be validated as "Regulated Suppliers" by HCAA. An interim period for compliance has been granted, while Athens International Airport is implementing continuous random checks of supplies during the security controls for the entrance into the airport's Critical Parts.

- *Hold Baggage Screening New Technology:* 01.09.2012 has been set as the deadline for all European airports to deploy new Explosive Detection Systems (EDS) the so called "European Standard 2". This provision follows the EC Regulation 1448/2006, regarding full harmonization of technical specifications throughout Europe. In 2010, AIA not only concluded the relevant tender procedures, but also deployed all required new EDS Level 1 machines integrating their operation with twelve new work stations for the Level 2 security controls, in accordance to the National and International legal requirements.

- *Walk Through metal detectors (WTMD):* 01.01.2011 has been set as the deadline for all European airports to install new WTMDs the so called "European Standard 2", aiming at the full harmonization of technical specifications for such equipment. AIA has made all necessary arrangements for the replacement of all WTMDs with the new ones. As of November 2010, the new metal detection equipment (46 items) has been installed at all the security check points for passengers and airport employees. It is of high importance to mention that the usage of this latest technology equipment, has significantly improved the process of the security screening lanes due to their limited false alarm rates, in the benefit of checking passengers and staff.

Table 4.6.4
Security Services

	2010	2009	VAR%
Prohibited items handled by security personnel	20,958	31,855	-34%

4.6.5 Airport Fire Safety
Fire safety is of utmost importance for the Airport Company. We are committed, since airport construction period, to protect human life and the local environment while ensure, after airport opening, smooth operations and infrastructure availability.

Corporate procedures have been launched and are tested systematically, through emergency exercises. Furthermore, fire safety awareness and training programs, for both AIA and airport community staff, are organised by us.

From a technical point of view, all buildings and infrastructure at the airport are required to meet high technical standards on fire safety issues. To that effect all new buildings or modifications to existing ones need to be pre-approved by the Airport Company. Construction monitoring and final walkthroughs ensure proper implementation of approved designs. Moreover, fire system maintenance audits to all buildings in the airport community take place as to ensure that all airport concessionaires and tenants perform the required maintenance as per related regulations.

In 2010, we set in operation fire protection systems with Inergen gaseous mix for fire extinguishing in technical areas of facilities frequently visited by airport staff. The operational principle of the system is based on the elimination of fire preserving fire factors (O_2), thus significantly improving personnel safety in technical areas.

4.6.6 Airport Health, Safety and Hygiene
It is vital for us to provide a safe platform for all passengers and visitors of Athens International Airport. Technical and public areas are monitored via a number of health and safety inspections, in order to ensure that AIA and contractors' personnel comply with the corporate health and safety rules. For 2010, 130 such processes were documented and communicated across the company including recommendations for corrective actions in sensitive areas.

Temperature, humidity, air flow, lighting, floor roughness, volatile organic compound (VOC's) and noise measurements have been also carried out at various workplaces within airport premises. A unified electronic incident reporting system was launched in

2010, referring to aviation safety and occupational health and safety cases. The new system enhances immediate information distribution.

We bear the responsibility to monitor third parties' health and safety performance, as well. In 2010: 252 health & safety plans and 18 safety management systems (SMS) submitted by third parties for AIA's review. Inspections and audits also carried out to control their adherence. In specific, 18 audits to ground handlers, cargo handlers, security, fuelling, retails and maintenance companies took place.

Portable water quality is considered as a very important factor that is also monitored, on a regular basis. Checks consist of daily free chlorine measurements, periodical microbiological measurements in various areas of the airport and chemical measurements in key areas. The measurements are carried out by accredited laboratories.

In 2010: 287 free chlorine tests at 10 different sampling points, tests for chemical agents on 8 samples from 4 sampling points and microbiological tests on 102 samples from 53 points.

4.7 Service Responsibility

As our vision is to create value and excellent customer experience, we are committed to providing the traveling public with a pleasant yet safe and efficient experience.

AIA's terminal personnel is highly qualified and experienced to perform responsible, effective and customer focused management of terminal operations and information services provision. In this context, during 2010, our front-line staff served more than 1,050,000 million airport users.

The Airport Call Centre provided reliable information services to the public with high quality standards as almost 619,000 calls were received. Incoming calls were answered in less than 1 minute at a rate of 95.2%. In order to maintain the constant information provision, we further developed in 2010, the "Remote Call Centre" concept which enables terminal staff to remotely provide assistance to the public in cases of adverse weather conditions.

Additionally, the "Airport_Info" e-service, a supplementary mean of airport related information, received over 3,000 e-mail queries.

During 2010, there was an increased need for updated information especially due to the volcanic eruption in Iceland, affecting European airports. Support information was provided to passengers, airlines and ground handling services agents.

On-ground assistance services to PRM passengers
Disabled persons and persons with reduced mobility deserve to have opportunities for air travel comparable to those of non PRM passengers in a non discriminatory way. The Airport Company makes all efforts to assure the quality of PRM assistance services provided.

In 2010, AIA provided through the three (3) Contractors, namely in alphabetical order Goldair Handling S.A., Olympic Handling S.A. and Swissport Hellas S.A, the on-ground assistance services to 95,507 disabled passengers and passengers with reduced mobility (PRM). It should be noted that the number of PRM passengers for 2010 was increased by 7% versus the total number of PRM passengers that were provided with assistance services in 2009. Although only the 32% of the aforementioned PRM passengers were pre-notified passengers (as these are defined in Article 6 of paragraph 2 of Regulation (EC) No 1107/2006), the Airport Company successfully provided the on ground PRM Assistance Services and in accordance with the quality standards of the relevant legal framework.

Table 4.7
Assistance Services to PRM Passengers

	2009	2010
Total PRM Passengers	89,193	95,507
Pre-notified PRM Passengers	30%	32%
Non Pre-notified PRM Passengers	70%	68%

We highly appreciate passenger perception on the level of offered services. In this context, AIA conducted a survey of PRM passengers aiming at identifying their opinion in relation to the PRM assistance services provided at Athens International Airport. The results of the survey have been evaluated by the Airport Company and will be presented to all involved entities in the first quarter of 2011.

Moreover, we promote airport community awareness related to equal participation in society as well as the appropriate conditions for assuring the lack of discrimination against the PRM population. In cooperation with the Airport Council International (ACI), during last year, we provided "Equality Disability training" to airport entities whose personnel is in direct contact with the traveling public, as per the provisions of the updated ECAC Doc 30.

Non-Smoking Policy
In compliance with the relevant legislation, smoking is forbidden at Athens International Airport. Hence, we have installed closed cabins, with advanced filtration systems – areas specifically designated for smoking – aiming to facilitate smokers.

2010 actions to enhance passenger service quality

- Updated informative signage throughout the terminal areas and the curbside as to improve passenger flow.
- Posters for EU new campaign on Passenger Rights, mounted at strategically areas in the terminal prompting all passengers to call an EC toll free number for clarifications on denied boarding, flight delays and cancellations entitled compensations.
- A "House Rules" leaflet was published, summarizing the major airport users' rules and behaviours, expected in cases such of smoking, sleeping, peddling, soliciting in the terminal etc.
- An informative brochure distributed to travelling public, in regards to the newly introduced taxis flat rates for the route (from/to) Athens city centre – airport.
- Enhancements of the executive valet parking service through the replacement of the executive valet parking booth at the departures level of the Main Terminal Building. The project upgraded the aesthetic appearance of the specific service.
- Replacement of over 1,000 seat covers, preserving aesthetics in the Main Terminal Building.
- The capacity of public washrooms at the baggage reclaim area was increased to further enhance the arriving passengers' comfort rate.
- Electronic System for Travel Authorization (ESTA) link was uploaded at terminal web- check-in kiosks, for citizens permitted to travel to the USA under the terms of US Visa Waiver program, thus enabling travelers to apply for ESTA visa even a few hours before departure at the airport.
- Two new applications are available for mobile phone users: The "ATH airport" application for i-phone users provides real-time flight details, flight schedule and other airport related information such as access, parking, shopping etc. Through the text messages technology, all mobile phone users have all flight related information by sending SMS to 19171.
- The Wireless Internet Zone (WIZ-Business) service serves passengers and visitors who want more time to browse on the Internet (besides the 60-minute free access wiz). Furthermore, this service is provided in airline lounges and to companies within or outside the Main Terminal Building.

Measuring passenger satisfaction
We highly appreciate passengers' perception; therefore we give them the opportunity to evaluate airport performance and express their expectations and needs. We carry out a daily monitor survey, entitled Passenger Survey addressing 40,000 passengers, on an annual basis.

Passenger Survey 2010: Satisfaction score reached 4.17 (on a 5 point scale).

For more in-depth analysis, we undertake a Quality Monitor Survey that monitors performance trends and passengers' drivers. Its findings remain a main passenger satisfaction measurement tool for us and our business partners.Furthermore, since airport opening, AIA has established a corporate comment management process. The "Your Opinion Counts" brochure, located at various areas at the airport, is available to airport travelers and visitors. This service is also provided electronically. Our company selects all comments, analyses and replies on any issue related to airport facilities and services.

During 2010, there were 3,298 comments from 1,826 passengers. 1,227 reply letters dispatched, of which 91% were customized case-specific letters. The average response time is 8.1 days. 370 complaint cases required thorough cross-departmental investigation.

To further evaluate service quality, we have established queue monitoring in specific areas, i.e. check-in, baggage reclaim, ticketing, passport control, security screening etc. Data analysis enables AIA and our business partners to assess and further enhance the level of offered service.

4.8 Respecting Human Rights

We comply with the applicable national legislation and international regulations with reference to human rights. In this context, we safeguard airport employees', passengers' and visitors' personal data. Accordingly, we have officially notified the Data Protection Authority regarding the airport call centre voice recorder with our customers' messages, and the use of the close-circuit monitoring security system. Furthermore, all corporate policies and procedures regarding airport customers' telephone and Internet data are regularly audited by the Greek Supervising Authority Assuring Telecommunications Privacy (ADAE), proving our commitment to respecting the law, human rights and ethical standards.

05. Our Environment

AIA is committed to protecting the environment and ensuring that potential impacts and challenges associated with airport operations are identified and managed in a responsible manner. The same commitment also applies to internal processes and procedures. In addition, AIA promotes environmental responsibility not only with its employees but also with its business partners, airport users, and local citizens. While oversight of corporate environmental strategy and performance is provided by the Board of Directors, AIA's management is responsible for ensuring legal compliance, setting targets, implementing action plans and assessing environmental performance in a transparent manner with regular reporting to the State and other stakeholders.

During 2010, there were no legal actions taken against the Airport Company regarding environmental issues, nor any such fines were imposed.

5.1 Environmental Policy and Management System

In our Environmental Policy corporate targets and objectives are regularly reviewed and updated in order to continuously improve our environmental performance, beyond the framework of applicable legal requirements. We are committed to operating and developing Athens International Airport while minimising or preventing, where possible, any potential negative impact. One of the company's major priorities is to monitor environmental conditions and undertake initiatives, always taking into account stakeholders' input. Communication with stakeholders is based on cooperation and mutual respect and is accomplished through information exchange, training and awareness programmes.

Based on the principles of sustainable development and in order to efficiently address environmental issues, we have established, maintain and systematically develop an Environmental Management System (EMS) certified according to the EN ISO 14001 international standard since the year 2000. The EMS targets compliance with legal and regulatory requirements as well as continuous improvement of AIA's environmental aspects. In 2010 the annual assessment of the EMS was successfully conducted by an independent certification body.

Raising Awareness: In 2010, presentations were made to 175 AIA employees, including upper level management, focusing on raising personnel awareness with respect to environmental challenges, such as climate change

and recycling, and company's environmental initiatives. More presentations are due to take place in 2011 with the goal of reaching an additional 180 employees. In addition, 7 presentations were made in 2010 to students at local schools to raise awareness about environmental issues and what the company does as to protect the environment.

5.2 Climate Change

In recognition of the threat of climate change, AIA is committed to managing greenhouse gas emissions within its sphere of influence.

Energy Savings: In 2010, AIA's efforts to reduce its energy consumption resulted in the savings of 1,750 MWh, which corresponds to avoiding the emission of approximately 1,520 tonnes of CO_2.

For the second consecutive year, Athens International Airport participated in the global initiative "Earth Hour" as part of its stand against climate change. One of the airport's two runways was shut down while lighting in the terminal buildings and other areas was significantly reduced. These symbolic actions were also accompanied by informative public announcements. AIA's encouragement of other members of the airport community to participate resulted in an estimated saving of 3,600 kWh on that day, which translates into a substantial reduction in CO_2 emissions.

The Airport Company pressed ahead with the third year of implementation of its Climate Change Corporate Action Plan, which consisted of the following actions in 2010:

- A 10,000 m^2 area in the northern part of the airport has been planted with trees and shrubs.
- In addition to AIA's corporate publications, recycled paper is now being used for corporate stationery.
- Several actions were undertaken to upgrade the Vravrona Wetlands (see par. 5.7 Biodiversity for more information).
- An energy audit of the airport's Main Terminal Building has been performed to identify additional areas for energy savings.
- An investigation of clean technology vehicles to replace AIA's current fleet of diesel buses, which are scheduled to be taken out of circulation in 2012, has been performed.
- An initiative to install more efficient light bulbs has been put on hold until more technically and economically feasible solutions become available.
- Electronic invoicing (e-invoicing) has been implemented for 109 companies with whom AIA does business.
- An investigation of the potential of geothermal energy for the heating and cooling of the Main Terminal Building was postponed since it will be considered in parallel with other energy-saving options in 2011/2012.
- Where possible, fan coil units were connected to AIA's Building Automation System (BAS) in order to avoid unnecessary energy consumption.
- The tender for the construction of an 8MW Photovoltaic Park has been completed and construction will be launched in early 2011.
- A number of paper-based forms from various departments have been converted to electronic format.

Airport Carbon Accreditation

As part of its Climate Change Corporate Action Plan, AIA participates in an industry initiative led by the European region of Airports Council International (ACI), namely *Airport Carbon Accreditation*. AIA upgraded its accreditation in 2010 from Level 1 (Mapping) to Level 2 (Reduction) based on the following long-term goal:

a 25% reduction in CO_2 emissions under AIA's direct control by 2020 using 2005 as a baseline year

as well as a carbon management plan with specific actions designed to achieve this goal. In addition, following the external verification of its 2009 and 2005 (baseline year) carbon footprints, AIA was able to demonstrate a 15% reduction in emissions spanning this 5-year period, which corresponds to reducing its emissions by over 10,000 tonnes CO_2, the equivalent of planting 1.5 million trees. AIA looks to meet the challenge of continuing to reduce its carbon footprint over the next decade by investing in energy efficient technology, optimising the energy performance of its facilities through its Building Automation System, raising the awareness of its employees and other related actions.

"I applaud Airports Council International (ACI) Europe for having set up the *Airport Carbon Accreditation*, an initiative that demonstrates commitment to reduce the carbon footprint of airports and eventualy to become carbon neutral"

Achim Steiner, *Exective Director, United Nations Enviroment Programme*

Specific observation on Airport Carbon Accreditation
During our interview, we saw evidence of AIA's upgrade to the 2nd Level "Reduction" of *Airport Carbon Accreditation*, including the external verification of its 2009 and 2005 (baseline year) carbon footprints, as well as the update of its Environmental Policy. We also reviewed the respective methodology and the energy conservation measures adopted in order to achieve the 15% reduction in emissions from 2005 to 2009. Although the next steps to the 3rd Level "Optimization" upgrade - which includes Third Party (airlines, ground handlers, catering companies, etc) engagement in carbon footprint reduction - and the potentially high-cost investments required for achieving the 25% reduction goal for 2020 can prove challenging for AIA, we saw evidence that relevant actions are already under appraisal.

Ernst & Young

5.3 Air Quality

AIA addresses aviation's impact on local air quality with state-of-the-art monitoring equipment installed at the airport and in the surrounding communities, by assessing emissions from all relevant sources, and implementing measures to reduce emissions.

AIA's monitoring equipment includes an Air Quality Monitoring Network (AQMN), a Differential Optical Absorption Spectroscopy (DOAS) system, a SOnic Detection and Ranging (SODAR) system, a Radio Acoustic Sounding System (RASS) and a Meteorological Station.

The AQMN, which consists of 5 permanent monitoring stations installed in the Municipalities of Glyka Nera, Koropi, Markopoulo, Pallini and Spata, and 1 mobile station, has been in operation since 1998.

Table 5.2
AIA's 2010 Carbon Footprint

	2010 data (*)	CO_2 Emissions (tonnes)
Grid Electricity	57,555,386 kWh	50,113
Natural Gas	1,378,802 Nm3	2,855
Vehicle Fleet	179,479 litres of petrol	408
	437,525 litres of diesel	1,171
	21,500 litres of LPG	35
Stationary Sources	30,543 litres of diesel	82
	17,926 litres of heating oil	46
TOTAL		54,710

(*) Conversion assumption: 0.8707 kg $C0_2$ per kWh has been calculated based on input from the Hellenic Transmission System Operator and the Community Independent Transaction Log (CITL), which contains verified emissions from Greek facilities participating in the European Union's Emission Trading Scheme. Emissions data from the previous year (2010) is usually not published to the CITL until May (2011), therefore the best available estimate of the grid electricity emission factor we have currently, i.e. for 2009, is used in the 2010 report.

Ground-level concentrations of the major pollutants (NO_X, O_3, PM_{10}, SO_2, CO and HCs), as well as basic meteorological parameters (wind speed and direction, temperature, relative humidity, precipitation, total solar radiation and atmospheric pressure), are measured.

Further to a request made by the Hellenic Ministry of the Environment, Energy and Climate Change, AIA relocated the mobile station of the AQMN from the airport to the Municipality of Haidari in order to facilitate air quality monitoring in this region for at least 12 months.

Table 5.3
Air Quality 2010 - Mean Concentrations of Monitored Pollutants at the AQMN Stations

	NO_2 (μg/m³)	O_3 (μg/m³)	PM_{10} (μg/m³)	SO_2 (μg/m³)	CO (mg/m³)	HCs (ppm)
Glyka Nera	25.4	82.7	32.2	4.3	0.3	n/m
Koropi	16.1	77.1	44.9	n/m	n/m	n/a
Markopoulo	19.7	76.9	51.1	n/m	0.4	n/m
Pallini	14.6	87.2	28.3	5.4	0.3	n/m
Spata	21.9	78.3	30.3	3.8	0.3	2.0

AQMN: Air Quality Monitoring Network
n/m: The pollutant is not measured at the specific station.
n/a: Due to problems with the analyser, data capture at the station in Koropi was less than the required 75% in 2010, therefore an annual value is not available (n/a).

5.4 Noise

Aircraft noise associated with airport operations, primarily aircraft, is one of the main environmental challenges associated with airports. Therefore, noise abatement is a key element in AIA's corporate environmental strategy. Our company addresses noise issues responsibly by taking measures aiming to reduce annoyance to our neighbours to a minimum.

We have installed a permanent NOise MOnitoring System (NOMOS) consisting of 10 permanent and 1 mobile Noise Monitoring Terminals (NMTs) which presents a detailed profile of the noise pattern for the residential areas along flight routes. This system is connected with the HCAA radar so that correlations can be made based on the actual flight track information.

Since the airport opening, Noise Abatement Procedures have been defined for the reduction of noise levels in the residential areas around the airport and along flight paths in collaboration with the civil aviation authority and other state entities, airlines and representatives from the local communities. Further to our goal of active stakeholder engagement, we organise regular meetings to bring together all relevant stakeholders to discuss new proposals. This culminated in the revision of the Noise Abatement Procedures in 2010. Specifically, aircraft will fly at a higher altitude over the nearby residential area of Artemis during their departure from the airport. Data concerning the enforcement of this procedure is submitted to the HCAA on a monthly basis for further action. Additionally, the departure of noisier aircraft - marginally accepted Chapter 3 aircraft as well as military aircraft - will no longer take place from the eastern runway (03R) in order to further reduce the noise nuisance in Artemis.

During 2010, a pilot application was developed for the

Chart 5.4.1
Map of Flight Paths and Locations of Noise Monitoring Terminals (NMTs)

Table 5.4.2
Average Noise Levels per Noise Monitoring Terminal (NMT)

NMT	2009: Lden dB(A)	2009: Lnight dB(A)	2010: Lden dB(A)	2010: Lnight dB(A)
2	59.2	51.0	57.6	48.7
3	64.4	54.7	64.3	55.9
4	63.7	56.6	65.0	57.9
5	63.6	55.0	63.5	55.1
6	61.1	53.6	60.3	52.8
7	63.8	56.6	64.4	57.3
8	64.8	56.2	65.0	56.6
9	68.5	60.8	67.9	60.3
10	60.8	52.3	61.3	52.6

Lden and Lnight are calculated as defined in Government Decision 13586/724 GGG 384B, 28/3/2006. Noise levels are measured in db(A), a unit that describes the sound pressure in the human ear. Additionally, the values of the decibels present the sensitivity.

Table 5.4.2

Comparative Noise Levels

	dB(A)
Pain Limit	130
Night Club	115
Car horn	110
Bus	82.5
Boeing 737-400 in NMT 3	80
Normal conversation	75
Car in residential area	75
Boeing 737-400 in NMT 5	74
Boeing 737-400 in NMT 2	73
Propeller Aircraft in NMT 2 & 3	72.5
Propeller Aircraft in NMT 5	70
Quiet residential area	50
Whisper	30

display of noise monitoring results on AIA's website (www.aia.gr). More specifically, site visitors can access noise event information for the last 6 months. Further information on this issue is also available in the company's annual environmental bulletin, "We Care for the Environment".

Since noise exposure is one of the primary environmental issues affecting the lives of residents in the airport vicinity, we have established and operate a telephone line, the "We Listen" line, and hold periodic meetings with representatives from local authorities and groups aiming at informing them. Concerned citizens may call the "We Listen" line (210-3530003) on a 24-hour basis or visit the airport's web site in order to register their complaints and request clarifications on noise related issues.

5.5 Waste & Recycling

AIA is committed to complying with environmental regulations, standards and best practices. As such, we have developed a comprehensive waste management system based on "The Polluter Pays" principle that promotes separation at source and recycling. The major types of waste generated at the airport are: Solid Non-Hazardous Waste, Hazardous Waste and Medical/Clinical Waste.

Waste: 12,945 tonnes of waste in total, of which 12,669 tonnes were Solid Non-Hazardous Waste, 276 tonnes of Hazardous Waste and 358 kg of Medical/Clinical Waste.

Since 2005, we have established cooperation with Alternative Management Systems for the final disposal of hazardous waste. Of the 276 tonnes of hazardous waste produced in 2009, 50% were transferred to Alternative Management Systems, while the remaining 50% were transferred to other licensed management facilities. Moreover, all liquid industrial waste produced at the airport is treated on-site at the Industrial Wastewater Treatment Facility (IWTF).

Chart 5.5
Recycling Breakdown of Non-Hazardous Waste in 2010

Recycling: from 174 tonnes (3% of total solid non-hazardous waste) in 2001 to 5,010 tonnes in 2010 (40% of total solid non-hazardous waste). This figure includes 10.6 tonnes of recyclable materials that airport employees brought to our Recycling Centre.

Our objective to promote recycling is complemented by our commitment to use recycled materials for our everyday work needs. In this context, our company has been using only recycled paper for printing and photocopying since 2007 and in 2010 this initiative was extended to include all corporate stationery, publications and promotional materials. Our corporate paperless environment has been further strengthened with the growing adoption of electronic workflows

(e-forms) that replace paper forms formerly used for a variety of internal administration tasks. Examples include review & concurrence of contracts, human resources related requests, expense claims, etc.

Furthermore, AIA's business partners are committed to operate in an environmentally-friendly manner through special clauses in their contractual agreements.

5.6 Water and Wastewater

We systematically monitor water consumption (potable and irrigation) as well as the quality of surface and groundwater. Additionally, we implement water conservation measures, such as the use of treated wastewater from the Sewage Treatment Plant for irrigation.

A sticker-based campaign engages all airport visitors, including airport personnel, encouraging them to limit their water consumption when using restrooms and kitchen facilities.

All sewage coming from the airport buildings is treated at the airport's Sewage Treatment Plant (STP) and subsequently used for irrigation of non-public green areas at the airport. AIA is one of very few airports worldwide that operates its own STP.

Sewage Treatment: During 2010, the STP treated 337,000 m^3 of sewage, all of which is used to irrigate non-public green areas at the airport.

An Industrial Wastewater Treatment Facility (IWTF) also operates on site. This facility accepts wastewater mainly from the technical bases of airlines but also from other sources.

Industrial Wastewater Treatment: During 2010, the IWTF treated approximately 4,200 m^3 of industrial wastewater.

In 2010, a new extensive monitoring system was installed to detect leaks from the network.

5.7 Biodiversity

Airport operations affect, directly and indirectly, through changes in land use, both the natural and the human-influenced ecosystems of the wider Mesogeia area. Our challenge is to continue developing aviation and non-aviation activities in accordance with best practices for business and preservation of biodiversity. In the context of managing the impact of airport operations both on site and in the vicinity of the airport, we continuously monitor the status of the local ecosystems through a dedicated bio-monitoring programme.

AIA's dedicated team of specialists monitors and records wildlife and also implements measures to reduce the risk of bird strikes with aircraft. It's worth noting that the diversity of bird species spotted in the vicinity of the airport has increased in recent years, indicating the health of the local ecosystem.

Biodiversity: Through 2010, 173 species of birds have been recorded in the airport vicinity.

A number of innovative pilot projects launched in 2009 were continued in 2010, including a very successful programme of trapping and relocating raptors.

Further to its adoption of the Vravrona Wetlands, a local site of unique ecological value that belongs to the Natura 2000 network, AIA implemented a series of actions in 2010 in cooperation with the Hellenic Ornithological Society, aiming to improve of the condition of the wetlands.

The actions included:

- Placement of wooden fencing in several areas around the wetlands in order to discourage vehicles from entering the site.
- Creation of a footpath with special signs for the visually impaired.
- Placement of signs banning hunting within the wetlands.
- Maintenance of existing footpaths, signage and plantings.

Fencing installed in Vravrona

06. Our Citizenship

6.1 Close to Local Communities

We wish to be a valued and trusted neighbour. Consistent to the framework of our Corporate Responsibility Policy and in order to further promote sustainable development for our local communities, we have established an annual Action Plan in cooperation and coordination with the local authorities.

In the Action Plan, AIA responds to some of the community needs by implementing projects in the fields of the environment, education, culture, athletics, and society in general. In 2010, we supported the Municipalities of Artemis, Spata, Koropi, Markopoulo, Pallini and the Communities of Pikermi and Kouvaras with several actions which are described below:

Stakeholder Engagement: We value dialogue as a means to understanding and responding to stakeholder views in areas of mutual concern. In 2010, 227 meetings were held with various entities representing local authorities, associations, schools and residents in the vicinity of the airport.

Education:

- Two scholarships were awarded to post-graduate students at the University of the Aegean and financial rewards were presented to the top 5 students at the high school in Artemis.
- Furniture, educational material, playground equipment, computers and other appliances, were provided to schools of the local areas. Furthermore, AIA supported them for the realization of educational excursions, Christmas presents, etc.
- An electronic interactive white board, computers and other electronic equipment was offered to various local educational institutions (primary, secondary, tertiary) in order to facilitate the educational process, including students with learning difficulties.
- A sports facility was constructed at the 4th elementary school of Artemis.
- The recycling programme for all schools in Artemis continued in 2010. In recognition of their efforts, students were rewarded with educational material, equipment, and environmentally-themed excursions.

- Seven environmental related presentations were made by AIA staff at the high schools of Artemis and Koropi.

Culture and Athletics:
Financial support was provided for:
- The organisation of the annual 3-day athletic event for elementary school pupils in Spata.
- Annual cultural events by major local associations
- Annual carnival festival of the Spata Cultural Organization.

Society:
- Two new vehicles were donated to the Municipal Police of Artemis.
- A new, fully equipped, light-duty fire truck was offered to the local team of volunteers of Artemis (EOMAK).
- Medicine and medical equipment were provided to the municipal infirmaries of Artemis.
- The community grocery of Artemis was refurbished and goods for citizens in need were purchased (the funds were donated by Mr. Tsakos, AIA Board of Directors Member).
- Financial support was provided to the Artemis Philanthropic Association of the Friends of Music as well as to 68 families in need.
- Equipment, furniture, and training tools were donated to the Artemis Women's Association.

Environment:
- The children playground in Velanideza (Artemis) was completely refurbished.
- Maintenance services for the 26,000 m^2 Artemis coastal park that was constructed by AIA in 2006.
- Clean-up of the Artemis Prasinos Lofos green area.
- Trees were planted and an irrigation system was installed at the 2nd elementary school of Pikermi.
- Financial support was provided to the Association for the Protection and Welfare of Wildlife (ANIMA) for the treatment of injured wild animals.
- On the occasion of World Environment Day 2010, AIA employees-volunteers participated in extensive tree planting that took place at the Artemis coastal park, in collaboration with local volunteers (EOMAK).
- The tender procedure for the construction of a 24,000 m^2 park in the Municipality of Spata was completed in 2010, in cooperation with representatives from the municipality as well as the Organisation of Athens. Construction of the park is scheduled to begin in 2011.

6.2 Art & Culture

As the country's first and last impression, Athens International Airport aims at working diligently on many cultural events in order to promote and enhance Greece's cultural heritage and promote the city of Athens' cultural events.

Airport Permanent Exhibitions
The "Airport Museum" presents a variety of archaeological findings excavated from the airport area during the construction era to the general public. The Museum, which has been operational since 2003, is a joint venture with the Greek Ministry of Culture & Tourism.

Also, a permanent thematic photographic exhibition in cooperation with the National Research Foundation dedicated to the life and work of the statesman Eleftherios Venizelos, Greece's civil aviation father and the airport's namesake is located adjacent to the Airport Museum.

In cooperation with the Organization for the Construction of the New Acropolis Museum we are currently hosting the exhibition titled "The Acropolis Museum – A new destination". The exhibition is presented in a specially designated area within MTB, and includes photographs of the new Acropolis Museum. It also cast copies of a section of the Parthenon, of Euthidikos' daughter, photographic material of the exhibits and the areas of the New Museum, as well as a 4-minute DVD presentation.

During 2010, over 250,000 passengers and airport visitors have visited the airport permanent exhibitions located at the departures level.

Airport Art & Culture Exhibitions
Within the framework of our art programme and in cooperation with the Teloglion Foundation of Art of the Aristotle University of Thessaloniki and the Pilar i Joan Mirô Foundation of Majorca, we hosted the third part of the largest, to date, Mirô, exhibition ever staged in Greece. Visitors to the exhibition were able to admire Mirô's work from a different perspective, through the lense of the famous photographer, Joaquin Gomis.

As a tribute to an extremely important achievement which took place 2,500 B.C. we had the honour to host, from June – December 2010, the Myrtis; Face to Face With the Past" photographic exhibition , in collaboration with the University of Athens and the Museum Studies Course of the University of Athens. The exhibition presented the entire process from the excavation of the ancient skull to the remodelling of the face of Myrtis, an 11-year-old Athenian girl from the 5th century BC and, at the same time, showcased the great significance of the use of

technology, and of interdisciplinary collaboration from many diverse fields of research, such as archaeology, medicine, anthropology, and forensic science. Greek and European scientists, technicians and artists, shared their knowledge and expertise, to get as close as possible to the time during which Myrtis lived.

Art & Culture Exhibitions: In 2010, over 2.5 million arriving passengers experienced our exhibitions at the Arrivals level.

Specific observation on linking the corporate Art & Culture Programme with strategic objectives

During our interview, we reviewed evidence of how the Art & Culture Programme is linked to AIA's PR Policy and Business Plan, in the context of promoting the country's culture and in alignment with the "Airport City" concept. Our review also included the lists of relevant exhibitions, held in cooperation with museums, state authorities and other institutions not operating in the private sector, the accuracy and completeness of relevant investment figures for 2010, as well as the Memorandum of Understanding signed between the Greek National Tourism Organization and AIA. We believe that a formalization of the exhibitions' selection criteria and their link to sustainability would further benefit the Art & Culture Programme and future CR Reports' relevant disclosures.

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Airport Art & Environment Exhibitions

Within 2010, significant effort was also invested in hosting various art and environmental exhibitions combining, in this respect, art with an environmental consciousness. In cooperation with "ARCTUROS", from February – April 2010, we hosted the photographic exhibition which presented the wild life and mountainous areas where "ARCTUROS" focuses its actions.

Nature photographers, volunteers and "ARCTUROS" researchers introduced visitors to the "protagonists" of the Greek mountain forests, the lone bears and wolves living in rare habitats under the fearless protection of Greek shepherd dogs.

For the fifth consecutive year, in cooperation with the non-profit organisation "ECOCITY", we hosted, from September – November 2010, the "ECOCITY" awareness campaign, under the title "ECOMOBILITY". The airport exhibition featured the work of school pupils who visualized a healthy environment through the reduced use of individual transportation means.

In cooperation with the non-profit organisation "Medasset" we hosted another photographic exhibition entitled "Travelling with Sea Turtles in the Mediterranean" which took place from May – August 2010. In the 30 photographs on display, visitors enjoyed the Mediterranean flora and fauna, and learned about the imminent dangers they face: climate change, invasive species, pollution, over-fishing, ecosystem destruction. Marine scientist and underwater photographer, Yiannis Issaris, as well as other well-known photographers from around the world, guided us through an exploration of the rich seabed and its "inhabitants".

In the same spirit, and on occasion of the 2.500 years anniversary from the battle of Marathon and in collaboration with the non-profit governmental organisation "Clean up Greece", from November 17th 2010 until February 17th 2011, we hosted the photographic exhibition entitled "Marathon around the World –The Journey of the Paper Bag". With the "Marathon Runner" by the world renowned German artist Thitz as its starting point and the paper bag and its trade mark, this exhibition focused on awakening the environmental consciousness through artistic creation.

Within the framework of this exhibition, a painting workshop took place with the participation of children and parents, who decorated their own paper bag with colors and emotions, thus sending their own message and expressing, at the same time, their concerns for the environment and the planet's future.

6.3 A welcoming airport for children

In 2010, within our "Airport & Children" program we were delighted to welcome 4,126 children from all over the world (2850 children from Greece and 1276

Table 6.3.1
Children's Creative Entertainment Area

	2010 Visitors	2009 % Total
Greek citizens	2.850	69.1%
Foreign citizens	1.276	30.9%
Total	**4.126**	
	2009 Visitors	2008 % Total
Greek citizens	1,656	38.8%
Foreign citizens	2,614	61.2%
Total	**4,270**	

from the rest of the world) in our children's creative entertainment area, a friendly, safe and innovative area for children. This innovative service, supervised by specially trained staff, from the organisation "The Smile of the Child" enables children to creative occupy themselves and allows parents to leave their children in a safe environment while handling travel procedures or shopping.

Embracing one more children's cultural activity and on the occasion of World Children's Day (December 11th), Athens International Airport, in collaboration with Papadopoulos Publications hosted the presentation of the children's book entitled "In Tzina's World", written by George Lebesis. Both the author and the artist who interpreted the story's song, participated and offered the book and accompanying CD to around 130 young visitors who attended the event and enjoyed the airport's friendly atmosphere.

The company's visitor service welcomed and offered airport guided tours to 1,574 pupils and students from 42 schools, special institutions and Universities including Institutions for children with special needs.

Apart from schools, we have also hosted specialized tours to the non-profit organization "The Friends of the Benaki Museum" which focus on the cultural aspects of the airport.

Table 6.3.2
AIA Vistitor Service 2009

AIA offers a visitor service, free of charge, mostly addressed to school children aiming at making them familiar with the airport premises and operational processes. In 2010, 1,574 guests were hosted at the airport.

6.4 Enhancing Social Commitment

An important aspect of our corporate responsibility is the support of social groups in need.

We dedicated funds from our annual sponsorship budget to support Greek non-governmental organisations involved in social and humanitarian activities, such as the Velentzio Foundation, with air transfer of disabled patients, the Hellenic Red Cross and the "Panos Mylonas" Institute. We continued to support organisations with a special focus on child issues including UNICEF, and its help to the children of Haiti, "The Smile of the Child", "Make a Wish" and ELPIDA, for medical equipment for the new oncological Hospital for children, and the "Arc of the World", we also donated 28 used company PC units to Greek elementary schools and to UNHCR for refugees students in Greece, in order to facilitate their educational skills.

In order to further enhance public awareness towards the safe recovery of lost children, we continue to participate in the "Amber Alert" program, a volunteer partnership between law enforcement agencies, broadcasters, transportation related parties and the wireless industry.

Furthermore, AIA participated for the second consecutive year in the MBA International Programme of the Athens University of Economics and Business by offering a scholarship to a candidate from Serbia.

Cultural Awareness Collaborations
Since Athens Airport plays a significant part in the formulation of the first and last impression obtained by the passenger / visitor for the city of Athens, some of the city's most interesting cultural activities / events are promoted on the Airport premises. Yearly exhibitions and events at the Megaron Athens Concert Hall, the B&M Theocharakis Foundation, the National Theatre, Art-Athina, the Herakleidon Museum, the Greek National Opera, the Byzantine & Christian Museum, the new Cultural Center of the Onassis Foundation, have been promoted throughout the year at the airport sites.

Apart of the above, we have also contributed to the Benaki Museum for the renovation and preservation of the new and important building of N. Hadjikyriakos-Ghika Gallery in Athens, and to the promotion of one of the most important icons exhibition, the "Beauty of the Icons of the Vellimezis Collection", in Moscow.

07. Our People

7.1 A great place to work
Our people are the company's most important asset, enabling AIA to meet the ongoing challenges faced by the aviation industry. Investing in our staff will remain vital for the ongoing success of AIA, as the dedication and focus of all employees is the key to providing our customers with an excellent travel experience.

We aim to be an employer of choice, attracting a committed workforce and supporting them throughout their career with us.

Within this context, we aim to offer a safe and modern work environment to our people that promotes diversity and respect, alongside the systems, tools and opportunities that help them develop their abilities and sustain a healthy work-life balance.

We pay competitive salaries supplemented by a pension scheme, a performance-driven incentive scheme shared by all employees and comprehensive learning and development activities.

At the end of 2010, the Airport Company employed 690 people under open-ended contracts, while over the past year, 22 persons (21 fixed term, 1 trainee) were seasonally employed in order to cover workload during peak periods and replacement needs.

The high rate of male employees within the company's total workforce is a reflection of the nature in our business activities, especially in the technical services department and baggage handling systems.

Women employees cover 34% of the total number of employees and 14.3% of the total number of managers.

Table 7.1.1
Employment by Gender

	2010	2009
Number of employees	712	733
Men	66%	66%
Women	34%	34%

Table 7.1.2
Employment by Type of Contract 2010

	MEN	WOMEN
Open-end contacts	458	232
Fixed-term contracts	7	7
Apprenticeships	0	1
Other	4	3
Total	469	243

In 2010, Company Management accounted for 5.9% of the total workforce. Female managers accounted for 14.3% of the Management.

Chart 7.1.4
AIA Employees: Age Distribution

Chart 7.1.3
Diversity in Management Female Managers
% of total Management

Chart 7.1.5
Educational Status (open-end contract employees)

By taking into account our actual needs, but also, by paying particular attention to the appropriate use of younger people, we take care to maintain a balance in the range of our staff's age groups. The average age of our employees is 42 years (men: 43, women: 39), with a high educational background which reflects the specialization necessary for the fulfilment of our role as Airport Operator.

It is worth noting that 30% of our personnel reside at the local communities. Furthermore, we support the companies which operate in the airport community to promote local employment, through the establishment of a "Career opportunities" link in our corporate website for advertising job openings.

In 2010, our turnover ratio, excluding fixed term staff, decreased to 2.0% vs. 5.0% in 2009. It is worth noting that the higher turnover rate in 2009 was influenced by the employees who left our company to join the new Olympic Airways Group.

7.2 Safe working conditions

In airport operations, the nature of many work activities entails the particular responsibility of looking after the workforce's health and safety. Our Corporate Health & Safety Policy focuses on ensuring this responsibility towards occupational health and safety. AIA has defined the objective to maintain the physical, emotional and psychological well-being of its employees. Therefore, AIA is responsible to proactively manage and successful control potential health and safety hazards that may be generated in the company and the airport community in general. In order to comply with national and international regulations and standards and minimising labour risks, the company has established a framework which monitors working conditions implements proactive measures maintains safety awareness. Efforts to enhance safety include safety training sessions for employees of all levels whilst in order to further raise employees' awareness on health and safety matters relevant articles are published in our quarterly newsletter.

The company cooperates with the Occupational Doctor who carries out and documents all employees' medical examinations which confirm that AIA staff are fit, from a medical point of view, to respond to the duties related to their job. The process is periodical and bound by confidentiality.

Bearing the responsibility for occupational health and safety, AIA Management and the Health and Safety Committee, which is elected by the employees, hold regular meetings where working conditions are evaluated and suggestions for improvement are raised.

7.3 Code of Business Conduct

The Code of Business Conduct defines our corporate culture by establishing standards, expectations and accountabilities for appropriate business behaviour. The revised 2009 version formalises the long-standing obligation of all employees, including AIA Management, to behave ethically, act within the law, avoid conflicts of interest and act honestly in all business activities. It is a management tool that safeguards an inclusive work environment that is free from discrimination, victimisation and harassment. AIA staff are required to respect and abide by the company's obligations to employees, shareholders, customers, suppliers and local communities. The new version was introduced to all employees and is available on the corporate intranet.

Furthermore, our Code of Business Conduct provides a specific framework that safeguards that an employee will not be subject to retaliation for reporting in good faith a possible violation of the Code. In 2010, as part of AIA's monitoring of compliance with corporate ethics standards, there have been no acknowledged incidents of discrimination or other provision of the Code; therefore, no subsequent action was deemed necessary.

Specifically, all members of AIA Management were required to sign a certificate of compliance, "The Acceptance and Reconfirmation Form", stating that they have read and complied with the Code of Business Conduct.

7.4 Attaining and retaining talent

Our company's positive development is driven by the valuable performance of our employees. It is vital for an organisation focused on business sustainability, to attract, develop and retain capable personnel. Their skills, commitment and motivation form the platform for success. An attractive employer profile is therefore absolutely essential for AIA's competitiveness. All open-ended contract employees, since their recruitment and throughout their employment in the company, follow a performance appraisal and development process, promoting their individual career and personal development options.

We have a long-standing commitment to creating a workplace culture that encourages the development and the best use of our staff's knowledge and skills. For this reason, we have incorporated a multitude of human resources' systems, like workforce planning, performance appraisal and development systems, continuous training and health and safety systems. We are committed to ensuring equal opportunities for all employees and all employment related decisions are based strictly on qualifications, skills, performance and professional experience. Furthermore, upon availability of job openings, the job posting process is implemented through management announcements and posting on the corporate intranet (http://intranet.aia.gr).

Our participation in the Leonardo da Vinci (LdV) European training program for "Lifelong Learning" for promoting our employees' mobility continued for the second year in a row. Eight of our colleagues travelled to Munich and experienced daily operations for a whole week, at one of the busiest airports in Europe. The expertise gained through these visits was valuable both for the employees and for AIA.

AIA's Training Plan in 2010 involved a total of 11,237 hours of training.

96% of employees attended at least one training session.

An extensive offering of training was provided and emphasis was placed on the dissemination of the Corporate Vision, Mission and Values to all employees (representing the 29% of the total training hours).

AIA launched a strategic partnership with ACI in 2007 and since then, has operated as an official and recognized ACI Global Training Hub Centre (GTH). Through this partnership we have had the opportunity to exchange views and ideas with other experts from the aviation industry. During 2010 we organized and successfully completed two courses:

- Wildlife Hazard Prevention and Management (20 participants)
- Passengers with Reduced Mobility Awareness Course (50 participants)

AIA considers third parties an important part of the airport's smooth operation; we therefore seek to involve third-party personnel in the training activities throughout the year always aiming to achieve a win-win partnership relation. In 2010, we organized and delivered the following training activities to third party employees:

- Security Awareness Training: 1,100 training hours
- Airport Operations (Passenger Boarding Bridge, PRM awareness, environmental training): 382 training hours

Table 7.4
Training Sessions for third parties 2010

	Training man hours
Airport Operations	382
Safety & Security	1,100
Total	**1,482**

In June 2010, AIA launched the "Making a Difference" program which aims at further improving the overall customer satisfaction by initially training front line airport staff on adopting a more courteous and helpful attitude when in contact with the airport's customers. The educational program demands specific implementation stages starting with the selection of a group of AIA employees to be trained as trainers who will gradually provide training to other AIA staff as well as to the airport community front-line staff. The programme will be put into action in 2011.

7.5 Caring for our people

We are committed to be just and fair by rewarding our employees for their performance and commitment. We care for our employees' professional and personal wellbeing and have therefore developed a significant benefits plan with complementary group insurance coverage not only for them but also their family dependents.

The group life and medical insurance program as well as the medical coverage of all permanent AIA employees and their dependent family members (a total of 1,849 persons) are highly appreciated by all eligible – open end contract employees.

In 2010, we served 3,811 insurance claims by our employees (refers to reimbursed claims).

The pension program has been established since 2003 for all open end contract employees in order to supplement the State retirement income. It is based on the matching contribution (a shared responsibility approach), aiming to reduce the gap between the State pension and pre-retirement salaries. The pension scheme is highly appreciated by eligible employees, 95% of which have chosen to participate.

The Company also provides free transportation via three separate bus routes. On a daily basis, there are seven routes for the day staff and eighteen routes for the employees working in shift positions.

We recognize that a balance between quality of life and quality of work is essential to maintaining a healthy, satisfying and productive workforce. We aim to get our employees involved, by creating a real "esprit de corps" and integrating management and workforce at every level. We promote the engagement of our people in sports activities. In this direction our company supports football, basketball and cycling activities.

We build strong relationships among our employees and the airport community members and therefore, AIA is the founding member of airport community football tournament which has run for eight consecutive years with the participation, this year, of fifteen teams from the airport community.

AIA's football teams (5x5 and 11x11) have been playing since 2000. For the 2009-2010 period AIA's 5-aside teams participated in the 7th airport community tournament, with the operation team

ranking in 2nd position. For the 2010-2011 period, both AIA teams are participating in the 8th airport community tournament and are focused on positioning themselves within the three medal-winning positions. AIA's basketball team continues to surprise its fans and succeeded not only in remaining in the A1 category of the Nick Galis companies' championship, but was positioned in 6th place.

The Airport Company is proud to support employees in their sporting initiatives. In support of sportsmanship, our contribution towards our colleague and athlete George Delikouras continued in 2010 by sponsoring his efforts during the Paralympic World Sailing Championship. Since 2003, AIA is the main sponsor of the efforts of the twice Paralympian, George Delikouras, who has achieved significant distinctions in disabled sailing, at national and international events. In 2010, George Delikouras completed a very successful sailing campaign, with 3 gold medals in 3 competition events. He also finished in the 11th position in the 2010 IFDS World Championship in the Netherlands and qualified for the 2012 Paralympic Games.

Furthermore, we sponsored three of our colleagues who participated in the important Athens Classic Marathon event in Athens with t-shirts, shorts and shoes.

7.6 Involving, informing and engaging people

Maintaining peace in the workplace, where the presence of Union representatives is strong, has always been our priority. We recognise the importance of staff engagement and continue encouraging a better flow of staff communication. Being aware of the sense of responsibility we have as an employer, we strive to maintain good relations with our employees' representatives: AIA Employees' Union and the Health & Safety Committee.

This year AIA went to serious length to disseminate the Corporate Vision, Mission and Values to all employees. A series of thirteen workshops entitled "One team" was designed and implemented in cooperation with external consultants, in order to further engage employees in a common corporate culture. During the workshops, all employees had the opportunity to examine AIA's Vision and Mission and elaborate on AIA's Values through a carefully designed set of interactive activities. In each workshop, the mix of participants was pre-selected, so as to bring together employees from different locations, backgrounds and hierarchical levels. In this way, almost everyone had a unique opportunity to acquaint themselves with colleagues they hadn't previously met and learn important information about their role within the company.

Specific observation on engaging employees to a common culture

During our interview and substantiation procedures regarding the means and outcomes of employee engagement at AIA, we saw evidence of both formal and informal dialogue. In this context, we reviewed AIA's initiatives regarding the engagement of employees in the development of the company's new mission, vision, and values. We believe that the interactive rather than informative nature of these initiatives, which included a series of thirteen workshops named "One team", contributed significantly in engaging AIA's employees towards a common corporate culture. AIA could consider further deploying similar employee engagement initiatives and events focusing on sustainability issues (as with the "Greening the Airport Business" info sessions to AIA employees)

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A corporate video was especially produced for these workshops to inspire, strengthen team spirit and motivate employees to greater success. This three-minute video highlighted moments from day-to-day worklife, as well as highlights of AIA's history where employees have shown incredible commitment during challenging projects, or extraordinary conditions (Olympic Games 2004, Champions League 2007, airport operation disruption due to heavy snowfall, etc.). This video quickly became a success and became available for downloading from company's Intranet and Internet pages.

In cooperation with the Blood Transfusion Center of the Aglaia Kyriakou Children's Hospital, AIA has created a Blood Donation Bank to cover the increased blood demands of children suffering from leukaemia and other types of cancer, as well as the blood needs of AIA employees in case of accident or disease. The company invites the workforce to support this initiative on a regular basis.

For one more year, Santa Claus kept his promise and visited AIA's annual Christmas party for our employees' children, giving away presents to all children, including a family trip to Eurodisney.

Internal communication is an essential tool for facilitating employee access to knowledge and corporate information. Our Intranet site is regularly upgraded to make information easier to access and share, while the "We@AIA" quarterly newsletter offers our staff an insight into AIA business activities, as well as the lighter side of our corporate life.

08. Sustainability Framework and Commitment

This chapter consists of the Communication on Progress (COP) since Athens International Airport S.A. (AIA) has developed policies and practices to implement and contribute to the recognition of the ten principles of the United Nations Global Compact (UNGC) initiative.

AIA bases corporate responsibility reporting on the Sustainability Principles of the Global Reporting Initiative (GRI). The GRI-G3 Index herein contains information on corporate management practices and performance indicators that can be found in this Report, as well as our positioning in the GRI Application Level.

Furthermore, the Independent Assurance Statement provided by the external audit firm - Ernst & Young – is also presented.

8.1 UN Global Compact / Communication on Progress (COP)

Since June 2008, the Airport Company's Management has been committed to the UN Global Compact initiative's ten ethical principles in the sustainability strategy deployment and further support and advance the, within its sphere of influence. In this context, AIA participates in the national UN Global Compact network and takes part in activities that promote the initiative's character.

In order to support the credibility of the company's engagement in the initiative, and focusing on transparency and continuous improvement, AIA reports its progress on an annual basis. COP is a communication tool towards the UNGC Headquarters and AIA's stakeholder groups.

AREA	UNGC PRINCIPLES	SECTION REFERENCE.
Human Rights	1: Business should support and respect the protection of international proclaimed human rights	2.1/ 2.2/ 2.3/ 4.4/ 4.6.3/ 4.6.4/ 4.6.5/ 4.6.6/ 4.7/ 4.8/ 6.1/ 7.2/
	2: Business should make that they are not complicit in human right abuses	7.3/ 7.4/ 7.6
Labour Standards	3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining	7.5
	4: Business should uphold the elimination of all forms of forced and compulsory labour	7.1/ 7.2/ 7.3/
	5: Business should uphold effective abolition of child labour	7.1
	6: Business should uphold the elimination of discrimination in respect of employment and occupation	7.1/ 7.2/ 7.3
Environment	7: Business should support a precautionary approach to environmental challenges	4.4/ ch. 5 intro/ 5.1/ 5.2/ 5.3/ 5.4/
	8: Business should undertake initiatives to promote greater environmental responsibility	2.2/ 2.3/ 4.4/ 5.1/ 5.2/ 5.4/ 5.5/ 5.6/ 5.7/
	9: Business should encourage the development and diffusion of environmental friendly technologies	5.2/ 5.3/ 5.5/ 5.6
Anti-corruption	10: Business should work against corruption in all its forms, including extortion and bribery	2.2/ 4.4/ 7.3/ 7.6

8.2 GRI-G3 Content Index

A. PROFILE DISCLOSURES

Our Application Level has been checked by Ernst & Young B.A.S.

	DESCRIPTION	SECTION REFERENCE
1	**STRATEGY AND ANALYSIS**	
1.1	Chairman's and CEO's statement. Vision towards sustainable development.	ch 1
1.2	Description of key impacts, risks and opportunities.	2.2
2	**ORGANISATIONAL PROFILE**	
2.1	Name of the organisation	ch. 2 Intro/ 2.2
2.2	Primary services	2.2
2.3	Organisational/operational structure of the organization	2.2
2.4	Location of the organization headquarters	Preface
2.5	Countries where the organization operates	Preface
2.6	Nature of ownership and legal form	2.2
2.7	Markets served	Preface/ 4.2/ 4.3
2.8	Scale of the organization: Employees/Net sales/Total assets/Passengers served	3.1/ 3.3/ 7.1/ 4.1/ 4.2
2.9	Significant changes during the reporting period	None
2.10	Awards received in the reporting period	2.3/ 4.5.1
3	**REPORT PARAMETERS**	
3.1	Reporting period for information provided	Preface
3.2	Date of most recent previous report	Preface
3.3	Reporting cycle (annual)	Preface
3.4	Contact point for questions regarding the report or its contents	8.6
3.5	Process for defining the report content (Materiality analysis, stakeholders' definition)	2.3/ Preface
3.6	Boundary of the report	Preface
3.7	Limitations on the scope or boundaries of the report	None
3.8	Basis for reporting on joint ventures, leased facilities, etc.	Preface
3.9	Data measurement techniques. Application of the GRI framework	Preface/ 2.3/ 8.2
3.10	Explanation of the reasons for any re-statements of information provided in earlier reports	None
3.11	Significant changes from previous reports in the scope, boundaries or measurement methods applied	None
3.12	Table identifying Standard Disclosures	8.2
3.13	Policy with regard to seeking external assurance for the report	2.3/ 8.3
4	**GOVERNANCE, COMMITMENTS & ENGAGEMENTS**	
4.1	Governance Structure of the organization, including committees	2.2/ 2.3
4.2	Indicate whether the Chair of the highest governance body is also an Executive Officer	2.2
4.3	Independent and/or non-executive members of the governance bodies	2.2
4.4	Mechanisms of communication with the highest governance body (Board of Directors)	2.2/ 7.6
4.5	Linkage between management compensation and company's performance (balanced scorecard)	2.2
4.6	Processes in place to avoid conflicts of interest	2.2/ 4.4/ 7.3

	DESCRIPTION	SECTION REFERENCE
4.7	Evaluation process for the qualifications and expertise of the members of the Governance Bodies	2.2
4.8	Internally developed statement principles with regard to sustainable development	2.1/ 2.3
4.9	Processes for Board of Directors for overseeing sustainability issues and adherence to internationally agreed standards	2.1/ 2.2/ 2.3
4.10	Evaluation processes or the performance of the governance bodies	2.2
4.11	Explanations regarding precautionary approach or principle addressed. Risk Management	2.2/ ch. 5 Intro/ 5.1/ 5.2
4.12	Voluntary chapters, agreements, initiatives to which the organisation subscribes or endorses	2.3/ 4.6.1/ 5.2
4.13	Memberships in associations	2.3/ 5.2
4.14	List of stakeholder groups engaged by the organisation	Preface/ 4.5/ 4.5.1/ 4.5.2/ 4.5.3/ 4.5.4/ 4.5.5/ 4.6.1/ 4.6.2/ 4.6.3/ 4.6.4/ 6.1/ 6.4/ 7.1
4.15	Identification and selection process of engaged stakeholders	2.3
4.16	Stakeholders engagement: Frequency by type and by stakeholder group	2.3/ 4.5/ 4.5.1/ 4.5.2/ 4.5.3/ 4.5.4/ 4.5.5/ 4.6.1/ 4.6.2/ 4.6.3/ 6.1/ 6.2/ 6.4/ 7.3/ 7.5/ 7.6
4.17	Company's response to key issues and concerns raised through stakeholder engagement: Aviation safety management system, passenger comment management process, official communication line for environmental related concerns, dedicated function for local communities related issues, employee services function.	4.5/ 4.6.3/ 4.6.5/ 4.6.6/ 4.7/ 5.4/ 6.1/ 6.3/ 7.2/ 7.6

B. DISCLOSURES ON MANAGEMENT APPROACH (DMAs)

	DESCRIPTION	PAR.
DMA EC	Economic performance - Market presence – Traffic growth / global market	Table 3.1/
	Indirect economic impacts – Investing in the society around us	par. 4.1/ 4.2/ 6.1/ 6.2
		Charts 3.5.3/ 3.5.4
DMA EN	Overall: Management approach and awareness programs	5.1
	Compliance - Regulatory framework	5
	Materials - Recycling / Energy / Water - Conservation measures	5.5/ 5.6
	Initiatives for Climate Change / Emissions	5.2
	Biodiversity	5.7
	Transport - Transportation of employees	7.5
DMA LA	Employment	7.1
	Labor/management relations	7.2/ 7.3
	Occupational health & safety – Management practices	7.4
	Training and education	7.3/ 7.4
	Diversity and equal opportunity	
DMA HR	Investment and procurement practices	4.4
	Non-discrimination - Passenger comment management	4.7
	Security practices - Engaging our security partners for security training	4.6.4/ 7.4
DMA SO	Community – Effectiveness of practices for assessing/managing impact on community/ Investing in infrastructures	6.1
	Society – Investing in art and culture / Supporting groups in need	6.2/ 6.4
	Corruption – Code of Business Conduct / Anti-fraud Policy	2.2/ 7.3
	Anti-competitive behaviour – Policy on Procurement Conduct	4.4
DMA PR	Operational Readiness – Ensuring uninterrupted service	4.5/ 4.6.1/
	Service Responsibility –High-quality services to passengers and visitors	4.6.3/ 4.7/
	Customer Health & Safety – Aviation safety/ fire safety/ health, safety and hygiene in the Terminal	4.6.3/ 4.6.5/ 4.6.6
	Marketing– Incentives to customers	4.5.1/ 4.5.2/ 4.5.4
	Customer privacy – safeguarding customer data	4.8

C. PERFORMANCE INDICATORS

ECONOMIC		
	ECONOMIC PERFORMANCE	
EC1	Direct economic value generated and distributed: revenues, operating costs, employee compensation, retained earnings, donations and other community investments, payments to capital providers and governments	table 3.1/ chart 3.5.3
EC2	Financial implications, risks and opportunities for company's activities due to climate change	par.5.2
	MARKET PRESENCE	
EC7	Procedures for hiring from the local community	7.1
	INDIRECT ECONOMIC IMPACT	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	3.5/ 6.1/ 6.2/ 6.3

ENVIRONMENTAL		
	MATERIALS	
EN2	Materials used that are recycled input materials	5.5
	ENERGY	
EN4	Indirect energy consumption by primary source	table 3.2
EN5	Energy saved due to conservation and efficiency improvements	table 3.2/ par 5.2
EN6	Initiatives to provide energy-efficient services and reductions in energy requirements as a result of initiative	5.2
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	5.2
	WATER	
EN8	Total water withdrawal by source	table 3.2
	BIODIVERSITY	
EN11	Location of high biodiversity value protected land	5.7
EN13	Habitats protected or restored	5.7
EN14	Strategies, actions and future plans for managing impacts of biodiversity	5.7
	EMISSIONS, EFFLUENTS & WASTE	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	5.2/ 5.3
EN20	NOx, SOx and other significant air emissions, by type and weight	table 5.3
EN22	Total weight of waste by type and disposal method. Recycling Program	5.5
	COMPLIANCE	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	ch 5- introduction
LABOUR PRACTICES & DECENT WORK		
	EMPLOYMENT	
LA1	Total workforce by employment type, employment contract and region	7.1
LA2	Total number and rate of employee turnover	7.1
LA3	Benefits provided to full-time employees (e.g. health insurance, pension plan)	7.5
	OCCUPATIONAL HEALTH & SAFETY	
LA6	Heath and safety committee representing management and employees that help monitor and advise on occupational health and safety programs	7.2
LA7	Rates of absenteeism and accident frequency rate	chart 3.4.2
LA8	Education, training in place to assist employees on health issues	4.6.2/ 7.2/ 7.5
	TRAINING & EDUCATION	
LA10	Average training hours per year/per employee category	7.4
LA11	Skill management programs that assist employees in managing career endings	7.4
LA12	Percentage of employees receiving regular performance and career development reviews	7.4
HUMAN RIGHTS		
	DIVERSITY & EQUAL OPPORTUNITY	
HR1	Description of policies and procedures to deal with all aspects of human rights relevant to operations, including monitoring mechanisms	2.2/ 4.4/ 4.8/ 7.3
HR2	Percentage of significant suppliers and contractors that have been undergone screening on human rights and actions taken	2.2/ 4.4

HR3	Employee training on policies and procedures concerning aspects of human rights relevant to operations	table 3.4
	NON-DISCRIMINATION POLICY	
HR4	Description of policies and procedures preventing discrimination, incidents and actions taken	2.2/ 7.3
	SECURITY PRACTICES	
HR8	Percentage of security personnel trained on human rights relevant to operations	4.6.4/ 7.4
SOCIETY		
	COMMUNITY	
SO1	Nature, scope and effectiveness of practices to asses and manage the operational impact on community	ch. 5/ 6.1/ 6.2/ 6.4
	CORRUPTION	
SO3	Employee training on organization's anti-corruption policies and procedures	7.3/ 7.6
SO4	Actions to respond to incidents of corruption	7.3
PRODUCT RESPONSIBILITY		
	CUSTOMER HEALTH & SAFETY	
PR1	Health and safety inspections and assessments on services	4.6.6
	PRODUCTS & SERVICES	
PR5	Practices related to customer satisfaction (passengers satisfaction surveys)	4.5.1/ 4.5.2/ 4.5.3/ 4.5.4/ 4.7/ 5.4
	CUSTOMER PRIVACY	
PR8	Practices for the protection of customer privacy, against losses of customer data	4.8

8.4 Assurance Statement

Independent Assurance Statement to Athens International Airport Management

The Athens International Airport ("AIA") Corporate Responsibility Report 2010 ("the Report") has been prepared by the Management of AIA S.A., which is responsible for the collection and presentation of the information within it. Our responsibility, in accordance with AIA Management's instructions, is to carry out a limited level assurance engagement on the English version of the Report only, and to include specific observations from our work in relevant sections of the Report.

Our responsibility in performing our assurance activities is to the Management of AIA only and in accordance with the terms of reference agreed with them. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance any such third party may place on the Report is entirely at its own risk.

WORK SCOPE AND CRITERIA

Our assurance engagement has been planned and performed in accordance with ISAE3000 and to meet the requirements of a Type 2 assurance engagement as defined by AA1000 Assurance Standard (2008) , in order to provide a limited level assurance opinion on:

A. Adherence to the AA1000 AccountAbility Principles of Inclusivity, Materiality, and Responsiveness.

B. The completeness and accuracy of the specified sustainability data found in Chapter 3 "Key Figures"

C. The plausibility of statements and claims within the Report.

D. The B+ Application Level of the Global Reporting Initiative G3 Sustainability Reporting Guidelines ("GRI G3") declared by AIA, against the GRI Application Level criteria.

E. The AIA United Nations Global Compact Communication on Progress ("UNGC COP"), against the guidelines found in The Practical Guide to the UNGC COP.

WHAT WE DID TO FORM OUR CONCLUSIONS

In order to form our conclusions in relation to the scope and criteria mentioned above, we undertook (but were not limited to) the steps outlined below:

1. Interviewed a selection of C-suite executives and senior managers to understand the current status of corporate responsibility activities and progress made during the reporting period.
2. Reviewed selected documents relating to AIA's sustainability performance, to understand progress made across the organization and to test the coverage of topics within the Report.
3. Reviewed AIA's approach to stakeholder engagement through interviews and review of selected associated documentation.
4. Reviewed AIA's processes for determining material issues to be included in the Report.
5. Conducted a high-level benchmarking exercise of the material issues covered in sustainability reports of AIA's peers, and reviewed a selection of media reports and corporate documents to assess the coverage of topics within the Report.
6. Reviewed information or explanation to substantiate key data, statements and assertions made in the Report regarding AIA's sustainability performance in 2010.
7. Reviewed operational, environmental, people-related and citizenship data samples and processes to test whether they had been collected, consolidated and reported appropriately at corporate level.
8. Reviewed the Report for the appropriate transposition of the specified sustainability data under scope, presented in Chapter 3 "Key Figures". This also included discussion of limitations and assumptions relating to the data presented.

LEVEL OF ASSURANCE

Our evidence gathering procedures have been designed to obtain a limited level of assurance (as set out in ISAE3000) on which to base our conclusions. The extent of evidence gathering procedures for a limited level of assurance is less than that of a reasonable level assurance engagement (such as a financial audit) and therefore a lower level of assurance is provided.

LIMITATIONS OF OUR REVIEW

- Our review did not include the Greek version of the Report. In the event of any inconsistency in translation between the English and Greek versions, as far as our conclusions are concerned, the English version of the Report prevails.
- Our review did not include financial data and the corresponding narrative text in the Report, nor any management forward looking statements.
- The scope of our work did not include activities or performance of any third parties, nor attending stakeholder engagement activities.
- Our review did not include testing the Information Technology systems used to collect and aggregate data.

OUR CONCLUSIONS

On the basis of our review and in accordance with the terms of reference for our work, we provide the following conclusions on the Report in relation to the above section on 'Work Scope and Criteria'. Our conclusions are based on the appropriate application of the selected criteria and should be read in conjunction with the above section on 'What We Did to Form Our Conclusions'.

A. Adherence to the AA1000 AccountAbility Principles:
Inclusivity: Has AIA been engaging with stakeholders across the business to develop its approach to sustainability?

- We are not aware of any key stakeholder groups which have been excluded from engagement.
- We are not aware of any matters that would lead us to conclude that AIA has not applied the inclusivity principle in developing its approach to sustainability.

Materiality: Has AIA provided a balanced representation of material issues concerning its sustainability performance?

- With the exception of the observations listed below, nothing has come to our attention that causes us to believe that AIA's materiality determination approach does not provide a balanced representation of material issues concerning its sustainability performance. We consider that AIA's materiality determination approach:
  - Could have been based on explicit criteria and thresholds for evaluating the relevance and significance of the identified material sustainability issues.
  - Could have further been improved by applying a process upon which material issues are identified through a stakeholder engagement.

Responsiveness: Has AIA responded to stakeholder concerns?

- We are not aware of any matters that would lead us to conclude that AIA has not applied the responsiveness principle in its response to material topics of interest to stakeholders or that any material issues of stakeholder interest have been excluded from the Report.

B. How complete and accurate are the operational, environmental, people-related and citizenship data found in Chapter 3 "Key Figures" in the Report?

- We are not aware of any material reporting units within the defined Report boundary and time period which have been excluded from the scope of the data reported in Chapter 3 "Key Figures".
- We are not aware of any errors in the collation of data at corporate level or the transposition of these data to the Report, that would materially affect the data as presented in Chapter 3 "Key Figures".

C. How plausible are the statements and claims within the Report?

- We have reviewed information or explanation on selected statements on AIA's sustainability activities presented in the Report and we are not aware of any misstatements in the assertions made.

D. Does the Report meet the requirements of the B+ Application Level of the GRI G3 Guidelines?

- Nothing has come to our attention that causes us to believe that AIA Management's assertion that the Report meets the requirements of the B+ Application Level of the GRI G3 Guidelines is not fairly stated.

E. Does AIA's UNGC COP adhere to the guidelines found in the Practical Guide to the UNGC COP?

- Nothing has come to our attention that causes us to believe that AIA's UNGC COP is not fairly stated, according to the guidelines found in the Practical Guide to the UNGC COP.

OBSERVATIONS ON PARTICULAR ASPECTS OF OUR ENGAGEMENT

Our observations and areas for improvement will be raised in a report to AIA Management. Selected observations of our engagement can be found in appropriate sections of the Report. These observations do not affect our conclusions on the Report as set out above.

OUR INDEPENDENCE AND ASSURANCE TEAM

This is the second year that Ernst & Young BAS has provided independent assurance services in relation to AIA's Corporate Responsibility Report. We conducted our engagement in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which

requires, among other requirements that the members of the assurance team as well as the assurance firm are independent of the assurance client, including not being involved in writing the Corporate Responsibility Report. Ernst & Young BAS has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm and all professional personnel involved in this engagement have met these independence requirements. Our assurance team has been drawn for our global Climate Change and Sustainability Services (CCaSS) network, which undertakes similar engagements to this with a number of significant Greek and international businesses. Our team has the required competencies and experience for this engagement, including Certified Sustainability Assurance Practitioners.

Athens,
May 13, 2011

For Ernst & Young Business Advisory Solutions S.A.

Georgios Papadimitriou
Partner

ERNST & YOUNG
Quality In Everything We Do

AA1000
Licensed Assurance Provider
000-18

Learning from the assurance process

AIA's response to Ernst & Young's Assurance Statement

We acknowledge the value of transparency in our reporting process with the alignment of the annual Corporate Responsibility Report with international standards and the engagement with independent third party assurance. Furthermore, we seek added value from our assurance engagements in order to identify areas for improvement and pursue related actions.

This year's assurance engagement serves this purpose as it verifies our adherence to contemporary sustainability standards, which offers a significant level of stakeholder confidence in the accuracy and relevance of this Report.

The independent expert view of Ernst & Young is presented in the Assurance Statement and their "specific observations" throughout this Report. The detailed Management Report addressed to AIA is expected to further focus our attention on the improvement potential for our reporting process.

The Management of Athens International Airport acknowledges the input provided by Ernst & Young from a value adding perspective as it actively contributes to our ongoing efforts to enhance sustainability reporting practices. Having recognized the value of improving our materiality determination approach, we have elaborated on a materiality analysis by ranking the reported material issues as per their impact on the Airport Company. We do however acknowledge that there is room for improvement in this process and we shall carry this forward.

The 8th edition of the annual Corporate Responsibility Report has incorporated notable enhancements, serving the increasing interest of our stakeholders in efficient and transparent sustainability disclosures.

We shall continue to challenge our own undertakings as this adds value to our efforts.

B. Fondrier
Chief Financial Officer

8.5 AIA's Corporate Responsibility Committee

The Corporate Responsibility Report is prepared on an annual basis by the Cross-Departmental Corporate Responsibility Committee comprising:

P. Papademetriou, Manager, Corporate Quality (Chair)

C. Mitsotakis, Head, Public Relations

M. O' Connor, Supervisor, Air Quality & Met

G. Dimitriou, Supervisor, Quality Systems & CSR

K. Stefani, HR Development Specialist

I. Kapetaniou, Coordinator, Quality Systems & CSR

The material and information contained herein was compiled with the contribution of numerous colleagues, representing all AIA Units.

The responsibility for preparing, submitting and distributing the Report lies with the Corporate Quality Department, which coordinates the input from the CR project committee members and other contributing colleagues.

8.6 Contact Details

Reader comments regarding our corporate responsibility performance are an important factor for continuous improvement, since they allow us to further improve the structure and quality of information disclosed.

For information about this Report, as well as general information on AIA's CR issues:

Mrs. Irene Kapetaniou
Quality Systems & CSR
Corporate Quality Department
ATHENS INTERNATIONAL AIRPORT S.A.
190 19 Spata
GREECE
tel: (+30) 210-3537240
e-mail: KapetaniouI@aia.gr or csr@aia.gr

For Local Community issues:

Mr. George Zachariades
tel: (+30) 210-3536437

For noise related issues:

"We Listen" hotline for noise issues
tel: (+30) 210-3530003

Administration Building Call Centre

tel: +(30) 210-3531000

10 Years of Responsible Operation …and Counting

2001

February
EN ISO 14001 certification for AIA's Environmental Management System.
Athens International Airport operates its own Sewage Treatment Plant (STP)

March
28/03/2001: The first arrival (OA424 from Mondreal) marked the commencement of operation of Athens International Airport "Eleftherios Venizelos"

May
AIA has created, before airport opening, a blood donation bank, in cooperation with the Blood Tranfusion Center of Aglaia Kyriakou Children Hospital

June
The corporate recycling program starts

September
Hand over of the urban green area at Markopoulo

October
AIA operates the telephone line "We listen" related to aircraft noise

2002

February
Opening of "The Children's Creative Entertainment Area" located at the Main Terminal Building for welcoming young passengers

March
IATA Award: Ranking among the best airports in the world from the first year of operations

March
Hand over of the urban green area at Pallini

July
Opening of "Eleftherios Venizelos at Athens International Airport" permanent photo exhibition, located at the Main Terminal Building, dedicated to the great Greek statesman

2003

February
Opening of the "Environmental Information Center" located at the Main Terminal Building

March
Hand over of the urban green area at Glyka Nera

June
Opening of the Airport Museum presenting of archaeological findings excavated from the airport area during construction

June
Best Airport Award for the category under 15 million passengers

September
Commencement of Airport Community Employees Football Tournament

2004

March
1st Corporate Responsibility Report – AIA introduces the CR Corporate Policy

April
Airport Retail Park: IKEA commences operation

August
Olympic Games "Athens 2004": Handling approx. 70,000 Olympic family members. Furthermore, AIA volunteers proceed to off-airport passenger processing for athletes at the Olympic Village

July
Airport Retail Park: KOTSOVOLOS commences operation

September
Paralympic Games "Athens 2004": Excellent service and facilitation to the Paralympic family. Passenger information brochure for the visually impaired

October
AETRA Awards – Athens International Airport awarded in 2nd position for Europe and 2nd position worldwide

November
AIA receives the European Commission GreenLight Award for preventive maintenance activities and energy efficient measures in lighting, applications thus reducing emissions related to the greenhouse effect

2005

April
Publication of a passenger brochure providing assistance information for persons with disabilities

May

Environmental awareness and waste management training for the Airport Community. Brochures for all airport users regarding environmental protection and hazardous waste management at the airport
The cooperation between AIA and the University of Partas relates to record all populations of plant and animals, vegetation types and ecosystems of the borader airport area

June

Athens International Airport is awarded as the 2nd best airport worldwide for "Overall Passenger Satisfaction" achieving for the 4th consecutive year passengers' high recognition

"Aerospace Industry Awards 2005" for AIA, in the category "Infrastructure and Environment"

Best Airport Award for AIA's operational excellence demonstrated during Athens 2004 Olympic and Paralympic Games

September

Athens International Airport is the winner of 2005 OAG-Routes Airport Marketing Award

October

Athens International Airport is rewarded with the OAG-Routes Airport Marketing Award for its airlines development programme

1st Employee' Opinion Survey

December

Commencement of publication of the corporate newsletter "we@AIA", for all company employees

2006

March

AIA and Piraeus Port Authority sign the "sea-air" synergy agreement for integrated service of cargo transit

April

Athens International Airport is awarded as the best Cargo Airport for 2006

AIA being a partner in GreenLight programme since 2003 continues with energy conservation initiatives

Athens International Airport is the 3rd spot in the world to inaugurate the yearly exhibition "World Press Photo"

June

Hand over of the urban green area at Koropi

Athens International Airport participates in the 2006 Cow Parade open- air exhibition, under the auspices of the Municipality of Athens

November

EU new security measures regarding liquid items in passenger hand luggage

December

AIA participates in the ANT-1 TV campaign for supporting children associations

Airport Retail Park: Factory Outlet commences operation

2007

March

Airport Retail Park: Leroy Merlin commences operation

ISO 9001 certification for AIA's Information Technology and Telecommunications Business Unit

May

Athens hosts UEFA Champions League final and AIA handles efficiently thousand s of cheerful football fans

AIA joins the Amber Alert Programme

Corporate Responsibility Report 2006 is the first report in Greece, based on the GRI-G3 reporting guidelines (issued in Oct. 2006)

September

AIA introduces, through its web site, a link that facilitates companies operate at the airport community, in their recruitment processes

October

AIA contributes to the Greek Special Aid Fund to support people suffered the great forest fires in western and southern Peloponnese.

AIA makes contact with local communities and provides additional support

Athens International Airport is rewarded with the 1st OAG-Routes Airport Marketing Award 2007 for its airlines development programme

November
Acountablity Rating Greece: AIA is ranked on the 4th position, among the 100 largest Greek companies

2008

January
AIA committed to reduce impact on climate change initiates the Climate Change Corporate Action Plan

March
Athens International Airport introduces 1st issue of the free press, bilingual airport magazine, "2board"

May
Athens University of Economics and Business elaborated a study which values the contribution of Athens International Airport in terms of jobs generated and economic added value on local, regional and national level

AIA receives the GreenBuilding Award, in recognition of the energy efficient airport facilities and the remarkable energy saving performance in the context of the voluntary EC programme

AIA offers a first glimpse of the New Acropolis Museum with a subject exhibition located at the Main Terminal Building

Corporate Responsibility Report 2007 is for the first time subject to external verification process. B+ GRI Application Level Check

AIA participates in Leonardo da Vinci (LdV) European 2year training programme for employees "lifelong learning"

June
AIA commits to support and advance United Nations Global Compact initiative's principles

July
Following EU regulation the responsibility for providing on-ground services to PRM passengers (passengers with reduced mobility) are assigned to the airports

September
AIA introduces a new training programme, mini Business Administration, in collaboration with the Athens Laboratory of Business Administration (ALBA) Graduate Business School. The programme is applied to 32 mainly middle-management, open-ended employees.

October
Athens International Airport shares with Brussels Airport the 1st place of the OAG-Routes Airport Marketing Award

AIA completes the installation of CUTE system in five Greek regional airports

November
Acountablity Rating Greece: AIA is ranked for second consecutive year on the 4th position, among the 100 largest Greek companies

AIA launches a biodiversity programme, together with the non-governmental organization Hellenic Ornithological Society for the preservation of Vravrona wetland

2nd Employees' Opinion Survey

December
Athens International Airport's www.aia.gr web award winner

2009

January
Airport City: Metropolitan Exhibition and Conference Center commences operation

AIA participates in the international workgroup for the development of the GRI "Airport Operators" Sector Supplement

April
AIA introduces the Airport Pandemic Plan, in cooperation with Airport Health Check Station and Public Health Authorities in order to confront the influenza pandemic outbreak

AIA participates in the public consultation process for the Strategic Noise Map nad the revision of the Noise Management Action Plan

May
Athens International Airport is awarded for the wide-reaching innovative marketing porgrammes within the "Routes Europe" framework

Following EC Regulation, new security measures are put into effect, referring to 100% screening of airport vehicles and employees, prior entering critical parts of airport restricted areas

June

Within the context of operational risk management, the Business Continuity System is developed, in accordance to ISO 22399

AIA, celebrating the world environmental day, organizes the clean-up of Vravrona wetland with the participation of airport employees

AIA announces its commitment to participate in the Airport Carbon Accreditation, at the launch of the new voluntary carbon emissions management programme

AIA hosts part of the biggest to-date Miro's exhibition "Miro of Majorca" located at the Main Terminal building

July

AIA introduces an Anti-Fraud Corporate Policy and updates Policy for Procurement Conduct

November

Completion of the updated corporate Code of Business Conduct, in accordance with the latest development in corporate governance system

December

Acountablity Rating Greece: AIA among the top five of the 100 largest Greek companies

2010

March

Athens International Airport is voted by airlines from around the world, the winner with the "Air Cargo Excellence Award" in its category (100,000-499,000 tones/ Europe)

AIA and Piraeus Container Terminal S.A., signed a Cooperation Agreement for the sea-air connection between the port of Piraeus and the airport.

May

Athens International Airport awarded its 6th ROUTES award

June

Athens International Airport is recognized in "Bravo" sustainability awards

A unique photographic exhibition, "Myrtis: Face to Face with the Past" is located the Main Terminal Building

AIA launches a training program, entitled "Making a Difference" as to further improve customer satisfaction by initially front line airport staff

September

Athens International Airport is voted as the 2nd best airport in airline marketing, in the European category

AIA is engaged in the Accountability Rating methodology process and attains a score that demonstrates a remarkable improvement for 4th consecutive year

AIA participates in the EU funded project "Learning for Security" which aims to strengthen organizations' competences in crisis management

In the context of ACI Airport Carbon Accreditation Scheme, AIA proceeded to Level 2 committing to achieve 25% reduction in CO_2 emissions by 2020 (using 2005 as a baseline year)

November

Athens International Airport awarded the "Airport of the Year 2010" distinction for high quality services to passengers and visitors, combined with a strong and competitive business model

Employees workshops, entitled "One team" in order to further engage employees in a common corporate culture. Interactive activities related to the corporate mission, vision and values take place

Airlines Customer Satisfaction Survey in relation to ground handling services, PRM assistance services, centralized and electronic check-in provided at Athens International Airport

AIA is ranked in the 3rd place of Greek CR Reports benchmarking analysis, by the University of Aegean and on the 2nd place in its category by WWF Hellas

December

An MoU is signed by the Greek National Tourist Organization and AIA focusing on joint actions, building on the dynamics of the aviation sector as the key for high quality tourism products and services.

Conmencement of the construction of the photovoltaic park at the Airport. The 8 MW park, currently being installed on a 150,000m^2 area, is expected to cover 19% of the airport's electricity consumption.

Photo credit: In pages 10, 40 Nikolaos Fokas

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ATHENS INTERNATIONAL AIRPORT S.A.
TEL.: +30 210 353 1000, FAX: +30 210 353 0001, www.aia.gr