**Athens International Airport** Eleftherios Venizelos

# Corporate Responsibility Report 2013

## Contents

# 1 Joint Address by the Chairman and the CEO

### Dear Stakeholders,

Being responsible for the operation and development of an airport city of 300 entities and 13,000 people, our sustaining success at Athens International Airport is about running a good business, i.e. acknowledging and responding to diverse stakeholder interests, attaining productivity while controlling risks, attaining growth while respecting the environment and constraining costs while delivering a positive socio-economic impact.

Despite the severely unfavourable macroeconomic environment, the Airport Company continued to post healthy profits maintaining profit margins above the average airport industry and other major Greek companies. Our targeted efforts directly protected traffic volumes and revenue streams by significantly enhancing our incentive policy towards both aeronautical and non-aeronautical business and by providing savings on the cost side, without compromising our value-for-money strategy and our sustainability commitments.

2013 was a year that the global aviation industry proved resilient to the relatively slow global economic growth and the high fuel costs, supported by improvements in the industry structure and efficiency gains which included airline consolidations, enhanced airline ancillary revenues, improved aircraft utilisation and further cost management actions. European airports saw an overall modest passenger traffic increase, as the performance gap of EU airports compared to their non-EU counterparts narrowed during the second half of 2013, when EU airports started to experience recovery signs.

In Greece the continuing difficult situation of the Greek economy was a key factor which determined growth of air traffic at AIA. With the Greek GDP contracting by 3.9% and the private consumption index by 6.0%, the Greeks' propensity to travel continued to be negatively influenced. On top of the unfavourable economic environment in the country, the foreign carriers' restructuring and network rationalisation were additional drivers to adversely affect the aviation market. On the other side, favourable development of incoming tourism in Greece and gradual resurgence of Athens as a popular tourism destination counterbalanced other negative factors. The emerging recovery trend presented a limited reduction (-3.2%) in terms of passenger volumes in 2013.

A significant development for the Airport Company in 2013 was the completion of the Transaction for the transfer of shares of Hochtief Airport GmbH from AIA's founding Ultimate Parent Hochtief AG to the Public Sector Pension Investment Board (PSP Investments) of Canada. Consideration of Environmental Social Governance (ESG) risks were part of the due diligence process with respect to the undertaken investment and the assessment of AIA's management practices.

Athens International Airport aims at consistently demonstrating an exemplary balancing of sound financial performance and a sustainable approach to business. The Airport Company recorded in 2013 Profit Before Tax (PBT) of €93.9 million. The valuation of our corporate responsibility activities was sustained at 2.44% of the total operating expense, while the total valuation of AIA's social product yield reached €91.5 million.

In order to reassess the overall economic and social value of Athens airport following 5 years of recession in Greece and to develop a common understanding with our stakeholders, in 2013 we reassigned to the Athens University of Economics and Business the update of the Economic Impact Study carried out in 2009. The objectives of this study were to identify and measure the impact from the operation of the airport to the Greek economy and to the Mesogheia region in terms of job creation and economic value added. The results of the study clearly demonstrate that AIA remains a substantial contributor to the socioeconomic output of the country in terms of economic value creation (annual added value at national level: €5.1 billion or 2.63% of the Greek GDP) and in terms of job creation (operation of the airport yields 99,987 jobs at national level).

In 2013 we maintained safe, orderly and efficient aviation operations, offering high-quality services to aircraft operators, ground-handlers and passengers. Close cooperation with all stakeholders ensured the expected safety and passenger convenience level.

AIA's crisis planning and aviation safety management ensures efficient daily operations with high safety awareness and engagement of all airport key stakeholders. The intensive training activities for airside safety awareness along with workshops and committee meetings within airport community stakeholders, contributed to this performance. In 2013, following ICAO stipulations, an external safety audit took place for the first time by a specialized organization with vast experience and international recognition. The audit confirmed that AIA's Safety Management System is in accordance with the international standards.

Passenger satisfaction showed a significant improvement in 2013, as derived from the service quality surveys and the analysis of passenger complaints. The key attributes to passenger satisfaction, i.e. staff courtesy, cleanliness, ambience and e-facilities, demonstrated an improvement versus the previous year. AIA's standings in comparison with other European airports (through the Airport Service Quality survey conducted under ACI) also showed an improved performance. The key contributing factors for this improvement of the overall satisfaction were the ambience improvements in the Main Terminal Building and the improvements in e-facilities. Furthermore, an increase in satisfaction level was noted with respect to ground assistance services to persons with disability and/or reduced mobility (PRM), as PRM passengers rated their overall satisfaction very high (4.92 for 2013 vs. 4.85 for 2012 on a scale of 1= poor to 5= excellent).

Our efforts for actively engaging the Cargo Community continued in 2013. In June the AIA cargo community team was fully represented for the fifth time at the biennial international exhibition "Air Cargo Europe". Representatives of the handlers, airlines, forwarders, general sales agents and the airport promoted under the same roof the airports' traffic potential.

Climate change remains a priority element of AIA's sustainability strategy. In 2013 AIA received the "Eco-Innovation Award" from ACI Europe in recognition of the importance given by the Airport Company to protecting the environment and adopting innovative initiatives. Despite economic pressures, AIA continues to seek and deliver environmental management systems that go well beyond regulatory requirements. In addition, AIA's Airport Carbon Accreditation was recently (early 2014) upgraded to Level 3 (Optimisation) following the expansion of its carbon footprint to include indirect emission sources and its work to engage other members of the airport community in the fight against climate change.

Since 2005 AIA has managed to reduce its electricity consumption by 20% (13.4 MWh) through a number of energy-saving initiatives, which in combination with additional measures to reduce emissions from other sources have resulted in approximately a 25% reduction AIA's carbon footprint (17,000 tonnes of CO2) over the same period. As an additional energy-saving measure aiming at improving AIA's carbon footprint, the Power Quality Optimization System in the Main Terminal Building was put in operation in September 2013.

We remain committed to our active role as social partner and key driver for

local development. Beyond the applied regulatory framework, the Airport Company values the engagement of local stakeholders which further contributes to a balanced and fruitful co-existence. In 2013 we effectively responded to requests for infrastructure projects and contributed to diverse social, cultural, ecological and sporting activities.

On a broader citizenship perspective, we consistently promote our country's cultural heritage and contemporary art, while connecting social contribution with our business objectives by promoting the city of Athens as a tourist destination. During the 1st Airport Chief Executives' Symposium (ACES) which was held in Athens in October 2013, an important "City-Pair" initiative was launched. Under a scheme of cooperation and mutual support, eighteen fellow airports from around the world committed to promote Athens as a destination with the campaign "Perhaψ you're an Aθenian, too!". The campaign addresses a potential market of nearly 170,000,000 passengers.

On the humanitarian front, we remained committed to support numerous organisations for children and social groups in need. In 2013, AIA made a significant contribution towards the Association of Friends of Children with Cancer "ELPIDA".

In 2013, AIA enhanced its digital footprint by launching the new corporate website and introducing its Facebook and Twitter accounts. In these rapidly changing times, our aim is to increase digital touch points and reinforce the airport's presence within the ever-growing digital ecosystem, always through an honest and engaging dialogue with the public.

We aim to be an employer of choice, attracting a committed workforce and offering a safe and modern work environment. We have a long-standing commitment to creating a workplace culture that encourages development and makes the best use of the knowledge and skills of our people.

The Training Plan in 2013 involved a total of 15,131 hours of training, while 87% of the employees attended at least one training session. The



**Professor Nickolaos G Travlos**
Chairman of the Board of Directors



**Dr Ioannis N. Paraschis**
CEO

number of hours being provided to employees on training is the equivalent of 22.2 hours per Full Time Equivalent Employee (FTE). In order to promote thorough awareness of the revised Code of Business Conduct, an online learning programme was completed by all employees. Furthermore, in order to monitor the working environment, an employee opinion survey was carried out in 2013 in order to elicit the views of all employees. The survey results were processed by an external, specialized organization.

The 2013 Corporate Responsibility Report is a facts-based presentation of our sustainability performance, validating our corporate commitments as they are materialised in a consistent and controlled manner. In accordance with the recently introduced GRI G4 reporting guidelines, focus is placed on the materiality aspect of our disclosures. The Report was submitted for limited assurance by an independent third party and contains our Communication on Progress report in line with our sustaining commitment to the United Nations Global Compact. Our CR reporting process supports our commitment for transparency and facilitates alignment with globally acknowledged best practices.

We believe that there is a strong business case for corporate responsibility and accountability, for respecting globally recognised principles as part of our day-to-day operation. Even more so in the midst of a turbulent business environment the business case becomes stronger for sustaining our corporate reputation of a prudent, respectful and responsible operator that nurtures employee loyalty, secures our dependability towards business partners and drives public confidence in us. At the bottom line, we believe that good business is good for the business itself.

**Professor
Nickolaos G. Travlos**
Chairman of the
Board of Directors

**Dr Ioannis N. Paraschis**
CEO

# 2 Corporate Identity

**"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, Greece. AIA operates the Athens International Airport "Eleftherios Venizelos", under the supervision of the Hellenic Civil Aviation Authority (HCAA).

## Shareholder Structure

The shareholder structure of Athens International Airport, according to the relevant Books of Shares and Shareholders, is:

| Shareholder | Number of Shares | % |
|---|---|---|
| Hellenic Republic Asset Development Fund (HRADF) | 9,000,000 | 30 |
| AviAlliance GmbH* | 8,000,004 | 26.667 |
| Greek State | 7,500,000 | 25 |
| AviAlliance Capital GmbH & Co. KGaA** | 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** |

*\* Hochtief AirPort GmbH was renamed to AviAlliance GmbH as of October 30, 2013*
*\*\* Hochtief AirPort Capital GmbH and Co, KGaA was renamed to AviAlliance GmbH and Co, KGaA as of November 29, 2013*

The mission of Athens International Airport is to be a dynamic and best practice enterprise, for managing and developing diverse airport activities and creating sustainable value for its stakeholders and society in the Greek and international arena.

The company's objective to create sustainable value for all identified stakeholders and offer value-for-money services to customers is attained through the company's primary services, in line with a two-fold business strategy:

• The aeronautical strategy pursuing to sustain and grow current traffic and expand 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.

The Company operates in a socially and environmentally responsible way providing stakeholders an operating and working environment that meets the increasing demands on safety and security.

## Governance Structure

The 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.

The Board of Directors, consisting of nine non-Executive members, acts in the best interest of the Airport Company, by promoting its business, 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, environmental, safety, human resources, and other corporate responsibility related issues 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 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, the Audit Committee reviews the independence and quality of

the parties engaged by Management to provide CR Assurance services.

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

**AIA Organisational Structure**
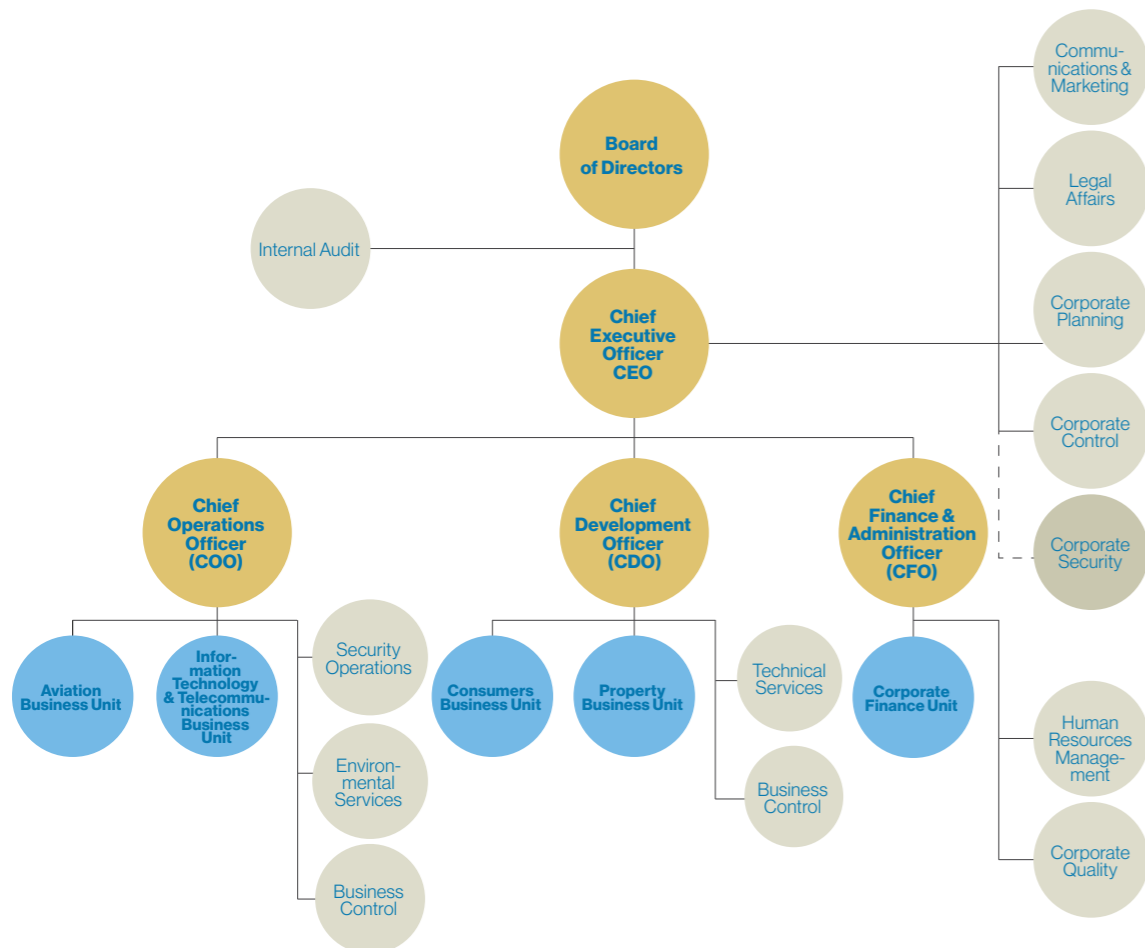


## Control Environment

AIA applies corporate governance practices across its operations. In response to its commitment to support and advance a sound governance culture, Management has established an Internal Control System, aiming to shelter both the Company and its employees from any conflicting interests. The efficiency and effectiveness of the related controls contribute to safeguarding the shareholders' interests and the

Company's assets.

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 regularly seeks assurance from internal and external auditors to ensure that control activities are functioning effectively. Under the relevant Charter, the Internal Audit department provides independent and objective audit services, designed

to add value (in terms of improved efficiency and effectiveness) and to provide a systematic disciplined approach to evaluating the effectiveness of risk management, control and governance processes.

Another key structural element of the Company's control environment is the Business Control function established in every Unit, supporting the embedding of controls in the day-to-day operation of the company.

Furthermore, the 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 and certification against the ISO 14001 standard (release 2004 + Cor1:2009) for its Environmental Services department.

### Precautionary approach / Risk Management

The Company's objectives and the environment in which it operates are continually evolving; hence it faces continually changing risks. Therefore, a sound system of internal control depends on a thorough and regular evaluation of the nature and extent of the risks to which the Company is exposed. Risk identification and assessment is implemented periodically at Unit level and at corporate level, in line with relevant corporate Policy and Procedures.

The Corporate Risk Management process is a proactive and structured on-going approach to manage uncertainty. It provides a framework whereby threats to AIA are identified, evaluated, managed, monitored, and integrated across all airport disciplines. This methodology supports the top-down holistic assessment of risk exposures from a perspective that recognises that risks are often correlated and unpredictable.

A Risk Management Committee updates on a regular basis the Corporate Risk Portfolio, ensuring that all significant risks affecting Company's objectives are identified, assessed and prioritised based on a number of predefined parameters. The Committee continuously interfaces with members of different AIA departments, aiming at identifying current and emerging risks while providing updated information on the corporate risk landscape to the Management, the Audit Committee and the Board of Directors.

AIA compliments its corporate risk management framework with the implementation of a Business Continuity System, in line with applicable standards as well as industry best practices. The Business

Continuity System relates to various failure scenarios and corresponding recovery measures which are in turn foreseen in related operational procedures.

### Compliance

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, Environment, Security, Information Technology, Accounting & Tax, Procurement, Labour, Fire Safety and Design & Construction and Airport Charges Policy. This management structure is an integral part of AIA's Corporate Governance framework. Coordination and consultation is provided centrally by the Corporate Compliance Coordinator.

A new Corporate Compliance Policy was prepared in 2013 outlining the commitment of AIA Management for ensuring compliance with the Legal & Regulatory Framework. The Policy identifies the roles and responsibilities of AIA Management and personnel arising from this commitment, as these are implemented during daily execution of their tasks. This Policy is an integral part of AIA's Corporate Governance framework that consists of practices and policies which ensure that corporate objectives are set and attained. Under this Policy, AIA expresses its indisputable respect towards the applicable Legal and Regulatory Framework (national and international) and its requirement of its employees and business partners to do likewise. AIA develops and implements the Policy for ensuring continuous and unwavering compliance and adherence within the full spectrum of Applicable Laws, while promoting incorporation of generally accepted contemporary business practices beyond the minimum acceptable threshold of compliance with legal obligations.

In order to attain compliance, AIA Management is committed to ensure that all aspects of AIA's operational and developmental activities are in full compliance with the Legal and Regulatory Framework applicable at the time these activities occur. The Compliance process foresees

the alignment of AIA's Policies and Procedures with external compliance requirements as well as the response to compliance violations with remedial actions in a prompt and effective manner.

By integrating and applying the Corporate Compliance Policy, AIA Management aims to ensure that legal, operational and reputational risks are minimised, scrutiny from regulators is effectively dealt with and stakeholders are provided with the comfort of effective compliance practices.

### Information

On an annual basis AIA issues and publicly discloses 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).

### 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 both by external auditors and the Company's internal audit department aim to further assure the adequacy of the Internal Control System. Furthermore, enhanced IT solutions that AIA has developed, such as data measurement techniques applied to the compilation of indicators for corporate use, facilitate the continuous monitoring process.

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

## Business Conduct

AIA aims at being acknowledged as a role model responsible Company within the markets it operates and to influence others in their effort to follow a path of sustainability. Our corporate values (Accountability, Team Spirit, Respect, Effectiveness, Customer Focus) are embedded in all aspects of our operation and development.

AIA applies a Code of Business Conduct, developed in line with global best practices, which urges employees to conduct business activities in accordance with corporate values, thus aiming to maintain the company's good reputation and trust and to reinforce stakeholders' confidence. The Code is a management tool that safeguards an all-embracing work environment where no discrimination, victimisation and harassment may occur. The Code provides a framework that allows employees to express their concerns on possible violations in good faith, while protecting 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. Both Codes are under the responsibility of Director Human Resources.

In 2013, the Code of Business Conduct and the Code of Relations with Business Partners were revised in order to update the alignment with associated Policies and Procedures. The established Code Acceptance & Reconfirmation process was integrated in the relevant online awareness programme and and is being completed on an annual basis by all employees.

### Anti-Fraud

Prevention of fraud is a crucial element of AIA's Policies and strict compliance to the relevant rules must be secured by involved employees, Management members and members of the Board of Directors.

Management and employees are expected to behave in an honest and fair way, in line with the provisions of AIA's Code of Business Conduct for compliance, integrity and avoidance of conflict of interest, thus promoting fraud avoidance.

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.

AIA aims to protect its employees, financial interests, clients, providers and the people who live and act at the airport community by carrying out a fair and balanced policy that develops and maintains an anti-fraud culture. AIA will deter, prevent and investigate fraud and corruption, and apply appropriate corrective and/or disciplinary measures as required. It will work in a collaborative way to seek remediation wherever possible.

Our corporate Anti-Fraud Policy aims to ensure that a system of internal controls is in place for securing adequate containment of fraud risk, an internal framework is provided for all employees to report suspected acts of fraud or other similar irregularities and that a mechanism is in place for undertaking fraud investigation of such irregularities and designing specific actions to rectify identified control gaps.

## Corporate Responsibility Governance

AIA approaches corporate responsibility in an integrated way, 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 the preparation of an annual CR Report in line with prevailing international standards. Within this policy, AIA adopts fundamental principles in line with the internationally-acknowledged ISO 26000:2010 standard (Guidance

on Social Responsibility), namely Accountability, Transparency, Ethical Behaviour, Respect for Stakeholder Interests, Respect for the rule of law, Respect for international norms of behaviour and Respect for human rights.

The implementation of the annual CR Action Plan fosters stakeholder engagement, enhances corporate reputation and brand image and secures AIA's "social license to operate". The development and continuous update of AIA's CR Strategy is based on continuous redefinition and prioritisation of the material issues, i.e. those of significant impact on the company and its stakeholders. The CR Strategy is implemented across AIA's CR Perspectives.

Through the CR Report, AIA enhances the transparency and disclosure practices related to governance, environmental, social and employee related initiatives. AIA's CR Report conforms to contemporary international sustainability reporting guidelines, such as the Global Reporting Initiative GRI-G4 (2013) including the G4 'Airport Operators Sector Disclosures', based on the 'GRI AOSS' (2011 - G3.1 Guidelines). AIA was a major contributor for the development of the latter through a 2-year international project. Furthermore, the CR Report fulfils ongoing commitments made towards the United Nations Global Compact (UNGC) for Communication on Progress (CoP).

### CR Governance Structure
- **Strategic level** – identification of material issues and compilation of the CR Action Plan
- **Reporting level** – alignment with prevailing sustainability standards and guidelines and coordination of the corporate-wide process for quantifying and reporting performance
- **Implementation level** – embedding responsibility in operational and developmental activities across all AIA Units and Departments.

### 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 good 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 minimise 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.
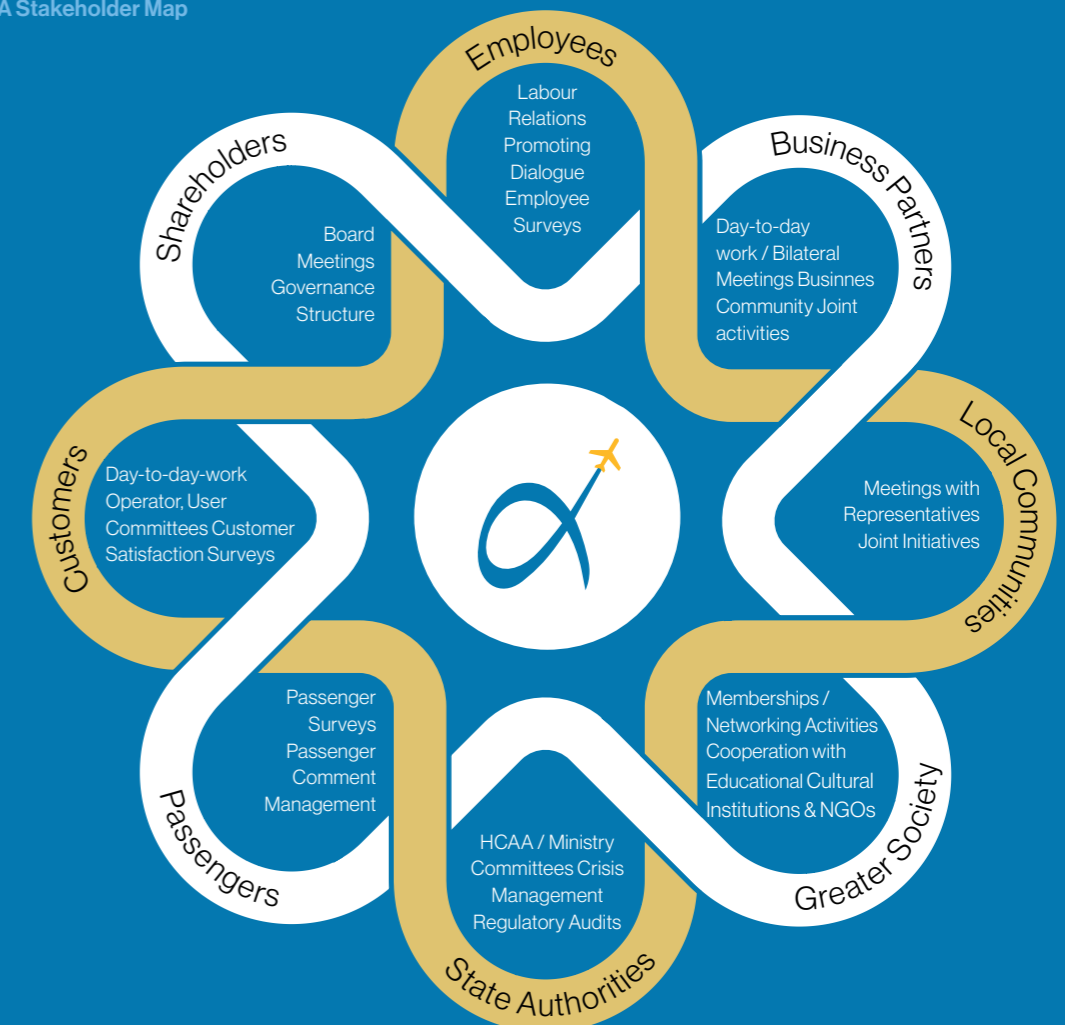
## Implementing Corporate Responsibility

### Inclusivity: accounting for stakeholders' expectations

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 Company has established mechanisms to capture stakeholder feedback (such as joint committees, regular workshops, customer surveys & complaint management, telephone line for local community etc.) and evaluates and responds to the feedback through management actions. These actions are described in

**AIA Stakeholder Map**



Employees
Labour Relations Promoting Dialogue Employee Surveys

Business Partners
Day-to-day work / Bilateral Meetings Businnes Community Joint activities

Local Communities
Meetings with Representatives Joint Initiatives

Greater Society
Memberships / Networking Activities Cooperation with Educational Cultural Institutions & NGOs

State Authorities
HCAA / Ministry Committees Crisis Management Regulatory Audits

Passengers
Passenger Surveys Passenger Comment Management

Customers
Day-to-day-work Operator, User Committees Customer Satisfaction Surveys

Shareholders
Board Meetings Governance Structure

the following chapters of this Report.

The stakeholder map reflects on the diversity of the 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,
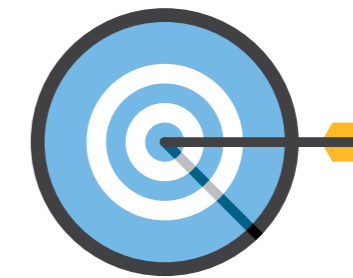
joint activities etc.) further to the day-to-day interfaces.

On a local community level, the constant dialogue that AIA has initiated with authorities and representatives facilitates recognition of material sustainability issues and prioritisation 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: establishing sustainability context

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 exercise involves all members of the CR Committee

### AIA's Materiality Map

Ranking of applicable aspects (GRI G4 & AOSS G4) based on impact on the company vs. concern to stakeholders



representing Management across various disciplines: Corporate Planning, Aviation Services, Communications & Marketing, Human Resources, Environmental and Quality. The Materiality Analysis is a management tool that facilitates the evaluation of diverse group of subjects based on a common sustainability perspective.

The Materiality exercise of 2013 was carried out in line with the provisions of the GRI G4 Sustainability Reporting Guidelines, taking into account the G4 revision of the Airport Operators Sector Supplement (AOSS) which aims at a more pragmatic and business-specific approach. The revised materiality exercise process was based on the identification of those aspects associated with GRI Specific Standard Disclosures that are material for AIA and its stakeholders. Evaluation of materiality is based on two parameters: "Significance of Impact for AIA" (affecting our ability to deliver on strategy) and the "Concern of Impact for Stakeholders" (influencing their assessment of AIA and their decisions). Identification of aspect boundaries took under consideration the unique characteristics of an airport environment and boundaries were defined in three categories: Within AIA, Within Airport Community, Outside the Airport Community. The exercise yields a validated consensus among CR Committee members, expressed as the average of votes. The outcome of the exercise depicting the material aspects of our operation that are both significant and relevant to the Airport Company's sustainability is shown in the Materiality Map.

The CR Report 2013 covers information from a broad spectrum of activities across AIA's four Corporate Responsibility perspectives. Emphasis is placed on the aspects identified as "material" and consequently the

CR Assurance Engagement process focuses on those issues.

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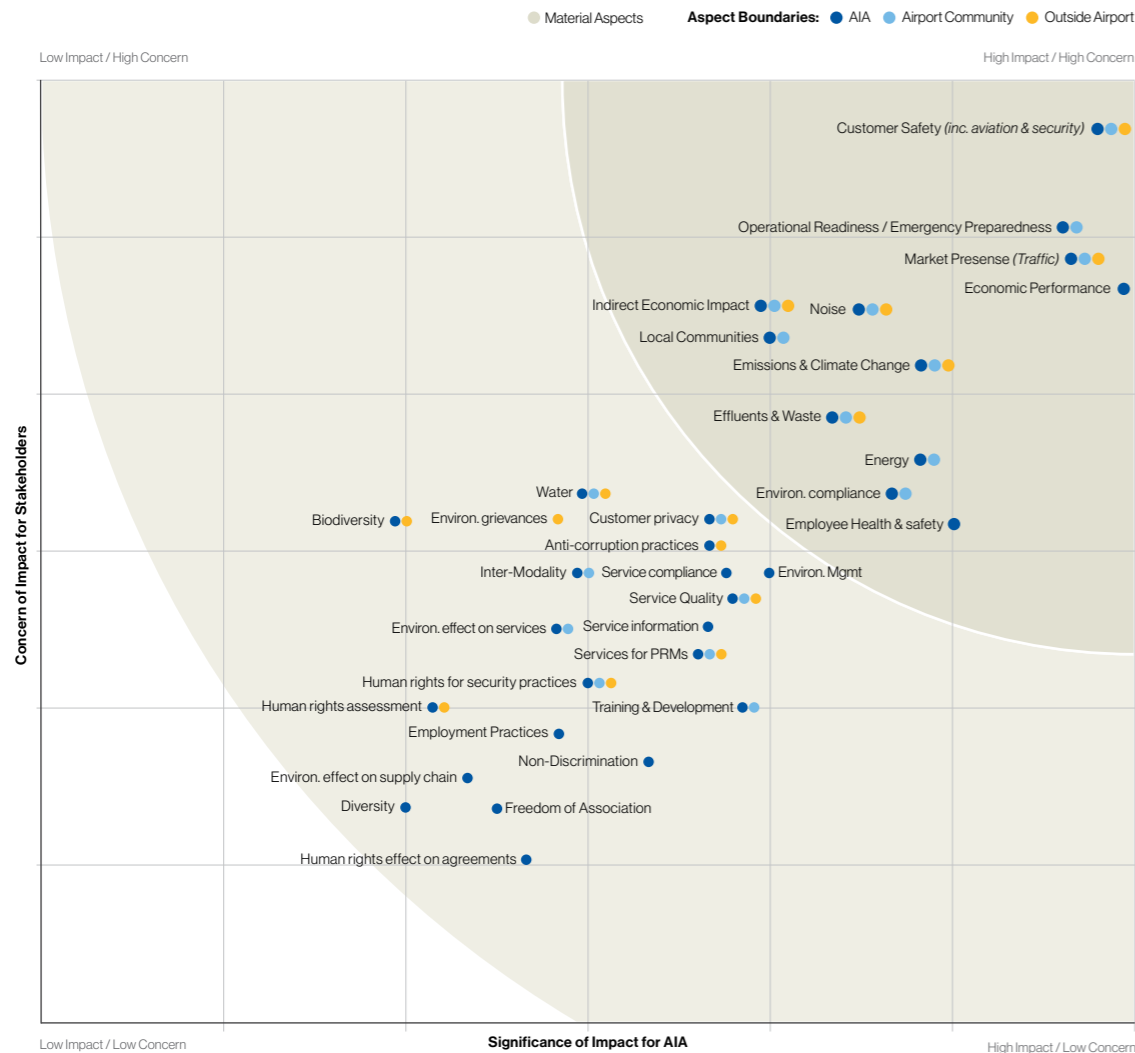


### Responsiveness: managing sustainability performance

The Airport Company develops and implements appropriate responses to sustainability challenges, considering stakeholder views. In 2013, our annual corporate scorecard included sustainability-related objectives for measuring Company's performance. The attainment of these objectives is linked to evaluation of AIA Management and employees' performance. In particular, the areas in which non-financial performance objectives were set on a corporate level, as part of the Operational Scorecard for 2013 were:
• Efficiency of critical systems (expressed as system availability and maximum duration of failures for critical systems including: Baggage Handling, Medium Voltage, Passenger Boarding Bridges, Airfield Lighting and IT&T systems)
• Aviation safety (expressed as occurring incidents / events)
• Airport Service Quality (expressed as the outcome of relevant surveys)
• Climate Change Action Plan (expressed as completed actions)
• Local Communities Action Plan (expressed as completed actions)

• Human Resources development (expressed as training hours per FTE)

All targets related to the specific areas were attained in 2013. Charts and tables with performance specifics of the above are found in the following chapters of this report.

We measure and report on our sustainability activities and performance in a regular, structured and transparent manner. The 2013 Corporate Responsibility Report is AIA's eleventh consecutive annual edition. In order to maximise the added value of the CR reporting process, AIA engages in external assurance of its disclosures. This year's report is assured against adherence to specific guidelines and standards, as well as data accuracy and completeness, through the engagement of an independent audit firm. The outcome of this process is included as a separate Assurance Statement at the end of this Report.

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 expose our practices and share expertise. Among others, Athens International Airport is a member of the Board of the Hellenic CSR Network and actively participates in the Greek Business Council for Sustainable Development which operates 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.

## Corporate Responsibility Action Plan

The following outcome of the CR Committee is a tabulation of planned activities related to AIA's material aspects, as these are projected for implementation in 2014.

| Aspect | Description of planned activities |
|---|---|
| Market Presence | • Incentives Plan<br>• Destination Marketing activities |
| Operational Readiness | • Efficiency of Critical Systems |
| Aviation Safety Emergency Preparedness | • Emergency Crisis Planning training / workshops / exercises plan |
| Energy | • Energy management system targeting conservation and exploitation of renewable energy |
| Emissions & Climate Change | • Carbon emissions reduction through Climate Change Corporate Action Plan |
| Effluents & Waste | • Water and waste management programmes targeting reuse and recycling |
| Noise | • Noise Abatement Procedures in collaboration with HCAA; Complaint management |
| Employee health & safety | • Health & Safety training and awareness sessions |
| Local Communities | • Multidimensional Local Communities Action Plan |
| Customer Safety | • Health & Safety inspections in public areas |

## Socio-Economic Impact

Airports are increasingly considered as an important driver of socioeconomic growth for both the national economy and the local communities in which they operate. Their contribution is not limited to the direct impacts generated by their operation, but instead spans much bigger benefits created for local companies, associated state entities and the wider community, which all gain access to the generally high level of services and products developed at the international airports.

In that sense, Athens International Airport has a considerable yield that goes beyond the financial value created for shareholders and the Greek State in particular. There is substantial contribution by the airport

community towards job creation and economic development, both at a regional and at a national level. At the same time, through actions of corporate responsibility, there have been significant benefits from the operation of Athens International Airport in the fields of quality and safety of transport, environment, labour peace, etc. The Airport Company itself has a diversified and lasting impact on the prosperity of the region by supporting the development of infrastructures and various social, humanitarian and cultural causes as well as to Greek society at large through its sponsorships programme.

In order to quantify the socio-economic value created, in 2009

AIA requested a scientific team from Athens University of Economics and Business to undertake a relevant study. Considering that socio-economic impact bears increased significance in the current economic climate, an update of the study was undertaken in 2013 by the same group of experts.

The study uses a novel econometric input-output approach to estimate impacts from the airport's operation. The Input-Output model measured total economic impact of AIA as the sum of separate but interrelated categories: Direct Impacts (including employment/wages and overall income generated directly by the operation of the entire airport community of 13,160 people amounted to €1.9bn

or 1.01% of the Greek GDP), Indirect Impacts (including employment and overall economic value generated by business outside the airport but directly linked to its operation mostly related to the effects on transport), Induced/ Multiplier Impacts (including multiplier effects caused by successive rounds of spending throughout the economy as a result of an airport's direct and indirect effects) and the Tourism Impact.

In this context, the present study measures total economic impact of the Athens International Airport to Greek

economy and to local economy of the region. The study becomes a useful tool for measuring the overall effectiveness and performance of the airport.

The updated study proves that despite the reduced output due to the economic situation, the airport remains a very important – perhaps the most important - hub of economic value added and job creation in the country. At the same time, the relevant comparison with other European airports is indisputably positive which demonstrates the successful

implementation of the business and operational model of Athens International Airport.

The communication of this study to all interested parties and to financial, social and other stakeholders of the airport will help develop a common understanding of the overall economic and social value of Athens airport for Greece. Useful conclusions drawn in relation to the AIA's business model could be used in the future planning of the transport and infrastructure sectors.

## Total economic impact (at national level):

ADDED VALUE OF

€**5,100,000,000** / **2.63%** of Greek GDP

TOTAL JOB CREATION FOR

**99,987** people / **2.5%** of Greek employment.

## Total economic impact (at regional level):

ADDED VALUE OF

€**716,000,000** / **43.5%** of the total value generated in the area

TOTAL AIRPORT-RELATED EMPLOYMENT OF THE REGION

**11,041** people

### Assurance Comment on: Socio-Economic Impact

During interviews with corporate representatives, we reviewed evidence supporting AIA's role as the "orchestrator" of the airport community and discussed the direct correlation between GDP and passenger traffic. In this context, we elaborated on how the Airport Company identified the need to reconfirm that the airport community, especially during the adverse economic environment, remains a strong business center and employer. To this end, we reviewed the 2013 Economic Impact Study, which quantifies AIA's economic benefits to the Greek economy, and discussed with AIA representatives the econometric input-output followed approach. We would suggest that AIA continues to place emphasis on communicating the study results to the airport community stakeholders and renews the study in due time intervals.

# 3 Our Business

**AIA is the airport operator** of Athens International Airport "Eleftherios Venizelos". We operate in an airport business community of 13,000 employees from about 300 different business entities. Since airport opening, we uphold the role as an "orchestrator" who aims to successfully meet operational challenges above and beyond all legal obligations. We have developed a common culture where we all strive to establish win-win collaborations. We are responsible for operating terminal buildings, monitoring airside operations and undertaking airport development, while ensuring safe and efficient airport operations.

Athens International Airport "Eleftherios Venizelos" extends in an area of approximately 16,000km2 and has two runways in compliance with ICAO Aerodrome Reference Code "4E", (03L/21R: 3,800x60m and 03L/21R: 4,000x60m – incl. shoulders on both sides with a width of 7.5m). The Airport Terminal Complex consists of the Main Terminal Building (MTB) and the Satellite Terminal Building (STB) which are connected through an underground tunnel, as well as a separate General Aviation Facility (GAF).
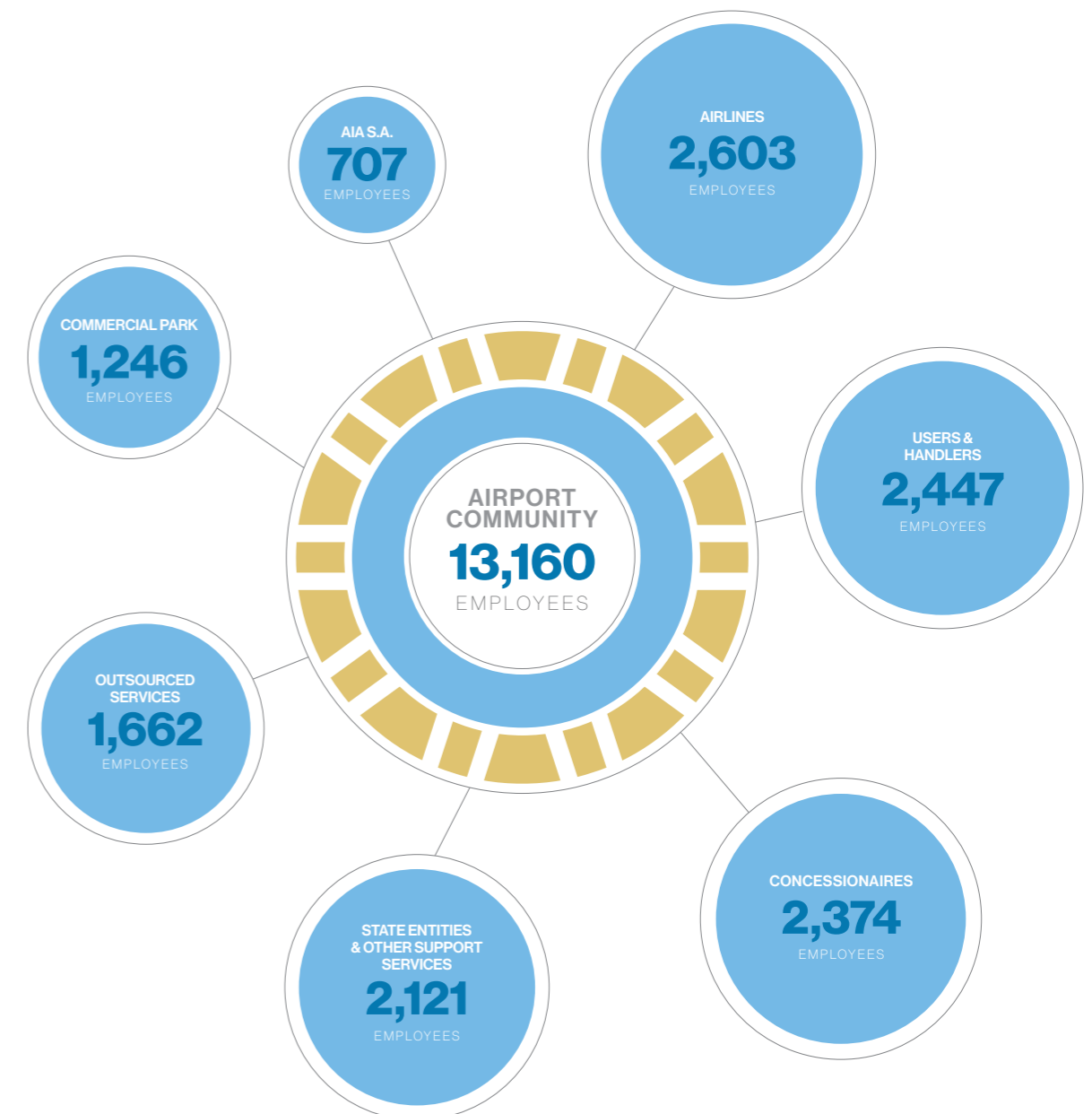
AIA, is ideally positioned in the south-east of Europe, is the main gateway of the country, ensuring world-class infrastructure and high quality of services. It is therefore our primary goal to run the airport business with operational effectiveness and business excellence.

Further to our core aviation business, we have developed our Airport City, focusing on retail services, real estate investment and IT service provision.

Within the airport community we participate in committees and working groups with airlines, ground handling companies, cargo operators, tenants and concessionaires.

We also participate in several committees and working groups in Greece and abroad, which are related to airport operations and business development in general. We share knowledge and expertise with other European airports and contribute to initiatives that enhance airport operations. Our commercial business activities are represented in retail councils and business forums.



**AIA S.A.**
**707** EMPLOYEES

**AIRLINES**
**2,603** EMPLOYEES

**COMMERCIAL PARK**
**1,246** EMPLOYEES

**AIRPORT COMMUNITY**
**13,160** EMPLOYEES

**USERS & HANDLERS**
**2,447** EMPLOYEES

**OUTSOURCED SERVICES**
**1,662** EMPLOYEES

**STATE ENTITIES & OTHER SUPPORT SERVICES**
**2,121** EMPLOYEES

**CONCESSIONAIRES**
**2,374** EMPLOYEES

*Note: Figures from AIA's Socio-Economic Impact Study, refers to 2012 data.*
*The effectiveness of our role as the airport operator relies on our strong engagement with involved airport community stakeholders.*

# Business Overview

## Financial Performance

The continuing unfavourable macroeconomic environment in the country has remained a determining factor of the traffic evolution and overall business performance in 2013. As such, our efforts were directed towards both protecting traffic volumes and revenue streams, as well as achieving savings on the cost side, without however compromising our value-for-money strategy. Therefore, despite adverse conditions, we have demonstrated a high level of resilience that led to healthy profits, as well as profit margins above the average airport industry.

With regard to revenues, the Aeronautical income (including AIA's share of the Airport Development Fund-ADF) contributes the highest portion of total income representing 58% of total turnover. Revenue from

airport charges recorded a decrease (-8.7%) compared to prior year reflecting the traffic decline in terms of passengers and aircraft movements of (-3.2% and -8.4% respectively). For a fifth consecutive year all airport charges remained unchanged, without any inflation adjustments. AIA's share of the Airport Development Fund (ADF) slightly decreased (-1.7%) compared to prior year, reflecting a passenger traffic drop that was partially offset by the more favourable passenger mix (countries under the European Economic Area (EEA) agreement vs. countries that are not included).

Revenues from non-aeronautical segments performed overall lower than the previous year by (-9.7%). In specific, revenues from ground handling services and airside concessions decreased (-3.1%), in line

with traffic development. Revenues from commercial activities dropped (-7.2%), also impacted by traffic decline, reduced spending per passenger and overall unfavourable market trends. Property revenues are also negatively affected by adverse market conditions and showed a decrease (-17.7%) which is mainly attributed to the termination of the lease agreement between Olympic Engineering and AIA regarding the Technical base. Lastly, Information Technology & Telecommunications revenues decreased (-3.6%).
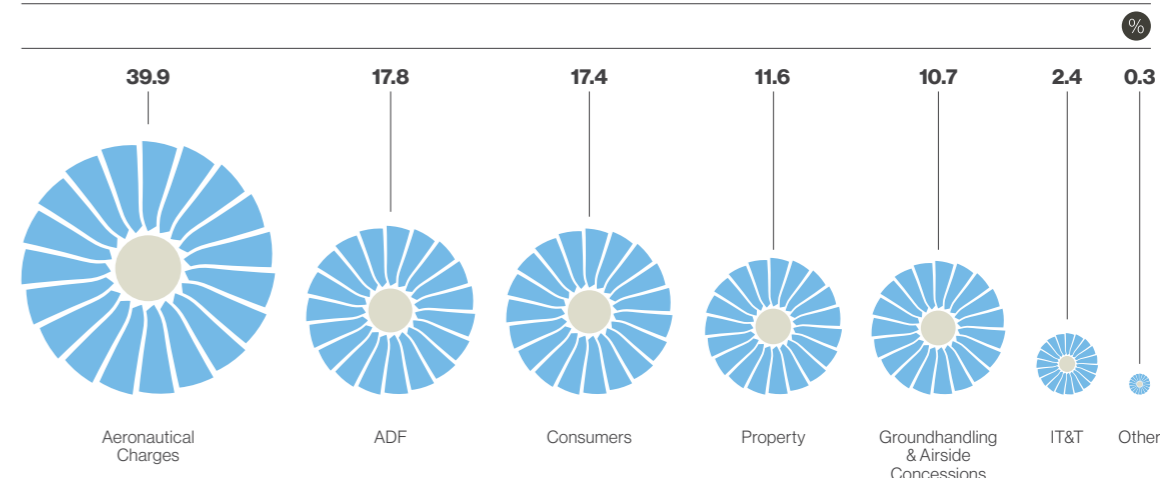
With respect to operating costs, continuous efforts to achieve further savings within the year have been successful, while the AIA's value-for-money strategy has not been compromised. In particular, total operating expenses for 2013 were lower (-10.2%) compared to 2012.
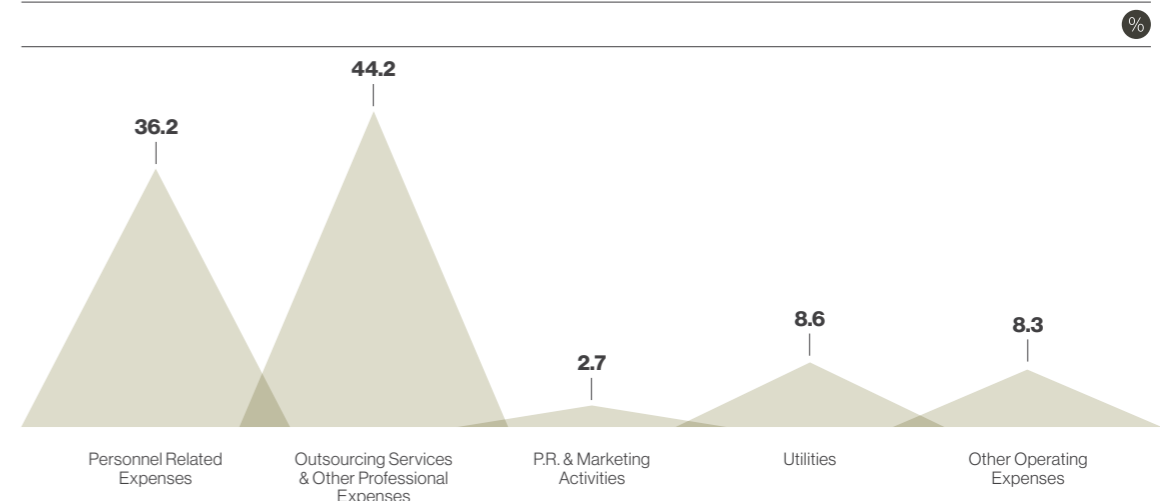
## Economic Figures

| | 2013 | 2012 |
|---|---|---|
| **Total Revenues & ADF** <br> *Stated in €mio.* | **311.8** | 338.8 |
| **Total Operating Expenses** <br> *Stated in €mio* | **108.4** | 120.7 |
| **EBITDA including ADF** <br> *Stated in €mio.* | **203.4** | 218.1 |
| **EBITDA margin %** <br> *Stated in €mio. EBITDA plus ADF / Total revenues including ADF* | **65.2%** | 64.4% |
| **Total Assets** <br> *Stated in €mio* | **1,226.1** | 1,287.6 |
| **Added Value on Assets** <br> *Stated in €mio. AVA: Added Value on Assets = Net Operating Profit after Tax - Cost of Capital x Net Asset Value* | **28.9** | 51.1 |
| **Dividends** <br> *Stated in €mio. Amounts relating to previous Financial Year with the outflow occuring in the current year.* | **79.5** | 111.0 |
| **Increase in Retained Earnings** <br> *Stated in €mio* | **-23.5** | -38.2 |
| **Income & Other Taxes** <br> *Stated in €mio. Amounts relating to previous Financial Year with the outflow occuring in the current year.* | **17.4** | 27.8 |
| **Social Product** <br> *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* | **91.5** | 106.7 |
| **Corporate Responsibility % OpEx** <br> *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.* | **2.44%** | 2.50% |

*Note: Figures for 2012 have been restated according to International Accounting Standard (IAS) 19*

## Revenues Structure 2013



%

| 39.9 | 17.8 | 17.4 | 11.6 | 10.7 | 2.4 | 0.3 |
|---|---|---|---|---|---|---|
| Aeronautical Charges | ADF | Consumers | Property | Groundhandling & Airside Concessions | IT&T | Other |

## Operating Expenses Structure 2013

%



| 36.2 | 44.2 | 2.7 | 8.6 | 8.3 |
|---|---|---|---|---|
| Personnel Related Expenses | Outsourcing Services & Other Professional Expenses | P.R. & Marketing Activities | Utilities | Other Operating Expenses |

## Sustainable Procurement Practices

Supply chain plays a vital role and consists an essential element to our efficiency, both inside our organisation as well as outside through cooperation with our suppliers.

We pursue mutually beneficial relations with companies committed to acting fairly and with integrity towards our stakeholders, which share our commitment to sustainable practices. Our suppliers are required to comply with all applicable laws and regulations, conform to the highest standards of ethical conduct respecting and supporting human

rights, operate in an environmentally responsible and effective manner and abide by all health and safety rules.

We promote competition and principles of transparency, equal treatment, non-discrimination and proportionality, which apply to all procurement phases in compliance with our Procurement Procedure and Code of Relations with Business Partners.

We award contracts which integrate green procurement guidelines and implement energy efficient supplies and projects, combating climate change and improving AIA's $CO_2$ emissions footprint.

We aim to develop long-term

relationships with suppliers, providing added benefits associated thereto.

We have cooperated with more than 2,200 suppliers since 2001 ensuring beneficial partnerships in all purchasing areas concerning airport technical works, services and supplies.

Through our corporate procurement procedure, a suppliers' evaluation process aims to secure the best possible performance, while a measurement system for contract performance management has been developed for a significant number of contractual agreements related to airport critical infrastructure, technical and environmental management systems.

# Aeronautical Business

### Aviation Market Overview

The continuing difficult situation of the Greek economy was for one more year a key factor determining air traffic at Athens International Airport. With the Greek GDP and the private consumption index contracting, the Greeks' propensity to travel was severely impacted. On top of the unfavourable economic environment in the country, the foreign carriers' restructuring and network rationalisation were additional drivers adversely affecting the aviation market. On the other hand, favourable trends

in incoming tourism in Greece, as well as the gradual resurgence of Athens as a popular tourist destination per se, both counterbalanced to some extent negative influential factors.

Within this challenging and changing environment our traffic amounted to 140 thousand flights and 12.54 million passengers presenting a decline compared to the corresponding prior-year levels (-8.4% and -3.2% respectively). The fact that passenger demand achieved only a limited reduction despite the sharp drop of the offered airline services is worth

noting and indicative of an air travel demand recovery. As a result, airline load factors significantly increased, reaching the overall impressive figure of 74%, which is a record-breaking figure for the airport. At 4.3 million, domestic passengers presented a decline (-4.6%), whereas international passengers, at 8.24 million, illustrated only small overall losses (-2.4%). This result was formulated by the overall reduced travelling demand by the Greek residents (-9.1%) as compared with the upward trend of the foreign residents (+2.7%).

## Passenger Traffic (mio)

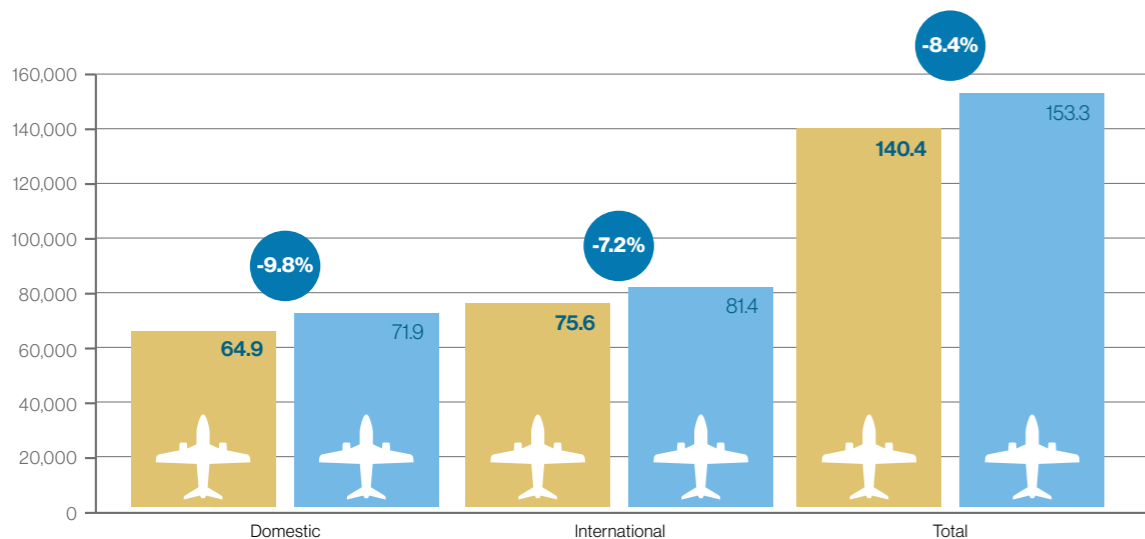*Variation calculated on the primary figures prior to conversion to mios.*    ● 2013  ● 2012
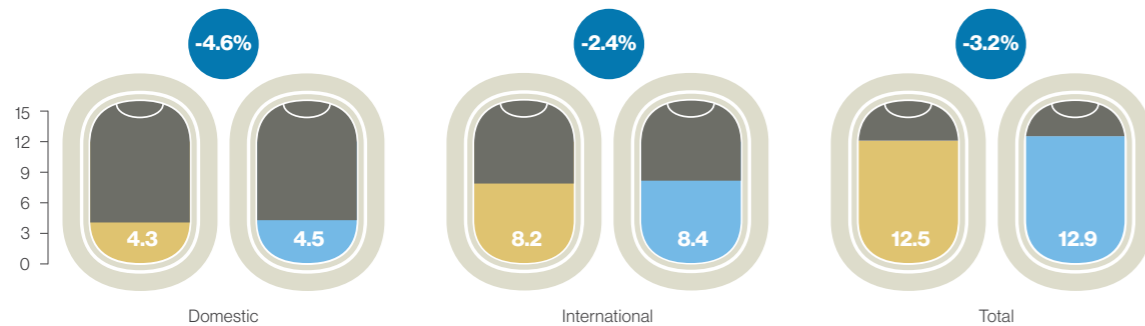


## Aircraft Movements (thousands, take-offs and landings)

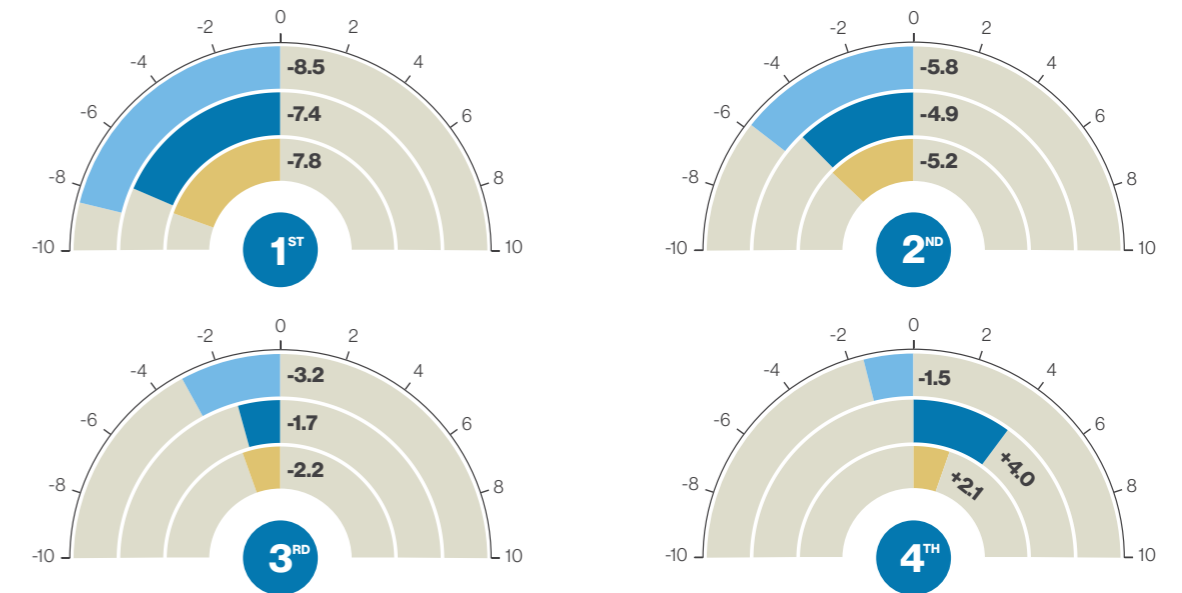*Variation calculated on the primary figures prior to conversion to thousands.*    ● 2013  ● 2012



## Quarterly Passenger Traffic Development 2013

% Growth 2013/2012      ● Domestic  ● International  ● Total



Traffic evolution during the year indicates that although 2013 started with considerable traffic losses, a clear recovery trend emerged in the second quarter and continued in the second half of the year, with passenger traffic returning to growth in the last three months of the year.

Overall in 2013 Athens was directly connected with scheduled services with 101 destinations (68 international)

in 41 countries, operated by a total of 55 carriers.

With global air cargo traffic presenting a notable pick-up in growth during the second half of the year and sings of recovery also emerging in the Greek aviation market, airfreight volumes at Athens International Airport exhibited a minimal 2% decrease managing a throughput of almost 75,000 tonnes, thus signalling

a potential revival of the market. Domestic sector presented a marginal yet positive result (+0.4%), mainly resulting from growth in domestic mail, while international sector declined by 2.4% compared to the previous year, demonstrating the smallest decline since the beginning of the unfavourable economic climate, most probably a sign of a gradual stabilisation of the specific market segment.

## Cargo traffic 2013

Thousand tonnes      ● inbound cargo  ● outbound cargo
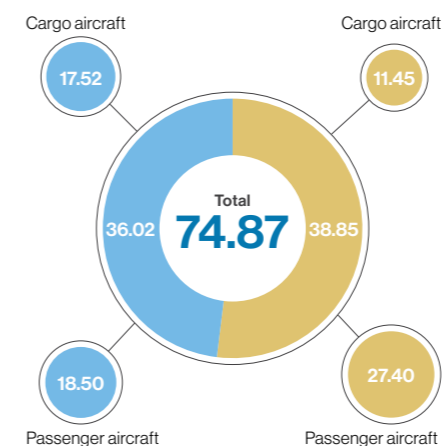


## Cargo traffic

Thousand tonnes      ● 2013  ● 2012



*Variation calculated on the primary figures prior to conversion to thousands.*

## Airline Community Culture

Aeronautical pricing and offering of comprehensive development programmes for airlines, including incentives and marketing support packages, constitute the cornerstone of our aeronautical strategy for growth. Airlines expect us to be attentive to their needs and to provide high-level airport services for our shared customers, the passengers.

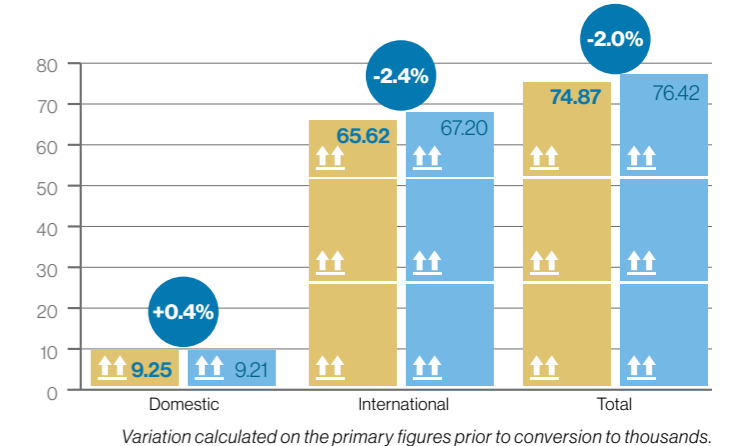During 2013, amid the continuing adverse economic condition in Greece and the respective impact on the aviation industry, we aimed at defending traffic volumes, containing traffic losses and assisting airlines to sustain their operations at the extent possible. To do so we not only kept all charges unchanged without any inflation adjustments for the fifth consecutive year, but in addition we extended the already existing *Targeted Incentives* and introduced even stronger Targeted Schemes for the airlines throughout the year.

Our Traditional Growth Incentive Scheme was amplified by a series of targeted measures – firstly introduced back in 2012 - clearly demonstrating our active engagement in supporting our airline partners during these critical times; while helping them reduce their operating costs. Further to the special winter only incentive

*'Low Fares'* aiming to encourage airlines to increase the volume of Low Fares and thus to stimulate traffic, throughout 2013 we also extended three significant Targeted Incentives in order to sustain and protect flights and traffic levels during those challenging times. In particular, the *'Sustainability Incentive'* aimed to sustain the same level of operated flights as the previous corresponding period, the *'Transfer Incentive'* aimed to defend transfer traffic levels and the *'Load Factor Incentive'* targeted to encourage airlines to achieve high load factors.

The newly established developmental scheme *'Niche Routes Incentive'* became permanent and was enriched in order to attract new direct services from niche markets that are currently not operated to/from Athens. During 2013 thirteen different incentives aiming towards sustainability and even development were in place.

More than 80% of the operating carriers took advantage of one or more of our targeted incentives which were in effect during 2013. Furthermore, more than 40 of our airline partners were significantly benefited by AIA's traditional developmental incentives and marketing support.

Previous year's results and an initial assessment of the current schemes

continue to verify that the incentives implemented managed to successfully deal with the particular issues for which they were introduced. In particular, implementation of the Targeted Incentives in 2013 helped sustain traffic, avoid further loses and encouraged airlines to pursuit better results. This became apparent after the first half of the year whereas the performance of the operating carriers started to signify a positive change in traffic.

In recognition of our creativity and continuous dynamic support to our airline partners, especially in light of the extremely adverse conditions that Greek economy has been facing, the airline industry once more rewarded AIA in 2013. "Routes Europe 2013", Europe's largest airline and airport networking route development forum, was concluded with one more award for AIA, its 12th in 9 years, namely the award in the 4 – 20 million passengers' category. Having received airline recognition for ten consecutive years, we are the most awarded airport for our airport marketing performance.

We acknowledge the contribution of our airline partners to airport's performance. During our 14th Airline Marketing Workshop, the major airline networking event, we rewarded airlines for the most successful passenger traffic development during 2013.

**EY** Assurance Comment on: **Inventive Schemes**

We discussed, with corporate representatives, the airline targeted incentive schemes that the aeronautical growth strategy is based on and elaborated on how and to what extent the success and efficiency of these schemes is dependent on timely engagement with the airlines. We reviewed evidence of formal and ad-hoc engagement with airlines, regarding schemes' development purposes, as well as applicability criteria, based on the different needs among home-based, visiting, and low-fare carriers. We would suggest that AIA continues to uphold the five year application period of its Traditional Growth Incentives Scheme.

## Cargo Community Culture

To address the continuing adverse economic trade environment, we have decided to deploy synergy and extroversion, engaging involved airport cargo stakeholders. In this context, our communication platform, the Airport Cargo Community Committee (ACCC), brings together the on- and off-airport stakeholders of the cargo supply chain and focuses on retaining the existing

cargo traffic, while maintaining the same high quality operational level. Towards this goal, during 2013 we upheld close cooperation with our cargo handlers and provided them with constant support and feedback. As a result, according to our annual Cargo Key Performance Index measurements, our business partners managed to preserve their operational excellence.

Under our coordination and

facilitation, following consultations with both the cargo community and Customs at all levels of hierarchy, the second stage of the new e-Customs platform was established towards year-end, covering additional services. Furthermore, ICISnet (Integrated Customs Information System) application initiated in 2009 through the electronic clearance of exports, will soon be covering the full range of Customs procedures and thus

significantly expedite the clearance of third country cargo. This, along with the recent extension of Customs working hours in the cargo area until 21:00 hrs. for both import and export procedures, will serve as a further means to facilitate business and especially Greek exports.

In June 2013 our cargo community team was fully represented for a fifth time at the biennial international exhibition "Air Cargo Europe". Together

with representatives from ground handlers, airlines, forwarders, general sales agents, we promoted the airports' traffic potential.

In regards to cargo traffic development, advantages of air transport were also communicated and promoted through our active participation at the Hellenic Institute of Logistics Management and the Transport Committee of the Hellenic-Russian Chamber of Commerce.

Finally, support to our airline clients was reaffirmed through the supportive schemes offered to both domestic and international cargo operators. Aiming to further assist airlines operating pure cargo flights to sustain their business, AIA offered for the second year an incentive programme for new or additional domestic cargo flights in addition to the new traditional flight incentives applicable to international cargo flights.

**EY** Assurance Comment on: **Cargo Community Engagement**

From interviews with corporate representatives, we reviewed evidence supporting AIA's role as the "orchestrator" of the airport community, in relation to - among others - the establishment of a cargo community culture. We discussed AIA's role as the coordinator and facilitator of initiatives that aim to bring together the on - and off - airport stakeholders of the cargo supply chain. More specifically, we reviewed evidence of the Airport Cargo Community Committee's rules of operations and minutes of meetings, as well as evidence of its role regarding the ICISnet (Integrated Customs Information System) implementation. We would suggest that AIA continues to place emphasis on promoting its efforts towards the establishment of a cargo community culture outside the airport community boundaries.

## Provision of Ground Handling Services

AIA, being the airport operator, sets the quality standards and monitors the operational performance of ground handling services provided by third parties, while treating both aircraft operators and ground handlers as partners towards the common objective of customers' satisfaction.

In March 2013 the IATA Drinking-Water Quality Pool (IDQP) Steering Group Meeting was organised and hosted by AIA for the third time. It was sponsored by International Air Transport Association (IATA) with the participation of 20 airline delegates, aiming to share audits on drinking-water provided to aircrafts (airport installations, safe transportation process by Ground Handlers, quality control etc.).

In April 2013 we contributed to OFC Aviation Fuel Services hosting of the IATA Fuel Quality Pool (IFQP) training for the seventh consecutive year. The training process was dedicated to a group of 20 inspectors. The IATA Fuel Quality Pool (IFQP) is a group of airlines that actively share fuel inspection reports and workload at locations worldwide.

In December 2013, all parts of Athens airport aviation fuel supply chain (i.e. the HELPE refineries, the AAFPC pipeline company, the OFC hydrant refuelling system and SAFCO the into-plane company) received the Award of Excellence from the Joint Inspection Group (JIG). It is the first time worldwide that all parties comprising the fuel supply chain of an airport achieve such recognition, all in the same year.

JIG standards have been introduced by AIA since 1998, for the hydrant

refuelling system concession and have been obligatory thereafter to all arrangements related to the fuel supply chain. JIG is the international forum formed by oil companies which standards have effectively become the global benchmark - currently applied at about 180 of the world's major airports and some 2,500 locations around the world. Approximately 40% of the world's aviation fuel is supplied through facilities operating to the JIG standards.

In regards to passenger e-services developments, we agreed with SkyTeam (an alliance of 20 airline members) to proceed with a joint feasibility study for implementing a common Fast Bag Drop zone for Sky Team member airlines (both agent-assisted and fully automated drop-off). The study is scheduled to be concluded within March 2014.

# Non-Aeronautical Business

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

### Airport Retail Park
In 2013, despite the continuing adverse financial situation, the Airport Retail Park welcomed approximately 2.7 million visitors, a number that

bolstered its reputation as one of the top regional shopping destinations in Athens. With 54,000 m² retail 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 home furniture and decoration, electric appliances and electronics, as well as fashion apparel. As part of our marketing strategy, the Airport Retail Park provided the airport community with a series of special offers and added value buys throughout the year. Consistent to its commitment to support children in need, Factory Outlet implemented a donation programme in the aid of the "Children's village - SOS" and "Perivolaki", a home dedicated to autistic children.

### Airport Hotel

Based on the annual ACCOR's worldwide internal "Guest Satisfaction Survey 2013" conducted by a marketing research house, our 5-star airport hotel Sofitel earned an overall rate of 8.9 on a scale 1 to 10 for a second year, with an increased number of the respondents (73.6% vs 69.1 in 2012) being "extremely satisfied" from the service and accommodation experience. Similarly, Sofitel retained its rating on an overall high satisfaction score of 88 out of 100 according to the annual "Social Media Web Analysis" benchmarking among users of well-established internet sites like Booking.com, Tripadvisor, Hotels.com, Expedia, Travelocity, etc. provided by TrustYou specialised agency. Committed to help preserve the environment, Sofitel also actively participated at a "tree planting" event at Marathon on the "Earth Day" of April 2013.

### Exhibition Centre

Since its opening in January 2009, Athens Metropolitan Expo, the airport's exhibition and conference centre, has been established as the leading venue for many notable exhibitions and conferences organised in Athens. Twenty events took place during 2013 gathering more than 320,000 visitors, with HORECA, the leading trade show for the hospitality and foodservice industry, taking place for the second year following its 2012 success and EHRA, a major European cardiological conference, hosted for the first time, among them. As part of its strategy to bind its ties even closer with local communities, Metropolitan Expo hosted the "Christmas World" event in

December 2013 hiring residents of the airport's surrounding municipalities as temporary employees.

### Airport Shopping Centre

In 2013, the Airport's Shopping Centre carried out a number of activities to enhance passenger satisfaction and offer value for money propositions within the challenging economic environment.

In order to meet consumer needs and respond to market trends, variety of the retail offer was expanded through a number of brand changes that were implemented within the year. The opening of the second Victoria's Secret Beauty & Accessories store in the Departures Schengen area was a change that stood out and strengthened the presence of this well established brand at the airport. In addition, adopting the same design elements as with the "ambience improvement" project implemented last year, a new sponsored "network" island was added to the existing seating passenger amenities at the departures level of the Main Terminal Building (MTB) offering wireless internet, mobile chargers, TV screens and tablets to all travellers.

Furthermore, a series of marketing activities related to increasing sales and enhancing customer loyalty were implemented in 2013, including among others the on-going food & beverage "deals" and the "Christmas@Airport" Shopping Centre promotional activity that was communicated exclusively through our corporate Facebook account.

### Airport Car Parking Services

There are 7,160 parking spaces for short, long-term or executive valet parking. Parking at short-term parking areas (P1 & P2) is free of charge for up to 20 minutes while frequent shuttle bus transportation to/from long term parking area (P3) from/to Main Terminal Building (MTB) is offered. Baggage trolleys are available at all parking lots and in case of a vehicle breakdown a courtesy road assistance programme is available on a 24hour basis to assist with minor repairs. The new electronic service "e-parking" assists in a fast and smooth way for parking space reservation, while also offering significant discounts and promotions.

### Information Technology & Telecommunications Services

IT&T Management System is certified as per EN ISO 9001:2008 for airport related operations and services.

2013 was another year of services provided for business efficiency while innovative projects were completed successfully.

The Community Airport Portal (CAP) was completed in the context of the Research and Development project of the Ministry of Education Lifelong Learning and Religious Affairs. CAP was a unique opportunity for us to capitalise on experience and know-how under the three following major areas:
1) Our ability to successfully lead a multiple and complex partner scheme involving both private and university groups,
2) The chance to take advantage of Hellenic-EU funds in order to develop and present real innovative products, and
3) Knowledge acquired from exploring the complex and bureaucratic administration of running a NSRF (National Strategic Reference Framework) project.

Furthermore, provision of consulting services for the "Business Process Documentation Review" to Sydney Airport was completed. The scope of this project included the necessary documentation in order to facilitate the commencement of the replacement process of Sydney Airport's ERP (finance/projects/property) system. Following its completion, AIA was awarded a new consulting project directly from Sydney Airport Corporation Ltd. for the upgrade of Sydney airport's Enterprise Resource Planning system (specifically the finance, projects and property modules). The project includes two phases, one within 2013 and the other in the first quarter of 2014.

Provision of consulting services for IT&T systems at Amman International Airport was also successfully completed. The scope of this consultancy project signifies a new product line for IT&T in the area of testing and commissioning of airport IT systems.

As a member of a consortium headed by Airbus, with the participation of Aegean Airlines, INDRA and other partners, AIA was awarded a new

**AIA's IT&T External Business in 2013**



Albania **Tirana**

Jordan **Amman**

Australia **Sydney**

EU project named "INTERACTION" (INnovative TEchnologies and Researches for a new Airport Concept towards Turnaround coordinatION). This project focuses on airport process optimisation and data integration for enhancing time efficient turnaround operations in the airport, innovative solutions to increase passenger experience, efficiency of the air freight transport and new technologies to reduce greenhouse gas, pollutant and noise emissions of apron operations.

Additionally, we were awarded another EU project; titled "E-VACUATE". This programme is a holistic, scenario-independent, situation-awareness and guidance system for sustaining the Active Evacuation Route for crowd public areas. The project focuses on providing a valuable tool that will guarantee total situational awareness both to crowds involved during a crisis, but also to crews operating on-site as well as in remote locations (security crews, first responders, crisis managers).

### Information Technology Community Culture

AIA is the infrastructure owner, operator and integrator of IT, providing reliable, state-of-the-art, cost-effective and innovative information technology services to its customers. Being a licensed Provider to offer IT&T

services to airlines, ground handlers, concessionaires, state authorities and the travelling public, AIA embraces the airport community.

In late 2013 a purposeful agreement with telecom providers was concluded which as of January 2014 will favour the airport community with significantly lower prices.

Our Service Portfolio was also improved through the following new bundled services:
• **"Business 2 Play"**, a bundled service that composes of a full IT&T working position (data, voice port and internet connection)
• **"Wireless Access at Gates"**, a wireless access bundled service which provides wireless internet access at the Gates area.
• **"Managed Internet"** bundled following services: the newly launched Managed Security Services (MSS), addressing the business need for secure communication over the internet, Internet PORT2AIR and public IP address services.

A brand new Self-Service Portal was also launched as part of our IT&T Service Desk platform through which all customers may electronically choose an IT&T service from our portfolio of services and place their order.

Finally, every year we organise an annual event where we present our new services and offers and discuss potential requirements with our customers. In this year's

event which was named "The IT&T Business Evolution" our IT&T Business Automation Team was introduced to the audience with a very positive feedback from all participants.

### Energy and Grids' Management

Since January 2011, AIA is a licensed Electricity Grid Manager that owns and operates the airport electricity grid/network, supplying the airport community with medium and low voltage electricity. As such, we bear overall responsibility including consumption data reporting, development, maintenance, upgrade and mostly safe operation. Furthermore, we ensure that all airport users have fair and equal access to electricity supply, based on a transparent method, in line with the current legislation of the national energy market.

In addition, as included by the Sales Agreement signed with the respective suppliers, we are responsible for the distribution of natural gas and water to users/consumers connected to airport grids, while assuring the grids' development, maintenance, upgrade and safe operation.

As such, we are responsible for consumption measurement and reporting of the said commodities for all consumers including our own needs.

# Safeguarding our Operation

## Our Commitments

We respect applicable legal and regulatory framework, both national and international and require our employees and business partners to do likewise. We aim to ensure continuous and unwavering compliance and adherence within the full spectrum of applicable laws, while promoting the incorporation of generally accepted contemporary business practices beyond the minimum acceptable threshold of compliance with legal obligation:

• **Aerodrome Operations:** Compliance with International Civil Aviation Organization (ICAO) standards and recommended practices, relevant EU/Hellenic Civil Aviation Authority (HCAA) regulations and Airport Development Agreement (ADA) provisions. Compliance is attained through the Aerodrome Operations Manual (AOM), the Aviation Safety Management System (ASMS), the Airport Emergency Plan (AEP) and all corresponding contracts, as well as operational manuals and procedures and is verified by external audits, exercises as well as internal audits.

• **Ground Handling Services:** Compliance with ICAO standards and recommended practices, the EU and national regulatory framework, (e.g. Basic and the Local Ground Handling Regulations), with European Civil Aviation Conference (ECAC) guidelines and International Aviation Transportation Association (IATA) Airport Handling Manual and other related Greek / EU legislation (PD 285/1998, EU Directive 96/67). Compliance is attained through related corporate procedures, as well as internal audits.

• **Security Services:** Compliance with ADA provisions (Article 18), the National Civil Aviation Security Regulation (NCASR) and all relevant EU/ Greek legislation. Compliance is attained through the HCAA-approved Airport Security Programme (ASP) and is verified either externally by ad-hoc audits by EU / US / HCAA / Hellenic Police and other entities or by internal audits.

• **Fire Life Safety:** Compliance with ADA provisions, Greek and EU Fire Safety legislation and regulations which is attained through Fire System audits and verified externally by the Airport Hellenic Fire Corps (AHFC).

• **Information Technology & Telecommunications Services:** Compliance with legislation relating to Intellectual Property Rights, Communication Security & Privacy, Data Protection as well as regulations applicable to the provision of telecommunication services, radiation protection and other IT&T-related activities. Compliance is attained through corporate policies and procedures and verified both externally by the Statutory Audit, IT System Audits, ISO9001 Certification Audit, audits by the Hellenic Authority for the Protection of Privacy & Secrecy (ADAE) and ad-hoc audits by other entities, as well as by internal audits.

• **Technical Services:** Compliance with the related provisions of ADA, the applicable Building Standards and Law 2338/1995, as well as Applicable Laws which is attained through corporate procedures for design, construction and maintenance and verified externally by HCAA and competent state authorities or by internal audits.

All airport users must conform to airport rules and regulations and any instructions provided by AIA for their enforcement.

## Operational Readiness & Business Continuity

AIA ensures uninterrupted and efficient airport operations having the highest regard to customers' and employees' health and safety, as well as to the preservation of property and the environment. In this respect, we have developed our airport operational readiness Business Continuity System (BCS) which provides a framework for building organisational resilience ensuring that critical functions will continue to operate in case of serious incidents or - if affected - to operate with alternative ways of working and effectively restore critical business processes within set timeframes.

## Crisis Planning

We aim to take all necessary safety and emergency planning measures for dealing with aviation hazards, preventing accidents and eliminating or mitigating impact should they occur. We engage operational stakeholders and promote global best practices of the aviation business sector. The Airport Emergency Plan (AEP) serves as the basic framework for the operation in times of an emergency or crisis. Its seventh edition was issued and approved by the HCAA Governor in December 2013. We collaborate with all airport community members and take human factors principles into account when planning for crisis, in order to maintain an effective and professional emergency management capability: transparent communications to achieve shared situational awareness, large participation, regular testing of procedures and performance. During 2013, our emergency response system was extensively tested in 219 mobilisations.

During 2013, the Airport Services Emergency Medical Care (ASEMC) served 3,638 cases (28.67% were passengers and 71.37% were visitors and employees). Of those only 5% were finally dispatched to hospitals while the rest were treated in-house, thus connotating our significant social service and support to airline operations.

## Aviation Safety

Involving our airport stakeholders is our way to enhance and develop operational effectiveness. We have set a Key Performance Indicator (KPI) and are committed to continuously improve it.

**41.29** serious airside incidents per / 100,000 aircraft/helicopter movements

(*2013* Target *42* incidents for outstanding performance)

During the year, a number of airside safety awareness sessions and airside safety promotion activities were implemented, namely airside safety meetings (Safety Action Group, Safety Review Board and Airside Safety Committee), runway safety meetings, safety-related workshops (e.g. Wildlife & Landscaping) and training sessions.

Furthermore, within the framework of our annual aviation safety audit programme, both AIA's departments as well as its stakeholders' associated functions were evaluated in order to identify areas that may require further improvement, thus ensuring that the airport remains a safe environment for both passengers and personnel. During 2013, an external safety audit according to ICAO requirements on airside operations was carried our by a specialised organisation. The audit report certified that AIA's SMS function is in accordance with the international standards.

Further progress was also made in the development and update of major airport operational procedures, the most important being the Aerodrome Operations Manual (Vol. 1. Aviation

### Emergency-crisis management training and workshops

• **"Removal of Disabled Aircraft"** classroom training
• **"Aircraft Recovery Dolly"** hands-on training to airport staff
• **"Airport Emergency Planning"** refresher training to airport staff
• **"Emergency Management System"** presentation to Qatar Airways
• **"Airport Emergency Planning"** presentation to third parties (as per Basic Ground Handling Regulation framework)
• **"TRIAGE"** support training (the process of determining the priority of patients' treatments based on the severity of their condition) to our volunteer personnel engaged in the Baggage Handling System.

### Practising Emergency Exercises

• **January 2013:** "Earthquake disaster" table-top exercise in the US Embassy of Athens Participants: AIA, senior US mission officers and Civil Protection, Airport Police, Airport Fire Corps, Coast Guard etc.
• **March 2013:** "Fire and explosion at OFC Jet A-1 no 4 tank" exercise at OFC premises. Participants: AIA, Airport Fire Corps (AHFC), Police (AHP), Airport Services of Emergency Medical Care (ASEMC), HCAA and OFC.
• **March 2013:** Table-top exercise in the US Embassy of Athens where AIA Emergency Management System was presented.
• **April 2013:** Emergency table-top exercise with EMIRATES to review their local emergency procedures within the Survivors Reception Centre.
• **April 2013:** Unannounced exercise at the airport (SAFCO & OIC - Building 21B) simulating an accident during fuel loading and involving all facility personnel.
• **May 2013:** Dangerous goods-radioactive material spill emergency exercise took place in Ground Handler's (Swissport) warehouse that fully mobilised involved personnel and resources. Participants: Airport Rescue & Fire Fighting Services (RFFS) and Greek Atomic Energy Commission.
• **May 2013:** Table-top exercise with an aircraft crash scenario. Participants: AIA, KLM, Air France and Delta Airlines.
• **September 2013:** "Removal of Disabled Aircraft" exercise and practical training conducted by AIA personnel.
• **October 2013:** Functional Emergency Exercise in Survivors Reception Area. Emirates and ground handling staff and Airport Police tested their readiness and the adequacy of the facility for service provision.
• **November 2013:** "Aircraft accident on the airport" partial scale emergency exercise that took place at limited access planning with no prior notification. The scenario involved an aircraft that during landing experienced a malfunction that resulted in a runway excursion and a low-impact crash. Airport RFFS extinguished the fire and rescued the entrapped aircraft occupants, while ASEMC treated them (TRIAGE system).

## Critical Systems Availability

| | 2013 | 2012 | 2013 target |
|---|---|---|---|
| Baggage Handling System | 99.85% | 99.85% | 99.67%≤x<99.73% |
| Medium Voltage | 100% | 100% | 99.60%≤x<99.80% |
| Airfiled Lighting | 100% | 99.99% | 99.70%≤x<99.90% |
| Passenger Boarding Bridges | 99.97% | 99.97% | 99.65%≤x<99.72% |
| Average of UFIS/FIDS, CUTE, Voice & Data Networks | 100% | 99.99% | 99.65%≤x<99.75% |

*Note: Calculated based on the failures down time of these systems. Figures are rounded at the third decimal.*

SMS Manual, Vol2. Operational Procedures & Ancillary Information and Vol. 3. Airport Emergency Plan).

We participate in PROSPERO (PROactive Safety PERformance for Operations) which is a European project (7th framework) that runs from 2012 through 2015 and involves 14 partner organisations across 7 countries, including end-users, industry, SMEs and academic partners. The PROSPERO project's aim is to reach EU safety targets by 2020, namely accident rate reduction by 80% and recovery from and elimination of human error, producing an integrated risk framework for the Air Traffic System which includes proactive ways to anticipate complex risks that have the potential to cause crises thus allowing for more effective management of situations where risks cannot be eliminated.

### Airport Security

In accordance with the National Civil Aviation Security Regulation (NCASR, Government Gazette 1485 B'/17/06/2011) and the Security Technical Directive No.1 (STD 1, Government Gazette 1580 B'/30/06/2011), all employees working at the airport community must undergo security awareness training before they are issued an airport identification card. Within this framework, we provided related training to 1,938 persons (383 AIA staff and 1,555 third parties) focusing on raising awareness for the importance of security in the airport environment and particularly for the appropriate use of the Airport Identification Card.

We are committed to provide high level of security while acknowledging human rights issues and the airport security personnel receive periodic training in this regard.

# 9,995

prohibited items handled during security screening process in 2013, as per aviation security regulations

### Airport Fire Life Safety

AIA's fire prevention regulations comply with the ADA provisions, as well as with Greek and EU legal requirements on transport, construction and fire prevention. Furthermore, specific procedures apply for all airport infrastructure including buildings, systems, equipment and operational flows (e.g. technical works).

Compliance is attained through intensive training and purpose-specific exercises and verified internally by fire system audits and externally by the Airport Hellenic Fire Corps (AHFC).

During 2013 eleven training sessions, three evacuation drills and one large scale exercise at the MTB were conducted. Our technical facilities operational readiness along with the training level of involved employees for emergency evacuation of public are duly tested on a semi-annual/ annual basis.

### Airport Health, Safety & Hygiene

We make all efforts in order to ensure that all applicable Health and Safety regulations are implemented effectively within the areas of our responsibility. Full compliance with all applicable Health and Safety legislative requirements is of top priority.

In 2013 101 health and safety inspections were carried out within AIA premises and the subsequent recommendations for corrective actions were communicated to relevant departments and monitored for implementation. Furthermore, regular inspections in technical and public areas ensure that both AIA's and contractors' personnel comply with corporate health and safety rules.

Our target is to obtain zero incidents for either employees or the public and most of our efforts and available resources are directed towards this goal.

We are responsible for the health and safety performance of third parties which operate at our premises. In order to ensure that health and

safety regulations are properly implemented, AIA incorporates pertinent clauses in all its contracts with third parties. These mostly relate to legislative requirements, relevant to the activities carried out by the third party, and pertinent documentation that must be available in order to verify compliance.

In 2013, 174 health and safety plans and 24 Safety Management Systems of third parties were reviewed and 18 audits took place in companies engaged in security, maintenance, ground handling, cargo, landscaping and cleaning.

Potable water is considered of vital importance and is continuously monitored for its quality by accredited laboratories.

## Potable water testing 2013:

- daily free chlorine tests,

- tests for chemical agents from 22 sampling points and

- microbiological tests on 151 samples from 95 sampling points

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### Service parameters

| | 2013 | 2012 |
|---|---|---|
| Call Center Service Level (% calls answered in under 60 sec) | 97.66% | 97.96% |
| Call Center Efficiency (% calls answered / total calls received) | 99.26% | 99.24% |
| Avg Waiting Time for Check-in (min) | 3.4 | 3.7 |
| Avg Waiting Time for Security Screening (min) | 3.0 | 2.4 |
| Avg Response Time to Passenger Comments (days) | 5.4 | 5.0 |
| Baggage Handling - Shortshipped Bags (per mio bags handled) | 20 | 31 |
| Baggage Handling - Average time for First Bag reclaim (min:sec) | 11:47 | 12:07 |

### Service Responsibility

Over a million airport users interacted with our terminal services staff for flight details, terminal particulars and airport information. The Airport Call Centre received more than 550,000 inquiries with 97.66% of them being answered within 60 seconds. Almost 2,500 electronic queries were also administered via the "airport-info" email service.

AIA's commitment to providing a modern and comfortable travel experience to passengers was realised in 2014 with the continuation of the "Ambience Improvement" project launched in 2013. New service enhancements include the Airport Information Services Counter centrally located at Entrance 3 of the Arrivals level. This one-stop shop provides 24 hour service related to airport and terminal facilities, airline and flight information, ground transportation schedules through display monitors, as well as courtesy phones for liaising with the ground handling companies. In its first year of operation, it served more than 355,000 airport users, including PRM passengers with disability and/or reduced mobility who were expedited from a dedicated PRM workstation. Enhancements were also made to directional signage in the terminal with the installation of supplementary signage primarily targeted at improving the movement of passengers with connecting flights, gate re-assignments and floor changes.

In order to ensure quality service to

passengers even during emergency situations, AIA provided "Emergency Response Training" to almost 200 staff of the ground handling companies to foster collaboration and efficiency in serving travellers in all circumstances.

Furthermore, in compliance with EU Schengen Committee requirements further measures were implemented at Passport Control checkpoints on both the Departures and Arrivals to ensure passenger data confidentiality and national border protection.

E-services constitute a significant comfort element of today's airports. In the Arrivals level, a new "e-lounge" was constructed, catered to comfortably accommodate electronic users. This contemporary seating area features a laptop bar, two big screen televisions and a complimentary multi-functional machine for printing boarding passes, travel visas and other documents. Moreover, a new sitting area at MTB Departures level was created, sponsored by the Hellenic Telecommunications Organisation - OTE. This area provides 60' free wireless fast access to Internet to all passengers / visitors though 6 high-tech tablets, as well as the viewing of sports channel via OTE-TV.

Aiming to further enhance web experience at AIA, the new "ATH Airport" mobile application was released in all three mobile platforms (IOS, Android and Windows Phone).

Finally, three new video-walls were installed at departures' gates, aiming

at improving travellers' experience by providing videos or information related to travel destination, as well as weather forecasting.

### On-ground assistance services to PRM passengers

Within the scope of the provision of on ground assistance services to persons with disability and/or reduced mobility, AIA has served 102.891 people in total during 2013. Even though the total airport's traffic for the period of 2009 to 2013 has been decreasing yearly, the Airport's PRM traffic has been increasing. Furthermore, an increase in satisfaction level was noted with respect to related services, as PRM passengers rated their overall satisfaction very high (4.92 for 2013 vs. 4.85 for 2012).

In 2013, the 16th International Conference and the General Assembly of the International Paralympic Committee (IPC) was hosted in Athens. As part of this event, AIA signed a Memorandum of Cooperation Framework with the IPC and both parties closely collaborated and implemented the relevant business plan for the facilitation of the arrival and departure of the delegates with the use of all required services and infrastructures.

Finally, AIA hosted the 2nd session of the "Train the Trainer" programme addressed to internal trainers on PRM issues. The said training was provided by a certified training company by European Civil Aviation Conference (ECAC).

### PRM Assistance Services

| | 2013 | 2012 |
|---|---|---|
| Total PRM Passengers | 102,891 | 96,191 |
| Pre-notified PRM Passengers | 42.0% | 37% |
| Non Pre-notified PRM Passengers | 58.0% | 63.0% |

## 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.

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

Service is also evaluated through specific monitoring of the passenger queues in critical operational airport services, such as ticketing, check-in, passport control and security

screening. Data analysis enables AIA departments and business partners to assess and further enhance the level of offered service.

AIA also operates a passenger comment management service. "Your Opinion Counts" brochures are available at various locations within the airport as well as electronically through our corporate website. During

2013 there were 2,354 comments from 1,177 passengers. In an average response time of 5.4 days, 740 reply letters dispatched, of which 86.2% were customised case-specific letters. Two hundred and forty-five complaint cases required thorough cross-departmental cooperation, in order to investigate and provide a precise response.

**Passenger Survey 2013:**

Satisfaction score

# 4.28
*(on a 5 point scale).*

### Passenger Complaints Analysis

| | 2013 | 2012 |
|---|---|---|
| Customization rate of Responses (custom / total responses) % | 86.2 | 85.5 |
| | | |
| **Distribution of Complaints %** | | |
| PEOPLE WITH REDUCED MOBILITY (PRM) | 1.25 | 1.06 |
| WAY FINDING / SIGNAGE | 1.25 | 1.54 |
| SECURITY SERVICES | 10.43 | 12.93 |
| SEATING / REST FACILITIES | 2.74 | 2.17 |
| RETAIL & SERVICES | 5.74 | 4.71 |
| PARKING SERVICES | 8.05 | 6.09 |
| IT PUBLIC SYSTEMS | 3.56 | 3.97 |
| INFORMATION SERVICES | 4.49 | 4.34 |
| INFORMATION SCREENS | 1.12 | 1.17 |
| FOOD & BEVERAGE | 4.74 | 6.04 |
| FACILITY MAINTENANCE | 1.62 | 1.96 |
| CLEANING SERVICES | 1.69 | 2.86 |
| BAGGAGE TROLLEYS | 1.87 | 0.90 |
| AVIATION SERVICES | 16.79 | 28.18 |

## Respecting Human Rights

We comply 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 the Airport Call Centre voice recorder with our customers' messages, and

the use of the close-circuit monitoring security system. Furthermore, initiatives for adapting the most recent directives referring to the human rights, by safeguarding airport users' personal data, were taken. 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 (ADAE), proving our commitment to respecting the law, human rights and ethical standards.

# 4 Our Environment

## Our Commitment

Environmental protection is a top priority not only for us but also for third parties operating at the airport. We responsibly and effectively monitor all environmental aspects and aim to minimise or prevent, where possible, the airport's environmental impact on the Mesogeia region through initiatives that go well beyond regulatory requirements.

Our Corporate Environmental Policy focuses on our commitment for continuous improvement of our environmental performance and initiatives for reducing emissions while maximising energy efficiency in our infrastructure and airport operations. Principles of sustainable development are incorporated in our corporate procedures.

In accordance with our corporate Compliance Policy, we are committed to ensure that all aspects of our activities are in full compliance with the current environmental legal and regulatory framework [International Civil Aviation Organization (ICAO) Annex 16, our Airport Development Agreement (ADA) and Article 8 of the Ratifying Law 2338/1995].

All possible compliance risks are identified and efficiently addressed while remedial actions are performed in a prompt and effective manner when necessary. We provide regular and accurate information on our level of compliance and our efforts for excellence to the Board of Directors' Audit Committee.

The Environmental Services Department reports to AIA's Chief Operations Officer who has the responsibility to ensure that the Company adapts to all current legal and regulatory requirements, proactively responds to possible corporate environmental risks and whenever required implements remedial actions.

Environmental awareness amongst employees, members of the airport community and local municipalities is a key driver for the successful implementation of all our action plans. Furthermore, sharing of information at all levels and with all employees, business partners, state authorities and the public in general, is highly encouraged.

### Raising Awareness in 2013:

Ten presentations on environmental management issues were made to a total of 41 persons representing major third parties, which operate at the airport.

We regularly review and update our environmental objectives and targets while our performance and achievements are regularly disclosed to the public.

During 2013, there was no legal action taken against AIA nor any fine or monetary sanction imposed related to environmental aspects.

## Environmental Management System

Our efforts are focused on effectively addressing all environmental challenges through our Environmental Management System (EMS), which has been certified according to the international standard ISO 14001 since 2000. In 2013, the first annual assessment audit of the EMS was successfully conducted by an independent certification body with our certification remaining valid until January 2016.

All AIA contractual agreements with third parties operating at the airport entail environmental requirements. For example, all major third parties must establish an EMS and certify it in accordance with ISO 14001 and/or the Eco-Management and Audit Scheme (EMAS) regulation. To date, thirty-nine companies of the airport community have been certified. Furthermore, environmental audits of third parties are conducted on a regular basis in order to assess compliance with the applicable national and European environmental legislation, Airport guidelines and regulations as well as their approved Environmental Management Plans.

## Climate Change

Addressing our contribution to climate change is a central element of our sustainability strategy, though there is no applicable national or international related framework.

Since this is a serious global concern, we acknowledge the necessity to respond to any challenge related to our business area.

In addition to measuring and managing greenhouse gas emissions under our direct control, we guide and influence organisations operating at the airport community towards the same direction.

### 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 3 (Optimisation) of Airport Carbon Accreditation and has set the following long-term goal:

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

To date, we have demonstrated a 25% reduction in our carbon footprint between 2005 and 2013, corresponding to a reduction of approximately 16,800 tonnes of $CO_2$, the equivalent of planting 2.7 million trees. AIA's Airport Carbon Accreditation was recently (in early 2014) upgraded to Level 3 (Optimisation) following the expansion of its carbon footprint to include indirect emission sources and its work to engage (through workshops, training sessions etc.) other members of the airport community in the fight against climate change.

### AIA's 2013 Carbon Footprint

| | **2013** | **$CO_2$ Emissions (tonnes)** |
|---|---|---|
| **Grid Electricity** | 51,969,919 kWh | 46,497 (*/**) |
| **Natural Gas** | 1,035,546 $Nm^3$ | 2,148 |
| **Vehicle Fleet** | 171,807 lt of gasoline | 390 |
| | 397,956 lt of diesel | 1,065 |
| | 16,265 lt of LPG | 26 |
| **Stationary Sources** | 18,185 lt of diesel | 49 |
| | 8,343 lt of heating oil | 21 |
| **Total** | | 50,196 |

*\* 2013 Total scope 1 emissions: 3,699 tonnes / 2013 Total scope 2 emissions: 46,497 tonnes*
*\*\* Conversion assumption: 0.8947 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). Emissions data from 2013 have not yet been published, therefore the best available estimate of the grid electricity emission factor (2012) is used.*

In 2013, its sixth year of implementation, our Climate Change Corporate Action Plan had the following results:
• Installation of harmonic filters in the Main Terminal Building (MTB) to further reduce electricity consumption.
• Installation of sensors to stop people movers at the train station when not being used in order to reduce electricity consumption.
• Completion of the study for the replacement of several existing Air Cooled Chillers with more energy efficient Water Cooled Chillers.
• Continued replacement of AIA's physical servers with virtual ones.
• Initiation of the replacement of telephone and data networks as part of the airport-wide Next Generation Network (NGN) upgrade project.
• Verification of AIA's carbon footprint by an external auditor in order for AIA to upgrade its participation in Airport Carbon Accreditation to Level 3 (Optimisation).
• Progress toward AIA's long-term target of achieving a recycling rate of 60% by 2016 (55% in 2013).
• Finally, continued conversion of paper-based corporate forms and procedures to electronic format.

Our environmental performance throughout the years motivates us to further improve the energy efficiency of our company and to aid the airport community to do the same.
We continue to actively participate in the global initiative "Earth Hour" by shutting down one of the two airport runways and reducing lighting in all buildings, staff parking areas and other airport areas for one hour (March 23, 2013). These symbolic actions were also accompanied by informative public announcements.

## Energy

Since January 2011, we are a licensed Electricity Grid Manager that owns and operates an electricity grid/ network, supplying the airport community with medium and low voltage electricity. As such, we have overall responsibility for all aspects of the airport's electricity grid, including consumption data reporting, development, maintenance, upgrade and safe operation. Furthermore, we ensure that all airport users have fair and equal access to electricity, based on structural and transparent methods.

### Electricity Consumption

| | **2013** | **2012** | **var %** |
|---|---|---|---|
| **Total Airport (MWh)** *(Refers to the entire airport community)* | 107,897 | 117,315 | -8.0 |
| **AIA only (MWh)** *(Refers to the company only)* | 51,970 | 56,443 | -7.9 |
| **Total Airport consumption per passenger (kWh / pax)** | 8.61 | 9.06 | -5.0 |

Under the Sales Agreement signed with the respective suppliers, we are responsible for the distribution and recharging of Natural Gas and Water to the users/ consumers connected to the grids, while assuring the grids' development, maintenance, upgrade and safe operation. Furthermore, AIA is responsible for the consumption measurement and reporting of the said commodities for all consumers including AIA's own needs.

### Natural Gas Consumption

| | **2013** | **2012** | **var %** |
|---|---|---|---|
| **Natural Gas Consumption** | | | |
| **Total Airport ($Nm^3$ x 1000)** *(Refers to the entire airport community)* | 2,220 | 2,685 | -17.3 |
| **AIA only ($Nm^3$ x 1000)** *(Refers to the company only)* | 1,036 | 1,330 | -22.1 |
| **Total Airport consumption per passenger ($Nm^3$ / pax)** | 0.18 | 0.21 | -14.3 |
| **Water Consumption** | | | |
| **Total Airport ($m^3$ x 1000)** *(Refers to the entire airport community)* | 538 | 544 | -1.1 |
| **AIA only ($m^3$ x 1000)** *(Refers to the company only)* | 311 | 309 | 0.6 |
| **Total Airport consumption per passenger ($m^3$ / pax)** | 0.043 | 0.042 | 2.4 |

### Energy Conservation Measures

| | **2013** | **2012** | **var %** |
|---|---|---|---|
| **Energy Conservation Measures** *(Refers to the electricity consumption throughout entire airport community) (vs previous year)* | | | |
| **Total Airport Savings (MWh)** | 9,418 | 3,040 | 209.8 |
| **Total Airport Savings $CO_2$ emissions equivalent** *(tonnes)* | 8,426 | 2,662 | 216.5 |
| **AIA Savings (MWh)** | 4,473 | 783 | 471.3 |
| **Total Energy Conservation $CO_2$ emissions equivalent** *(tonnes)* | 4,002 | 685.80 | 483.6 |

AIA holds an energy production licence that permits the production and sale of renewable energy from its 8,05MWp Photovoltaic Plant (PVP) which was commissioned in July 2011. The PVP is located south–east of the eastern runway, covering an area of 160,000$m^2$ that produces electricity at Medium Voltage, feeding the national electricity system through AIA's own grid.
Summarizing the 2013 annual operations, AIA's PVP produced more than 13,600 MWh of clean energy, 0.2% higher than 2012 as a result of the favourable weather conditions, and 9.5% higher than initially anticipated for the said year. Energy produced during 2013 is equivalent to 12.6% of the airport's total electricity consumption or 26.2% of AIA's own electricity needs.

**PV Plant Operation**

| | 2013 | 2012 | var % |
|---|---|---|---|
| **Total Energy Production (MWh)** | 13,634 | 13,604 | 0.2 |
| **Total PVP CO$_2$ emissions savings equivalent** *(tonnes)* | 12,198 | 11,823 | 3.2 |

## Air Quality

AIA continuously monitors air quality and meteorological conditions both inside the airport fence and within the surrounding communities. In addition, 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 system (DOAS), a SOnic Detection and Ranging system (SODAR), a Radio Acoustic Sounding System (RASS) and a Meteorological Station.

The AQMN which consists of five permanent monitoring stations installed in the Municipalities of Glyka Nera, Koropi, Markopoulo, Pallini and Spata and of one mobile station has been in operation since 1998, well before the airport began operating. Ground-level concentrations of the major pollutants (NOx, O$_3$, PM10, 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.

**Mean Concentrations of Monitored Pollutants at the AQMN Stations**
Reference to Government Gazette, section B, issue No 488, dated 30/3/2011 decision with protocol No Η.Π. 14122/549/Ε.103

| | 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) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 |
| **Glyka Nera** | **17.1** | 18.1 | **89.0** | 87.4 | **29.0** | 27.2 | **n/m** | n/m | **6.1** | 6.5 | **0.3** | 0.3 | **n/m** | n/m |
| **Koropi** | **13.3** | 12.7 | **81.4** | 80.5 | **n/m** | n/m | **24.0** | 23.3 | **n/m** | n/m | **n/m** | n/m | **2.1** | 2.0 |
| **Markopoulo** | **13.9** | 14.7 | **83.9** | 84.8 | **45.3** | 41.4 | **n/m** | n/m | **n/m** | n/m | **0.3** | 0.3 | **n/m** | n/m |
| **Pallini** | **11.0** | 10.2 | **88.9** | 86.7 | **n/m** | n/m | **16.0** | 15.8 | **6.7** | 5.7 | **0.3** | 0.3 | **n/m** | n/m |
| **Spata** | **17.1** | 16.5 | **76.4** | 82.2 | **29.6** | 22.6 | **n/m** | n/m | **3.5** | 3.7 | **0.3** | 0.3 | **2.2** | 2.1 |

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

## Noise

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

We have 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 in the residential areas along flight routes. This system is connected with the HCAA radar so that correlations can be made based on the actual flight track information.

Since the airport opening, Noise Abatement Procedures have been defined and implemented in collaboration with HCAA and other state entities, airlines and representatives from the local communities in order to reduce noise levels in the residential areas around the airport (Koropi, Markopoulo, Spata-Artemida, Rafina-Pikermi) and along flight paths. The Strategic Noise Map (SNM) for our airport was revised in 2012 in accordance with the requirements of the relevant national and European legislation, the results of which indicated that no revision of the relevant action plan was required.

**Map of Flights Paths and NMTs**



— Arrival routes    — Departure routes    ● Noise Monitoring Terminal
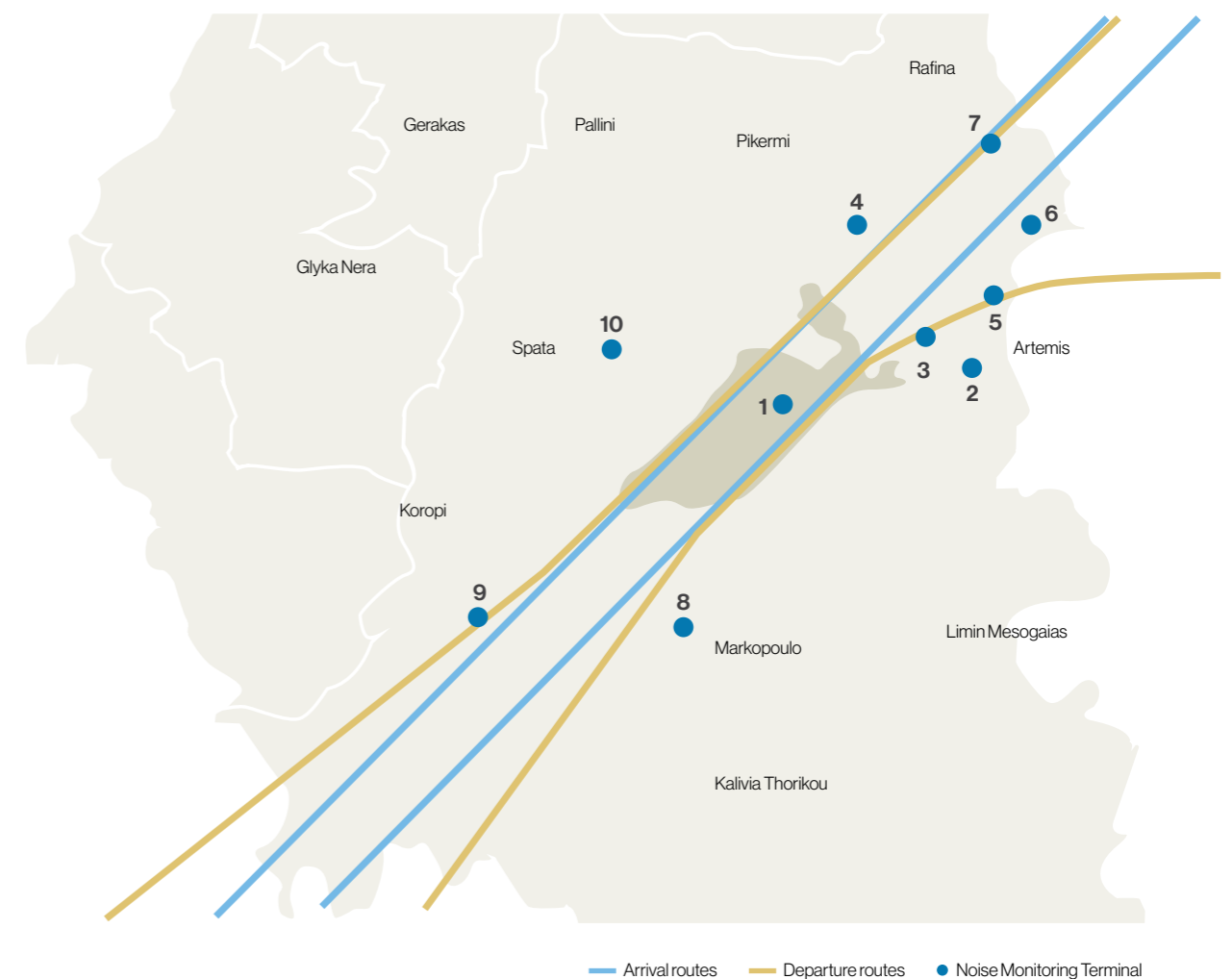
**Preferential Runway Use System Results**

| | Runway | 2013 | 2012 |
|---|---|---|---|
| **Take-offs** | | | |
| Percentage of take-offs to the north from 23:00 to 07:00 | 03R | 7% | 5% |
| Percentage of take-offs to the north from 15:00 to 18:00 | 03R | 6% | 3% |
| **Landings** | | | |
| Percentage of landings to the south from 23:00 to 07:00 | 21L | 14% | 8% |
| Percentage of landings to the south from 15:00 to 18:00 | 21L | 3% | 1% |

*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.*

## Average Noise Levels per Noise Monitoring Terminal (NMT)

| NMT | L $_{den}$ **dB(A)** 2013 | L Night dB(A) 2013 | L $_{den}$ dB(A) 2012 | L Night dB(A) 2012 |
|-----|---------|-------------|---------|-------------|
| 2 | 36.3 | 18.5 | 44.6 | 25.5 |
| 3 | 58.3 | 42.9 | 59.1 | 40.4 |
| 4 | 59.0 | 49.7 | 57.5 | 48.4 |
| 5 | 49.7 | 31.8 | 54.5 | 34.3 |
| 6 | 55.7 | 49.2 | 52.3 | 43.3 |
| 7 | 51.1 | 42.9 | 51.2 | 43.1 |
| 8 | 48.7 | 36.6 | 49.7 | 37.7 |
| 9 | 53.1 | 39.1 | 50.8 | 36.5 |
| 10 | 31.2 | 18.4 | 30.0 | 19.9 |

*LEGEND: 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 denotes the human ear's response to sound. The data for 2012 refer to noise levels generated from a/c flights only as required by the relevant new Joint Ministerial Decision (JMD 210474/2012) whereas in former years the total noise level was presented.*

Since noise exposure is one of the primary environmental aspects impacting residents in the vicinity of the airport, we hold regular meetings with representatives from local authorities and citizen groups. Furthermore, we have established and operate – on a 24-hour basis - a dedicated telephone line ("We Listen") and host a form on our corporate web site where concerned citizens may register their complaints or request clarifications on noise related issues. In 2013, 25 complaints were handled.

## Noise Complaints

| Number of citizen complaints received | broken down by origin (neighboring communities) 2013 | broken down by origin (neighboring communities) 2012 |
|-----|------|------|
| Artemis | 16 | 8 |
| Koropi | 1 | 2 |
| Ag. Kiriaki | 0 | 0 |
| Other areas | 8 | 10 |
|  | 25 | 20 |

## 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 |

# Water

We systematically monitor water consumption (potable and irrigation), as well as the quality of surface and groundwater. The water supply network is closely monitored so possible leaks may be identified and promptly addressed. In addition, we implement a number of water-saving measures, such as the use of treated wastewater from our own Sewage Treatment Plant (STP) for irrigation of non-public green areas at the airport. An Industrial Wastewater Treatment Facility (IWTF) operating on site accepts wastewater primarily from the technical bases of airlines but also from other sources.

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

### Wastewater Treatment (Refers to the entire airport community)

|  | 2013 | 2012 | var % |
|-----|------|------|-------|
| Processed through Sewage Treatment Plant (m³ x 1000) | 282 | 263 | 7.2 |
| Processed through Industrial Wastewater Treatment Facility (m³ x 1000) | 3.2 | 2.5 | 28.0 |

*Refers to AIA + airport community. The treated effluent from the Airport's STP is used for irrigation of non-public green areas at the airport.*

The quality of surface water is monitored regularly through ad hoc sampling and analyses following rain events as well as continuously by an Online Water Monitoring System (OWMS) installed prior to the airport's main discharging point. Possible hydrocarbon spillages are immediately managed using bioremediating substances and appropriate sweeping vehicles. An approved Spillage Response Plan is in place and is implemented each time a spillage occurs.

Due to the local climate, aircraft/helicopter ground anti/de-icing operations are limited. Nevertheless, we set the guidelines for the relevant procedures implemented by the ground handling companies, which have the responsibility for the provision of these services, in accordance with ICAO and IATA standards based on our Local Ground Handling Regulation and the respective concession agreements with the airlines and ground handling companies. The total amount of aircraft and pavement de/anti icing material applied for 2013 was not exceeding 36m³ (MIX). During 2013, as per our Corporate Procedure, no treatment actions were required.

# Waste & Recycling

In line with our commitment to comply with environmental regulations, standards and best practices, we have 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. For 2013, the amount of food waste from international flights was 974 tonnes.

Since 2005, we have established cooperation with Alternative Management Systems for the final disposal of hazardous waste. 34% of hazardous waste produced onsite in 2013 was transferred to Alternative Management Systems, while the remaining 66% was transferred to other licensed management facilities. Moreover, all liquid industrial wastewater produced at the airport is treated onsite at the Industrial Wastewater Treatment Facility (IWTF).

Our commitment to recycling is complemented by our use of recycled materials for daily administrative tasks (e.g. recycled paper for stationery use and corporate correspondence). In parallel, various corporate tasks (contract review, expense claims, annual leave forms etc.) are administered electronically. Our efforts to encourage airport employees to recycle resulted in the collection of 8 tonnes of recyclable materials at our Recycling Centre. Furthermore, we encourage our partners to develop similar environmentally-friendly business practices.

**Waste:**
9,245 tonnes of waste were produced in 2013, of which 9,055 tonnes were Solid Non-Hazardous Waste, 189.7 tonnes were Hazardous Waste and 166 kg were Medical/Clinical Waste.

**Recycling:**
The amount of waste recycled has increased from 174 tonnes (3% of total solid non-hazardous waste) in 2001 to 5,024 tonnes in 2013 (55% of total solid non-hazardous waste).

### Hazardous Waste Processing 2013

|  | 2013 | 2012 |
|-----|------|------|
| Managed by Alternative Management Systems | 34% | 38% |
| Transferred to licensed Management facilities | 66% | 62% |

## Breakdown of solid Non-Hazardous Waste
(tonnes)

| | 2013 | 2012 |
|---|---|---|
| Municipal Waste | 4,029 | 4,185 |
| Recyclables | 5,024 | 4,678 |
| Special Waste | 2 | 1 |

## Recycling Breakdown of Non-Hazardous Waste in 2013
(tonnes)

● 2013  ● 2012



Paper **2,041** 2,182  — 40.6%
Metal **268** 229 — 5.3%
Glass **150** 130 — 3.0%
Plastic **1,080** 827 — 21.5%
Wood **330** 360 — 6.6%
Tetra Pak **28** 16 — 0.6%
Aluminium **33** 42 — 0.7%
Tyres **7** 0 — 0.1%
Edible Oils **46** 26 — 0.9%
Bio-waste **334** 364 — 6.6%
Sludge STP **560** 449 — 11.1%
Construction & demolition waste **147** 42 — 2.9%
Other recyclables **0** 11 — 0.0%

Total 2013 **5,024**
Total 2012 **4,678**
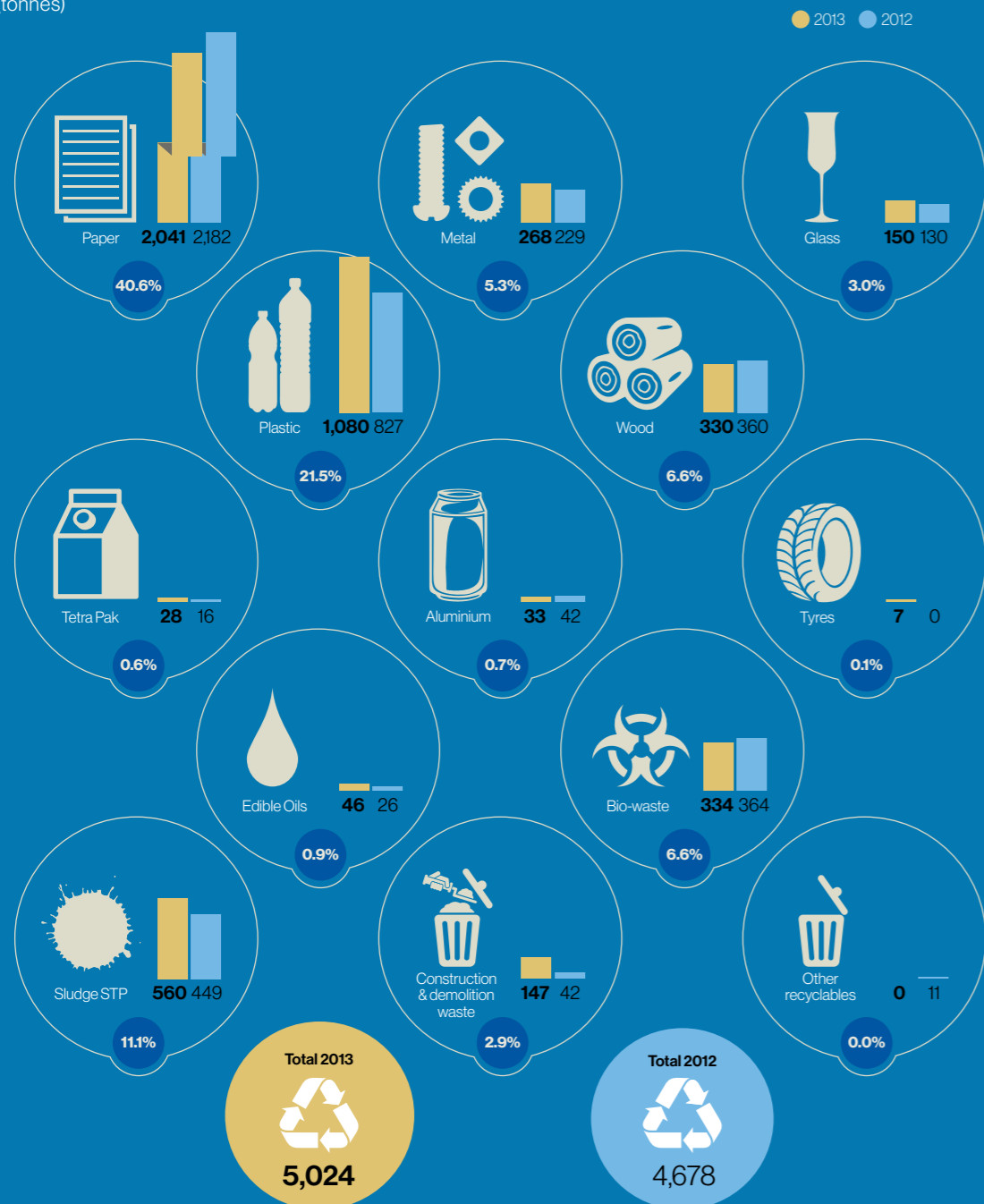
**Legend:** *AIA began recycling sludge from the STP to create compost in mid-2011, while recycling of construction and demolition waste started in 2012.*

# Biodiversity & Wildlife Control

We implement a comprehensive bio-monitoring programme of ecosystems in the vicinity of the airport aiming to protect of the region's biodiversity by applying international best practices. The number of species of birds spotted at the airport has risen in recent years, thus indicating the health of the local ecosystem.

Additionally, a team of specialists monitors and records wildlife at the airport, while taking measures to control and reduce wildlife hazards for aircraft. The programme of trapping and relocating raptors launched in 2009 continues to bear positive results.

We continue our successful partnership with the Hellenic Ornithological Society to protect and promote the Vravrona Wetland and Adjacent Coastal Zone, a local site of unique ecological value that belongs to the Natura 2000 Network and has been identified as a Special Area of Conservation (SAC).

According to information collected so far, the biodiversity of this site includes 100 plant taxa, 200 bird taxa, 27 taxa of other terrestrial vertebrates as well as 15 habitat types as defined within the relevant legislation.

The following actions were implemented in 2013 for the conservation and promotion of the site:
• Clean-up of the wetland, especially the coastal zone.
• Maintenance of existing footpaths, signage, vegetation and fencing.
• Monitoring of bird populations in the wetland.
• Publication of a leaflet with information about the wetland for visitors.

In addition, environmental presentations and guided tours are arranged for schools, conservation groups and cultural organisations.

> **Biodiversity:**
> The number of bird species recorded at the airport rose to 196 in 2013.

# 5 Our People

**Our people** are a valuable resource and a key business differentiator for our Company. AIA's success depends on the success of our individual employees and at all times we aim to treat them equitably, to provide them with a safe and sustainable working environment and to help them further develop their individual skills.

## Presenting our Team

At the end of 2013 our headcount was 635 people under open-ended contracts and 42 people seasonally employed. A significant part of our personnel resides at the local communities, which only reflects our unbreakable bond with the Mesogeia area. The entire AIA management resides in the Attika region. Turnover ratio excluding fixed term staff was at 1.1% for 2013.

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 2013, 33% of all employees were female, while among Management women made up 16.2% of the total.

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 and with a significant percentage with post-graduate studies.

**31%** of our people reside at the local communities

**15%** of the total AIA workforce has a Master's or PhD degree

### Employment by Gender

2013   2012

Number of employees

33% 67%
**677**

33% 67%
**686**
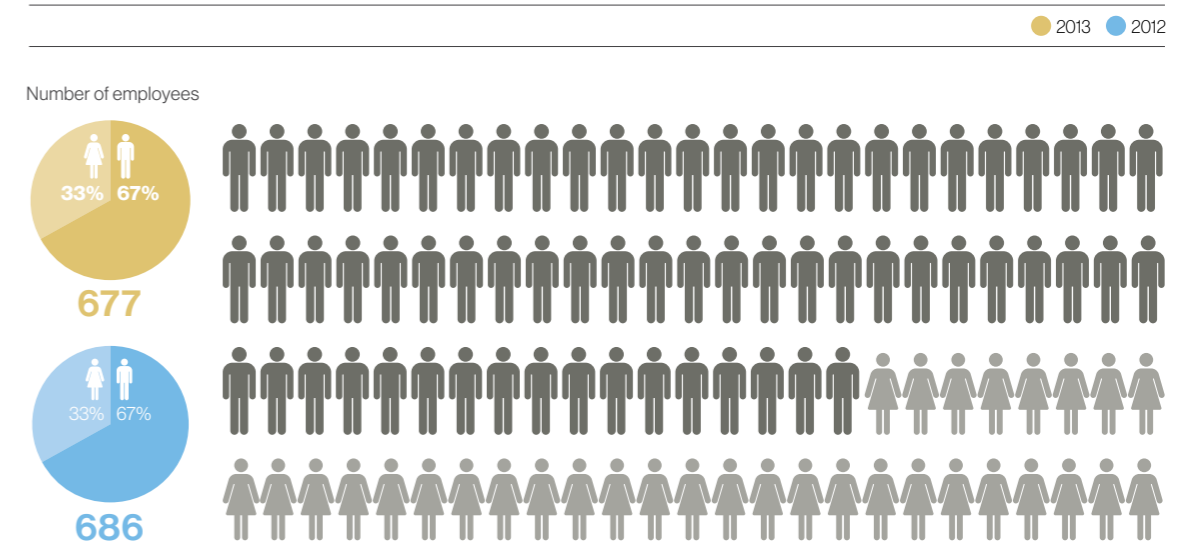
## Employment by type of contract
(all AIA employees are full-time employees)

| | 2013 | |
|---|---|---|
| | **Men** | **Women** |
| Open-end contacts | 423 | 212 |
| Seasonally employed | 26 | 13 |
| Apprenticeships | 2 | 1 |
| Total | 451 | 226 |

## Female Managers

Diversity in Management ⊙% of total management



16.2%   16.2%   14.3%

2013   2012   2011

In 2013, Management accounts for the 5.4% of the total workforce. Women managers account for 16.2% of the Management.

## Age Distribution



⊙ men  ⊙ women

20-25: 1, 0
25-30: 6, 7
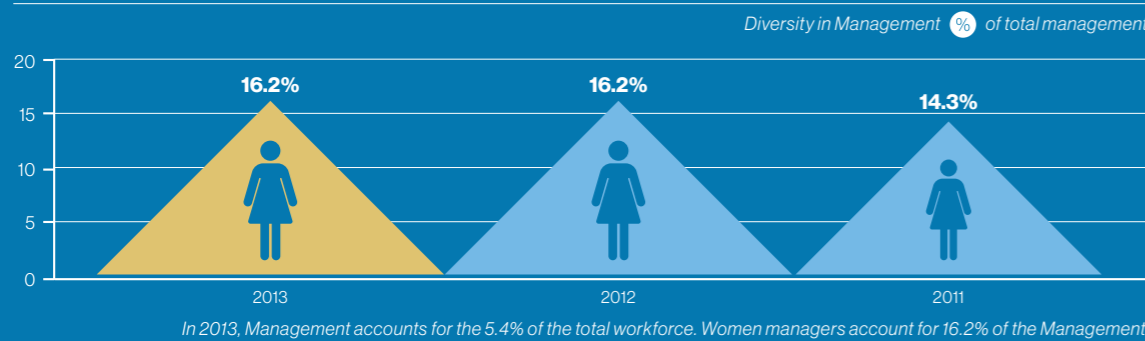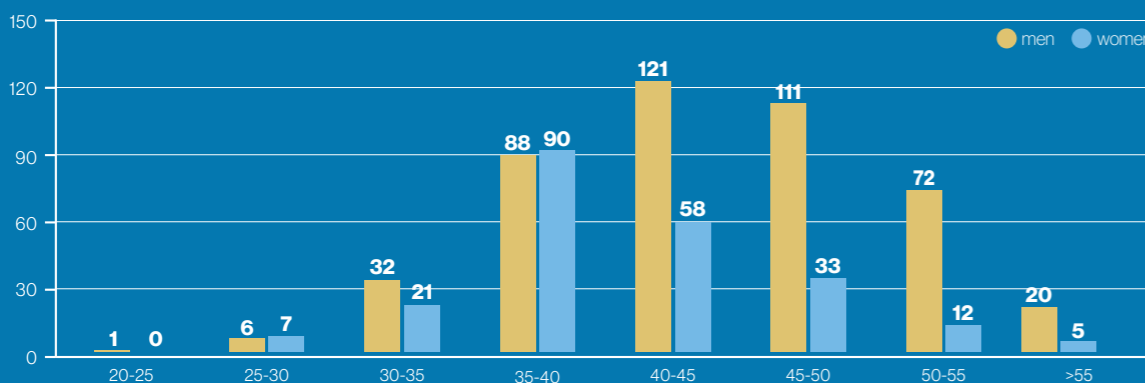30-35: 32, 21
35-40: 88, 90
40-45: 121, 58
45-50: 111, 33
50-55: 72, 12
>55: 20, 5

## Educational Status
(open-end contract employees)



⊙ men  ⊙ women

PHD: 7, 1
Master's: 56, 35
University: 80, 72
TEI: 59, 18
College: 125, 50
Lyceum: 84, 37
Basic: 11, 0
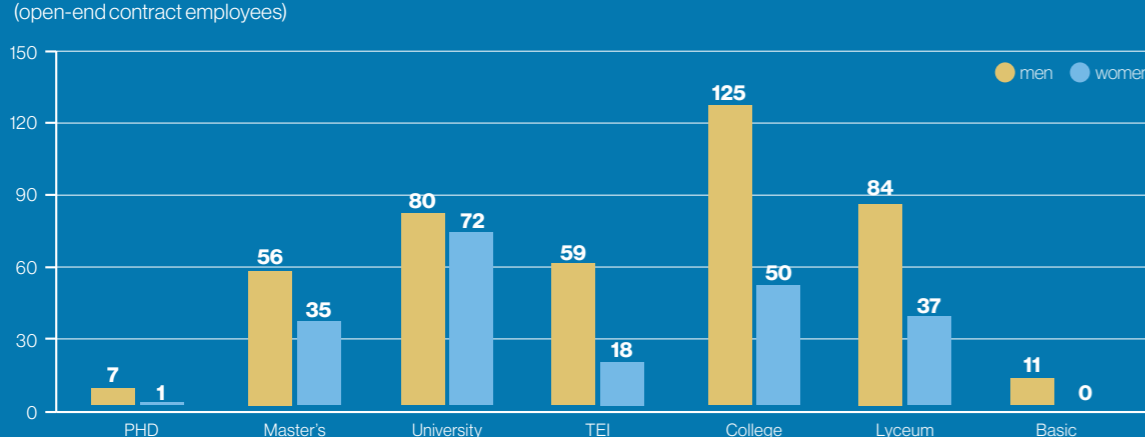
## Providing a safe workplace

Recognising the importance of employees' overall wellness, AIA takes particular care to provide a contemporary, healthy and safe working environment, by keeping health and safety risks to a minimum. At the same time, AIA complies with national and international regulations and standards regarding employee health and safety.

As part of our accident prevention programme, we encourage employees to report all incidents regardless of their severity (including first-aid incidents and near misses) and we have developed procedures and e-tools in order to improve the efficiency and effectiveness of incident reporting processes. Especially, first-aid and near-misses records are important as to assess the effectiveness of existing controls, to identify whether new trends are developing and to implement new procedures, to avoid future serious incidents.

### Occupational Accidents

| | 2013 | 2012 | var |
|---|---|---|---|
| **Total Accidents (excluding to/from work accidents)** | 9 | 12 | -25.0% |
| **Accident Frequency Rate** | 0.29 | 0 | - |

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

### Breakdown of Accidents



⊙ 2013  ⊙ 2012

Lost workday cases: 2, 0
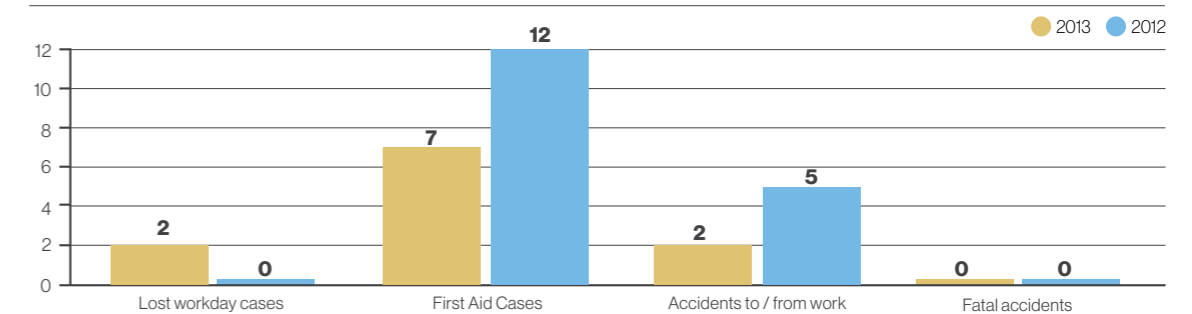First Aid Cases: 7, 12
Accidents to / from work: 2, 5
Fatal accidents: 0, 0

Employees occupied in hazardous tasks or hazardous areas are given special attention. Training sessions specialised for their activities' hazards are organised in order to inform but also to increase awareness level. For risks that cannot be otherwise eliminated, appropriate Personal Protective Equipment is provided.

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

Being responsible for occupational health and safety, AIA Management together with the Health and Safety Committee which is elected by the employees and represents all employees holds meetings on a regular basis. During those meetings working conditions are evaluated and suggestions for improvement are raised.

## Investing in Employee Training and Development

In a highly specialised industry such as aviation, implementing our business strategy is closely linked with developing our people's skills and capabilities. Thus, continuous professional and personal training is of vital importance and significant resources are allocated to pertinent activities.

During 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 2013:**
• 15,131 hours of training,
• 86.8% of the employees attended at least one training session
• 22.2 hours of training per full time equivalent employee (FTE).

## Training Subjects
(in hours)



| 77% | 15% | 8% |
|-----|-----|-----|
| Job-related Training | Compliance Training | Developmental Training |
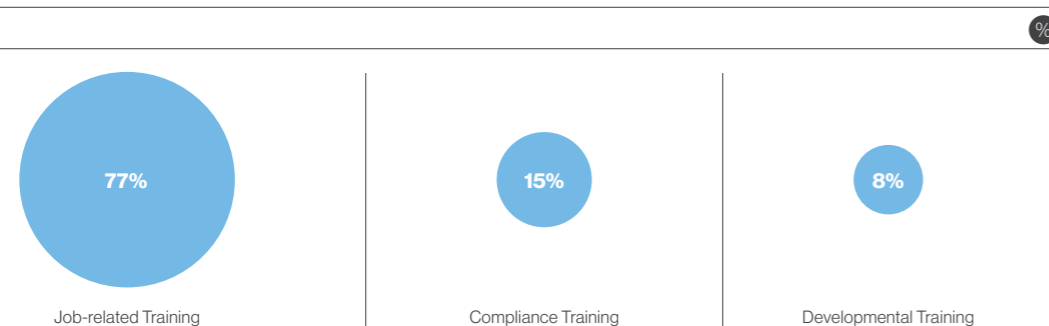
*Note: Training figures relate to all AIA employees participating in training courses (including separations and fixed-term employees). Outlines the distribution of training categories vs related training hours.*

## Training Categories
(in hours)

|  | 2013 | 2012 |
|--|------|------|
| Compliance Training | 2,213 | 1,994 |
| Developmental Training | 1,186 | 2,774 |
| Job-related Training | 11,732 | 8,340 |

*Note: Corporate training: no data in 2012 & 2013*

During 2013 a management development programme was implemented, linked to our performance management system. The aim of the programme was to reinforce the skills of all managers in setting goals and giving feedback – benefiting both employees and managers. Moreover, in order to promote thorough awareness of our revised Code of Business Conduct, we worked closely with an external training provider and launched an online learning programme which was completed by all employees.

AIA has launched a strategic partnership with ACI on 2007 and since then operates as an official and recognised 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 2013, we organised and successfully completed two courses:
• Global Safety Network II - Airport Operations and Safety (15 participants)
• Developing a Customer Centric Culture at Airport (16 participants)
AIA considers third parties as an important part for the airport smooth operation; therefore we seek to also involve their personnel in the training activities, aiming to maintain a win-win partnership.

### Training for 3rd Parties 2013:
• Environmental Awareness Training: **41 training hours**
• Safety & Security Training: **6,468 training hours**

With the aim to further develop the appropriate skills and competencies, each employee is evaluated on an annual basis by the Employee Performance Appraisal System, which takes into account his/her position, responsibilities and tasks. The performance appraisal procedure ensures guidance of employees by their managers and creates the framework for recognising individual contribution. Similarly, during the performance appraisal meeting employees are given the opportunity to review their evaluation and openly express their views prior to finalising the procedure.

A human resource management information system is under implementation to replace our existing system aiming to cover the entire employee life cycle. This integrated system will provide information used in HR decision-making such as payroll, time and labour management, recruiting, employee benefits, training and performance analysis.

## 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. Our benefit programmes are an integral part of the total compensation policy and strategy and are aligned with market practices.

The group life and medical insurance programme as well as the medical coverage for all permanent AIA employees and their dependent family members are highly appreciated by all eligible employees.

### AIA Group Life & Medical Insurance Programme 2013:
• **1,854** persons covered (AIA employees and dependants)
• **2,787** insurance claims served (reimbursed)

The pension programme 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, 94.2% of which have selected to participate with their own contribution.

## Work Life Balance

We recognise that 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 also promote engagement of our people in sporting activities, therefore support football and basketball activities. For the 8th consecutive year AIA's basketball team took part in the "Nikos Galis" championship for companies, the oldest and largest corporate athletic league at a European level, since more than 100 corporate teams and 1,000 athletes participate despite the recent financial crisis. AIA's team, fully supported by our administration, has already completed the first phase of the games and was qualified for the A2 class of the championship. Although next year's goal is to improve ranking, what really matters is that colleagues from different departments and levels come together on the court and have fun with their favourite sport every week.

The 5x5 Airport football tournament is an idea created by the Airport Company, with the main objective to bring people from the airport community together. The tournament has been taking place for 13 consecutive years so far involving various teams from the airport community. In the football period 2012-2013, AIA's team ranked second, however succeeded to win the gold medal at the Champions League, where participation was also open to other companies.

## 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 communication. We are fully aware of our responsibility as an employer and strive to maintain good relations with our employees' representatives: AIA Employees' Union and the Health & Safety Committee (the Health & Safety Committee is an employee-elected body aiming at consulting AIA Management in order to locate, record, elaborate on, analyse and research harmful elements and/or conditions and measures, which need to be taken to improve occupational health & safety).

An open and honest dialogue 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 Centre of Aglaia Kyriakou Children 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 programme and during 2013 41 units of blood were donated.

For one more year, Santa Claus kept his promise, visited the annual Christmas party that AIA organises for its employees' children and gave away presents.

Our success greatly depends upon all employees' understanding of how their work contributes to the Company's overall vision and business strategy; therefore we use information tools such as the Corporate Intranet and AIA's magazine to disseminate information to employees. Our overall goal is to ensure that employees receive valid information on a timely basis. "WeRAIA", AIA's magazine, is published quarterly and also posted on the Intranet. However, the most important internal communication tool that AIA possesses is its Intranet. It 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.

To monitor the working environment and other factors important in attaining AIA's strategic goals, an employee opinion survey was carried out to elicit the views of the employees. The survey was conducted and results processed by an external company. The decision to commission the project to a specialised, independent organisation was made in order to ensure the most efficient possible approach to the task and to guarantee the fullest possible objectivity in relation to the findings and conclusions. The survey was addressed to all employees and although most of the questions were of the closed type, those interested could also take advantage of open type questions to express their views.

# 6 Our Citizenship

## Our Commitment

We undertake an active role as a social partner in the local communities in which we operate. In line with our Corporate Responsibility Policy, we focus on delivering sustainable added value to the adjacent communities

as to advance social partnership and prosperity in the region.
Considering that Athens International Airport is more than a transportation hub, we support and promote the attractiveness of the city of Athens as

a tourist destination; we promote wider cultural activities but also we support a number of humanitarian causes thus enhancing our social commitment.

## Local Communities

The Airport Company has a diversified and lasting impact on the local region by supporting the development of infrastructure and various social, humanitarian and cultural causes.

Through a continuous dialogue with the authorities and associations of the local communities on issues of common concern, we aim to sustain a peaceful co-existence with our neighbours.

**Stakeholder Engagement:**
In 2013, a total of 207 meetings took place with representatives from local authorities, associations, schools and individuals.

### Engaging Local Entities
(breakdown of meetings)

|  | 2013 | 2012 |
|---|---|---|
| **Municipalities** | 112 | 130 |
| **Associations** | 42 | 71 |
| **Schools** | 29 | 36 |
| **Individuals** | 24 | 38 |
| **Total** | 207 | 275 |

In close cooperation with local authorities and associations each year we develop our Corporate Local Communities Action Plan which addresses needs related to the fields

of education, culture and athletics, transportation, society and the environment. Taking into account the current economic situation in Greece, our 2013 Corporate Local Communities

Action Plan focused on the emerging social needs of the community while responding to requests from the Municipalities of Spata-Artemis, Koropi, Markopoulo and Rafina-Pikermi.

### Local Community Investment*

|  | 2013 | 2012 |
|---|---|---|
| **Local Community Investment(€ x 1,000) - (* including provisions)** | 205.1 | 186.3 |

### Local Community Investment
(breakdown of projects/activities)

|  | 2013 | 2012 | % of total investment |
|---|---|---|---|
| **Education** | 112,820 | 75,185 | 83.8 |
| **Culture & Athletics** | 7,800 | 25,359 | 5.8 |
| **Society** | 13,837 | 38,063 | 10.3 |
| **Environment** | 245 | 47,642 | 0.2 |
| **Total** | 134,702 | 186,249 | 100.0 |

THE LOVIE AWARDS
Silver Medal
cat. Travel & Tourism

The actions implemented in 2013 are described below:

### Education

• Financial rewards were offered to 14 high school students in Spata-Artemis, Koropi and Markopoulo who excelled academically and were admitted to higher educational institutions.
• Electronic equipment, air conditioning units, furnishings, domestic appliances, sports equipment and other infrastructure were provided to schools in the neighbouring communities.
• All 27 public schools in the Municipality of Spata-Artemis were rewarded for their participation in our recycling programme.
• Christmas presents were distributed to 128 kindergartners in Artemis.
• Two scholarships were awarded to postgraduate students studying environmental science at University of the Aegean.

### Culture and Athletics

• Financial support was offered to major local cultural and athletic associations from Spata-Artemis for their annual cultural and athletic events.
• A heavy-duty storage system and other equipment as well as antiquities maintenance services were donated to the Vravrona Museum.

### Society

• Medicine was supplied to the municipal infirmaries of Spata-Artemis to cover operational needs and the "Help at Home" programme.
• Supermarket vouchers were distributed to 303 families in need during the Easter and Christmas periods in collaboration with social services of the Municipality of Spata-Artemis.
• Financial support was provided to a local volunteer association for a 'Let's Do It Greece' clean-up of a coastal area in Artemis.
• Financial support was provided to animal welfare associations in Spata-Artemis, Koropi, Markopoulo and Rafina-Pikermi.

### Environment

• The Vravrona Wetland Protection and Promotion Programme was implemented in collaboration with the Hellenic Ornithological Society (HOS) and the Municipality of Markopoulo Mesogaia.
• The Prasinos Lofos area in Artemis was cleaned up for the seventh consecutive year as a precautionary measure against forest fires.
• Maintenance and planting took place in the coastal park of Artemis on the occasion of World Environment Day.
• Financial support was provided to the wildlife welfare association ANIMA within the frame of our cooperation on the raptor release programme.

## Promoting the city of Athens

During the last three years we have supported and enhanced Athens' attractiveness as a tourist destination and assisted in the recovery of the city's image through strategic cooperation and synergies with tourism organisations and associations (Ministry of Tourism, Association of Tourism enterprises, GNTO, Marketing Greece, etc.) as well as a series of actions and initiatives through our "Destination Marketing" programme.

### 1st Airport Chief Executives' Symposium - "City Pair Initiative"

We initiated the annual, international Airport Chief Executives' Symposium (ACES), by hosting the first gathering of airport CEOs and top industry officials in Athens in October 2013. The aim of the event was the synthesis of ideas and opinions on addressing challenges, trends and issues of today's aviation.

The Symposium included speeches and panel discussions conducted by high-level executives of the industry, including CEOs, representatives from ACI World / Europe, the Tourism and Transport industry, while the opening speech was held by the Minister of Tourism, Mrs. Olga Kefalogianni.

Aimed to boost the attractiveness and the dynamics of the city of Athens as a destination, especially during a period impacted by the adverse macroeconomic conditions, during the works of the Symposium, we announced a new initiative called the "City Pair Initiative".

Under the scheme of cooperation and mutual support between 18 fellow airports from around the world, we signed Memoranda of Understanding with the respective airport representatives, who committed to promote "Destination-Athens" with all their available means, on a reciprocity basis. Official airport magazines, websites, social media accounts and airport grounds in Canada, the USA, Latin America, the European Union and Russia already participate in the "City Pair Initiative" with the key message "Perhaψ You're an Aθenian too" in a promotional campaign that addresses a market of more than 170,000,000 passengers.

history
enthusiasm
harmony

## Perhaψ You're an Aθenian too

paradise
tragedy
philoxenia
comedy

### Athenspotlighted City Card

We continued the "athenspotlighted" programme (ASP) which enables travellers to discover the unique character, history and cosmopolitan atmosphere of Athens through ideal deals. The ASP programme is related with the "athenspotlighted" city card - the first city card for Athens - which has been offered to arriving passengers. Currently the programme counts 130,000 card holders. Each ASP card holder enjoys big discounts, special offers and extra benefits at a great variety of selected Athenian spots.

**EY Assurance Comment on: Destination Marketing**

During our interviews with corporate representatives, we discussed how the airport company has long been promoting the city of Athens, and elaborated on how the concept of destination marketing has been formally incorporated into AIA's marketing plan. Through our review of the GRI G4 Principles for Defining Report Content, AIA's corporate representatives explained that further enhancing the company's destination marketing is linked to the overall sustainability context need to restore the city of Athens' image. To this end, we reviewed evidence of the "City Pair Initiative" and how it is based on stakeholder engagement between airports and other third parties. We consider that AIA could further enhance the initiative by promoting the "Perhaψ You're an Aθenian too" campaign within the city of Athens.

## AIA's Art & Cultural Programme

During the 12 years since the commencement of its operations, Athens International Airport has proved that apart from its operational excellence and successful business model, it has also become a cultural hub for travellers and visitors.

As a crossroads of cultures, we actively participate in the cultural life of the city of Athens. Approximately 250,000 visitors per year visit the permanent airport exhibitions, namely the exhibition of Archaeological Findings, the "Acropolis Museum" exhibition and the new interactive exhibition dedicated to Eleftherios Venizelos, which has been refurbished with the support of the National Research Foundation "Eleftherios K. Venizelos" and the Region of Crete.

Regarding temporary exhibitions, we cooperated with Ileana Tounta Contemporary Art Centre and hosted at our premises a video Art Projection by Swiss artist Yves Ackermann under the title "My Love Soon". The imagery of this video extended to painting with references to symbolism and realism.

In cooperation with the art and culture platform Aegeanale, we presented the video art projection titled "Aegean Experienced". The exhibition hosted 15 icons from the works of seven artists who were inspired by the Greek archipelago: "Mare Liberum" by Georgis Gerolympos, "Caravan Project" by Thekla Malamou, "Blind Fisherman" by Stratis Vogiatzis, "Caldera" by Dimitris Kleanthis, "Salt" by Kostas Masseras and "Aegeanscapes" by Sokratis Baltagiannis, as well as a video-trilogy from the series Living Postcards of Emmanouil Papadopoulos.

Furthermore, we cooperated with ANAPLOUS-Cultural & Educational Projects, and presented the exhibition "My Own Iliad", created by the Cypriot painter George Koumouros and dedicated to Homer's Iliad. The exhibition aimed to promote the Hellenic culture and civilisation to visitors travelling to Athens.

In the airport's "Art & Environment" exhibition area we hosted, in cooperation with Medecins Sans Frontieres (MSF), the "Urban Survivors – A journey into the margins of contemporary cities" exhibition which revealed urban survivors' daily lives, through the lens of famous photographers of NOOR / Apeiron Agency.

Regarding art and environment awareness, we continued our cooperation with MEDASSET with the exhibition "Inspired by the marine environment", by presenting 25 posters in order to raise awareness for our own Mediterranean Sea.

Furthermore, in cooperation with the Hellenic Ornithological Society we hosted the exhibition "Birds and aircraft in parallel flights". Through 30 snapshots of birds and aircraft captured by Greek and foreign photographers, visitors and travellers had the opportunity to come closer to the world of the birds of the Greek nature.

Together with the culture platform "ελculture" we also introduced a new entertainment and cultural programme named **«Fly me to the Moon»**. This was a festive "journey", with concerts, performances and happenings occurring throughout the year. Many cultural activities by popular musicians, dancers and actors took place at the airport premises and managed to enhance passenger and visitor airport experience. Vanilla Swing, The Bet, Belleville, World of Mouth, Abovo and Opera Chaotique were the bands and artists who p articipated. On the 21st June we celebrated the International Music Day by organising the "Play me – the Piano Project" and hosting for three days a lot of musical happenings at the Main Terminal Building (MTB). Following the "Play-me- the Piano project", the three pianos were offered to the Children Non-profit Organisations: "The Smile of the Child", "The Ergastiri" and the "SOS Children's Villages in Vari".

In addition, we continued to support Greek cultural entities such as the Athens Concert Hall - Megaron, the Greek National Theatre, the Greek Theatre International, the Nomismatic Museum, the Byzantine and Christian Museum and the Athens Video Art & Festival Production.

**Art & Culture Investment**
(€ x 1,000)

| | 2013 | 2012 |
|---|---|---|
| Cultural sponsorships | 12.2 | 89.7 |
| Art Exhibitions / Events | 64.5 | 93.3 |

**Sponsorship Program 2013**
(€ x 1,000) (breakdown)

| 4.1 | 82.2 | 9.7 | 8.8 | 104.9 | 21.8 |
|---|---|---|---|---|---|
| Sports | Business - General | Business - Aviation Sector | Social - Various Humanitarian | Social - Children/ Youth | Science |
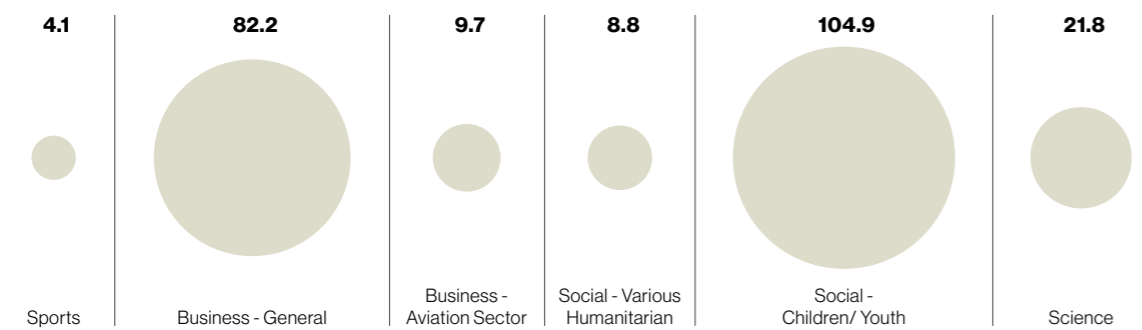
## A welcoming airport for children

### • Airport Visitors Service

We host educational visits to the airport premises so that school-children can broaden their horizons through a "virtual travelling" at the airport facilities and operational procedures. The visit lasts 2½ hours and includes a presentation of the Main Terminal Building (MTB), Archaeological Museum, Cultural exhibitions, Baggage Reclaim Area, etc. and a visit to the airport fire station where the unique fire trucks "Panthers" are located.

In this context, in 2013 we welcomed in total 2,000 school visitors from 8 kindergarten schools, 10 elementary schools, 14 high schools, 3 Public or Private Vocational Schools, the University of Athens and Piraeus, as well as 18 specialised educational institutions.

We also hosted specialised visits of Hellenic Association of Travel and Tourism Agencies (HATTA) for students with disabilities and "Perivolaki", a non-profitable association for children with special needs.

### • Airport Children's Play Area

The Airport's Children Play Area welcomed 5,542 young visitors and their families during 2013. The facility is operated by personnel of the Association "The Smile of the Child". Travelling public applauds the care services provided over the years of its operation more than 54,250 young visitors and their families have enjoyed this innovative service.

## Enhancing Social Commitment

An important milestone of our corporate responsibility strategy is to strengthen our social commitment by supporting children and social groups in need. In this aspect, we continued our multi-dimensional social programme by contributing to national and international non-governmental humanitarian activities such as ActionAid, Special Olympics-Hellas and

"I.O.A.S. – Panos Mylonas" Institute" for the promotion of the campaign "Travelling Greece in comfort and safety".

We continued to support various organisations with special focus on children issues such as "Make-A-Wish", "The Smile of the Child" and UNICEF, all children welfare organizations.  We also donated a

significant amount to "ELPIDA", the Association of Friends of Children with Cancer, in order to partially cover the cost of the guest house used by the families of children with neoplasmatic diseases.

In addition, in order to facilitate schoolchildren' education, we donated 26 used personal computers and printers to Greek elementary schools,

to the Voluntary group "Forest Protection & Fire Prevention" at Vari and to the UNESCO department of Piraeus and Islands.

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

Regarding educational institutions, we supported the ALBA Graduate

Business School for their Scholarship Fund Raising Programme. Aiming at inspiring students to use new technologies and introduce them in a creative way in the magical world of science and applications we supported the Avgoulea-Linardatou School. Furthermore, we supported the association of the Graduates of the German School of Athens and participated for the 5th consecutive year in the MBA International Programme of the Athens University of Economics and Business by offering

a scholarship to a candidate from the Balkans.

We continued our support for initiatives related with education and training of unemployed youth. Under this new pillar of our corporate citizenship commitment we supported the "Entrepreneurship & Career Panorama 2013" organised by the Research Centre of Strategic Business Management of the Athens University of Economics and Business, focusing on business start–up seminars for unemployed youth.

## AIA's Digital Engagement

In 2013 we established our digital footprint by launching our new corporate website while introducing our Facebook and Twitter accounts.

The newly developed corporate website is a customised approach upon information architecture and content development based on travellers specific needs, enhanced with highly attractive design. www. aia.gr boosts the traveler / visitor perspective offering accurate information and advanced tools and applications of high technology as

well as Responsive Web Design (RWD). Easy to use extras which include a flight tracker, parking pre-booking, information on live traffic incidents, predefined routes with map rendering and even an application for uploading photos, make the site the ideal companion for all visitors who love travelling, whether they are at the airport or in Athens. It has been awarded with the Silver Medal in the Travel & Tourism category at the European "Lovie Awards 2013", which were focused on recognising

the unique and resonant nature of the European digital community as well as the Greek: Gold Ermis Award 2013".

Following the launch of the new corporate website, last October we entered Facebook and Twitter, aiming to increase digital touch points and reinforce our presence within the digital ecosystem. Our social media activity complements corporate website operation. We remain committed to enhance the airport's friendly and human image through a constant and engaging dialogue with the public.

# 7 Sustainability Framework and Commitment

**AIA has adopted** a structured reporting framework in order to reinforce credibility in disclosing sustainability information.
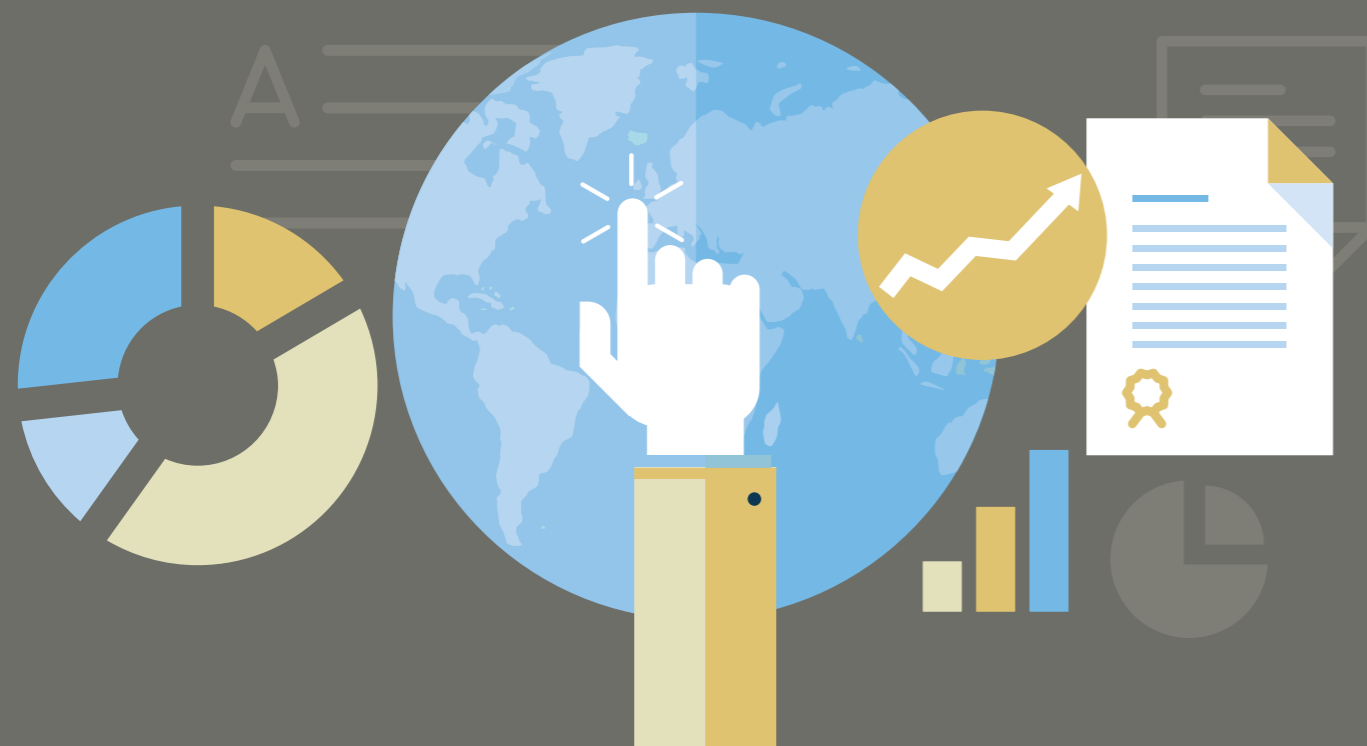
## UN Global Compact / Communication On Progress (COP)

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

In order to enhance credibility towards its commitment to the UNGC principles, AIA reports its continuous improvement per principle area, on an annual basis. UNGC COP is a communication tool towards the UNGC Headquarters and AIA's stakeholder groups.

Here under is the reference of company's practices related to the UNGC principles:

| Area | UNGC Principles | Page |
|---|---|---|
| **Human Rights** | 1: Business should support and respect the protection of international proclaimed human rights | p. 14, 23, 31, 32, 33, 35, 49, 50, 51, 56, 57 |
| | 2: Business should make sure that they are not complicit in human right abuses | |
| **Labour Standards** | 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining | p. 14, 23, 49 |
| | 4: Business should uphold the elimination of all forms of forced and compulsory labour | |
| | 5: Business should uphold effective abolition of child labour | |
| | 6: Business should uphold the elimination of discrimination in respect of employment and occupation | |
| **Environment** | 7: Business should support a precautionary approach to environmental challenges | p. 12, 13, 37-45 |
| | 8: Business should undertake initiatives to promote greater environmental responsibility | |
| | 9: Business should encourage the development and diffusion of environmental friendly technologies | |
| **Anti-corruption** | 10: Business should work against corruption in all its forms, including extortion and bribery | p. 9, 12, 13, 14, 23, 50 |

THE GLOBAL COMPACT
WE SUPPORT

## GRI G4 Content Index for "In accordance" - Core

This Content Index provides an overview of the G4 Standard Disclosures based on the selections made, including Airport Operators Sector Disclosures.

### GENERAL STANDARD DISCLOSURES

| General Standard Disclosures | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| **STRATEGY AND ANALYSIS** | | | | | | |
| G4-1 | Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability. | p.6-9 | | | | √ |
| **ORGANIZATIONAL PROFILE** | | | | | | |
| G4-3 | Report the name of the organization. | p.10 | | | | √ |
| G4-4 | Report the primary brands, products, and services. | p.10, 20-21 | | | | √ |
| G4-5 | Report the location of the organization's headquarters. | p.10, 68 | | | | √ |
| G4-6 | Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report. | p.10, 68 | | | | √ |
| G4-7 | Report the nature of ownership and legal form. | p.10 | | | | √ |
| G4-8 | Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries). | p.24 / aerostat* | | | | √ |
| G4-9 | Report the scale of the organization | p.20-21, 47 / financial statements** | | | | √ |
| G4-10 | Report the total number of employees by employment contract and gender,the total number of permanent employees by employment type and gender, the total workforce by employees and supervised workers and by gender, the total workforce by region and gender, whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors and any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). | p.47 | | | | √ |
| G4-11 | Report the percentage of total employees covered by collective bargaining agreements. | All AIA employees are covered by the minimum requirements of the National Collective labor Agreement. | | | | √ |

*http://www.aia.gr/company-and-business/the-company/Corporate-Publications/aerostat
**http://www.aia.gr/userfiles/675393df-ab1a-4b77-826c-f3096a3d7f12/2013_Financial_Statements.pdf

| General Standard Disclosures | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| G4-12 | Describe the organization's supply chain. | p.23 | | | | √ |
| G4-13 | Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain | p.6, 11 | | | | √ |
| G4-14 | Report whether and how the precautionary approach or principle is addressed by the organization. | p.12-13 | | | | √ |
| G4-15 | List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses. | p.37 | | | | √ |
| G4-16 | List memberships of associations (such as industry associations) and national or international advocacy organizations | p.21 | | | | √ |
| **IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES** | | | | | | |
| G4-17 | List all entities included in the organization's consolidated financial statements or equivalent documents, report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. | p.10 | | | | √ |
| G4-18 | Explain the process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content. | p.15-17 | | | | √ |
| G4-19 | List all the material Aspects identified in the process for defining report content. | p.15-17 | | | | √ |
| G4-20 | For each material Aspect, report the Aspect Boundary within the organization. | p.15-17 | | | | √ |
| G4-21 | For each material Aspect, report the Aspect Boundary outside the organization. | p.15-17 | | | | √ |
| G4-22 | Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements. | p.68 | | | | √ |
| G4-23 | Report significant changes from previous reporting periods in the Scope and Aspect Boundaries. | p.68 | | | | √ |
| **STAKEHOLDER ENGAGEMENT** | | | | | | |
| G4-24 | Provide a list of stakeholder groups engaged by the organization. | p.15 | | | | √ |
| G4-25 | Report the basis for identification and selection of stakeholders with whom to engage. | p.15 | | | | √ |
| G4-26 | Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process. | p.15-17 | | | | √ |

| General Standard Disclosures | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| G4-27 | Report 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. Report the stakeholder groups that raised each of the key topics and concerns. | p.15-17 | | | | √ |
| **REPORT PROFILE** | | | | | | |
| G4-28 | Reporting period (such as fiscal or calendar year) for information provided. | p.68 | | | | √ |
| G4-29 | Date of most recent previous report (if any). | p.68 | | | | √ |
| G4-30 | Reporting cycle (such as annual, biennial). | p.68 | | | | √ |
| G4-31 | Provide the contact point for questions regarding the report or its contents. | p.73 | | | | √ |
| G4-32 | Report the 'in accordance' option the organization has chosen, the GRI Content Index for the chosen option and the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines. | p.60-65, 68, 69-72 | | | | √ |
| G4-33 | Report the organization's policy and current practice with regard to seeking external assurance for the report, if not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided, report the relationship between the organization and the assurance providers and whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report. | p.69-72 | | | | √ |
| **GOVERNANCE** | | | | | | |
| G4-34 | Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts. | p.11-12, 73 | | | | √ |
| **ETHICS AND INTEGRITY** | | | | | | |
| G4-56 | Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics. | p.14 | | | | √ |

| **SPECIFIC STANDARD DISCLOSURES** | | | | | | |
|---|---|---|---|---|---|---|
| DMA and Indicators | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
| | | **CATEGORY: ECONOMIC** | | | | |
| **MATERIAL ASPECT: ECONOMIC PERFORMANCE** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.22-23 / financial statements** | | | | |
| G4-EC1 | Direct economic value generated and distributed | p.10, 17, 36-37, 45 | | | | |
| G4-EC3 | Coverage of the organization's defined benefit plan obligations | p.50-51 / financial statements** | | | | |
| **MATERIAL ASPECT: MARKET PRESENCE (TRAFFIC)** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.24-25, 46-47 / aerostat* | | | | √ |
| G4-EC6 | Proportion of senior management hired from the local community at significant locations of operation | p.47 | | | | √ |
| AO3 | Total amount of cargo tonnage. | p.25 / aerostat* | | | | √ |
| **MATERIAL ASPECT: INDIRECT ECONOMIC IMPACT** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.18-19, 20-21 / study*** | | | | √ |
| G4-EC8 | Significant indirect economic impacts, including the extent of impacts | p.18-19, 20-21 / study*** | | | | √ |
| | | **CATEGORY: ENVIRONMENTAL** | | | | |
| **MATERIAL ASPECT: ENERGY** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.37, 39 / environment**** | | | | |
| G4-EN3 | Energy consumption within the organization | p.39 | | | | |
| G4-EN4 | Energy consumption outside of the organization | p.39 | | | | |
| G4-EN5 | Energy intensity | p.39 | | | | |
| **MATERIAL ASPECT: EMISSIONS & CLIMATE CHANGE** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.37-38, 40/ environment**** | | | | √ |
| G4-EN15 | Direct greenhouse gas (GHG) emissions (Scope 1) | p.38 | | | | √ |
| G4-EN16 | Energy indirect greenhouse gas (GHG) emissions (Scope 2) | p.38 | | | | √ |
| AO5 | Ambient air quality levers according to poppulant concentrations in microgram per cubic meter(μg/m3) or parts per million(PPM) by regulatory rejime. | p.40 | | | | √ |
| **MATERIAL ASPECT: EFFLUENTS AND WASTE** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.37, 43-44/ environment**** | | | | √ |
| G4-EN23 | Total weight of waste by type and disposal method | p.43-44 | | | | √ |
| AO6 | Aircraft and pavement de-icing/ant-icing fluid used and treated by m3 and/or metric tonnes. | p.43 | | | | √ |

*http://www.aia.gr/company-and-business/the-company/Corporate-Publications/aerostat
**http://www.aia.gr/userfiles/675393df-ab1a-4b77-826c-f3096a3d7f12/2013_Financial_Statements.pdf
***http://www.aia.gr/ebooks/EUAStudyEN/index.html
**** http://www.aia.gr/company-and-business/the-company/Corporate-Publications/enviroment

| DMA and Indicators | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| **MATERIAL ASPECT: ENVIRONMENTAL COMPLIANCE** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.37 | | | | |
| G4-EN29 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations | p.37 | | | | |
| **MATERIAL ASPECT: NOISE** | | | | | | |
| G4-DMA | Report on defining any noise targets or limits applicable to the airport, stating whether they are voluntary or legally binding, and provide an indication of progress, details of noise measurement and monitoring system; operational measures to minimize noise impact, flight restrictions and noise protection schemes offered by the airport. | p.40-41/ environment**** | | | | √ |
| AO7 | Number and percentage change of people residing in areas affected by noise. | According to the results of the Airport Strategic Noise Map, inhabited areas included are not exposed to noise levels above the limits set by authorities. Still, it is not possible to disclose certain required information due to missing census data. | Percentage change of people residing in areas affected by noise | The information is currently unavailable | Missing census data | √ |

### CATEGORY: SOCIAL

#### SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK

| DMA and Indicators | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| **MATERIAL ASPECT: EMPLOYEE HEALTH AND SAFETY** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.49 | | | | √ |
| G4-LA5 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and saftey programs | p.49 | | | | √ |

#### SUB-CATEGORY: SOCIETY

| DMA and Indicators | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| **MATERIAL ASPECT: LOCAL COMMUNITIES** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.53-54 | | | | |
| G4-SO1 | Percentage of operations with implemented local community engagement, impact assessments, and development programs | p.53-54 | | | | |

**** http://www.aia.gr/company-and-business/the-company/Corporate-Publications/enviroment

| DMA and Indicators | Standard Disclosure Title | Page Number / Link / Direct answer | Identified Omission(s) | Reason(s) for Omission(s) | Explanation for Omission(s) | External Assurance |
|---|---|---|---|---|---|---|
| **SUB-CATEGORY: PRODUCT RESPONSIBILITY** | | | | | | |
| **MATERIAL ASPECT: CUSTOMER SAFETY (INCLUDING AVIATION & SECURITY)** | | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | p.30-32 | | | | √ |
| G4-PR1 | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement | | Health and safety impacts are assessed for both aviation and non-aviation service categories | | | √ |
| AO9 | Total number of wildlife strikes per 10,000 aircraft movements | - | Wildlife Strike Data | The information is subject to specific confidentiality constraints | Wildlife strike data cannot be disclosed but is reported to the relevant authority (Hellenic Civil Aviation Authority) in accordance with all requirements arising from national and European legislation. | √ |
| **MATERIAL ASPECT: OPERATIONAL READINESS & EMERGENCY PREPAREDNESS** | | | | | | |
| G4-DMA | Report policies /programs on business continuity in the event of an emergency, any policy for mitigating risk that is reviewed and revised regularly should be included. Report on management of events affecting service quality, on procedures/ process for quality control of service and on programs /procedures for facilities which are used by person with special needs. | p.30-31 | | | | √ |
| AIA SPECIFIC INDICATOR | Critical Systems Availability | p.30 | | | | √ |

# Linkage table between ISO 26000:2010 and GRI G4 Guidelines

Within the framework of the alignment of AIA's Corporate Responsibility Policy with ISO26000, the following table summarizes the representation of adherence to the standard through the application of the GRI G4 Sustainability Reporting Guidelines.

| ISO26000:2010 CLAUSES | | GRI REPORTING PRINCIPLES AND STANDARD DISCLOSURES | |
|---|---|---|---|
| **Principles of social responsibility** | **4** | | |
| **Accountability** | 4.2 | The application of the GRI Guidelines provides AIA with a tool for accounting for and being transparent in its impacts on the economy, the environment and society. | |
| **Transparency** | 4.3 | | |
| **Ethical behaviour** | 4.4 | General Standard Disclosures: Ethics and Integrity | |
| **Respect for stakeholder interests** | 4.5 | Stakeholder Inclusiveness Principle | |
| **Respect for the rule of law** | 4.6 | G4-EN29 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations |
| **Respect for international norms of behaviour** | 4.7 | Sustainability Context Principle | |
| | | General Standard Disclosures: Strategy and Analysis | |
| **Respect for human rights** | 4.8 | Ch.3: 'Safeguarding our Operation' & 'Respecting Human Rights' | |
| **Recognizing social responsibility and engaging stakeholders** | **5** | | |
| **Recognizing social responsibility** | 5.2 | General Standard Disclosures: Identified Material Aspects and Boundaries | |
| **Stakeholder identification and engagement** | 5.3 | General Standard Disclosures: Stakeholder Engagement | |
| **Guidance on social responsibility core subjects** | **6** | **Generic Disclosures on Management Approach (G4-DMA)** - AIA uses the Generic Disclosures on Management Approach (G4-DMA) to report its approach to managing each of the ISO 26000 social responsibility core subjects and issues and the related actions and expectations | |
| **Organisational governance** | 6.2 | General Standard Disclosures: Strategy and Analysis | |
| | | General Standard Disclosures: Governance | |
| **Human rights** | 6.3 | General Standard Disclosures: Organisational Profile | |
| | | Ch.3: 'Safeguarding our Operation' & 'Respecting Human Rights' | |
| | | G4-EC8 | Significant indirect economic impacts, including the extent of impacts |
| | | G4-SO1 | Percentage of operations with implemented local community engagement, impact assessments, and development programs |
| **Labour practices** | 6.4 | General Standard Disclosures: organisational Profile | |
| | | Labor Practices and Decent Work sub-Category | |
| | | G4-EC6 | Proportion of senior management hired from the local community at significant locations of operation |
| | | G4-LA5 | 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 |
| **The environment** | 6.5 | G4-SO1 | Percentage of operations with implemented local community engagement, impact assessments, and development programs |
| | | AO5 (Sector Supplement) | Ambient air quality levels |
| | | G4-EN23 | Total weight of waste by type and disposal method |
| | | G4-SO1 | Percentage of operations with implemented local community engagement, impact assessments, and development programs |
| | | G4-EN3 | Direct energy consumption within the organisation |
| | | G4-EN4 | Energy consumption outside of the organisation |
| | | G4-EN5 | Energy intensity |
| | | G4-EN15 | Direct greenhouse gas (GHG) emissions (Scope 1) |
| | | G4-EN16 | Energy indirect greenhouse gas (GHG) emissions (Scope 2) |

| ISO26000:2010 CLAUSES | | GRI REPORTING PRINCIPLES AND STANDARD DISCLOSURES | |
|---|---|---|---|
| | | General Standard Disclosures: Ethics and Integrity | |
| | | G4-EC8 | Significant indirect economic impacts, including the extent of impacts |
| | | G4-PR1 | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement |
| | | G4-SO1 | Percentage of operations with implemented local community engagement, impact assessments, and development programs |
| **Fair operating practices** | 6.6 | G4-EC1 | Direct economic value generated and distributed |
| | | G4-EC3 | Coverage of the Organisation's Defined Benefit Plan Obligations |
| | | G4-EC6 | Proportion of senior management hired from the local community at significant locations of operation |
| | | G4-EC8 | Significant indirect economic impacts, including the extent of impacts |
| | | G4-PR1 | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement |
| **Guidance on integrating social responsibility throughout an organisation** | **7** | | |
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## About this Report

This is the 11h edition of the annual Corporate Responsibility Report of Athens International Airport S.A. (AIA) which aims to provide all stakeholders with consistent and thorough information on sustainability issues.

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 UNGC CoP Directory (www.unglobalcompact.org/participants).

## 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 stakeholders' interest through accurate and validated information.

The Report refers to the period of January through December 2013 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".

## Methodology

The Report elaborates on corporate targets, management practices and key performance indicators for 2013 in a simple, comprehensive way, with a flowing content. Report content has been set as defined by AA1000 AccountAbility Principles Standard (2008), the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines `in accordance' core requirements, including the G4 Airport Operators Sector Disclosures, as appropriate, depending on AIA's reported material aspects. The Airport Operators Sector Disclosures document is based on the `GRI Airport Operators Sector Supplement' (AOSS), issued in 2011 and developed based on the G3.1 Guidelines (2011). Additionally, the Report content is based on the provisions of ISO26000:2010 standard, as well as the ten principles of the United Nations Global Compact (UNGC).

This is AIA's first Report in accordance to the GRI G4 Sustainability Reporting Guidelines, including no changes in scope from our 2012 Report. Nevertheless, the concept of Aspect Boundaries was not in effect with the GRI G3.1 Guidelines, used in our 2012 Report, and consequently we have no relevant changes to mention.

The responsibility for preparing, submitting and distributing the Report lies under the Corporate Quality Department, which coordinates 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.

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### INDEPENDENT ASSURANCE STATEMENT

**To the management of Athens International Airport S.A.**

The Athens International Airport 2013 Corporate Responsibility Report ("the Report") has been prepared by the management of Athens International Airport S.A. ("AIA"), which is responsible for the collection and presentation of the information contained therein. Our responsibility, in accordance with AIA management's instructions, is to carry out a "limited level" assurance engagement on the English version of the Report, and to include assurance comments from our work in relevant sections of the Report.

Our responsibility in performing our assurance engagement is solely to the management of AIA and in accordance with the terms of reference agreed between us. We neither accept nor we assume any responsibility and for any other purpose, to any other person or organization. Any reliance any third party may place on the Report is entirely at its own risk and responsibility.

**Work scope and criteria**

Our assurance engagement has been planned and performed in accordance with ISAE3000 and the requirements of a Type 2 assurance engagement, as defined by AA1000AS, in order to provide a limited level assurance opinion on:

1. Adherence to the AccountAbility Principles of Inclusivity, Materiality and Responsiveness, against the relevant criteria found in the AA1000APS.

2. Accuracy and completeness of quantitative data and plausibility of qualitative information related to the GRI G4 General and Specific Standard Disclosures (indicated in the assurance column of the GRI G4 Content Index with a checkmark, pp. 60-65), against the "In accordance – Core" requirements.

3. Adherence to the United Nations Global Compact (UNGC) Communication on Progress (CoP) requirements, against the guidelines found in the Practical Guide to the UNGC CoP.

4. Adherence to Clause 4 "Principles of Social Responsibility" of ISO26000:2010, as this is reported in the "Linkage table between ISO26000:2010 and GRI G4 Guidelines".

**What we did to form our conclusions**

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

► **Interviewed a selection of AIA managers** to understand the current status of corporate responsibility activities and progress made during the reporting period.

► **Reviewed AIA's approach to stakeholder engagement** through interviews with managers responsible for engagement activities at corporate level and reviews of associated documentation.

► **Reviewed AIA's processes for determining material issues** to be included in the Report, as well as the coverage of material issues within the Report, against aspects found in the "GRI G4 Airport Operators Sector Disclosures", material issues and areas of performance covered in external media reports, and sustainability reports of selected European peers.

► **Interviewed specialists responsible for managing, collating and reviewing sustainability data** reported for internal and public reporting purposes, linked to the G4 General and Specific Standard Disclosures under the scope of our assurance engagement (indicated in the assurance column of the GRI G4 Content Index with a checkmark, pp. 60-65).

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- ► **Reviewed the Report for the appropriate transposition and presentation** of the sustainability data linked to the G4 General and Specific Standard Disclosures under the scope of our assurance engagement (indicated in the assurance column of the GRI G4 Content Index with a checkmark, pp. 60-65), including limitations and assumptions relating to how these data are presented within the Report.

- ► **Reviewed information or explanations to substantiate** key data, statements and assertions regarding the sustainability disclosures under the scope of our assurance engagement.

- ► **Reviewed the AIA UNGC CoP** against the guidelines found in the Practical Guide to the UNGC CoP.

- ► **Reviewed the "Linkage table between ISO26000:2010 and GRI G4 Guidelines"** to check AIA's adherence to Clause 4.

**Level of assurance**

The evidence gathering procedures were designed to obtain a limited level of assurance (as set out in ISAE 3000) on which we formed our conclusions. The extent of these evidence gathering procedures is less than those designed to obtain a reasonable level of assurance and therefore a lower level of assurance is provided. This is also expressed by the 'moderate' level of assurance, under AA1000AS, according to which "the assurance provider achieves moderate assurance where sufficient evidence has been obtained to support their statement, such as the risk of their conclusion being in error is reduced but not reduced to very low or zero".

**Limitations of our review**

- ► Our review was limited to the English version of the Report. In the event of any inconsistency in translation between the English and Greek versions, as far as our conclusions are concerned, the English version of the Report prevails.

- ► The scope of our work did not include any review of third party activities or performance, nor attending any stakeholder engagement activities.

- ► Our review did not include financial data and the corresponding narrative text and testing of the Information Technology systems used or those upon which the collection and aggregation of data was based by AIA.

- ► We do not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.

**Our conclusions**

Based on the scope of our review our conclusions are outlined below:

1. **Adherence to the AccountAbility Principles of Inclusivity, Materiality and Responsiveness, against the relevant criteria found in the AA1000APS.**

   *Inclusivity: Has AIA been engaging with stakeholders across the business to develop its approach to sustainability?*

   - ► Nothing has come to our attention that causes us to believe that any key stakeholder groups have been excluded from stakeholder engagement activities, or to conclude that AIA has not applied the Inclusivity principle in developing its approach to sustainability.

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

- ► Nothing has come to our attention that causes us to believe that AIA's materiality determination approach does not provide a balanced representation of material issues concerning its sustainability performance. Nevertheless, we consider that AIA's materiality determination approach could be enhanced by including direct engagement and input from external stakeholders.

*Responsiveness: Has AIA responded to stakeholder concerns?*

- ► We are not aware of any matters that would lead us to conclude that AIA has not applied the responsiveness principle in considering the matters to be reported.

2. **Accuracy and completeness of quantitative data and plausibility of qualitative information related to the GRI G4 General and Specific Standard Disclosures (indicated in the assurance column of the GRI G4 Content Index with a checkmark, pp. 60-65), against the "In accordance – Core" requirements.**

   *How plausible are the statements and claims within the Report linked to qualitative information on GRI G4 General and Specific Standard Disclosures under scope?*

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

   *How complete and accurate are the quantitative data linked to the GRI G4 General and Specific Standard Disclosures under scope?*

   - ► Nothing has come to our attention that causes us to believe that quantitative data linked to the GRI G4 General and Specific Standard Disclosures under scope has not been collated properly at corporate level.
   - ► We are not aware of any errors that would materially affect the data as presented in the Report.

3. **Adherence to the United Nations Global Compact (UNGC) Communication on Progress (CoP) requirements, against the guidelines found in the Practical Guide to the UNGC CoP.**

   *Does AIA's UNGC CoP adhere to the guidelines found in the Practical Guide to the UNGC CoP?*

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

4. **Adherence to Clause 4 "Principles of Social Responsibility" of ISO26000:2010, as this is reported in the "Linkage table between ISO26000:2010 and GRI G4 Guidelines".**

   *Does AIA adhere to the ISO26000 Clause 4, as this is disclosed in the "Linkage table between ISO26000:2010 and GRI G4 Guidelines"?*

   - ► Nothing has come to our attention that causes us to believe that AIA's adherence to ISO26000 Clause 4, as this is disclosed in the relevant table, is not fairly stated.

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**Our independence**

We conducted our engagement in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements that the members of the assurance team as well as the assurance firm are independent of the assurance client, including not being involved in writing the Corporate Responsibility Report.

We have not provided any services relating to the preparation of the Report.

EY has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm and all professional personnel involved in this engagement have met these independence requirements.

**Our assurance team**

The professionals which participated in the engagement are members of and are supported by the EY Climate Change and Sustainability Services global network, which undertakes similar engagements in Greece and at a Global level.

Athens, 19 June 2014

For and on behalf of

ERNST & YOUNG (HELLAS)
Certified Auditors Accountants S.A.

Vassilios Kaminaris
Partner

AA1000
Licensed Assurance Provider
000-18

## Committees

The following committees are responsible for their corresponding aspect of Corporate Responsibility, in line with AIA CR Governance Structure:

### AIA's Corporate Responsibility Committee

**I. Papadopoulou,** Director Communications & Marketing (chair)
**G. Kalimassias,** Director Corporate Planning
**G. Tzavaras,** 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
**I. Kapetaniou,** Supervisor Quality Systems & CSR
**A. Kostiani,** Environmental Affairs Specialist
**L. Chontou,** Coordinator, Employee Services

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

## Contact Details

Readers' comments regarding our corporate responsibility performance enable us to improve the structure and quality of information disclosed.

We would highly appreciate any suggestions or requests for clarification on any related issue.

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**For noise-related issues please contact:**
**"We Listen" hotline,**
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**For any other contact with Athens International Airport, please contact:**
**AIA / Administration Building Call Centre,**
tel: (+30) 210-3531000
**AIA Call Center (24 hours),**
tel: (+30) 210-3530000