2012

CORPORATE RESPONSIBILITY REPORT

ATHENS
INTERNATIONAL AIRPORT
ELEFTHERIOS VENIZELOS

CORPORATE
RESPONSIBILITY
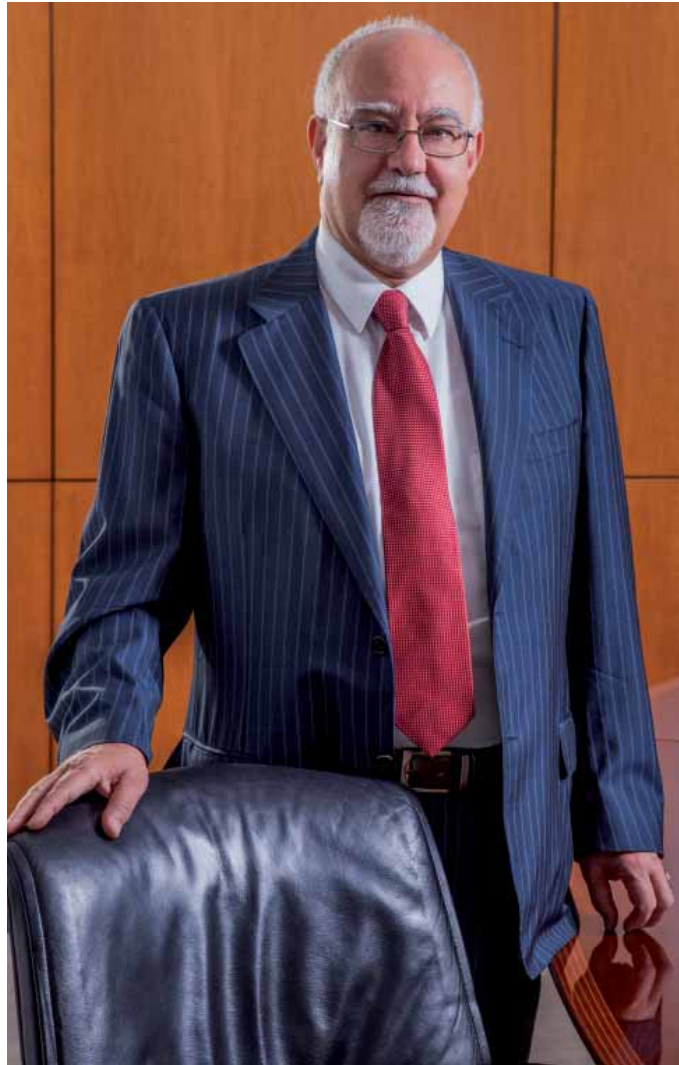REPORT

2012

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Dear Stakeholders,

The Corporate Responsibility Report 2012 presents the sustainability objectives, management practices and attained performance of Athens International Airport, as a direct outcome of the consistent balancing of our roles as an efficient airport manager and a responsible entrepreneur under a public private partnership scheme.

In the midst of financial recession and a turbulent business environment, the Airport Company responds to the growing sustainability challenges by practicing effective corporate governance and implementing adaptable and innovative entrepreneurial solutions. Our long term success extends beyond the attractiveness of our financial performance, being the outcome of a consistent collaboration with our stakeholders.

It may seem inevitable that the current economic climate affects the strategic and behavioural 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 emerging adversities, we remain firm on continuously adapting our managerial approach towards a prudent and responsible operating framework.

The year 2012 was marked by slow worldwide economic growth and high fuel prices. Airlines around the globe proceeded with consolidations and cost management actions and achieved at the end to see profits, yet with slim profit margins (+1% according to IATA). Airports showed modest traffic growth (+3.9% on passengers according to ACI), formulated by the strong growth of emerging economies versus the slow development of more mature markets, such as the US and Europe. The Eurozone crisis resulted in a stagnant course of EU airports (+0.2%) with an overall slow development (+2%) for Europe in total.

In Greece, the critical situation of the country affected both the airline offer and the travelling demand. With estimations of the Greek GDP contracting by 6.4% and the private consumption index by 9.1%, the Greeks' propensity to travel was severely impacted, while foreign visitors were significantly reduced as a result of the tarnished image of Athens and Greece abroad, combined with the slow-down in European economies. The falling demand led to extensive capacity cuts by both Greek and foreign carriers, resulting ultimately to decline of 2012 traffic figures, i.e. -10.4% in terms of passenger volumes and -11.5% in terms of number of aircraft movements. Overall, in 2012, Athens was directly connected with scheduled services with 109 destinations (76 international) in 47 countries, operated by a total of 64 carriers.

Professor Nickolaos G. Travlos
Chairman of the Board of Directors

Despite the severely unfavourable macro-economic environment, the Airport Company continued to post healthy profits, maintaining profit margins above the average airport industry and other major Greek companies. AIA's targeted efforts are directed towards protecting traffic volumes and revenue streams, by significantly enhancing its incentive policy towards both aeronautical and non-aeronautical businesses and by providing savings on the cost side.

The positive yield for the Airport Company for 2012, with the Profit before Tax reaching €97.6 million, was attained, while honouring our sustainability commitments. The valuation of our corporate responsibility activities remained practically unaffected at 2.50% of the total operating expense, while the total valuation of AIA's social product yield reached €106.7 million.

AIA follows a balanced, stakeholder-focused approach, in accordance with the international standards recognised by the European Commission, honouring, at the same time, its commitment to the United Nations' Global Compact for upholding the Ten Principles and annually reporting on our performance. The Corporate Responsibility (CR) programme was advanced further through the implementation of the newly revised Corporate Responsibility Policy, which defines the CR governance structure within the Airport Company and related activities (materiality analysis, strategy development, reporting and networking). The materiality analysis, presenting the significant issues for AIA and the perceived impact on its stakeholders, is elaborated by AIA's CR Committee and approved at the highest management level. Based on the outcome, the annual CR strategy was deployed, along with specific sustainability objectives and action plans per business area.

Responsible Operator

In line with our uncompromising approach to operational effectiveness, AIA continues to maintain aviation safety as a top priority. We implement airside safety improvements and take initiatives to flawlessly maintain uninterrupted airport operations, but also to minimize the risks in case emergency situations arise. Numerous airside safety training and awareness activities were held in 2012, focusing on the safety performance of airport employees and the effectiveness of the emergency management system. Having obtained the official certification for Airbus A380 operations, AIA welcomed Emirates' A380 in a valuable test proving the smooth and efficient handling of the aircraft by airport facilities. Furthermore, the high level of AIA's security operations, was once again verified, following a number of national and international audits that demonstrated a full harmonisation with the new stringent European Aviation requirements, but also with the most recent directives of US-TSA.

Aiming to enhance the passenger experience, a number of aesthetic and operational improvements took place at the Main Terminal Building (MTB) under an "Ambience Improvement" project. The renovation of bus lounges together with the promotion of Athens as a friendly and appealing destination, the installation of video walls incorporating destination related information, the dynamic update of time-to-gate information and the automatic baggage tracing information points, together with the new modern Central Information point at Arrivals improve passenger satisfaction and increase the terminal's functionality. With numerous technological advances, the new "Internet Island" serves contemporary communication needs of our travellers (through

Dr Ioannis N. Paraschis
Chief Executive Officer

wireless internet services, free computer access, docking stations for laptops and mobile chargers). Furthermore, digital virtual assistants have been located in various locations of the Arrivals area, providing useful information to passengers. Appreciation of our services is evidenced by the increase, for yet another year, of the "Passenger Satisfaction" index (4.24 on a 5-point scale vs. 4.20 in 2011), which is measured on a daily basis through our passenger survey.

Environmentally Responsible

In 2012, AIA achieved two important targets set in 2008 in the context of its first Climate Change Corporate Action Plan; the recycling rate was increased to over 50% (from 34% in 2007 to 53% in 2012); additionally, more than 50,000 m^2 of trees and shrubs were planted on the Airport property. In addition, AIA continued to make progress against its 2020 target of reducing CO_2 emissions under its direct control by 25% and maintained its Level 2 (Reduction) *Airport Carbon Accreditation.*

AIA's Photovoltaic Park enhances the Airport's environmental profile since its "green" energy production is equivalent to the annual prevention of nearly 12,000 tonnes of CO_2 emissions, for a life-cycle of more than 20 years.

Application of the "Polluter Pays" concept has contributed to incentivising recycling at the source by third parties operating at the Airport. AIA remains one of very few airports worldwide to operate its own Sewage Treatment Plant (STP), which treated 262,879 m^3 of sewage in 2012.

As part of our continuing efforts to manage our local environmental impact, the Noise Mapping study at our Airport was performed in compliance with the relevant European and Greek legislation and approved by the Hellenic Ministry of Environment, Energy and Climate Change. Furthermore, AIA's continuing support of initiatives to protect and promote the Vravrona Wetland have helped transform this site into a popular destination for school children and other visitors interested in its unique combination of archaeological and environmental value.

Corporate Citizen

The Airport Company has established an effective dialogue with its neighbours and works closely with representatives from the local communities to address issues of common concern. The 2012 Local Communities Action Plan included a number of different initiatives in the surrounding areas, including the installation of a much-needed central heating system at a local nursery school while the reward programme for local schools engaging in recycling continues to be a success.

We offer a unique art & culture experience to our travellers, while promoting our country's cultural identity and heritage. Every year, approximately 250,000 persons visit the permanent exhibitions located at the MTB. In 2012, the exhibition dedicated to Eleftherios Venizelos was refurbished with the support of the National Research Foundation "Eleftherios Venizelos" and the region of Crete. In parallel, AIA cooperates with the most prominent cultural institutions of Athens – such as the Archaeological Museum of Athens – accommodating temporary thematic exhibitions at airport premises. Moreover, we support major Greek cultural entities, such as the Byzantine and Christian Museum, the Greek National Theatre, Megaron Athens Concert Hall etc.

In 2012, we hosted 6,500 young passengers and their families in the dedicated children's entertainment area, located at the MTB and operated by qualified staff of the "Smile of the Child" association. Furthermore, through our Visitor Service programme, we offered an insight into Airport's operational and functional areas, to more than 2,500 guests from schools, other institutions and organizations. Meanwhile, AIA continued throughout the year to support children and other social groups in need by contributing to various humanitarian activities.

Responsible Employer

AIA meets the multiple challenges of the current financial and social climate by nurturing a safe and ethical work environment. The implementation of the corporate business strategy is closely linked with the continuous development of Airport Company's employees and therefore significant resources are allocated for training and development activities.

The annual corporate Training Plan for 2012 involved 18.5 hours per FTE while 78% of the employees attended at least one training session. During 2012, AIA continued the participation in a long-term developmental programme supported by ACI and ICAO, namely "Airport Management Professional Accreditation Program" (AMPAP). As a responsible employer, AIA provides to all permanent employees and their dependants (a total of 1,774 persons) a group insurance program covering the fields of health and life, as well as a pension programme to which 93.8% of our employees have selected to participate with their own contribution.

This Corporate Responsibility Report is the Airport Company's 10th consecutive annual report, presented as an instrument of corporate governance, in line with contemporary international best practice. This report is a facts-based presentation of our performance with specific and clear metrics that validates the sustainability commitment endorsed at the highest authority level and materialized through the culture, legacy and continuing efforts of the people of Athens International Airport.

Professor Nickolaos G. Travlos   **Dr Ioannis N. Paraschis**

"Athens International Airport S.A." ("AIA" or the "Company") was established in 1996 and functions as a private company, under the Airport Development Agreement and the Articles of Association (Law 2338/1995), on the basis of a public-private partnership. The Company's registered office is situated in the Municipality of Spata, in the regional unit of East Attica. AIA operates the Athens International Airport "Eleftherios Venizelos", under the supervision of the Hellenic Civil Aviation Authority (HCAA).

Chart 2.1
Shareholder Structure

SHAREHOLDER	NUMBER OF SHARES	%
Hellenic Republic Asset Development Fund (HRADF)	9,000,000	30%
Hochtief AirPort GmbH	8,000,004	26.667%
Greek State	7,500,000	25%
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%**
Shareholder structure is according to the relevant Books of Shares and Shareholders		

2.1 Corporate Strategy

Athens International Airport aims to create sustainable value for all identified 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:

- 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.

We 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.

AIA's Mission

A dynamic and best practice enterprise, for managing and developing diverse airport activities and creating sustainable value for our stakeholders and society in the Greek and international arena.

AIA's Vision

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

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. We embed the following corporate values across all aspects of our operation and development:

- Accountability
- Team Spirit
- Respect
- Effectiveness
- Customer Focus

2.2 Corporate Governance

The Airport Company abides by the provisions of the law on Sociétés Anonymes (S.A.) (Law 2190/1920), as applicable, the provisions of the Airport Development Agreement and Law 2338/1995 (Government Gazette A' 202/14.9.1995) 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 their interests.

A key factor for the successful implementation and fulfillment of the Company's objectives lies with the operation of an *Internal Control System*. The efficiency and effectiveness of the related controls, contribute to safeguarding the shareholders' interests and the Company's assets.
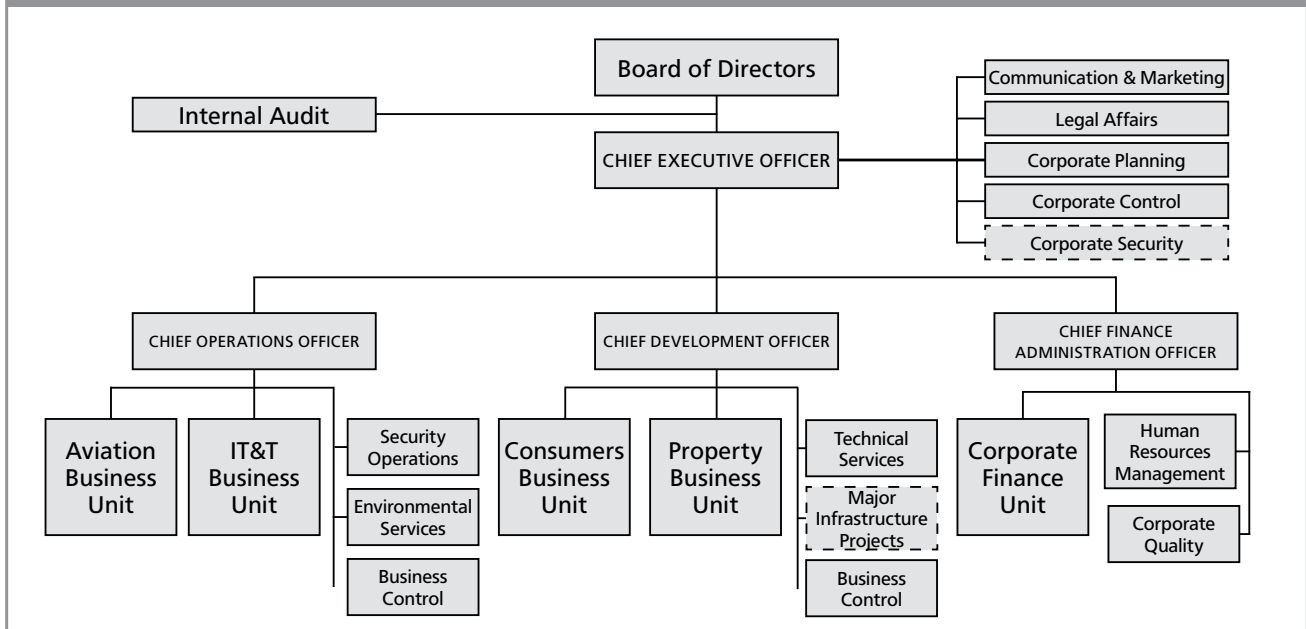
2.2.1 Control Environment

The established control environment confirms the intention of 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, acts in the best interests of the Airport Company to promote the business of the Airport Company, in accordance with art. 8.2.e as well as art. 12.1 of the Company's Articles of Association and art. 37.2 of the Airport Development Agreement. The Board 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 convene on issues related to investment, budget and financial management, personnel, corporate planning and audit. Within this framework, corporate responsibility issues (such as environmental, safety, human-resources related), are brought to the attention of the Board of Directors. The Annual Ordinary General Meeting of the Shareholders approves the actions and decisions of the Board of Directors, during the previous corporate fiscal year and releases the Board of Directors from any responsibility from that year, in accordance with the Law 2190/1920 and the Airport Company's Articles of Association. More information about AIA's Board of Directors is available in the Annual Report.

The Audit Committee, in line with the internationally-accepted 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 provisions. In this respect,

Chart 2.2.1
AIA Organisational Structure

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                                    Board of Directors          Communication & Marketing
                                                                      Legal Affairs
        Internal Audit                                               Corporate Planning
                                  CHIEF EXECUTIVE OFFICER            Corporate Control
                                                                    Corporate Security

    CHIEF OPERATIONS OFFICER      CHIEF DEVELOPMENT OFFICER     CHIEF FINANCE
                                                              ADMINISTRATION OFFICER

  Aviation    IT&T      Security   Consumers   Property   Technical   Corporate   Human
  Business  Business   Operations  Business   Business    Services    Finance    Resources
    Unit      Unit                   Unit       Unit                    Unit     Management
                     Environmental                        Major
                       Services                        Infrastructure          Corporate
                                                          Projects              Quality
                       Business                           Business
                       Control                            Control
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the Audit Committee reviews the independence and quality of the parties engaged by Management to provide CR Assurance services.

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 an Internal Control System aiming to shelter both the Company and its employees from any conflicting interests.

- AIA 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. The Code is a management tool that safeguards an inclusive work environment where no discrimination, victimization and harassment may occur. The Code provides a framework that allows employees to express in good faith their concerns on possible violations, while sheltering them from any retaliation. The Code promotes Management Responsibility with respect to corporate standards of conduct, through an annual reconfirmation process. Integral to the Code of

Business Conduct, a Code of Relations with Business Partners ensures that suppliers are treated with fairness and integrity and that employees interfacing with our partners abide by a strict framework of principles and rules.

- AIA applies a Legal & Regulatory Compliance where relevant duties are assigned to the members of management respectively responsible for the following areas of activity: Aerodrome Operations, Ground handling Services, Environmental, Security, Information Technology, Accounting & Tax, Procurement, Labour, Fire Safety and Design & Construction. This management structure is an integral part of AIA's Corporate Governance framework. As of 2012, coordination and consultation is provided centrally by the Corporate Compliance Coordinator.

- AIA has also 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.

2.2.2 . 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 applicable standards as well as industry best practices.

2.2.3 Control Activities

The Airport Company sets a series of policies and procedures to ensure that management directives are carried out and 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. Where necessary, these systems are certified in accordance with prevailing standards. In this respect, AIA maintains the certification against the ISO9001:2008 standard for its IT&T Business Unit while recertification was successfully concluded in 2012 against the ISO 14001 standard (release 2004 + Cor1:2009) for its Environmental Services department.

2.2.4 Information & Communication

AIA 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.

Furthermore, AIA has developed a reporting system which not only supports Management in its strategic decision-making, but also fosters effective communication within the Company as well as with external parties (e.g. customers, concessionaires, suppliers, regulators and shareholders).

AIA's Internet site (www.aia.gr) features an extensive section with corporate information, including corporate reports and publications as well as insight to sustainability and governance aspects of the company.
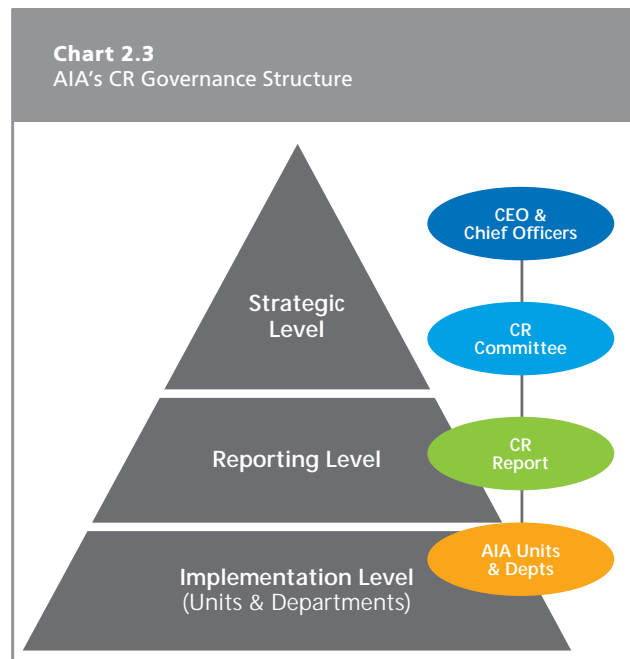
2.2.5 Monitoring

AIA is practicing continuous monitoring in order to provide 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.

Continuous monitoring supports AIA's "Value Based Management" (VBM), measuring the value created on a company and business unit level, taking into account both financial and non-financial metrics.

2.3 Corporate Responsibility Governance

AIA engages in a holistic approach to corporate responsibility, aiming at promoting the sustainability of all aspects of our operation and development. This approach is reflected in the Corporate Responsibility Policy and deployed as a cross-departmental effort, through a contemporary 3-level CR governance structure.

AIA applies a Corporate Responsibility Policy that provides for the development, update and implementation of a CR Strategy and for the preparation of an annual CR Report in line with prevailing international standards.

Chart 2.3
AIA's CR Governance Structure

Strategic Level — CEO & Chief Officers — CR Committee

Reporting Level — CR Report

Implementation Level (Units & Departments) — AIA Units & Depts

The CR strategy provides a clear guidance to all involved parties on the implementation of an annual Action Plan, while fostering stakeholder engagement, enhancing corporate reputation and brand image and securing AIA's "social license to operate". The development and continuous update of the CR Strategy is based on continuous redefinition and prioritization of the material issues, i.e. those of significant impact on the company and its stakeholders. The CR Strategy is implemented by setting objectives at the highest management level, monitoring performance and regularly reporting across AIA's CR Perspectives

AIA's CR Perspectives

Airport Operator's Responsibility: Running the airport efficiently, fostering an airport community culture and acting on public interest with respect to safety and service quality.

Corporate Citizenship: Focusing on neighbourly relations with local communities, advancing social partnership and prosperity in the region, promoting of wider cultural activities and supporting humanitarian causes for society at large

Environmental Responsibility: Undertaking initiatives and commitments to minimize impact from airport operation and development as well as communicating and raising awareness regarding environmental issues.

Employer's Responsibility: Developing, compensating and engaging our human capital while maintaining a committed workforce in a safe, productive and fair work environment.

As provided for in the Corporate Responsibility Policy, AIA adopts a set of fundamental principles, in line with the internationally-acknowledged ISO 26000:2010 standard (Guidance on Social Responsibility). These principles are:

- **Accountability** (being accountable for our impacts on society, the economy and the environment)
- **Transparency** (disclosing information to our Stakeholders with respect to decisions and activities that impact society and the environment, to a reasonable and sufficient degree)
- **Ethical Behavior** (corporate behavior that is based on our corporate values)
- **Respect for Stakeholder Interests** (respecting, considering and responding, to the best of our ability, to stakeholders' interests)

- **Respect for the rule of the law** (complying with applicable provisions)
- **Respect for international norms of behavior** (adopting international norms of behavior as a minimum, even in situations where the national law does not provide adequate environmental or social safeguards)
- **Respect for human rights** (respecting human rights and recognizing both their importance and their universality)

Though, it is not a standard intended for certification, AIA adopts ISO 26000:2010 as guidance in further developing its corporate responsibility approach.

Through the CR Report, AIA enhances the transparency and disclosure practices related to governance, environmental, social and employee related initiatives. Our CR Report conforms to the international sustainability reporting guidelines, such as the Global Reporting Initiative (GRI) G3.1 Airport Operators Sector Supplement (AOSS) - 2011 edition, for the development of which AIA was a major contributor through a 2-year international project. Furthermore, the CR Report fulfills our on going commitment made towards the United Nations Global Compact (UNGC) for Communication on Progress (CoP). The report on the UNGC Ten Principles lies in a separate section in this Report (par.8.1).

2.4 Implementing Corporate Responsibility

Implementation of the CR Strategy is in line with the provisions of the AA1000APS (2008) Accountability Principles Standard, as described below:

- **Inclusivity** (participation of stakeholders in developing and achieving an accountable and strategic response to sustainability)

AIA is committed to engaging stakeholders in a balanced and respectful manner, comprehending their requirements and expectations and integrating this input in its strategy development and deployment.

The stakeholder map reflects on the diversity of the Airport Company's stakeholders, based on the effect of our operational and business activities, within and outside the boundaries of the airport community.

AIA's operational success is based on stakeholder cooperation. Cooperation with our customers and business partners is facilitated through a structure of engagement practices (committees, exercises, workshops, joint activities etc.) further to the day-to-day interfaces.

On a local community level, the constant dialogue with authorities and representatives facilitates the recognition of the material sustainability issues and the prioritization of challenges and opportunities, through a perspective of mutual trust and understanding.

On a wider society level, AIA engages passengers and other consumers through various feedback mechanisms, aiming at the compilation of evaluation data used for planning improvement actions.

- **Materiality** (determining the relevance and significance of an issue to an organization and its stakeholders)

Every two years, AIA's CR Committee performs an analysis of material issues with respect to the impact of these issues on the Company and the perceived level of concern for our stakeholders.

The Materiality Analysis is a management tool that facilitates the evaluation of diverse group of subjects based on a common sustainability perspective. The impact on the Company is evaluated taking into account the financial, human, environmental, compliance, reputation & brand image effects. The concern for stakeholders is evaluated separately for each stakeholder group, weighted based on the relative level of interface of each stakeholder group with the company.

The Materiality Map below illustrates AIA's understanding of material aspects of our operation that are both significant and relevant to the Airport Company's sustainability. All material issues are referenced within the contents of this Corporate Responsibility Report.

In our effort to approach materiality, this Report contains information provided in the GRI/v. 3.1 AOSS guidelines as

Chart 2.4a
AIA Stakeholder Map – Engaging Stakeholders

well as additional issues that are regarded to be critical 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 Management Report provided by KPMG regarding our 2011 Report Assurance engagement, the feedback obtained during our participation in the Bravo Sustainability Awards (evaluation committee comments). During the latter, AIA was recognized among the top Greek companies for the application of CR standards. Furthermore, a distinction was awarded to AIA from the University of Aegean / Dept of Environmental Studies regarding the 2011 CR Report.

• **Responsiveness** (responding to stakeholder issues that affect its sustainability performance and is realized through decisions, action and performance as well as communication with stakeholders)
IIn 2012, our annual corporate scorecard included sustainability-related objectives for measuring the

company's performance. The attainment of these objectives is linked to the evaluation of AIA Management and employees' performance. In particular, the areas in which non-financial performance objectives were set for 2012 were: efficiency of critical systems, aviation safety, airport service quality, Climate Change Action Plan, Local Communities Action plan and Human Resources development.

The Airport Company develops and implements appropriate responses to sustainability challenges, considering stakeholder views. Specific action plans are designed and deployed. Such plans, updated on an annual basis, include the Environmental and Local Community Action Plans.

We measure and report on our sustainability activities and performance, in a regular, structured and transparent manner. The 2012 Corporate Responsibility Report is the AIA's tenth consecutive annual edition. In order to maximize the added value of the CR reporting process,

Chart 2.4b
Stakeholder Materiality Map
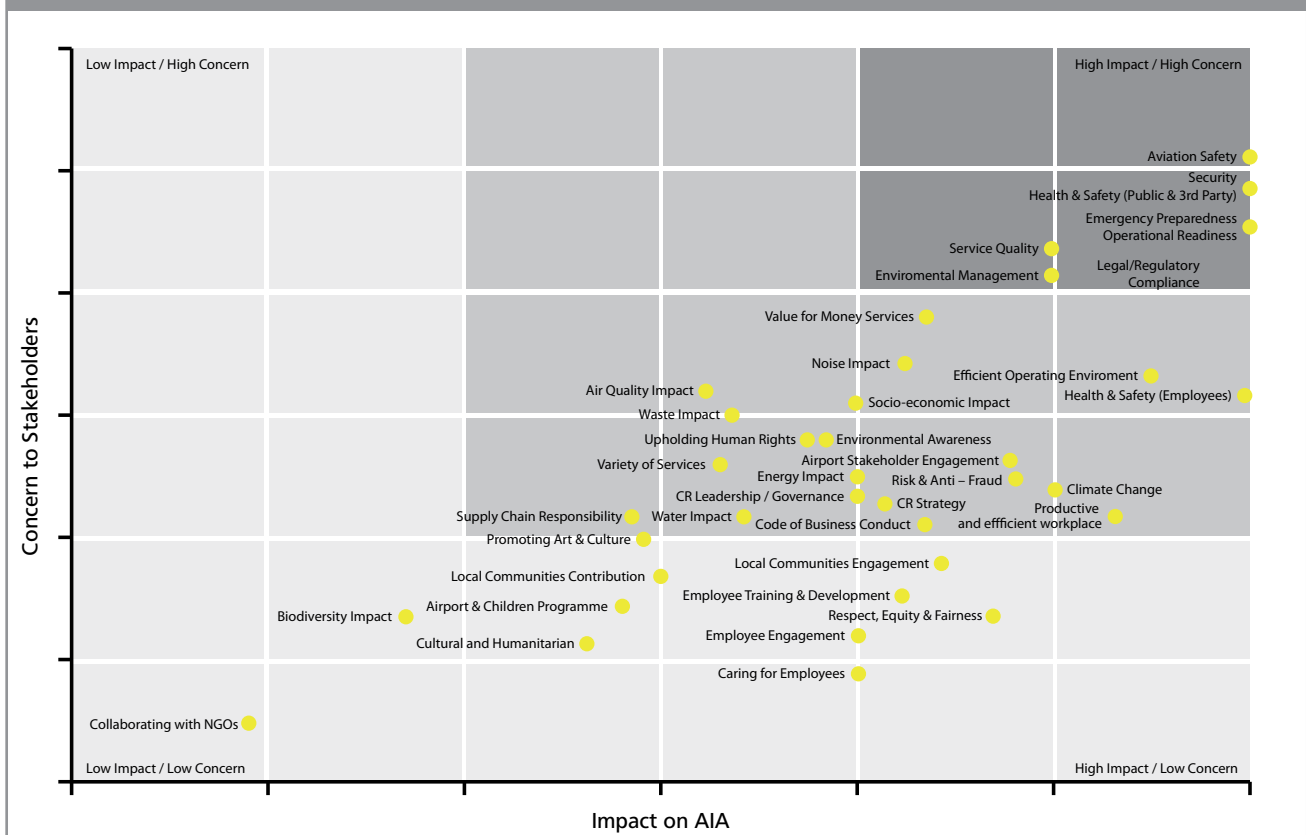
AIA engages in external assurance of its disclosures on a biannual basis.

The CR report is distributed to a large audience of constituents varying among AIA employees, airport community, business partners and various other stakeholders, while being available to all interested parties through the corporate website.

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 member of the Board of the Hellenic CSR Network and participates actively in the Greek Business Council for Sustainable Development (under the auspices of the Greek Federation of Industries), the local UNGC network, the Hellenic Management Association Institute for Corporate Affairs and the ACI-Europe Environmental Strategy Committee.
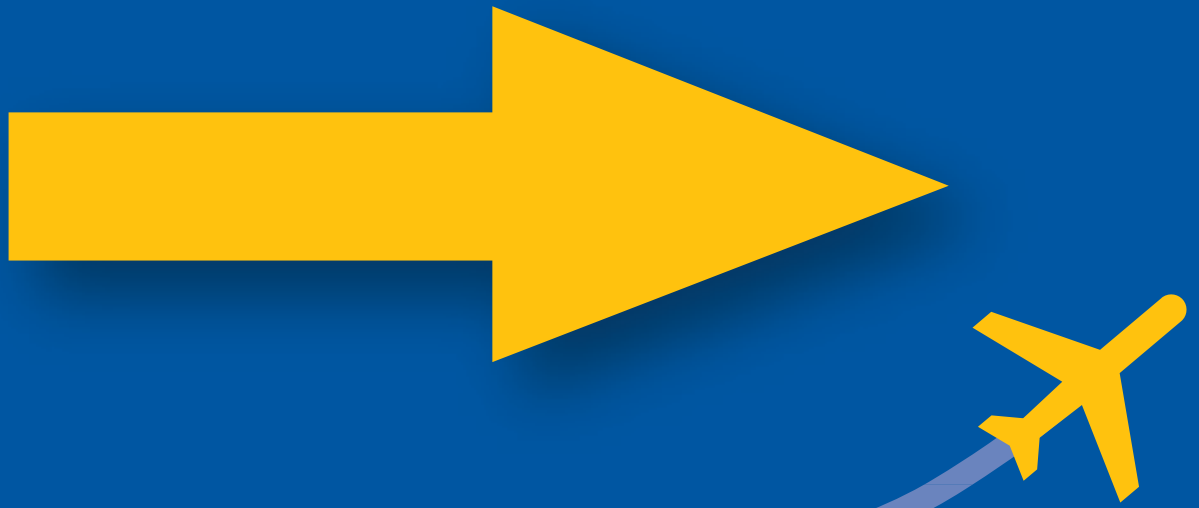
2.5 Corporate Responsibility Action Plan

The following is the tabulation of specific performance targets as these are projected for implementation in 2013.

Chart 2.5
CR Strategy 2013 Outline

Perspective	Material Issue	Strategic Action Plan 2012
CR Governance	Connected Strategy	Materiality Analysis Alignment of corporate action plans with ACI Initiatives
	Information to Stakeholders	Standards-based CR Reporting
Airport Operator's Responsibility	High Impact / High Concern operational issues	Aviation Safety, Operational Efficiency and Service Quality (Corporate Scorecard objectives)
	Airport Stakeholder Engagement	Enhance engagement with airport stakeholders on an operational & commercial level
Environmental Responsibility	Environmental Management	Maintaining the focus on minimizing environmental impacts (Corporate Scorecard objectives)
	Climate Change	Carbon emissions reduction (Corporate Climate Change Action Plan)
	Sustainable Energy	Initiatives for enhanced energy consumption control, focusing on renewable sources
	Environmental Awareness	Awareness, training & volunteer activities
Corporate Citizenship	Corporate Socio-Economic Impact	Update of the Socio-Economic Impact Study (in cooperation with Universities)
		Initiatives focusing on youth unemployment
	Local Community Engagement	Maintaining the multi-dimensional local community engagement plan
	Greater Society Engagement	Maintaining the multi-dimensional social programme. Focusing humanitarian contribution on needy children (poverty/health issues)
Employer's Responsibility	Employee Training & Development	Employee training (management skills and airport-business specific knowledge)

It is the aim of the Corporate Responsibility Report to provide with material and accurate information regarding topics of importance to our Company and our stakeholders. Reflecting on a balanced approach, this chapter presents a series of indicators relevant to AIA's CR perspectives.

3.1 ECONOMIC FIGURES

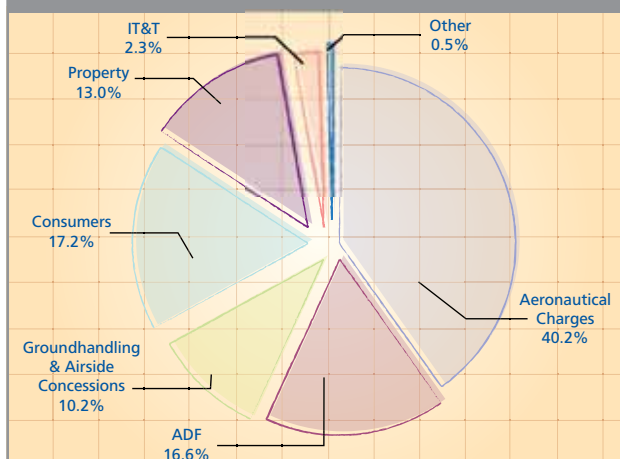|	2012	2011
Total Revenues *Stated in €mio.*	338.8	379.5
Total Operating Expenses *Stated in €mio*	120.6	130.3
EBITDA *Stated in €mio. EBITDA plus subsidies.*	218.2	249.1
EBITDA margin % *EBITDA plus subsidies / Total revenues*	64.4%	65.7%
Total Assets *Stated in €mio*	1,287.6	1,395.8
Added Value on Assets *Stated in €mio. AVA: Added Value on Assets = Net Operating Profit after Tax - Cost of Capital x Net Asset Value*	51.2	71.6
Dividends *Stated in €mio. Amounts relating to previous Financial Year with the outflow occuring in the current year*	111.0	75.0
Change in Retained Earnings *Stated in €mio*	-38.1	23.7
Income & Other Taxes *Stated in €mio. Amounts relating to previous financial year with the outflow occuring in the current year*	27.8	50.0
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.*	106.7	152.3
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.*	2.50%	2.58%

Chart 3.1.1
Revenues Structure 2012

IT&T 2.3%
Other 0.5%
Property 13.0%
Consumers 17.2%
Groundhandling & Airside Concessions 10.2%
ADF 16.6%
Aeronautical Charges 40.2%

Chart 3.1.2
Operation Expenses Structure 2012

Utilities 9.0%
Other Operating Expenses 10.0%
P.R. & Marketing Activities 2.0%
Outsourcing Services & Other Professional Expenses 46.0%
Personnel Related Expenses 33.0%
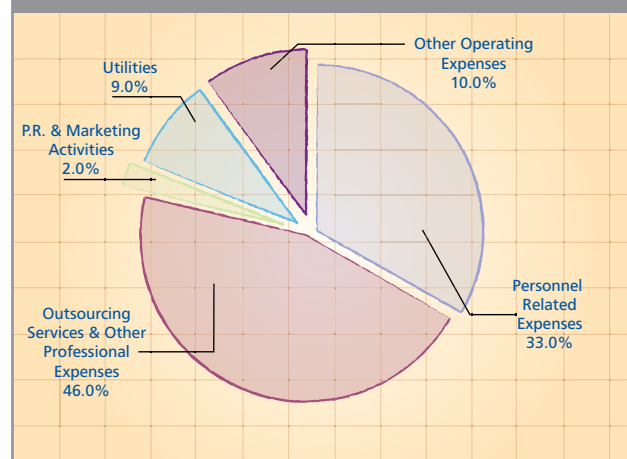
3.2 ENVIRONMENTAL FIGURES

	2012	2011	var %
Electricity Consumption			
Total Airport (MWh) (Refers to the entire airport community)	117,315	120,355	-2.5%
AIA only (MWh) (Refers to the company only)	56,443	55,661	1.4%
Total Airport consumption per passenger (kWh / pax)	9,06	8.3	9.2%
Natural Gas Consumption			
Total Airport (Nm³ x 1000) (Refers to the entire airport community)	2,685	3,618	-25.8%
AIA only (Nm³ x 1000) (Refers to the company only)	1,330	1,766	-24.7%
Total Airport consumption per passenger (Nm³ / pax)	0.21	0.25	-16.0%
Water Consumption			
Total Airport (m³ x 1000) (Refers to the entire airport community)	544	563	-3.4%
AIA only (m³ x 1000) (Refers to the company only)	309	342.0	-9.6%
Total Airport consumption per passenger (m³ / pax)	0.042	0.039	7.7%
Wastewater Treatment (Refers to the entire airport community)			
Processed through Sewage Treatment Plant (m³ x 1000)	263	291	-9.6%
Processed through Industrial Wastewater Treatment Facility (m³ 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.	2,5	3.0	-16.7%
Waste Management			
Hazardous Waste (tonnes)	231	265	-12.8%
Solid Non-Hazardous Waste (tonnes) Refers to AIA + airport community and for waste not processed at airport premises.	8,865	10,730	-17.4%
	2012	2011	var %
PV Plant Operation			
Total Energy Production (MWh)	13,604	6,332	114.8%
Total PV CO_2 emissions equivalent (tonnes)	11,823	5,908	100.1%
The PV plant initiated its operation in July 2011. Therefore, the 2011 output figure refers to the six-month operation.			
Energy Conservation Measures (Refers to the entire airport community) (vs previous year)			
Total Airport Savings (MWh)	3,040.0	8,818.0	- 65.5%
Total Airport Savings CO_2 emissions equivalent (tonnes)	2,662	7,723	- 65.5%
AIA Savings (MWh)	783.0	1,894.8	- 58.7%
AIA Savings CO_2 emissions equivalent (tonnes)	685.8	1.659	- 58.7%

During the PV Pant testing period (approx. 1 month) and prior to the official commencement at Plant operations (i.e. metering of the produced energy by the State Operator of Electricity Market), the energy injected in AIA's electricity grid by the PV Plant, was directlyconsumed by AIA and therefore resulting to a figurative decrease of the electricity consumption for 2011.

Relates to electrical energy savings (including the direct outcome of conservation measures). "-" refers to increased energy consumption while "+" refers to energy savings. Numbers are based on updated conversion assumption. Conversion assumption: 0.8758 kg CO_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).
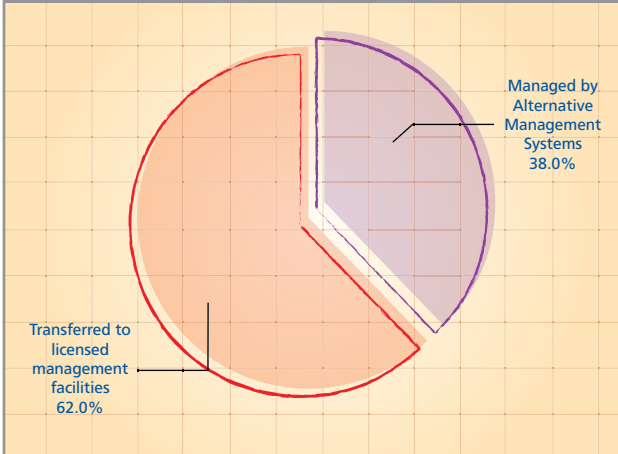
Chart 3.2.1
Hazardous Waste processing 2012

Managed by Alternative Management Systems
38.0%

Transferred to licensed management facilities
62.0%

Chart 3.2.2
Breakdown of solid Non-Hazardous Waste 2012

Special Waste
0.00%

Sludge & screenings[1]
0.00%

Recyclables
53.0%

Municipal Waste
47%

[1] Effective 2012, sludge & screenings are sent for composting (recycling).

Chart 3.2.3
Runway Preferential Use System Results

|	Runway	2012	2011
Take-offs			
Percentage of take-offs to the north from 23:00 to 07:00 hrs.	03R	5%	4%
Percentage of take-offs to the north from 15:00 to 18:00 hrs.	03R	3%	2%
	Runway	**2012**	**2011**
Landings			
Percentage of landings to the south from 23:00 to 07:00 hrs.	21L	8%	11%
Percentage of landings to the south from 15:00 to 18:00 hrs.	21L	1%	4%

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.

Chart 3.2.4
Noise Complaints

	2012	2011
Number of citizen complaints received	20	47

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

Chart 3.2.5
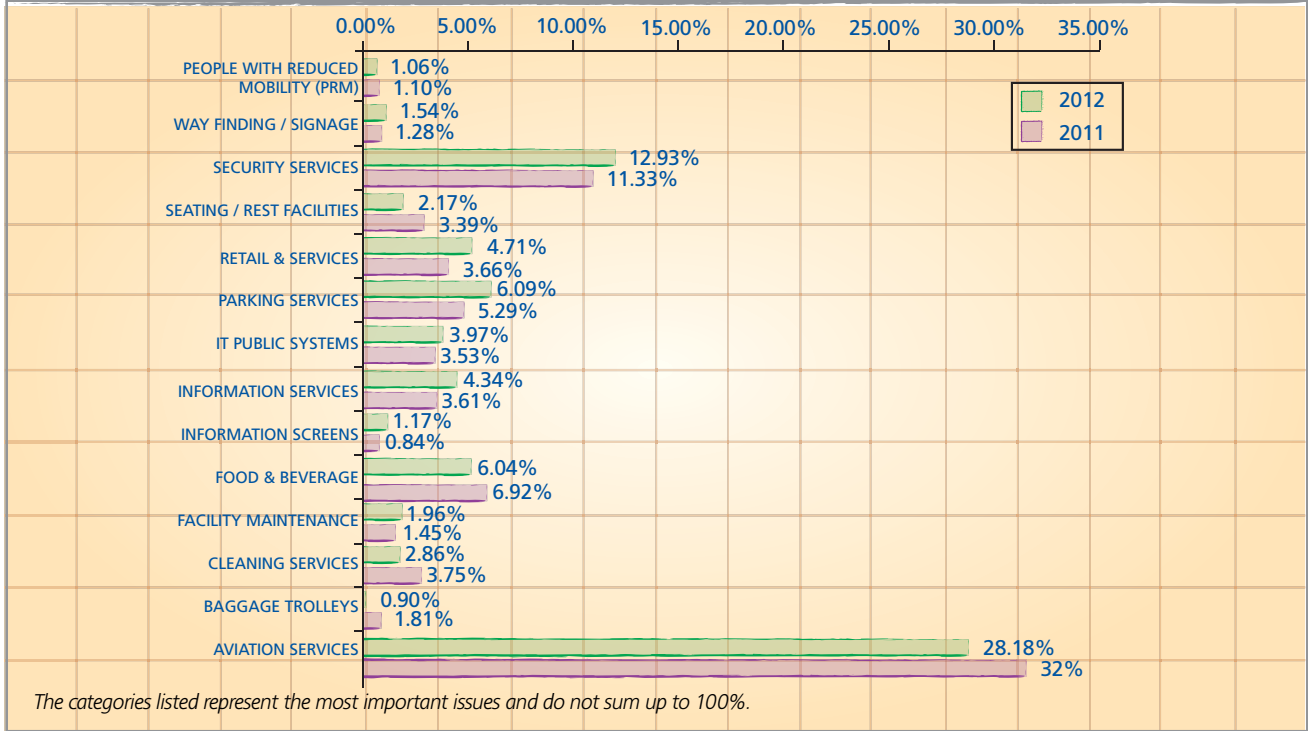Distribution of Noise Complaints from Local Communities

Ag. Kiriaki
0.0%

Artemis
40.0%

Other areas
50.0%

Koropi
10.0%
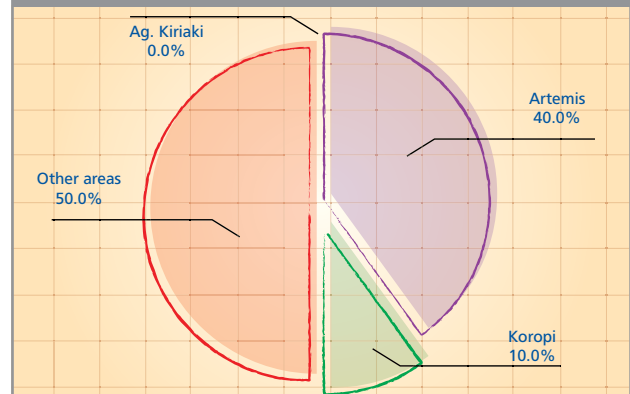
3.3 OPERATIONAL FIGURES

	2012	2011	var %
Passenger Traffic (mio)			
Domestic	4.5	4.9	-7.9%
International	8.4	9.5	-11.7%
Total *Variation calculated on the primary figures prior to conversion to mios.*	12.9	14.4	-10.4%
Cargo traffic (thousand tonnes)			
Domestic	9.2	12.9	-28.8%
International	67.2	72.9	-7.9%
Total *Variation calculated on the primary figures prior to conversion to thousands.*	76.4	85.9	-11.0%
Aircraft Movements (thousands, take-offs and landings)			
Domestic	71.9	79.2	-9.2%
International	81.4	94.1	-13.5%
Total *Variation calculated on the primary figures prior to conversion to thousands.*	153.3	173.3	-11.5%
	2012	**2011**	**2012 target**
Critical Systems Availability			
Baggage Handling System	99.85%	99.50%	99.67%≤x<99.73%
Medium voltage	100.00%	100.00%	99,7%±0,1%
Airfield lighting	99.99%	100.00%	99,8%±0,1%
Passenger Boarding Bridges	99.97%	99.48%	99,6%±0,1%
Flight Info *(UFIS / FIDS)*	99.99%	99.97%	99.70%
Common User Check-in *(CUTE)* *Calculated based on the failures down time of those systems.*	99.99%	100.00%	99.70%
Service Parameters			
Call Center service level *(% of total calls answered in less than 60 sec)*	98.61%	95.68%	95.0%
Call Center efficiency *(calls answered / calls received)*	99.24%	98.40%	-
Shortshipped Bags *(per mio bags handled)*	31	13	-
Avg Waiting Time for Baggage Reclaim - first bag *(min)*	12.7	12.16	-
Avg Waiting Time for Check-in *(min)*	3.7	4.0	-
Avg Waiting Time for Security Screening *(min)*	2.4	2.4	-
Avg Response Time to Passenger Comments *(days)*	5	8	10 days
Customization rate of Responses *(custom / total responses)*	85.5%	89.3%	-

Call center statistics refer to the AIA call center 210-3530000. The percentage of Call Center service level does not include data from Manual mode operation. Shortshipped bags refers to misrouted bags. Total bags handled in 2012: 5,442,014 Baggage reclaim & check-in services offered by Groundhandlers. Security screening services offered by AIA security contractors. Security screening services offered by AIA security contractors. Response statistics refer to AIA's corporate comments management process. In 2012, 1,319 passengers submitted their comments.

Chart 3.3.1
Analysis of Passenger Complaints (2012 vs 2011)

Category	2012	2011
PEOPLE WITH REDUCED MOBILITY (PRM)	1.06%	1.10%
WAY FINDING / SIGNAGE	1.54%	1.28%
SECURITY SERVICES	12.93%	11.33%
SEATING / REST FACILITIES	2.17%	3.39%
RETAIL & SERVICES	4.71%	3.66%
PARKING SERVICES	6.09%	5.29%
IT PUBLIC SYSTEMS	3.97%	3.53%
INFORMATION SERVICES	4.34%	3.61%
INFORMATION SCREENS	1.17%	0.84%
FOOD & BEVERAGE	6.04%	6.92%
FACILITY MAINTENANCE	1.96%	1.45%
CLEANING SERVICES	2.86%	3.75%
BAGGAGE TROLLEYS	0.90%	1.81%
AVIATION SERVICES	28.18%	32%

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

3.4 PEOPLE-RELATED FIGURES

	2012	2011	var
Employee Participation			
Pension Plan participation	93.8%	94.0%	
Blood Donation participation	6.1%	7.4%	
Participation calculated in relation to the total AIA manpower on 31/12/2012.			
Employment from Local Communities			
Other areas of Attica	70.0%	69.3%	
Messogia area	30.0%	30.7%	
AIA supports employment from local communities both within AIA, as well as the entire Airport Community.			
	2012	**2011**	**var**
Employee Training			
Training Man-Hours	13.108	16.813	-22.0%
Training Man-Hours per FTE	18.5	23.6	-21.6%
FTEs (Full Time Equivalent).			
Training Participation			
Men	362	463	-21.8%
Women	172	234	-26.5%
Total employees participated in training sessions	534	697	-23.4%

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).
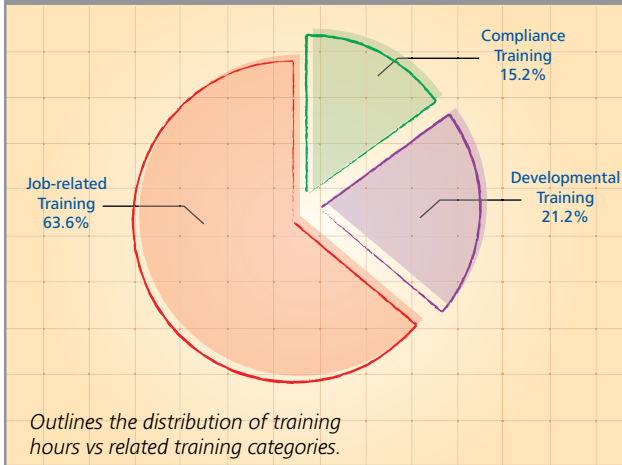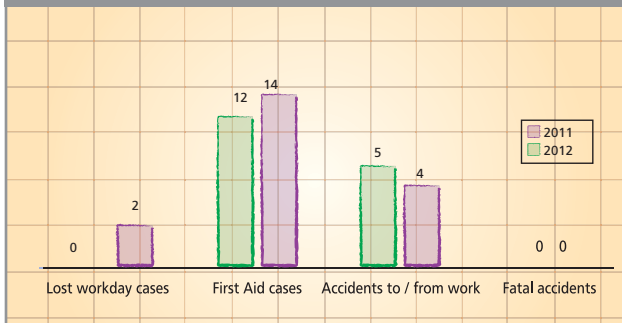
Chart 3.4.1
Training Categories (in hours)

Compliance Training
15.2%

Developmental Training
21.2%

Job-related Training
63.6%

Outlines the distribution of training hours vs related training categories.

Chart 3.4.2
Occupational Safety

	2012	2011	VAR
Total Accidents (excluding to/from work accidents)	12	16	-25%
Accident Frequency Rate	0.00	0.28	-100.0%

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

Chart 3.4.3
Breakdown of Accidents

	2011	2012

Lost workday cases: 0, 2
First Aid cases: 12, 14
Accidents to / from work: 5, 4
Fatal accidents: 0, 0

3.5 CITIZENSHIP FIGURES

Chart 3.5.1
Local Community Engagement

	2012	2011
Number of formal meetings with local community representatives	275	286
Local Community Investment (€ x 1,000) - incl provisions	186.3	320.6

Local Community investment relates to the total valuation of projects / contribution to local needs. 2012 amount accounts for €186,250 actual expenditure in 2012.
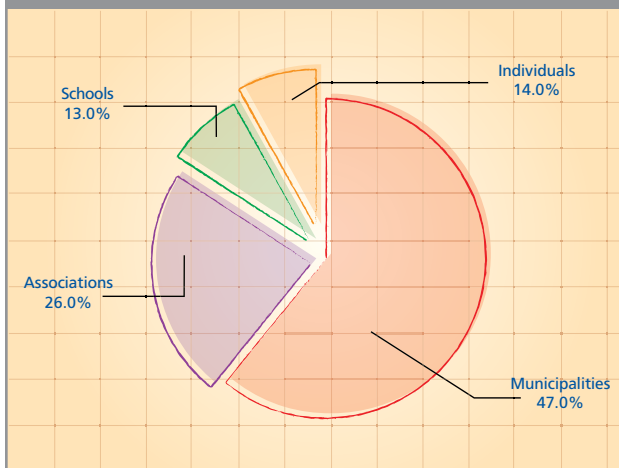
Chart 3.5.2
Engaging Local Communities (breakdown of meetings)

Schools 13.0%
Individuals 14.0%
Associations 26.0%
Municipalities 47.0%

Chart 3.5.3
Local Community Investment (breakdown of projects)

Environment 25.6%
Education 40.4%
Society 20.4%
Culture & Athletics 13.6%
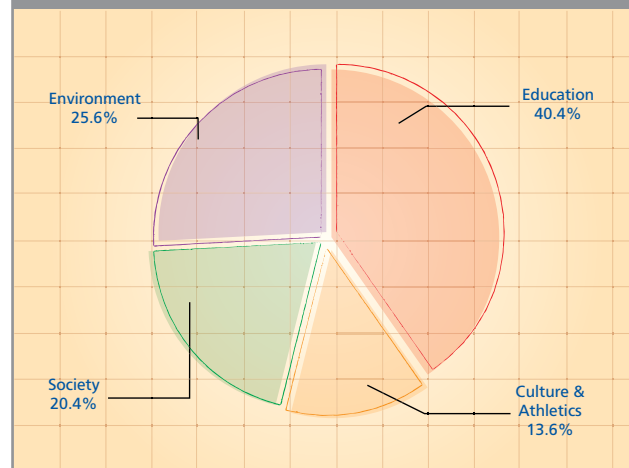
Chart 3.5.4
Greater Society Engagement

	2012	2011
Art & Culture Investment (€ x 1,000)	89.7	149.9
Sponsorships (€ x 1,000)	93.3	80.0

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
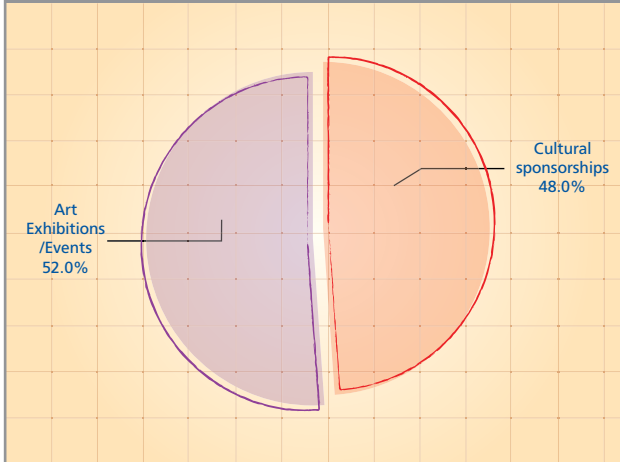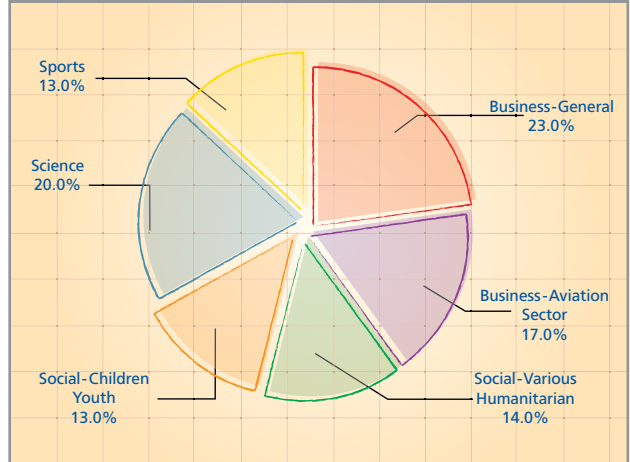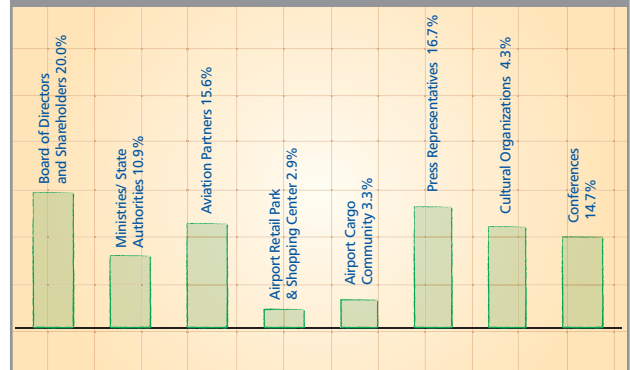Art & Culture Investment (breakdown)

- Cultural sponsorships 48.0%
- Art Exhibitions /Events 52.0%

Chart 3.5.6
Sponsorships Program (breakdown)

- Sports 13.0%
- Science 20.0%
- Social-Children Youth 13.0%
- Business-General 23.0%
- Business-Aviation Sector 17.0%
- Social-Various Humanitarian 14.0%

Chart 3.5.7
Public Disclosure of Corporate Responsibility Reports

	2012	2011
Total number of CR Report copies distributed to stakeholders	750	1,120

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.

Chart 3.5.8
Distribution of CR Report to Stakeholders

- Board of Directors and Shareholders 20.0%
- Ministries/ State Authorities 10.9%
- Aviation Partners 15.6%
- Airport Retail Park & Shopping Center 2.9%
- Airport Cargo Community 3.3%
- Press Representatives 16.7%
- Cultural Organizations 4.3%
- Conferences 14.7%

Athens International Airport S.A. is the airport operator of Athens International Airport "Eleftherios Venizelos". The airport extends in an area of approx. 16,000 km² and has two runways (03L/21R:length 3,800m and 21L/03L:length 4,000m). We have developed our "Airport City", focusing on retail services, real estate investment and IT service provisioning, further to the traditional aviation business area. As the Airport Company, we have the responsibility to control some services directly, such as to operate the terminal, monitor airside operations and undertake airport development while ensure aviation safety and coordinate health, safety and environment work, across the airport. Other aspects rely on strong engagement with involved airport community stakeholders:

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

Airlines - Groundhandlers
....
Passenger and baggage ground handling, passengers and hold-baggage boarding, passenger safety, freight and mail handling, aircraft fuelling and providing, on-board catering

Contractors
....
Airport Rescue & Fire Fighting Services, Airport Medical Care for airport users, car parking services, private security control services

Other State Authorities
....
Airport Police for safeguarding airport and passenger security, Customs Authority for passengers travel documents check

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

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

We focus on working together with our business partners and stakeholders to improve the airport's sustainability performance. Annual action plan for each airport business area are implemented following management approval and taking into consideration past performance, stakeholder intersts, long-term business objectives, our contribution to corporate objectives and any anticipated changes on legislation and aviation regulations.

4.1 Financial Performance

The severely unfavourable macroeconomic conditions that continued in the course of 2012 had an impact on the aviation market. The demand for air travelling has deteriorated significantly affecting the airline offer.

AIA's efforts were directed towards both protecting traffic volumes and revenue streams as well as providing savings on the cost side. Therefore, despite the adverse conditions, namely, significant traffic loss and contraction in all business activities, AIA continued to record healthy profits for 2012 as well as to maintain profit margins above the average airport industry.

As regards revenues, aeronautical income (including AIA's share from the Airport Development Fund-ADF) contribute the most to business with around 57% of total income. Revenue from airport charges recorded a decrease of 14.9%, reflecting traffic decline in terms of passengers and aircraft movements of 10.4% and 11.5% respectively. For a fourth consecutive year all airport charges remained unchanged, without any inflationary adjustments. AIA's share from the ADF presented a decrease of 11.0% compared to prior year, in line with passengers' drop.

Revenues from non-aeronautical segments performed overall lower than the previous year by 6.2%. Revenues from ground handling and airside concessions decreased by 13.4%, reflecting the unfavourable traffic development in terms of aircraft movements and passengers. Revenues from commercial activities dropped by 10.9%, compared to 2011, impacted by traffic drop, reduced spending per passenger and unfavourable market trends. Property and real estate revenues showed an increase of 12.7% attributed mainly to the full year operation of the Photovoltaic Park of 8 MWp that started operations in mid July 2011. Finally, IT&T revenues decreased by 4.5%, showing resilience compared to passenger traffic drop due to higher income from external projects.

In relation to cost, reduction actions continued in 2012. More in particular, total operating expenses for 2012 were lower by 7.4% compared to the prior year. It should be stressed, though, that targeted cost efficiency was achieved not at the expense of the airport's quality and service standards.

4.2 Aviation Market Overview

The adverse macroeconomic and aviation industry environment in Europe, and most importantly the country's critical situation were the main determining factors of the aviation market's evolution in the course of 2012 and it affected both the airline offer as well as the travelling demand. With the Greek GDP and the private consumption considerably contracting, the Greeks propensity to travel was severely impacted, while at the same time foreign visitors were significantly reduced as a result of the tarnished image of Athens and Greece abroad, combined with the slow-down in European economies. On the supply side, both Greek and foreign carriers proceeded with extensive capacity cuts in order to effectively accommodate the falling demand. As a result, Athens International Airport's traffic for the year 2012 amounted to 153 thousand flights and 12.94 million passengers, presenting a decline vs. the corresponding prior-year levels of -11.5% and -10.4% respectively. Both in terms of aircraft movements and passenger throughput, the international sector was the one suffering the most.

Chart 4.2
Quarterly Passenger Traffic Development 2012
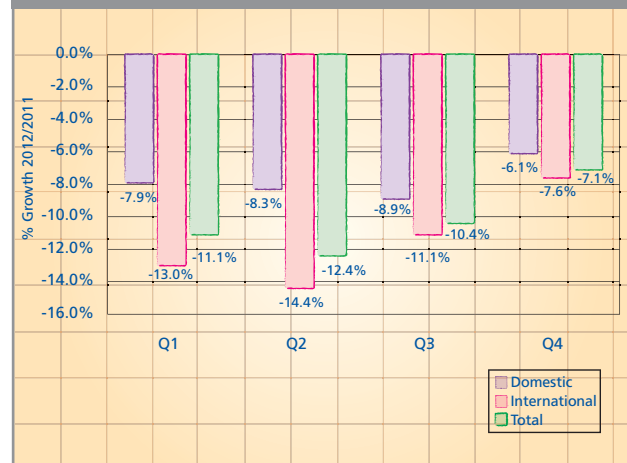
Focusing on the evolution of passenger traffic throughout the year, it is important to pinpoint that after a deterioration in passenger demand in the second quarter, which was mainly due to the social and political unrest amidst the Greek elections period, the last two

quarters of the year saw a gradual limitation of losses, with passenger traffic losses evolving from -15.8% in May to -8.2% in December; the observed recovery trend was more apparent in the international sector.

Athens airport's network in 2012
Direct scheduled services to 109 destinations (76 international) in 47 countries, serviced by 64 airlines.

With the global and the European air cargo traffic experiencing a second consecutive year of decline and amid the gloomy financial environment in Greece, the development of cargo traffic volumes at Athens International Airport amounted to 76,400 tonnes, experiencing a drop of 11%. Both domestic and international sectors were severely affected with the domestic sector suffering a substantial drop of 28.8%, and the international sector also presenting considerable losses (-7.9%).

4.3 Non-Aeronautical Business Overview

Our Airport City provides an ideal environment for passengers and visitors to visit the airport, shop and dine.

4.3.1 Airport Retail Park
In 2012, the Airport Retail Park welcomed approximately 2.9 mio visitors reaffirming its reputation as one of the most attractive regional shopping destinations in Athens. With 54,000 m2 selling space and 2,500 parking spaces, the park accommodates four major retail brands namely IKEA, KOTSOVOLOS, LEROY MERLIN and FACTORY OUTLET offering more than 300,000 products for house furniture and decoration, electric appliances and electronics as well as fashion apparel.

4.3.2 Airport Hotel and Exhition Center
Located just opposite to the Main Terminal Building, the Sofitel Athens Airport offers a 5-star accommodation with plenty of business and comfort amenities. According to the 2012 ACCOR's worldwide internal "Guest Satisfaction Survey" conducted by MKG research house, the hotel received an overall rate of 8.9, on a scale 1 to 10, with 69.1% of the respondents being "extremely satisfied" from the service and accommodation experience. Similarly, based on the 2012 "Social Media Web Analysis" benchmarking, provided by TrustYou specialized agency, Sofitel earned an overall high satisfaction score of 88 out of 100 , from users of well-established internet sites like Booking.com, Tripadvisor, Hotels.com, Expedia, Travelocity, etc.

Over the first 4 years of operations, the airport exhibition and conference centre, Metropolitan Expo, has evolved as the leading venue for many notable exhibitions and conferences organized in Athens. Two major events took place for the first time marking the 2012 expo performance amidst the overall adverse economic activity; these two events are namely HORECA, the leading trade show for the hospitality and foodservice industry and POSIDONIA, the global marketplace for ship builders, suppliers of ships' equipment and shipping-related services.

4.3.3 Airport Photovoltaic Park
Athens International Airport's Photovoltaic Park of 8 MWp, in operation since July 2011, reflects our commitment to environmental friendly technologies. The facility's 28,740 PV panels of 280Wp each cover an area of 160,000 m2within the airport site converting the sunlight to electrical dc-current. The 12 inverters of 630kW, in turn, receive this dc-current and convert it to ac-power, which is then up-scaled to 20kV at a rate of 97%-98% efficiency. The infrastructure is supplemented by 7 substations, 7,600 supporting structures and over of 270km of power cables.

Concluding a full first year of operations in 2012, the PV plant produced more than 13,500 MWh of energy, realizing an approximately 8% higher output than initially anticipated for the said year. The 2012 PV produced energy is equivalent to 11% of the airport's total energy consumption.

4.3.4 Airport Shopping Centre
The Airport Shopping Centre annual plan focused on activities related to promoting sales and enhancing consumers' airport experience within the challenging financial environment.

Within this context, a series of promotional activities took place including the food & beverage "tasty deals" and the "shop/win now" campaigns. The first activity catered for a variety of value-for-money food deals, while the second offered to consumers chances to instantly win gift certificates, discount vouchers and other gifts from the retail shops. Both activities enjoyed remarkable figures of consumers' participation.

Further, aiming at enhancing the overall experience while spending time at the Airport Shopping Centre, new amenities were added to the existing facilities. A Samsung multi-functional seating area, with TV screens and complimentary access to tablets and chargers for mobile phones, was added to the Main Terminal Building/Departures Level.

As part of the efforts to adapt to the consumer needs and market trends, a number of new concepts and brands were implemented, including the opening of the first Victoria's Secret Beauty & Accessories boutique in Greece, signifying a landmark for all users at the Departures level with its strong brand and unique design, the new betting agency of OPAP and the new stand-alone Folli-Follie jewellery store. In addition, brand changes were also implemented in three of the existing food & beverage units refreshing the assortment of the catering offer and the Germanos consumer electronics store was fully refurbished introducing a more attractive and innovative concept to passengers.

4.3.5   Passenger Car Parking Services

Athens International Airport has a total of 7,160 parking places for short, long-term as well as Executive Valet Parking Service. In 2012, the car remained the favourite means of transportation to and from the airport, enjoying the highest share amongst all transportation means, i.e. 38%, whereas the public transport recorded the second highest share of 31%.

In order to facilitate parking users, "e-Parking", AIA's new electronic service for booking a parking space, was introduced in October. "e-Parking" serves as a platform for offering a series of customized products to parking users, providing special price offers and privileges to customers.

4.3.6 Information Technology & Telecommunications Development

Continuing our ambitious plans in improving the passenger experience and airport business efficiency, we adapt innovative solutions that minimize the environmental impact. AIA IT&T Business Unit is certified in accordance with ISO09001:2008.

To this respect, we initiated for the first time the e-auction process on the occasion of the "Purchase of Desktop IT&T Equipment" tender. The incorporation of this process allowed AIA to achieve apart of a cost saving in purchased equipment, a less paper and workforce demanding process. The new IT&T Desktop Equipment concept was implemented in accordance to the replacement policy for all AIA users PC's and laptops, attaining several benefits such as:

• Reduced the overall desktop and laptop total cost of ownership (hardware and end-user software licensing in regards to the existing licensing agreements),
• Standardized the desktop user profiles, accomplishing the homogenization of the software in place, and excelled service efficiency and support delivery (combined with new corporate application upgrades).

Following the first successful e-auction, a second related process has initiated under the scope of the "Photocopy machines" tender.

Furthermore, AIA was assigned by the OFC Aviation Fuel Services the design and installation of the cabling and related equipment for the fuelling network "Emergency Fuels Shut Off System" (EFSO). This was a purely new project in recognition of the AIA's knowledge and experience in the field of effective management, control and security of the airport fuelling network. The project was successfully completed and is in operation since the end of August 2012.

4.4 Supply Chain

We value supply chain management of major importance for business, key to our company's integrity.

We ensure that our suppliers comply with all applicable laws, regulations and standards. We emphasize on competition without discrimination or deception. We encourage local suppliers' development and partners who pursue a sustainable development course. We develop long-term collaborative relationships in order to achieve sustained improvement over time.

We purchase supplies, equipment and services, considering a comprehensive range of factors including cost, product quality and safety, expertise, continuity of supply and delivery, and the protection of intellectual property. Moreover, in our procurement activities, we integrate green procurement guidelines and other criteria to ensure that environmental and social factors are considered.

Our Corporate Policy of Procurement Conduct dictates sustainability principles and standards of business ethics that AIA's authorised personnel should follow. Furthermore, related corporate procedures have been established introducing effective business practices that enhance transparency and provide discipline and structure over the implementation of all procurement phases.

We have developed measurement systems for contract performance management of a significant number of AIA's contractual agreements related mainly to airport critical infrastructure, technical systems and environmental management systems. This practice enables AIA to secure optimum performance and influence constructively towards the best possible business-to-business relationships.

4.5. Airport Community Stakeholder Engagement

AIA operates in an airport business community of approx. 12,500 persons working for state authorities, organisations and companies. Since airport opening, AIA upholds the role as an "orchestrator" who aims to ensure that all fulfil legal obligations and meet successfully operational challenges. and develop a common culture where all strive towards win-win collaborations.

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 in airport operations by participation in respective committees of Airport Council International (ACI) Europe and World. Since November 2011, Dr Ioannis N. Paraschis, our CEO, was elected as the Chairman of ACI World. This is a great honor for Athens International Airport.
- AIA operates in compliance with the national and international legal provisions and aviation industry standards and guidelines. Furthermore, AIA collaborates with the State regulatory authorities and independent bodies and joins in aviation transportation committees in Greece and abroad.
- Airport commercial business activities are represented in retail councils and business forums.
- Within the airport community, AIA is involved in several committees and working groups with the airlines, the ground handling companies, the cargo operators, tenants and concessionaires.

4.5.1 Airline Community Culture

AIA confronts the adverse economic effects in the aviation industry within the context of defending traffic volumes, containing traffic losses and assisting airlines to sustain, at the extent possible, their operations. During 2012, AIA continued offering support programmes to its airlines-partners and introduced a series of additional new measures clearly demonstrating the active engagement in supporting them reducing their operating costs.

Within this framework, AIA maintained, for a fourth consecutive year, all charges unchanged without any inflationary adjustments. This freezing of charges was complemented by the introduction of even stronger special supportive schemes for the airlines, starting as early as of February 2012 and continuing till the end of the year. Further to the special winter incentive, encouraging airlines to introduce lower fares to passengers, AIA also introduced for the summer period three significant supportive incentives, aiming to sustain and protect flights and traffic levels during those challenging times. Namely, the sustainability incentive was targeting to contain loses in the number of operated flights versus the previous corresponding period while the transfer incentive was aiming to defend transfer traffic levels. The niche routes incentive, a developmental scheme, was also set in place in order to stimulate additional traffic and attract new direct services from niche markets that are currently not operated to/from Athens.

The above incentive policy not only was extended for the winter period 2012-13, but was further enriched. In August 2012, AIA announced the Targeted Incentives Scheme for the winter period 2012-2013, comprising one new (*load factor incentive*) and four extended targeted incentives (*sustainability, transfer, winter low fares* and *niche routes incentives*). This scheme aims to support airlines and motivate them on sustaining/increasing traffic during the winter low traffic season, amid the current extremely adverse period. By the end of 2012, 14 different incentive both developmental and sustainability schemes were in place.

60% of the operating carriers took advantage of one or more of AIA's targeted incentives during 2012. More than 50 of our airline partners benefited significantly by our developmental incentives and marketing support, while the total amount offered in rebates – for 2012 - reached the €20 mio. The new incentives increased AIA's participation in airlines' risk while the discounts offered represent an approximate discount of 30% of the total AIA's aeronautical charges.

Following an initial assessment of the subject wide-scale and innovative marketing programme, we remain satisfied since the particular issues for which these incentives have been designed and implemented have been, at a large extent, successfully dealt with. Indicatively, the implementation of the *transfer incentive* since the beginning of summer 2012 contributed to the sustainability of the summer transfer traffic levels vs. the previous corresponding period, allowing, at the same time, the eligible carriers to design a competitive and aggressive pricing policy for transfer passengers.

Despite the country's economic problems and overall traffic downturn, the airline industry rewarded AIA in recognition of its consistent and dynamic support to airlines' developmental efforts. More specifically, AIA was distinguished in the frame of OAG-Routes Airport Marketing Awards, during 2012 European Routes conference in Estonia and announced as Nominee during the 2012 Routes World conference in Abu Dhabi.

In Athens, AIA accredited the airlines with the most successful passenger traffic development during 2012, in the course of the 13th Airline Marketing Workshop, the major airline networking event of Athens International Airport.

4.5.2 Cargo Community Culture

AIA's cargo development activities focus mainly on the promotion and further development of traffic through the airport. For this purpose we aim at close co-operation and joint efforts by all parties involved. The think tank that brings all stakeholders under one roof achieving the necessary synergies are the monthly meetings of the Airport Cargo Community Committee, during which ideas are exchanged and future development plans are discussed.

In 2012, the cargo community reached a common decision to streamline and strengthen actions anew towards the attraction of additional cargo volumes by putting emphasis on the export flows through a new endeavor called the "Airport Export Initiative" (AEI). The AEI is supported by the entire cargo community and coordinated by a dedicated sub-committee, which is comprised by the the airlines' representatives (General Sales Agents), a forwarder representative and AIA, and also backed by Airport Customs and external consultants. AEI's joint effort aims at generating awareness within the export market in regards to the competitive advantages of air cargo transport through AIA. In this context, the benefits of airfreight (i.e. one-stop-shop solution / swift response time) as an alternative transportation solution for expanding to new markets are systematically communicated to Greek exporters through individual meetings, presentations to various associations and relative cargo press articles.

Further to the Airport Cargo Community Committee efforts and actions, AIA is constantly striving for the optimum conditions of cargo operation, in a win-win business environment. For AIA, the business development of the sector remains viable. A fruitful co-operation among stakeholders is retained through the systematic implementation of the Cargo Quality Program, comprising of the Minimum Service Delivery Standards for inbound flows and the subsequent Cargo Key Performance Index. Regarding the latter, a new incentive program for domestic cargo flights was introduced in 2012 supplementing the existing incentive package for international cargo flights. The 3-year incentive scheme provides reduction on landing and parking fees for new or additional domestic cargo flights.

4.5.3 Ground Handling Community Culture

AIA is responsible to manage all airport ground handling activities facilitating safe and efficient ground handling operations. AIA provides a competitive ground handling market for all airport users and ensure their satisfaction, based on a fair and objective charging policy for the centralised infrastructure resources. AIA also pursues designing and developing products that meet airline requirements and finally monitors the efficiency of in-flight catering and fuelling concessions.

Within the context of utilizing technological advances, and in accordance with IATA initiative "Simplifying the Business", we further developed the mobile check-in process. Moreover, as of February 2012, we installed two additional self check-in service kiosks, resulting in a total of thirty (30) CUSS kiosks operating at the Main Terminal Building (MTB). Currently, the airlines connected to the CUSS scheme are Aegean Airlines, Austrian Airlines, Cyprus Airlines, Delta Airlines, KLM-Air France, Lufthansa, Turkish Airlines and Olympic Air.

In addition, as of November 2012, and within the purpose of the "Ambience" project, AIA in cooperation with its stakeholders has installed four (4) world tracer kiosks in the baggage reclaim area (Intra Schengen) in order to facilitate passengers who have lost their baggage to submit the relevant form, electronically. Further to the above, and in order to enhance passengers service, twenty (20) monitors were installed, behind the check-in counters, presenting airline logos as well as operational messages during intervals.

Within the purpose of facilitating our customers and stakeholders' operational needs, we constructed a dedicated ticket office (Departures are/close to Entrance 2) serving members of airlines - operating to/from Athens International Airport - participating in Sky Team alliance.

AIA aims to safeguard the efficient and smooth ground handling services provision. Within this framework, we carry out all contract management activities and monitor the ground handling companies' performance through Service Level Agreements (SLAs). 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 with all operational stakeholders, willing to develop ideas that contribute to the efficient utilization of resources.

In June 2012, we organised the IATA Drinking-Water

Quality Pool (IDQP) Auditors' training, with the participation of 35 delegates from intercontinental airports. The IATA IDQP was created by a number of airlines to share audits on drinking-water quality installations including airport facilities around the world.

In April 2012, OFC Aviation Fuel Services provided training - for the fifth consecutive year - to a group of 40 inspectors related to the IATA Fuel Quality Pool (IFQP). The IFQP is a group of airlines that actively share fuel inspection reports and workload at locations worldwide. OFC is one of the two IATA's training centres for said purpose. Since the fuel facilities at Athens Airport are considered by Joint Inspection Group (JIG) as a "role model" the training provided by OFC becomes a "compulsory event" for IFQP.

It is worthmentiong that Athens airport fuel concessionnaires receive a Certificate of Excellence following the annual audit by JIG. In specific, Fuel Concessionaire OFC achieved this certification for the last five years in sequence, and the Into-plane Fuel Handler SAFCO which is performing the 85% of the refuelling operations at AIA achieved it for third consecutive year.

The JIG – formatted by oil companies since the early 1970s – set the standards which govern the operation of the shared fuel storage and handling facilities at the world's major airports where the JIG companies operate. JIG has also developed an inspection system whereby each facility is annually audited for fuel quality checks, equipment inspections, maintenance and remedial actions.

4.5.4 Commercial Community Culture
AIA promotes the principles of a shared value by supporting our stakeholders to meet passenger needs and expectations. Within this context various meetings were held between AIA and the concessionaires during 2011 towards improving retail sales with high-quality products and customer-centric services.

4.5.5 Information Technology Community Culture
Focusing on our airport community customer needs, we upgraded the Internet bandwidth to 400Mbps, without any increase on the prices of the offered services.

Within our customer-centric and corporate responsibility culture, AIA successfully organized for second consecutive year, an open discussion with our business partners from the airport community and "outside the fence". The interactive workshop focused in understanding our partners' needs, as part of IT&T strategic planning.

4.6 Safeguarding our Operation

4.6.1 Crisis Planning
Airport crisis planning is an on-going process to prevent, mitigate, prepare for, respond to and recover from emergency occurrences that may disrupt normal operations and have impact on AIA's human resources, financial condition and reputation. AIA aims to be a resilient organization that effectively deals with the events that threaten priority goals, traditional behaviours and community's shared values. Sustaining broad and sincere relationships among the involved parties, advocating a team spirit, synchronizing the activities and efforts of the community, AIA has managed to get the airport community members involved, building trust and attaining concensus for all related actions. We strongly believe that such culture will achieve strengthening of emergency preparedness against the various threats. Especially in this period of economic crisis, the concern for employees performance and effectiveness emergency management system is heightened. During last year, we focused on strategic efforts to maintain an effective and professional emergency response service:

Emergency-crisis management training and workshops for airport operational stakeholder groups:

- "Removal of Disabled Aircraft" classroom training
- "Aircraft Recovery Dolly" hands-on training for airside monitoring and inspection (AMIU) personnel
- "Emergency Management \System" presentation to ETIHAD AIRWAYS Management
- "Airport Emergency Planning" presentation to SWISS personnel
- "Airport Emergency Planning" refresher training Airport Hellenic Fire Corps personnel
- AIA 's participation in the "Risk & Crisis Management Seminar" in Airport Sofitel Hotel.
- TRIAGE support familiarization training (ASEMC material deployment) for AIA's Baggage Handling Services (BHS) volunteer personnel, since they refer to AIA's resources in cases of emergency-crisis and special operations. Moreover, a "CMC Assistant / Information Management Officer" training was conducted for BHS supervisory staff for the purpose of crisis management system information management enhancement.

Practising Emergency Exercises
During 2012, eight exercises were held to review the effectiveness of emergency stakeholders response:

- *12th January 2012*: The "'Full Scale Activation" exercise of immediate actions and Local Accident Control Centre (LACC), along with a table top exercise around the establishment of a Family Assistance Centre tested

British Airways team and its handler's competency to implement emergency response duties.

- *1st March 2012*: The "Fire and explosion at OFC Jet A-1 loading racks" exercise at the OFC premises involved. Personnel from AIA, Airport Hellenic Fire Corps (AHFC), Airport Hellenic Police (AHP), Airport Services of Emergency Medical Care (ASEMC), HCAA and OFC. A re-test of the OFC control room checklists and sequence of fire suppression actions was conducted later within the month, resulting in the update of the existing emergency plans.
- *30th March 2012*: Table top exercise with Emirates Airlines Management with the participation of the AIA security and terminals services departments, Airport Police, Airport Customs and HCAA/Airport Authority.
- *25th April 2012*: Emergency response training of Air France and table top exercise in order to check compatibility with Airport Emergency Plan (AEP) and test the common emergency management program implemented with the support of KLM and DELTA.
- *17th August 2012*: QATAR Emergency Familiarization Training along with a table top exercise.
- *9th & 10th October 2012*: "Removal of Disabled Aircraft" exercise and practical training. The removal plan was successfully executed by AIA personnel (baggage handling, airside monitoring & inspection and vehicle administration & maintenance), thus resulting in a certified team of 53 members in total.
- *22nd November 2012*: The 2012 full-scale emergency exercise entitled "Hijacking at the airport" has been successfully conducted with the participation of more than 300 persons and 150 observers from the airport community and involved organizations. The exercise was one of the largest and more complicated full-scale drills since the airport opening (more than 6 hours duration), realistically enacting the authentic experience of an airplane hi-jack. The exercise involved 74 volunteers playing mock "victims", law enforcement responders, medical triage, ambulance transport of injured, explosion devices' disposal, fire response etc. Emergency Centers were also activated and operated (e.g. Local Operational Body (TEO) in the Crisis Management Center, Local Center for airline, On Scene Command Post) bringing the crisis situation to a satisfactory conclusion.

Our efforts were also directed in other clusters like technical planning, evaluation and communications. Our technical efforts focused on reviewing and further developing manuals and procedures. The Airport Emergency Plan (AEP) which serves as the basic framework for the operation in times of an emergency or crisis situation has gone through a review and a new edition (the 6th) published and approved by the HCAA Governor, in August 2012.

4.6.2 Aviation Safety
AIA maintains the strong learning culture where involving our community further improves airside safety while enhancing operational effectiveness and development. We aim at continuously improving the Key Performance Indicator (KPI) for serious airside incidents. For the year 2012, the KPI related with the number of serious incidents per 100,000 aircraft/helicopter movements was reported to be 41.74 (26.36% reduction from 2011), while the corporate target for outstanding performance was 47.

Chart 4.6.2 Airside Operations		
	2012	2011
Airside Transactions	1,081,800	1,202,000
Towing Operations	7,665	8,659
Inspections on Runway & Taxiway	2,522	2,503
Inspections on Apron Stand	170,840	173,296

Notable airside safety awareness sessions were organized within 2012 with the participation of approximately 200 personnel by all operating stakeholders (Ground Handlers, Airlines, HCAA, Rescue Fire Fighting Services, AOC etc.).

This year, more groups of stakeholders participated to other airside safety promotion activities i.e. meetings, safety campaigns (FOD collection days etc.), and training sessions.

AIA's safety management practices continue to focus on protecting airport business in a highly legislated environment, whilst ensuring the safety and wellbeing of employees, contractors and other stakeholders. Within this framework, the Aerodrome Operations Manual (Volume 1. "Aviation SMS Manual and Volume 2. Operational Procedures & Ancillary Information) was revised and approved by HCAA. Furthermore, AIA's "Guidelines for our Customers Manual" was updated

4.6.3 Airport Security
The airport security operations were successfully audited (five distinguished audits) by both National and International inspecting bodies. Passenger and hand baggage screening, access control system and the entrance permits issuance, are some of the audited areas. Inspecting bodies verified the high level of Athens Airport Security System which found being fully harmonized not only with the new stringent European Aviation security requirements, but also with US Transportation Security Adminitration (TSA) most recent directives.

In September 2012, the HCAA/ Security Division performed system tests on the airport passenger and hand baggage screening operation. The results of this crucial exercise were successful without findings.

Chart 4.6.3 Security Services			
	2012	2011	VAR%
Prohibited items handled by security personnel	5,573	7,346	-24%

Based on the current aviation security legislation and in order to enhance security awareness in airport community, AIA commenced (as of June 2012) training sessions for all airport ID card holders, in order to emphasize on proper use and avoidance of unlawful acts as well as to underline the sensitive nature of accessing airport restricted areas.The training sessions are mandatory to all persons either obtaining a card for the first time or renewing the current one.

4.6.4 Airport Fire Life Safety
AIA is committed to protect human life and local environment while ensuring smooth operations and infrastructure availability. Fire safety procedures are in place since airport construction and are subject for systematic monitoring for adherence.

The airport infrastructure is operated following the highest fire safety standards; to that effect, all new buildings or modifications to existing ones require AIA's pre-approval for respective assurance. Following that phase, construction monitoring and final walkthroughs ensure the correct implementation of approved designs, while fire system maintenance audits are conducted in order to assess that all airport concessionaires and tenants perform the required system maintenance.

In order to support fire safety awareness and update on latest standards and best practices, AIA designs and implements special training programs and awareness campaigns for airport community stakeholders. In 2012, thirty six (36) fire safety training sessions were carried out.

4.6.5 Airport Health, Safety and Hygiene
We aim to provide a safe platform for all passengers and visitors of AIA. Technical and public areas are monitored through noumerous health and safety inspections, in order to ensure that AIA and contractors' personnel comply with the corporate health and safety rules. For 2012, 125 such processes were documented and communicated across the company including recommendations for corrective actions in sensitive areas.

AIA bears the responsibility to monitor third parties' health and safety performance as well. In 2012, 222 health and safety plans and 34 Safety Management Systems (SMS) were reviewed, while inspections and audits were also carried out. In specific, 26 audits took place to ground handling, cargo, fuelling, retail and maintenance companies.

Potable water is of vital importance and is perpetually monitored for its quality with 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 2012: 202 free chlorine tests at 32 different sampling points, tests for chemical agents on 9 samples from 4 sampling points, microbiological tests on 102 samples from 33 points and cadmium tests on 15 samples from 15 points

4.7 Service Responsibility

Ambience Project
Aiming to further enhance passenger experience at Athens Airport, AIA designed and implemented in 2012 a series of "high impact" interior architectural projects at the airport Main Terminal Building (MTB).

The architectural activities included the renovation of Intra and Extra Schengen bus lounges, covering an area of 3,500m^2, with new lighting, carpeting, newly designed suspended ceiling and illuminated photographs of the city. These enhancements create a relaxed atmosphere for our passengers while promoting Athens as a friendly and appealing destination. Additionally, a new 50m^2 smoking lounge was delivered.

The new "Internet Island", of 110m^2 at the Intra Schengen departure area, is the new "hot spot" offering passenger services such as, wireless access to the internet, flight information, working positions for portable computers and also mobile telephones' charging spot. As part of the same project 5 Multifunctional Kiosks were installed in high visiting locations of the MTB providing to all airport users a variety of services, such as telephony, direct call to AIA's Call Center, purchase of wireless internet access, flight information, etc.

Within the framework of the "Time to Gate" eight monitors were installed in the departure area, calculating dynamically the time of passenger to the boarding gate. This service facilitate passengers to plan their time within the airport, while avoiding the rush in the security control points.

Two holographic announcers were installed in the Intra and Extra Schengen arrival areas, providing pre-recorded useful airport information on a 24hours basis. In parallel, a new Central Information Point at the arrivals level welcomes, on a 24 hour basis, arriving passengers and aiming to provide all necessary information.

Serving travelling public
2012 was a year marked by numerous strikes in public transport, taxis and state aviation authorities that hindered airport operations and contributed to the tarnished publicity of the city and the country. Amid this climate of general unrest and discomfort, AIA's terminal personnel managed to serve the travelling public and airport users with reliability and commitment always providing high level of customer service.

Over a million airport users interacted with AIA staff for flight details, terminal particulars and airport information. The Airport Call Centre received more than 530,000 inquiries with 98.61% of them being answered within 60 seconds, well outperforming the 2011 result of 95.7%. Almost 3,000 electronic queries were also administered via the "airport-info" email.

Engaging the airport operating stakeholders
Loyal to our commitment for emergency readiness, AIA's terminal personnel conducted in 2012 an "Emergency Response Training" for approximately 80 gate and check-in agents of Olympic Handling. During the session, the ground handler's roles and responsibilities, in case of an emergency incident, were re-visited as to address the operation of AIA's crisis response centres, i.e. Passenger Reception Area, Friends & Relatives Reception Area and Emergency Information Area.

On-ground assistance services to PRM passengers
AIA provides on-ground services to disabled passengers and passengers with reduced mobility (PRM), in accordance with the quality standards of the relevant legal framework (EC Regulation No 1107/2006) and always in close cooperation with the responsible entities.

In 2012, we provided these services through our three contractors - Goldair Handling S.A., Olympic Handling S.A. and Swissport Hellas S.A. to 96,191 PRM passengers resulting in an increase of 1.8% from last year. In particular, the percentage of passengers notifying for the subject assistance (at least 36 hours prior to the scheduled flight) was increased from 34% in 2011 to 37% in 2012.This year, Athens International Airport Assistance Services Coordination office was relocated close to Gate B1-B2 aiming to enhance the level of services provided to the said passengers.

Chart 4.7
Assistance Services to PRM Passengers

	2012	2011
Total PRM Passengers	96,191	94,483
Pre-notified PRM Passengers	37%	34.5%
Non Pre-notified PRM Passengers	63%	65.5%

Focusing on continuous improvement, AIA repeated in 2012 the customer satisfaction survey engaging PRM passengers to express their opinion for the services provided. The survey findings have been evaluated by AIA and presented to all parties involved.

Measuring passenger satisfaction
AIA highly appreciates passenger perception; therefore a daily monitor survey, entitled Passenger Survey, is carried out addressing 40,000 passengers, on an annual basis to evaluate airport performance and express their expectations and needs.

Passenger Survey 2012: Satisfaction score reached 4.24 (on a 5 point scale).

For more in-depth analysis, AIA undertakes a Quality Monitor Survey regarding performance trends and passenger drivers. Quality Monitor Survey findings remain a main passenger satisfaction measurement tool for AIA and its business partners.

Service is also evaluated by monitoring passenger queues in critical operational airport services, such as ticketing, check-in, passport control and security screening process. Data analysis enables AIA and the involved business partners to assess and further enhance the level of offered service.

Furthermore, AIA has established, since airport opening, a corporate comment management process. The "Your Opinion Counts" brochure, located at various areas at the airport, is available to airport travellers and visitors. This service is also provided electronically. AIA selects all comments, analyses and replies on any issue related to airport facilities and services. During 2012 there were 2,606 comments from 1,319 passengers. In an average response time of 5 days, 836 reply letters dispatched, of which 85.5% were customized case-specific letters. 327 complaint cases, required thorough cross-departmental cooperation, as to give a precise reply.

4.8 Respecting Human Rights

AIA complies with the applicable national legislation and international regulations with reference to human rights. In this context, we have officially notified the Data Protection Authority regarding AIA's Airport Call Centre voice recorder with our customers' messages, and the use of the close-circuit monitoring security system. Moreover, we safeguard all airpost users personall data by adapting the most recent objectives refering to human rights. Accordingly, all corporate policies and procedures regarding airport customers' telephone and Internet data are regularly audited by the Hellenic Authority for the Protection of Privacy and Secrecy (AΔAE), proving our commitment to respecting the law, human rights and ethical standards. In July 2012, an updated set of information security policies was submitted to the subject authority.

AIA remains firm in the commitment to protect the environment by responsibly and effectively managing all challenges related to noise, air quality, climate change, water, waste, the natural environment and wildlife control issues. Our efforts to minimize or prevent, where possible, the negative impact of airport operations in the environment and the Messogia region are also complemented by those of third parties operating at the airport.

During 2012, there was no legal action taken against AIA nor any relevant fine imposed.

5.1 Environmental Policy and Management System

One of AIA's primary tasks is to continuously monitor environmental conditions at and in the vicinity of the airport. Initiatives based on international best practices are implemented together with stakeholders in order to improve the airport environmental performance. Sharing of information is encouraged at all levels and with all employees, business partners, governmental authorities and the public in general. Efforts are also made to raise environmental awareness amongst employees, members of the airport and the local community.

Our Environmental Management System (EMS), which has been certified according to the international standard ISO: 14001 since 2000, is central to our efforts to effectively

Raising Awareness in 2012: Presentations were made to 186 AIA employees, including Management, aiming to raise environmental awareness on issues such as climate change and recycling as well as other corporate environmental initiatives. In addition, 5 presentations were given to students at local schools in order to increase awareness and provide information about actions taken to reduce the environmental impact of airport operations. Finally, 14 presentations on environmental management issues were made to a total of 119 persons from major third parties operating at the airport.

manage all environmental challenges. Compliance with all relevant national and European legislation and continuous improvement of environmental performance is a strict requirement of the EMS. In 2012, the re-certification audit of the EMS was successfully conducted by an independent certification body and certification was granted for three years (until 2016). In addition, AIA requires all major third parties operating at the airport to certify their EMS in accordance with ISO:14001:2004 and Eco-Management and Audit Scheme (EMAS) regulations. Thirty-six (36) companies have been certified to date.

The principles of sustainable development are also incorporated in our corporate policy and procedures.

5.2 Climate Change

Climate Change is a priority element of AIA's sustainability strategy.

We aim to measure and manage greenhouse gas emissions under our direct control.

We continued our active participation in the global initiative "Earth Hour" on March 31, 2012, shutting down one of the two airport runways and reducing lighting in all buildings, staff parking areas and other airport areas. These symbolic actions were also accompanied by informative public announcements.

AIA's Climate Change Corporate Action Plan, in its fifth year of implementation, had the following results in 2012:

- Additional modifications made in the air conditioning as well as lighting systems in MTB to achieve further reductions in electricity consumption.

- Light-Emitting Diode (LED) technology was successfully piloted in MTB signage.

- AIA's 8MW Photovoltaic Park completed its first full year of energy production. In addition, AIA continues to investigate the potential exploitation of other alternative sources of energy.

- 4 new, more environmental-friendly buses delivered to replace part of AIA's current fleet of diesel buses.

- 6,000 m² of land planted in various airport areas, consequently the 5-year target set in 2008 of planting 50,000 m² between 2008 and 2012 has been achieved.

- Recycling rate reached 53%, achieving AIA's long-term target set in 2008 to reach the 50% by 2012.

- Finally, additional paper-based corporate forms and procedures were converted to electronic format.

Airport Carbon Accreditation

AIA participates in a voluntary initiative led by the European region of Airports Council International (ACI Europe) aimed at managing greenhouse gas emissions under the control of airport operators. AIA is currently accredited at Level 2 (Reduction) of *Airport Carbon Accreditation* and has set the following long-term goal:

**a 25% reduction in CO₂ emissions
under AIA's direct control
by 2020 using 2005 as a baseline year**

To date, AIA has demonstrated a 17% reduction in its carbon footprint between 2005 and 2012, corresponding to a reduction of approximately 11,300 tonnes of CO_2, the equivalent of planting 1.8 mio trees. In addition to continuing to reducing its own carbon footprint, AIA has been taking steps to involve the broader airport community by encouraging its business partners to map their carbon emissions.

Chart 5.2
AIA's 2012 Carbon Footprint

	2012 data (*)	CO₂ Emissions (tonnes)
Grid Electricity	56,443,188 kWh	51,166 (*)
Natural Gas	1,330,131 Nm³	2,794
Vehicle Fleet	188,245 lt of gasoline	428
	397,248 lt of diesel	1,063
	17,305 lt of LPG	28
Stationary Sources	44,504 lt of diesel	119
	28,695 lt of heating oil	73
TOTAL		55,671

5.3 Air Quality

Air quality and meteorological conditions both inside the airport fence and within the surrounding communities are monitored by AIA. Emissions of air pollutants from all relevant airport sources are assessed while measures are taken to reduce these emissions where possible.

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, well before the airport began operating. Ground-level concentrations of the major pollutants (NO_X, O_3, PM_{10}, $PM_{2.5}$, 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.

Chart 5.3
Air Quality 2012 - Mean Concentrations of Monitored Pollutants at the AQMN Stations

	NO$_2$ (µg/m³)	O$_3$ (µg/m³)	PM$_{10}$ (µg/m³)	PM$_{2.5}$ (µg/m³)	SO$_2$ (µg/m³)	CO (mg/m³)	HCs (ppm)
Glyka Nera	18.1	87.4	27.2	n/m	6.5	0.3	n/m
Koropi	12.7	80.5	n/m	23.3	n/m	n/m	2.0
Markopoulo	14.7	84.8	41.4	n/m	n/m	0.3	n/m
Pallini	10.2	86.7	n/m	15.8	5.7	0.3	n/m
Spata	16.5	82.2	22.6	n/m	3.7	0.3	2.1

AQMN: Air Quality Monitoring Network
n/m: The pollutant is not measured at the specific station.

5.4 Noise

Aircraft noise is one of the main environmental challenges associated with airport operations; hence, noise abatement is an essential element of AIA's corporate environmental strategy. AIA addresses noise issues responsibly by taking measures aiming to reduce annoyance to the neighbours to a minimum.

AIA has installed a NOise MOnitoring System (NOMOS) consisting of 10 permanent and 1 mobile Noise Monitoring Terminals (NMTs) which provide 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 airport opening, in collaboration with HCAA and other state entities, airlines and representatives from the local communities, AIA has defined Noise Abatement Procedures for the reduction of noise levels in the residential areas around the airport and along flight paths. The Airport Strategic Noise Map (SNM) was revised in 2012 in accordance with the requirements of the relevant European and national legislation, the results of which indicate that no revision of the relevant action plan is required.

Since noise exposure is one of the primary environmental aspects impacting airport vicinity residents, AIA holds periodic meetings with representatives from local authorities and groups. AIA has established and operates – on a 24 hour basis- a dedicated telephone line ("We Listen") for concerned citizens who may further visit AIA's web site in order to register their complaints or request clarifications on noise related issues. In 2012, 20 related complaints were submitted.

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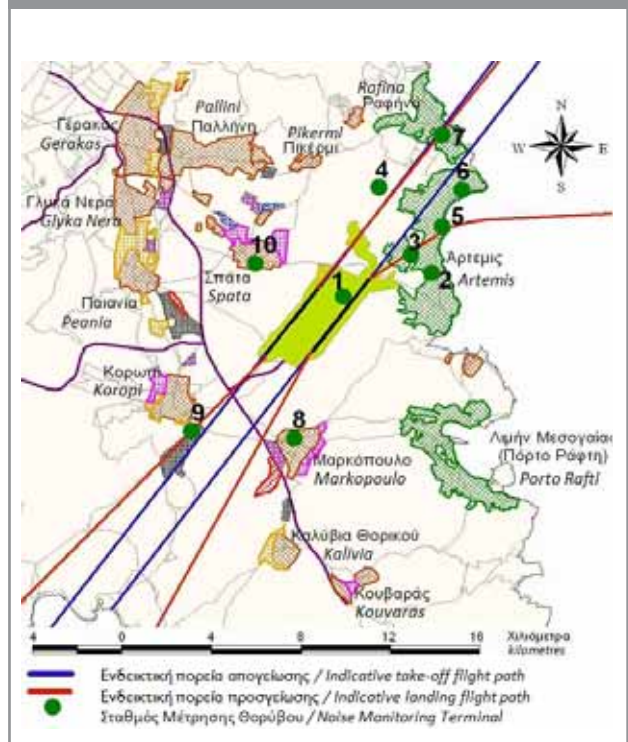Map of Flight Paths and Locations of Noise Monitoring Terminals (NMTs)

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

NMT	2012: Lden dB(A)	2012: Lnight dB(A)	2011: Lden dB(A)	2011: Lnight dB(A)
2	44.6	25.5	48.0	30.9
3	59.1	40.4	59.8	41.2
4	57.5	48.4	58.4	50.3
5	54.5	34.3	55.9	37.8
6	52.3	43.3	52.6	41.2
7	51.2	43.1	51.9	44.4
8	49.7	37.7	48.5	37.5
9	50.8	36.5	56.0	41.9
10	30.0	19.9	27.6	0.0

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. The data for 2011 refers to noise levels generated from aircraft flights only as required by the relevant new JMD (JMD 210474/2012) whereas in former years the total noise level was presented.

Chart 5.4.3
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

5.5 Waste & Recycling

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

Waste: 9,278.7 tonnes of waste were produced in 2012, of which 8,865 tonnes were Solid Non-Hazardous Waste, 230.7 tonnes were Hazardous Waste and 183 kg were Medical/Clinical Waste.

Since 2005, we have established cooperation with Alternative Management Systems for the final disposal of hazardous waste. Of the 230.7 tonnes of hazardous waste produced in 2012, 38% was transferred to Alternative Management Systems, while the remaining 62% was transferred to other licensed management facilities. Moreover, all liquid industrial wastewater 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 2012
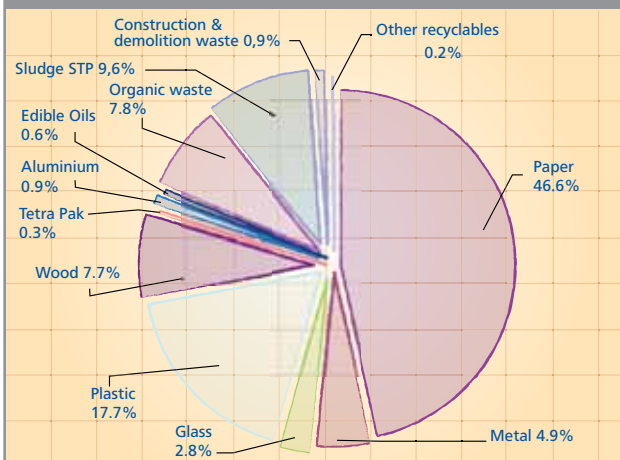
AIA began recycling sludge from the STP to create compost in mid-2011, while construction and demolition.

Recycling: The amount of waste recycled increased from 174 tonnes (3% of total solid non-hazardous waste) in 2001 to 4,677 tonnes in 2012 (53% of total solid non-hazardous waste). This figure includes 5.8 tonnes of recyclable materials that airport employees brought to our Recycling Centre.

Our commit ment to recycling is complemented by our use of recycled materials for our everyday work needs, such as recycled paper for stationery use and corporate correspondence. In parallel, for various corporate administrative tasks (contract review, expense claims, etc.) electronic workflows (e-forms) have been developed. Furthermore, we encourage our partners to develop related environmentally-friendly business practices.

5.6 Water and Wastewater

We systematically monitor water consumption (potable and irrigation), as well as the quality of surface and groundwater. In addition, we implement a number of water-saving measures, such as the use of treated wastewater from the Sewage Treatment Plant for irrigation of non-public green areas at the airport. The water supply network is also closely monitored to identify and respond to possible leaks.

AIA is one of very few airports worldwide that operates its own STP.

Sewage Treatment Plant: During 2012, the STP treated 262,879 m³ of sewage.

An Industrial Wastewater Treatment Facility (IWTF) operating on site accepts wastewater primarily from the technical bases of airlines, but also from other sources.

Industrial Wastewater Treatment: During 2012, the IWTF treated 2,466 m³ of industrial wastewater.

In order to raise awareness, AIA encourages all airport users to limit the water consumption when using restrooms and kitchen facilities.

5.7 Biodiversity

AIA aims to maintain sustainable development of aviation and non-aviation activities in accordance with best practices for business and preservation of the local biodiversity. Since airport operations affect, directly and indirectly, both the natural and the human-influenced ecosystems of the wider area, AIA continuously monitor the status of the local ecosystems through a dedicated bio-monitoring programme.

A team of AIA specialists monitor and record wildlife while taking measures to reduce the risk of aircraft bird strikes. Furthermore, the program of trapping and relocating raptors launched in 2009, was successfully extended. To this end, the number of different species of birds spotted in the airport vicinity has increased in recent years, indicating the health of the local ecosystem.

Biodiversity: Through 2012, 192 species of birds have been recorded in the vicinity of the airport.

AIA continues the successful partnership with the Hellenic Ornithological Society to protect and promote the Vravrona Wetland, a local site of unique ecological value that belongs to the Natura 2000 Network. The following actions were implemented in 2012:

• Removal of inert material from specific areas of the wetland.
• Maintenance of existing footpaths, signs, vegetation and fencing.
• Monitoring of bird populations in the wetland.
• Publication of a leaflet with information about the wetland for the visitors.
• Environmental presentations to schools and nature clubs in Vravrona.

6.1 Local Communities

AIA aims to be a valued member of the local society in which we operate, peacefully co-existing with our neighbours. It is our intention to deliver sustainable added value for the adjacent communities in line with our Corporate Responsibility Policy.

Stakeholder Engagement: In 2012, a total of 275 meetings took place with representatives from local authorities, associations, schools and individuals.

Education
- Financial rewards were offered to 15 high school students in Spata-Artemis, Koropi and Markopoulo who excelled academically and were admitted to higher educational institutions.

- Christmas presents were distributed to 125 kindergarteners in Artemis.

- Photocopiers, personal computers, air conditioning units, furniture, furnishings, domestic appliances, sports equipment and other electronic equipment were provided to schools in the neighbouring communities.

- Our successful paper and aluminium recycling program was extended to include all public schools in the newly formed Municipality of Spata-Artemis in 2012.

- Upgrade of facilities of a nursery school in Artemis with the installation of a central heating system.

- Five environmentally-themed presentations were made at high schools in Koropi and Markopoulo.

Culture and Athletics
- Financial support was made available to 5 major athletic associations in Spata-Artemis.

- Financial support was offered to Koropi for its annual cultural festivities as well as major local cultural heritage associations from Spata-Artemis.

Transportation
- Construction materials were supplied for the repair of local roads in Artemis and street lamps were provided at the request of the Municipality of Spata-Artemis.

Society
- Medicines were supplied to the municipal infirmaries of Artemis to cover operational needs and the "Help at Home" programme.

- Supermarket vouchers were distributed to 278 families in need during the Easter and Christmas periods in collaboration with the social services of the Municipality of Spata-Artemis.

- Financial support was provided to animal welfare associations in Spata-Artemis, Koropi and Markopoulo.

- Air conditioning units and other furnishings were provided to the Social Policy Centre of the Municipality of Spata-Artemis.

Environment
- AIA continued to provide maintenance services through a specialized contractor for the 26,000 m² coastal park in Artemis.

- Clean-up of the Prasinos Lofos area in Artemis was organised for the sixth consecutive year in order to help reduce the risk of forest fires.

- Two scholarships were awarded to postgraduate students studying environmental science at the University of the Aegean.

- Financial support was provided to EOMAK for the clean-up of a wetland site in Artemis.

6.2 Promoting the city of Athens

The «athenspotlighted» programme is a significant AIA's initiative launched in November 2011. The program continued successfully throughout 2012 aiming to boost the attractiveness of the city of Athens as a city break destination for foreign visitors. The popularity of the city-card has been increased while the distribution reached almost the 100,000 cards. The enhanced cooperation with the airlines and the tourism authorities has further enriched program's attractiveness and penetration among foreign travelers visiting Athens.

6.3 AIA's Cultural Program

Athens International Airport, during the 11 years of operations, has proved, that, apart of its operational excellence and successful business model, has turned into a cultural hub for travellers and visitors.

Though the primary function of the airport is the safe and efficient processing of passengers, it is more than a transportation hub. Athens airport participates actively in the cultural life of the city of Athens, becoming a crossroad of cultures and function. Approximately 250,000 visitors per year visit the permanent exhibitions located at the airport premises (Exhibition of Archaeological Findings and the new Acropolis Museum), while special emphasis was given, this year, to the exhibition dedicated to Eleftherios Venizelos which has been refurbished with the support of the National Research Foundation "Eleftherios K. Venizelos" Chania and the Region of Crete.

In December 2012, the new exhibition was inaugurated by the Honorary President of the National Research Foundation «Eleftherios K. Venizelos» aiming to present to travellers and airport visitors the personality and the crucial role of Eleftherios Venizelos in the history of Greece through a modern interactive approach. Along the exhibition, an integrated system of six monitors, project the Museum – Residence "Eleftherios K. Venizelos" in Chalepa – Chania, presenting chronologically the actions and political career of the great politician as well as the activities of the Foundation. Using the interactive interface, the visitor may shift each period projection displaying a sequence of more information in detail, archive photographic material and text. A meticulous selection of publications in the International Press about Venizelos is also presented, serving as a tribute to the man who, during his impressive political career, founded the Greek Ministry of Aviation, himself being the First Minister of Aviation in Greece. The creative and graphic work of the photo panels, as well as the exhibition video projections were created by the Foundation's collaborators, on the basis of the Foundation's archive.

In the field of the temporary exhibitions, AIA continues the cooperation with the most prominent institutions of the city of Athens. In cooperation with the National Archaeological Museum of Athens, AIA presented the exhibition "The Antikythera Shipwreck – The Ship, the Treasures, the Mechanism", one of the most famous exhibitions in the history of the Museum, presenting, for the first time, the entirely antiquities recovered from the area of the famous shipwreck including the Antikythera Mechanism, the first preserved, portable astronomical calculator and analog computer of ancient times.

Within the framework of cooperation with the Byzantine & Christian Museum, AIA hosted a photo exhibition of the Museum's Permanent Collections, where the aspects of the Museum's Permanent Collections were projected versus the modern art temporary exhibitions, which the Museum has scheduled to host for the first semester of 2012. Thereby, visitors had the opportunity to familiarize themselves with aspects of the thematic sections, which outlined in a synthetic way the age from late antiquity (3rd century) until the Greek State establishment.

In parallel, in the airport's "Art & Environment" exhibition area (AIA Departures upper Hall), AIA hosted "The roads of Bread" exhibition, in cooperation with the European Bread Museum. An exciting tour in the world of bread and the Greek cultural heritage and cultures linked with bread was offered to passengers and visitors.

In the field of art and nature awareness, AIA continued its cooperation with MEDASSET (Mediterranean

Association to save the sea turtles) by presenting the photographic exhibition "The Mediterranean we share". The exhibition presented 25 photos awarded from the electronic competition organized by MEDASSET (November- December 2011) as to raise awareness for our Mediterranean Sea. 138 amateur photographers uploaded in the competition's site 350 photos. The related committee and the public selected 25 of them and presented at the airport premises.
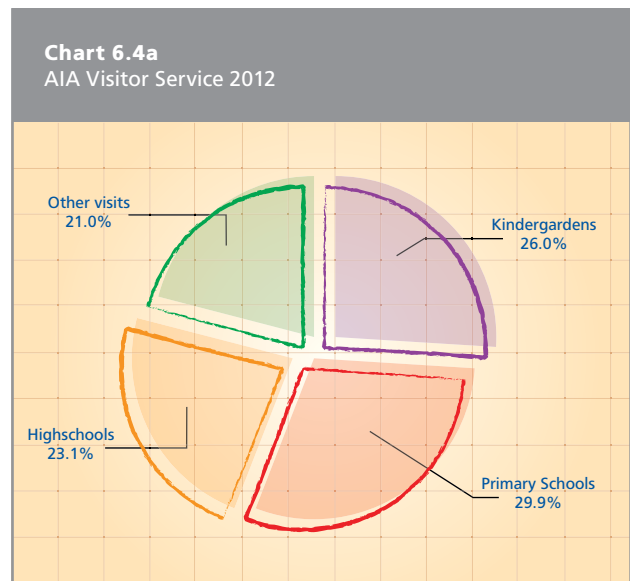
In cooperation with the artist group Carpe Diem, AIA hosted the Art event "BikeArt Is In The Air", an art panorama, of designs, images and various bicycle types. 32 art bikes located in the Arrivals and Departures Areas and an illustrations-drawings exhibition presented 12 works created by Greek and international artists. Furthermore, a mural painting was created "live" for bicycle lovers in the MTB, were the 3 elements of "BikeArt Is In The Air", aiming to offer a different view of bicycles while inviting everyone to envisage and adopt an alternative, ecological way of living. Through this exceptional event AIA succeeded to offer a unique airport experience for visitors during their stay at the airport.

Furthermore, AIA supported Greek cultural entities such as Megaron "The Athens Concert Hall", the Greek National Theatre, the B&M Theocharakis Foundation for the Fine Arts & Music, the Greek National Opera, the Goulandris Natural History Musuem, the Public Benefit Foundation/ Onassis Cultural Center, the Athens International Comics Festival, the Greek Film Center, the Society for the Environmental & Cultural Heritage and the non-profitable organization "IMEROS".

6.4 A welcoming airport for children

Airport Visitors Service
Athens International Airport is committed to broadening the horizons of younger generations by hosting educational visits to the airport premises for students as an extension to their classroom learning. The young visitors who participate in the "virtual travelling", get an overview of the airport facilities, gain fascinating insights into all airport operational procedures and discover new aspects of the function of an airport. This airport site tour lasts 2½ hours and includes a presentation of the MTB (Archaeological Museum, Cultural exhibitions, Baggage Handling System, etc.) having as a highlight of the tour, the visit to the fire department where they get a close look at the unique fire trucks used at large airports, the so called "Panthers". In this framework, in 2012, we welcomed 2,250 school visitors from 7 kindergarten schools, 26 elementary schools, 91 highschools, 3 IEK (Public or Private Vocational Schools), the University of Athens and Piraeus, the Intercultural Elementary school of Ilion as well as 10 specialized educational institutions. Apart from schools and educational institutions we have

Chart 6.4a
AIA Visitor Service 2012

- Other visits 21.0%
- Kindergardens 26.0%
- Highschools 23.1%
- Primary Schools 29.9%

also hosted specialized visits of the Hellenic Blind Association and "Perivolaki" (non-profitable association for children with special needs).

Airport Children's Play -Area
During 2012, the Airport's Children Play Area has welcomed 6,413 young visitors and their families.

Chart 6.4b
Children's Creative Entertainment Area

	2012 Visitors	2012 % Total
Greek citizens	3,565	55.6%
Foreign citizens	2,848	44.4%
Total	6,413	
	2011 Visitors	2011 % Total
Greek citizens	2,194	55.0%
Foreign citizens	1,795	45.0%
Total	3,989	

Travelling public applauses this facility as well as the sincere care services provided by the personnel of the Association "The Smile of the Child", responsible for the area operation. This innovative service enables children to participate in a great variety of activities while the fully qualified personnel make sure that the children play safe and have a great time during their stay. The Play Area has proved to be over the years a "real paradise" for more than 48,708 young visitors and their families.

6.5 Enhancing Social Commitment

An important milestone of our corporate responsibility and of our greater society engagement is to strengthen our social commitment by supporting children and social groups in need. In this aspect, we continued our multi-dimensional social program by contributing to national and international non-governmental humanitarian activities such as the Velentzio Foundation, regarding air transfer of disabled patients from Paros Island to the Athens Airport, the Hellenic Red Cross, the United Nations High Commissioner for Refugees, "Klimaka" Organisation and the Galilee Metropolis of Mesogaia & Lavreotiki.

AIA continued to support organisations with special focus on children issues such as "Floga" Association, "The Smile of the Child" and "Anichti Agalia" –Social Pediatrics Friend, aiming at the provision of better nursing conditions and support of hospitalized children.

In addition, we donated, 16 used personal computers, laptops, printers and photocopy machines to Greek elementary schools and to the GARD (Greek Alliance of Rare Diseases) as to enhance pupils' educational skills.

Aiming to raise public awareness towards the safe recovery of lost children and elderly, we participate in the "Amber Alert" and "Silver Alert" program, a volunteer partnership between law enforcement agencies, broadcasters, transportation related parties and the wireless industry.

In regards with the Educational Institutions, AIA supported the ALBA Graduate Business School for their "Scholarship Fund Raising Program", the University of Piraeus for their MBA International Program on the subject "Air Transport & Economics" while participated (4th consecutive year) to the MBA International Program of the Athens University of Economics and Business and supported by offering a scholarship to a candidate from the Balkans.

A new pillar of our corporate citizenship commitment for 2012 were our initiatives focusing on the education and training of unemployed youth. Under this aspect, AIA supported the "Entrepreneurship & Career Panorama 2012" organised by the Research Center of Strategic Business Management of Athens University of Economics and Business, focusing on Business start –up seminars for unemployed youth.

7.1 Presenting our Team

AIA success depends upon employees' ingenuity, commitment, knowledge and skills. Our people are the most important asset, enabling AIA to meet the multiple challenges that faces in the current economic and financial climate. Hence, we foster a workplace that builds the skills and rewards the efforts of our employees. We cultivate a safe, respectful, and ethical work environment that enables them to thrive on their job.

As of December 31, 2012, AIA had 642 employees under open-ended contracts, while 44 people (40 fixed term, 4 trainees) were seasonally employed in order to cover seasonal workload during peak periods, as well as replacement needs. Approximately 30% of our employees are from the local communities.

Compared to the previous year, AIA's total staff count was lower by 5%, mainly due to retirement.

AIA supports equal treatment of both genders, and offers equal opportunities without discrimination. However, due to the nature of airport business - and particularly the nature of most technical jobs - the ratio of women to men is relatively low. Thus, in 2012, 33% of all employees were female, while among Management, women made up 16.2% of the total, a satisfactory reflection of the overall participation of women in the total workforce.

In 2012, Company Management accounted for 5.39% of the total workforce. Female managers accounted for 16.2% of the Management.

Chart 7.1.1
Employment by Type of Contract 2012

	MEN	WOMEN
Open-end contacts	427	215
Fixed-term contracts	25	14
Apprenticeships	4	0
Other	1	0
Total	457	229

Chart 7.1.2
Employment by Gender

	2012	2011
Number of employees	686	710
Men	67%	66%
Women	33%	34%

Chart 7.1.3
Diversity in Management Female Managers
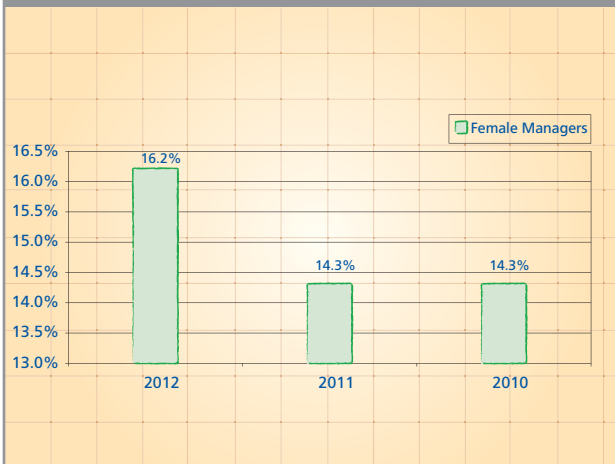% of total Management

Chart 7.1.5
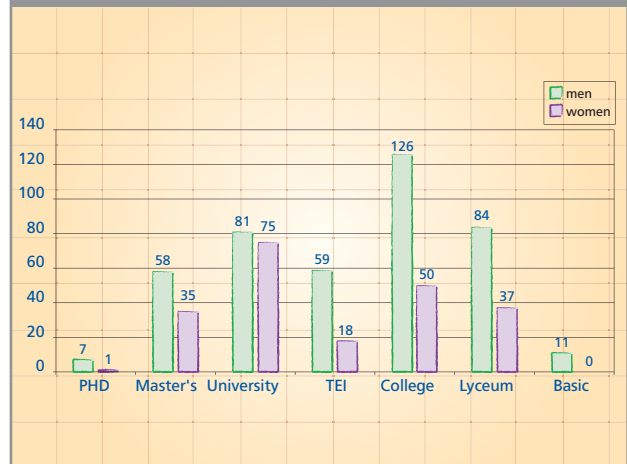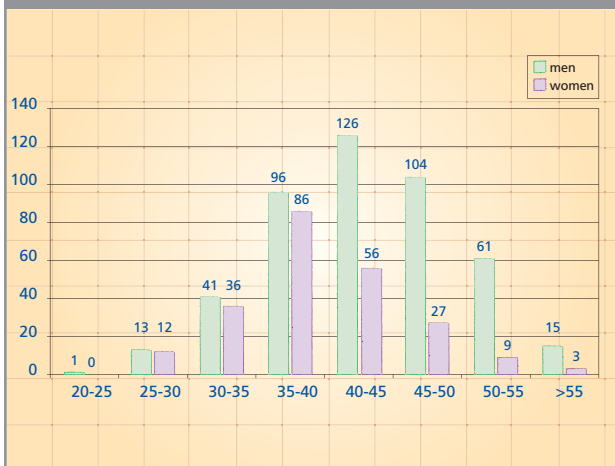Educational Status (open-end contract employees)

Chart 7.1.4
AIA Employees: Age Distribution

Considerable importance is given to the educational level of our workforce, and our aim is to attract, develop and retain suitable and competent employees. Our workforce is highly educated, with an estimation of 93 Master of Science and 8 PhD degrees.

7.2 Providing a safe workplace

Recognising the importance of employees' overall wellness, AIA takes particular care to provide a modern, healthy and safe working environment, by keeping health and safety risks to a minimum, while complying with national and international regulations and standards.

As part of our accident prevention program, we encourage employees to report all incidents regardless of their severity (including first-aids and near misses) and we have developed procedures and e-tools in order to improve the efficiency and effectiveness of incident reporting process. Especially, first-aid and near-misses records are important as to assess the effectiveness of existing controls, identify whether new trends are developing and implement new procedures to avoid future serious incidents. As a result of this approach, no lost work-day cases were observed, thus there were zero days of absence due to occupational accidents during 2012.

AIA cooperates with the occupational doctor who carries out and documents all employees' medical records, in order to confirm the good health of AIA staff to respond to job-related duties. This process is periodical and bound by confidentiality.

Bearing the responsibility for the occupational health and safety, AIA Management together with the Health and Safety Committee -elected by the employees- hold meetings on a regular basis. During those meetings the working conditions are evaluated and suggestions for improvement are raised.

7.3 Investing in Employee Training and Development

In a highly specialised sector such as the aviation, implementing our business strategy is closely linked with the development of our people skills and capabilities. Thus, the continuing professional and personal training of our employees are of vital importance, and therefore we allocate significant resources towards these activities.

During the implementation of AIA's training plan, and in order to design the most effective training solutions, we use a variety of interactive training methods as to develop employees' abilities, such as, in-class training, on-the-job training, workshops, job assignments as well as e-learning. AIA's Training Plan in 2012 involved a total of 13,108 hours, while 78% of the employees attended at least one training session. The number of hours being provided to employees on training is the equivalent of 18.5 hours per FTE.

During 2012, we continued to participate in a long-term developmental program supported by ACI and ICAO. The "Airport Management Professional Accreditation Programme" (AMPAP) aims to develop airport managers through a curriculum that covers all functional areas of the airport business in key areas such as operations, security, finance, commercial management and airport development. This specialised management training leads to a unique accreditation recognized by ACI, ICAO and the global airport community. In 2012, two (2) of the twelve (12) AIA employees-participants completed the programme successfully.

Moreover, AIA's Directors and Managers were engaged into a leadership development program, with Harvard Business Publishing. Participants attended workshops facilitated by qualified trainers and took advantage of self-study resources. Thirty five (35) employees completed successfully the program in 2012.

AIA has launched a strategic partnership with ACI on 2007 and since then, operates as an official and recognized ACI Global Training Hub Center (GTH). Through this partnership AIA has the opportunity to exchange views and ideas with other experts from the aviation industry. Under this partnership, during 2012, we organized and successfully completed two courses:

• Developing a Customer Centric Culture at Airport (16 participants)
• Global Safety Network IV, working with ICAO Annex 14 (12 participants)

AIA considers third parties as an important part for the airport smooth operation; therefore we seek to involve their personnel in the training activities, aiming to achieve a win-win partnership. In 2012, we organized and delivered the following training activities to third parties' employees:

• Environmental Awareness Training: 119 training hours
• Safety & Security Training: 3,052 training hours

Chart 7.3
Training Sessions for third parties 2012

	Training man hours
Environmental awareness training	119
Safety & Security training	3,052
Total	3,171

Each year, AIA undergoes a performance management process to ensure that employee activities and outputs are consistent with the corporate goals. This review process takes place in two key phases:

1. *Planning Performance/Objective Setting* - AIA encourages commitment and understanding by having employees determine and agree with their Direct Supervisor their individual goals which should be aligned with the corporate goals

2. *Reviewing Performance/Year-End Discussion* – Individual performance is evaluated against the results delivered for each objective. A final performance summary and rating is provided to reflect the entire year's performance.

7.4 Caring for our people

AIA's approach to healthcare focuses on providing comprehensive plan coverage to employees and their families to ensure a healthy, productive, and engaged workforce. The benefit programs are an integral part of the total compensation policy and strategy and are aligned with market practices.

The group life and medical insurance program as well as the medical coverage for all permanent AIA employees and their dependent family members (a total of 1,774 persons) are highly appreciated by all eligible employees. In 2012, we served 4,895 insurance claims by our employees (refers to reimbursed claims).

The pension program has been established since 2003 for

all employees with open-ended employment contracts, in order to supplement the State retirement income. It is based on the philosophy of matching contribution (a shared responsibility approach), aiming to reduce the gap between the State pension and the salary before retirement. The pension scheme is highly appreciated by the eligible employees, 93.8% of which have selected to participate with their own contribution.

In March 2012, AIA introduced a new employee transportation concept by providing four options for employee arrival and departure from work. Those are the following:

- E-pass for Attiki Odos Tolls
- Corporate rented buses
- Annual public transportation card
- Employee car-pooling with fuel reimbursement

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, creating a real "esprit de corps", integrating management and workforce at every level. We promote the engagement of our people in sporting activities. Towards this direction the Company supports football and basketball activities.

AIA's basketball team participates for six consecutive years in the "Nikos Galis" companies' championship, the oldest and largest corporate athletic league on a European level. The newly-formed team competes in the A2 category, aiming to qualify for the A1 category.

AIA's five and eleven-aside football teams have been participating at various tournaments since 2000. In the context of the bonding sought amongst the airport's community members, AIA took the initiative to establish an airport community football tournament in 2002 that has been taking place on an annual basis ever since. Along those lines, during the 2011-2012 period, AIA's five-aside team participated at the 9th airport community tournament achieving the third place.

7.5 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 do have as an employer, we strive to maintain good relations with our employees' representatives: AIA Employees' Union and the Health & Safety Committee. An open and honest dialogue with them has been well-established for many years, and takes place mainly through established meetings on an annual and regular basis.

In cooperation with the Blood Transfusion Center of Aglaia Kyriakou Childern Hospital, AIA has created a Blood Donation Bank. The resulting blood reserves are used to cover the increased blood demands of children suffering from leukaemia and other types of cancer, as well as the needs of the blood donors themselves, their families or close relatives, in the event of an emergency. Our employees are encouraged to participate in the blood donation program and during 2012, 42 units of blood were donated.

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.

Because our success depends upon all employees' understanding how their work contributes to the AIA's overall vision and business strategy, we use the Corporate Intranet and AIA's magazine to keep employees informed. Our overall goal is to ensure that employees receive information on a timely basis. "WeRAIA", the corporate magazine, is published quarterly and is also posted on the Intranet site. However, the most important internal communication tool that AIA possesses is its Intranet. Intranet enables employees to get prompt, complete and interactive information on all key matters regarding AIA's developments and operations, news and information about workplace services and benefits.

08. Reporting Framework and Commitment

AIA has established a structured reporting framework as to enhance our credibility in disclosing our sustainability performance in economic, environmental and social aspects.

This chapter includes AIA's Communication On Progress (COP) report that presents the corporate policies and practices that support our commitment to the principles of the United Nations Global Compact initiative.

The report content is prepared following a globally shared framework, the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, version G3.1. This year's report is produced considering the Airport Operators Sector Supplement (AOSS), which is a companion to GRI-G3.1 guidelines and refers to sector-specific commentary on existing indicators and new sector-specific disclosures, as well. The GRI G3.1/AOSS index contains report references related to guidelines content and performance indicators along with our positioning in the GRI Application Level B.

Following the latest developments on a European level, for a strategic approach to CSR, in our CR Report we present management practices and action plan reflecting our intention to integrate corporate responsibility in our public policy activities. In this context, we have prepared an index that consists of our disclosures related to ISO26000:2010 elements.

8.1 UN Global Compact / Communication on Progress (COP)

Since June 2008, AIA's Chief Executive Officer, Dr. Y. N. Paraschis, has been committed to embed the UN Global Compact initiative's ten ethical principles and accountability within its sphere of influence. AIA is a company-member of the Global Compact Network Hellas and participates in activities with multi-stakeholder engagement that promote the initiative's character and support to deepen commitment and actions.

In order to enhance our credibility towards our commitment on the UNGC principles, AIA reports its

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact.**

We welcome feedback on its contents.

continuous improvement per principle area, on an annual basis. COP is a communication tool towards the UNGC Headquarters and AIA's stakeholder groups. Hereunder is the reference of company's practices related to the UNGC principles:

AREA	UNGC PRINCIPLES	PARAGRAPH REFERENCE
Human Rights	1: Business should support and respect the protection of international proclaimed human rights	2.3/4.4/4.6.4/4.6.5/4.7/ 4.8/ 6.5/7.2
	2: Business should make sure that they are not complicit in human right abuses	2.2.1/4.8/5.1/6.5/7.2
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	2.2.1/2.3/7.1
	5: Business should uphold effective abolition of child labour	2.3/7.1
	6: Business should uphold the elimination of discrimination in respect of employment and occupation	2.2.1/2.3/ 7.1/ 7.2/7.3/7.4
Environment	7: Business should support a precautionary approach to environmental challenges	2.2.1/2.2.2/2.2.3/2.3/ 2.4/ 4.4/5.1/5.2
	8: Business should undertake initiatives to promote greater environmental responsibility	2.3/2.4/4.3.5/4.4/ 5.1/5.2/5.5/5.6/5.7
	9: Business should encourage the development and diffusion of environmental friendly technologies	4.3.3/4.4/ 5.2/5.5/5.6
Anti-corruption	10: Business should work against corruption in all its forms, including extortion and bribery	2.2.1/4.4

8.2 GRI-G3.1 Content Index

AIA promotes sustainability reporting as to present in an accurate and consistent manner its performance in the aviation business and its impact on the enviroment, society and the economy. This Report conveys AIA's disclosures following the GRI-G3.1 Sustainability Reporting Guidelines and additional airport related issues in line with GRI-A0SS Content Index. GRI Application Level B.

STANDARD DISCLOSURES PART I: Profile Disclosures

	DESCRIPTION	LEVEL OF REPORTING	PARAGRAPH REFERENCE
1	**STRATEGY AND ANALYSIS**		
1.1	Statement from the most senior decision-maker of the organization.	Fully	ch1
1.2	Description of key impacts, risks, and opportunities.	Fully	2.2/2.3/2.4
2	**ORGANISATIONAL PROFILE**		
2.1	Name of the organization.	Fully	2 intro / 9.1
2.2	Primary brands, products, and/or services.	Fully	3.2 (Traffic & Cargo) / 4.2 (Aviation Market) / 4.3 (Non Aeronautical Business) / 4.6.2 (Aviation Safety) / 4.7 (Service Responsibility) / 6.4 (Visitor Services)
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	2.2.1
2.3	Location of organization's headquarters.	Fully	2 intro / 9.1
2.4	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	9.1
2.6	Nature of ownership and legal form.	Fully	2 intro
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	4.2
2.8	Scale of the reporting organization.	Fully	3.1 (Revenues) / 4 intro (Size of the airport) / 4.2 (operations, airlines and destinations served) / 7.1 (Employee figures)
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	none
2.10	Awards received in the reporting period.	Fully	2.4 / 4.5.1 / 4.5.2
3	**REPORT PARAMETERS**		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	9.1
3.2	Date of most recent previous report (if any).	Fully	9.1
3.3	Reporting cycle (annual, biennial, etc.)	Fully	9.1
3.4	Contact point for questions regarding the report or its contents.	Fully	9.4
3.5	Process for defining report content.	Fully	2.3 / 2.4
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	9.1
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	9.2

	DESCRIPTION	LEVEL OF REPORTING	PARAGRAPH REFERENCE
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	9.1
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	2.3 / 8.2 / 9.2
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	none
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	none
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	8.2
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	2.4
4	**GOVERNANCE, COMMITMENTS & ENGAGEMENTS**		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	2.2.1 / 2.3
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	2.2.1
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	2.2.1
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	2.2.1
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	2.3.2
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	2.2.1
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	2.2.1
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	2.1 / 2.2.1 / 2.3 / 2.5
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	2.2 / 2.3
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	2.2.1
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	2.2.2 / 2.2.3 / 2.2.5 / 2.3

	DESCRIPTION	LEVEL OF REPORTING	PARAGRAPH REFERENCE
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	2.3 / 5.1 / 8.1
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	2.3 / 4.5 intro
4.14	List of stakeholder groups engaged by the organization.	Fully	2.4
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	2.4
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	4.5 (Airport Community Stakeholders) / 4.6 (Operations & State Authorities) / 4.7 (Passengers & Consumers) / 6.1 (Local Communties) / 7.5 (Employees)
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	2.2.4 (Regular Reporting) / 4.5 (Meetings with Operational Stakeholders) / 4.6.1 (Joint Emergency Planning) / 4.6.2 (Awareness) / 4.6.3 & 4.6.5 (Audits) / 4.7 (Surveys) / 5.4 (Noise Line) / 6.1 (Meeting with Local Communities) / 7.5 (Engaging Employees)

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

	DESCRIPTION	LEVEL OF REPORTING	PARAGRAPH REFERENCE
DMA EC	**DISCLOSURE ON MANAGEMENT APPROACH EC**		
	Economic performance	Fully	3.1 / 4.1
Aspects	Market presence	Fully	3.3 / 4.2
	Indirect Economic Impacts	Fully	2.3 / 6.1 / 6.2
DMA EN	**DISCLOSURE ON MANAGEMENT APPROACH EN**		
	Materials	Fully	3.2 / 5.5
	Energy	Fully	3.2 / 5.2
	Water	Fully	3.2 / 5.6
	Biodiversity	Fully	5.7
	Emissions, effluents and waste	Fully	3.2 / 5.2 / 5.3 / 5.5
	Products and services	Fully	3.2 (Traffic & Cargo) / 4.2 (Aviation Market) / 4.3 (Non Aeronautical Business) / 4.6.2 (Aviation Safety) / 4.7 (Service Responsibility) / 6.4 (Visitor Services)
Aspects	Compliance	Fully	5 INTRO
	Transport	Fully	7.4
	Inter-modality	Partially	4.3.5
	Overall	Fully	5.1
	Noise	Fully	5.4
DMA LA	**DISCLOSURE ON MANAGEMENT APPROACH LA**		
	Employment	Fully	7.1
	Labor/management relations	Fully	2.3 / 3.4 / 7.2 / 7.4 / 7.5
Aspects	Occupational health and safety	Fully	3.4 / 4.6.2 / 4.6.3 / 7.2
	Training and education	Fully	3.4 / 7.3
	Diversity and equal opportunity	Fully	2.2.1 / 2.3 / 7.3
	Equal remuneration for women and men	Fully	7.1 / 7.3
DMA HR	**DISCLOSURE ON MANAGEMENT APPROACH HR**		
	Investment and procurement practices	Fully	4.4
	Non-discrimination	Fully	2.2.1 (Code of Business Conduct) / 2.2.5 (Monitoring compliance) / 2.3 (Norms for Ethical Behaviour) / 4.7 (non discrimination for travelling public) / 4.8 (Customer data) / 7.1 (Equity for employees) / 7.3 (Employee development)
Aspects	Freedom of association and collective bargaining	Fully	2.2.1 / 7.5
	Child labor	Fully	7.1 / 8.1
	Prevention of forced and compulsory labor	Fully	7.1 / 8.1
	Security practices	Fully	4.6.3 / 4.8
	Indigenous rights	Fully	3.4 / 7.1
	Assessment	Partially	4.6.3 / 4.8

DMA SO	DISCLOSURE ON MANAGEMENT APPROACH SO		
	Local communities	Fully	3.5 (Investment & Engagement figures) / 5.4 (Noise) / 5.7 (Biodiversity) / 6.1 (Action Plan)
Aspects	Corruption	Fully	2.2.1 / 2.2.3 / 8.1
	Public policy	Fully	2.2.4 / 6.2
	Anti-competitive behavior	Fully	2.2.1 / 4.4
	Compliance	Fully	2.2.1 / 4.8 / 5 INTRO / 7.1
DMA PR	DISCLOSURE ON MANAGEMENT APPROACH PR		
	Customer health and safety	Fully	4.6.3 / 4.6.4 / 4.6.5 / 4.7
	Product and service labelling	Fully	4.7
	Marketing communications	Fully	6.2
	Customer privacy	Fully	4.8
Aspects	Compliance	Fully	4.6.3
	Business continuity and emergency preparedness	Fully	2.2.1 / 2.2.2
	Service quality	Fully	4.7
	Provision of services or facilities for persons with special needs	Fully	4.7

STANDARD DISCLOSURES PART III: Performance Indicators

ECONOMIC		LEVEL OF REPORTING	PARAGRAPH REFERENCE
ECONOMIC PERFORMANCE			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	3.1 / 3.4 / 3.5.1 / 3.5.4
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	2.3 / 3.2 /5.2
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	7.4 / Annual report 2012: Notes to the financial statements, par 2.15
MARKET PRESENCE			
AO1	Total number of passengers annually, broken down by passengers on international and domestic flights and broken down by origin-and-destination and transfer, including transit passengers.	Fully	3.3 / 4.2
AO2	Annual total number of aircraft movements by day and by night, broken down by commercial passenger, commercial cargo, general aviation and state aviation flights.	Fully	3.3 / 4.2
AO3	Total amount of cargo tonnage.	Fully	3.3 / 4.2
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	3.3 / 7.1
INDIRECT ECONOMIC IMPACT			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	3.5 (Local Community Investment & Engagement Figures) / 6.1 (LC Action Plan) / 6.2 (Engaging Business Partners for promoting the city of Athens) / 6.5 (Social groups in need)
ENVIRONMENTAL			
MATERIALS			
EN2	Percentage of materials used that are recycled input materials.	Fully	5.5
ENERGY			
EN3	Direct energy consumption by primary energy source.	Partially	3.2 / 4.3.3
EN4	Indirect energy consumption by primary source.	Partially	3.2
EN5	Energy saved due to conservation and efficiency improvements.	Fully	3.2 / 5.2
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	4.3.3 / 5.2
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	4.3.3 / 5.2
WATER			
EN8	Total water withdrawal by source.	Partially	3.2 / 5.6

	BIODIVERSITY		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	5.7
EN13	Habitats protected or restored.	Fully	5.7
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	5.2 / 5.7 / 6.1
	EMISSIONS, EFFLUENTS & WASTE		
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	3.2 / 5.2
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	3.2 /5.2
EN22	Total weight of waste by type and disposal method.	Fully	3.2 / 5.5
AO5	Ambient air quality levels according to pollutant concentrations in microgram per cubic meter (µg/m3) or parts per million (ppm) by regulatory regime.	Fully	5.3
	PRODUCTS & SERVICES		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	3.2 (Environment figures) / 5.2 (Carbon Accrediation) / 5.3 (Air Quality) / 5.4 (Noise) / 5.5 (Waste) / 5.6 (Water)
	COMPLIANCE		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	5 intro
	OVERALL		
EN30	Total environmental protection expenditures and investments by type.	Fully	3.2
LABOUR PRACTICES & DECENT WORK			
	EMPLOYMENT		
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	7.1
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partially	7.1
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	7.4 / Annual report 2012: Notes to the financial statements, par 2.15
	Occupational health and safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	7.2
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	3.4.2 / 3.4.3 / 7.2
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	7.2 / 7.3 / 7.4

	TRAINING & EDUCATION		
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	3.4 /7.3
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Partially	7.3 /7.4
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	7.3
	DIVERSITY & EQUAL OPPORTUNITY		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	2.2.1 (Code of Conduct) / 2.2.5 (Monitoring Compliance) / 7.1 (Employee Equity)
HUMAN RIGHTS			
	INVESTMENT AND PROCUREMENT PRACTICES		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	2.2.1 (Code of Conduct) / 2.2.5 (Monitoring Compliance) / 2.3 (Norms of ethical behaviour) / 4.4 (Supply Chain) / 4.8 (Customer data)
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	2.3.1 / 4.4
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	3.4 / 7.3
	NON-DISCRIMINATION POLICY		
HR4	Total number of incidents of discrimination and actions taken.	Fully	2.2.1 / 2.2.5 / 2.3 / 4.8 / 7.1
	SECURITY PRACTICES		
HR4	Total number of incidents of discrimination and actions taken.	Fully	2.2.1 / 2.2.5 / 2.3 / 4.8 / 7.1
	ASSESSMENT		
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Fully	2.2.1 / 2.3 / 4.4 / 4.8 / 7.1
SOCIAL: SOCIETY			
	LOCAL COMUNITIES		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	3.5 (LC Investment & Engagement figures) / 5.4 (Noise Abatement) / 5.7 (Biodiversity) / 6.1 (LC Action Plan)
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	3.4/ 5.4 / 5.7 / 6.1 / 7.1
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	5.4 / 5.7 / 6.1

PRODUCT RESPONSIBILITY

	CUSTOMER HEALTH & SAFETY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	4.6.2 (Aviation Safety) / 4.6.3 (Security) / 4.6.4 (Fire Life) / 4.6.5 (Occupational Health) / 4.7 (Non-smoking Policy)
	PRODUCTS & SERVICES		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	4.5.1 (Airline customer satisfaction) / 4.5.2 (cargo community) /4.5.3 (groundhandlers) / 4.5.5 (IT services customers) / 4.7 (passenger perception)
	CUSTOMER PRIVACY		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Partially	2.2.1 / 2.3 / 4.8

Global Reporting Initiative™

Statement
GRI Application Level Check

GRI hereby states that **Athens International Airport** has presented its report "Corporate Responsibility Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 12 June 2013

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

GB
GRI REPORT
GRI CHECKED

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 10 June 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

8.3 Disclosure Index as per ISO 26000 provisions

AIA follows ISO 2600 guidance as to enhanced CR Intergration into the organization.

CLAUSE	CONTENT DESCRIPTION	PARAGRAPH REFERENCE
1. Scope	ISO 26000 application. Limitations.	2.3
3. Understanding CSR	History and characteristics that enhance the organization's understanding of CSR. How the organization contributes to sustainable development.	2.3
4. Principles of CSR	How the organization respects the seven principles and how it bases management practices and action plans in accordance with these principles.	2.1/2.2.1/2.2.3/2.2.4/2.3 4.4/4.5/4.7/4.8/6.1/6.5/7.2
5. Fundamental Practices of CSR	a. Recognising CSR: The relationship between the organization stakeholders' interests and society's expectations.	2.3/2.4/2.5/4.4/4.5/4.6/4.7/ 5.4/5.7/6.1/ 6.2/6.3/6.4/6.5/7.1
	b.Stakeholder identification and engagement.	2.4/4.5/6.1/7.6
6. CSR Core Subjects	a. Organizational Governance	2.2/2.2.1/2.3
	b. Human Rights (civil and political, economic, social and cultural)	2.2.1/2.3/4.4/4.6.4/4.7 /4.8/6.5/7.1/7.2
	c. Labour Practices (recruitment, training and skills development, health & safety at work, employment relationships and social dialogue)	2.2.1/7.1/7.2/7.3/7.4/7.5
	d. Environment (integrated approach: Environmental Management System - ISO 14000	5.1
	e. Fair Operating Practices (anti-corruption, fair competition, csr promotion in the value chain)	2.2.1/4.4
	f. Consumer Issues (aviation safety, public security, health-safety & hygiene, service responsibility in information provision, support services, information security, data protection and privacy, satisfaction measurement and complaint management, cultural and environmental awareness)	4.3.1/4.3.2/4.3.4/4.3.5/4.6.2/ 4.6.3/4.6.4/4.6.5/4.7/4.8/5.1/ 6.1/6.2/6.3/6.4/6.5
	g. Community Involvement (long-term relationship, fostering partnerships, involvement in joint initiatives, local networks, consultation with community groups)	2.4/ 4.5 /5.4/5.7/6.1/7.1
	Community Development (improve the quality of life, infrastructure projects, education and culture enhancement, support in public health, social investment)	5.7/6.1/6.2/6.5
7. Integrating CSR throughout the organization	a. CSR governance structure: Integration and review	2.3/2.4/2.5
	b. Balanced approach in stakeholders engagement: Communication	2.2.4/2.3/4.5/5.4/6.1/7.5
	c. Credibility enhancement: Transparency, joint participation, initiatives, developments and opportunities.	2.2.1/2.3/2.4/2.5/ 4.3.4/4.4/4.5.1/4.5.2/ 4.5.3/4.5.4/4.5.5/4.6.1/ 4.6.2/4.7/5.2/6.1/6.2/6.3/ 6.4/6.5/7.3/7.5

Aiming at providing all stakeholders with consistent and thorough information on sustainability issues, this is the 10h edition of the annual Corporate Responsibility Report of the Company Athens International Airport S.A. (AIA).

In order to cover 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).

9.1 Purpose & Scope

This Report focuses on AIA's management constant commitment on the sustainable and socially responsible operation and development of Athens International Airport. Through this edition, AIA aims to increase the stakeholders' interest through accurate and validated information.

The Report refers to the period of January through December 2012, through certain data repeated from previous editions, necessary for comprehending the text. It covers the full spectrum of AIA's programmes and activities, under the direct control of AIA operating within the Athens International Airport "Eleftherios Venizelos" in the Spata region of Athens, Greece. The Report further discloses information within the wider sphere of influence – related to companies operating in our airport business community – in the context of AIA's role as the community "orchestrator".

9.2 Methodology

The Report elaborates on corporate targets, management practices and key performance indicators for 2012, in a simple, comprehensive way, with a flowing content. Report content has been set as defined by AA1000 Assurance Standard (2008), the sustainability reporting guidelines (G3.1 – Airport Operators Sector Supplement) of the Global Reporting Initiative (GRI), the provisions of ISO26000:2010 standard as well as the ten principles of the United Nations Global Compact (UNGC).

The responsibility for preparing, submitting and distributing the Report lies under the Corporate Quality Department, coordinating the input from the CR Report Team members and other colleagues representing the majority of Company departments. The CR Report Team is supervised by the cross-Company CR Committee, which in turn reports to the CEO and the Chief Officers.

9.3 AIA's Corporate Responsibility Committee

The following committees are responsible for corresponding aspect of Corporate Responsibility, in line with AIA CR Governance Structure (par 2.3 of this Report):

AIA's Corporate Responsibility Committee
I. Papadopoulou, Director Communications & Marketing (chair)
G. Kalimassias, Director Corporate Planning
J. Metsovitis, Director Aviation Services
G. Stergiopoulou, Director Human Resources
M. O'Connor, Manager Environmental Services
P. Papademetriou, Manager Corporate Quality

AIA's CR Report Team
P. Papademetriou, Manager Corporate Quality (Chair)
C. Mitsotakis, Head Public Relations
K. Triantafyllou, Head Crisis Planning
A. Kostiani, Environmental Affairs Specialist
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.

9.4 Contact Details

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

We would highly appreciate any comments, suggestions or request for clarification on any related issue. For information regarding this Report, as well as general information regarding AIA's corporate responsibility matters, please contact:

Mrs. Irene Kapetaniou
tel: (+30) 210-3537240
e-mail: KapetaniouI@aia.gr

For Local Communities issues, kindly contact:
Mr. George Zachariades
tel: (+30) 210-3536437

For noise-related issues please contact the hotline "We Listen",
 tel: (+30) 210-3530003

AIA / Administration Building Call Centre
tel: +(30) 210-3531000

ATHENS
INTERNATIONAL AIRPORT
ELEFTHERIOS VENIZELOS