### **ANAVATHMISI S.A.**





2020

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**PlanBe** 

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#### 1. ABOUT THIS REPORT

This Report is the 1st Business and Sustainability Report of ANAVATHMISI S.A. (Societé Anonyme). With this publication, we aim to inform, annually, our partners and customers in a transparent manner about our strategy, objectives and performance on sustainable development for the period 1.1.2020 - 31.12.2020. The Report has been prepared in accordance with the core option of Global Reporting Initiative (GRI standards). In this Report it was chosen to disclose information about our Sustainable Development Strategy. We are very grateful to PlanBe for the cooperation and support it provided in the context of our Business & Sustainability Report 2020.

#### 1.1 Principles

The Report follows the Global Reporting Initiative's (GRI) 'Sustainability Reporting Standards' (version 2016).

For the principles of the Report, we have also used the UN's Sustainable Development Goals (SDGs).

#### 1.2 Scope

The annual Corporate Responsibility Report:

Refers to the period 1/1/2020-31/12/2020

Addresses all operations

1.3 Option of Report

This Report has been prepared in accordance with the GRI Standards:

Core option.

1.4 Development of Report:

The Report has been developed in cooperation with PlanBe:

www.planbe.com.gr

1.5 Your Feedback

We value your thoughts, comments or proposals. You are kindly

requested to send us your feedback, at the following address:

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#### 2. Message from the CEO

In today's dynamic business environment, innovation and technology continue to drive sustainable development and social advances, which create new potential but also new risks and challenges. In parallel, society sets new demands on organizations and governments and individuals alike expect more transparency, integrity, trust and ethical conduct from corporations as well as diffusion of sustainability principles.

The milestone in any sustainable development strategy is the 2030 Agenda for sustainable development" consisting of 17 sustainable development goals (SDGs) and 169 targets. The 17 goals are unified and incorporated in three dimensions of sustainable development: economic, social, and environmental. The aim of the SDGs is to accommodate appropriate settings and generate specific conditions that enhance the development of sustained economic growth, efficient resource allocation, collective prosperity, and decent work environment.

We believe that SDGs success will require their integration into all sectors of society and all levels of government. Like national governments, regions and cities will be essential to achieving the SDGs, and so need to adopt relevant goals and include the SDGs in planning processes so that meaningful local progress can be made. This is especially true of cities given their high concentration of people and relevant challenges, such as employment, safe and sustainable transport, food security and waste management. Small and medium-sized cities, in particular, are the fastest growing and represent the greatest opportunity to implement the planning necessary to promote sustainable development.

Meanwhile, cities around the world are now at the forefront of the battle against COVID-19. Today, more than ever, we believe that joint action by cities is required, both globally and regionally, to coordinate response and recovery actions and through this context, Anavathmisi guides its customers accordingly.

In this context the goal of Anavathmisi, is to provide quality services with the use of cutting-edge technology, in order to excel its clients' way and build a better Public Sector for our community.



Being determined to secure our leading position in the industry, one of our core values is to maintain a long-standing commitment to function in line with responsible operation standards and principles, such as the UN Global Compact and its Sustainable Development Goals. In our effort, we have identified the following three main areas of Corporate Responsibility:

- Employee Well-being
- Environmental Sustainability
- Data protection

The tangible expression of our commitment to align our business activities with responsible operation standards and integrate corporate responsibility practices into our core business is our annual Business & Sustainability Report. This is the first report and our goal is to improve and expand it each year, as we measure and document how we meet out targets related to international standards like GRI. It briefly outlines our main initiatives to advance in 3 above areas and highlights the meaningful progress we have achieved during the year. The Report has been prepared according to the Global Reporting Initiative Standards, in an effort to ensure organizational transparency and accountability.

In 2020 we attracted new talented people and train our employees, as well as we continue to increase our financial performance, based on sustainable development practices.

Our Company will continue to make a substantial contribution to the rebuilding of the Greek public sector, economy and society and we all commit ourselves to pursuing excellence in all its activities. We have strengthened our position in the market, and we have made significant investments, mainly in our employees' training and health and safety and we have modernized our management methods.

In 2021 we will continue to implement our development strategy with the following main objectives:

- Strengthen the competitive position of company, by introducing new services
- Attract new talented people and train our employees
- Enhance innovation
- Improve our financial performance

#### **Thanos Polydoros**

Chief Executive Officer

#### 3. ANAVATHMISI S.A.



Anavathmisi SA has been supporting Public Sector Entities for over 20 years, providing a wide range of accounting, consulting and IT services, using the latest technological tools. During 2020, there were no significant changes to the organization's size, structure, ownership, or supply chain.

#### 3.1 Anavathmisi leading the market

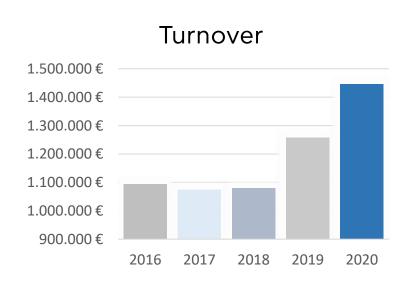
Anavathmisi SA uses integrated and reliable applications, to help Public Sector Entities in order to consult them in administrative and financial issues, ensuring the smooth operation of the organizations we serve. The core of all of our operation is our highly trained people, as well as our large network of partners throughout Greece, giving us the ability to responsibly support customers of any size.

The quality services we provide combined with the use of cutting-edge technology, excel our clients' way and build a better Public Sector for our community.

In 2019, Anavathmisi SA emerged as the 1st consulting firm for Municipalities, in terms of turnover and one of the largest in the wider Public Sector.

#### Turnover - The highest of the last 8 years:

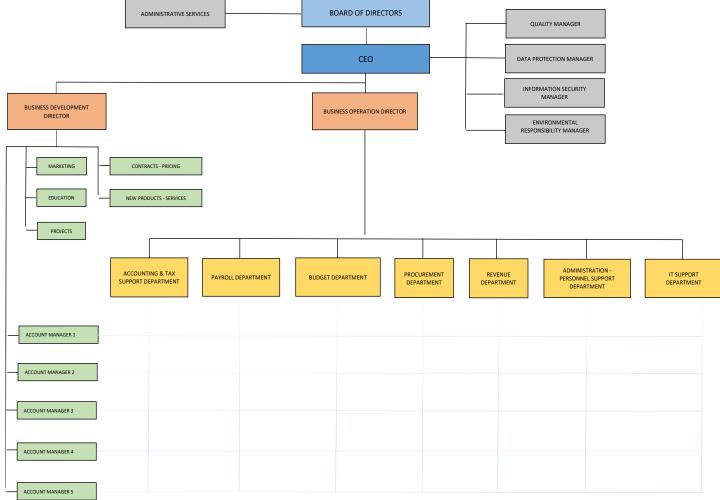
		Turnover
	2016	1.094.292,05 €
	2017	1.074.098,58 €
	2018	1.079.647,51 €
+16%	2019	1.257.223,14 €
+15%	2020	1.445.461,25 €



#### 3.2 Organizational Structure

Our Board of Directors (BoD) is responsible for fostering a culture of business integrity, responsible decision-making and accountability. The Board of Directors:

- Determines corporate strategy and relevant goals
- Supervises operations and checks achievement of business objectives
- Safeguards the reliability of financial statements
- Ensures internal controls are effective
- Ensures that Company's organisational structure and capability are appropriate for implementing the corporate strategy
- Establishes core values and long-term goals



#### 3.3 Our Customers

Our wide range of value propositions, as well as the extensive experience of our executives have led to the creation of an impressive client portfolio of public sector entities throughout Greece, which concerns a high percentage of them (Municipalities, Central Government Entities, Hospitals, Social Security Organizations, Universities, Chambers, Independent Authorities).

#### Some of the Public Sector Entities that trust us are:



















#### 3.4 Our Services

Anavathmisi's services portfolio is divided into 4 main categories and is constantly updated in order to fully meet our customer's needs.

#### **Consulting Services**

Anavathmisi has extensive consulting experience on:

- 1. The application of P.D.80/2016, L.4270/2014 & L.4412/2016
- 2. Budgeting
- 3. Internal Audit
- 4. Simplification standardization of procedures
- 5. Improving revenue and efficiency
- 6. Real estate utilization
- 7. Cost management
- 8. Administrative and Organizational functions support
- 9. GDPR compliance services

#### Accounting / Tax Services

With a detailed methodology, Anavathmisi using a comprehensive accounting, financial & tax service portfolio:

- Sectoral Accounting Plans Implementation (P.D. 315/1999, P.D. 205/1998, P.D. 146/2003), P.D.54/2018
- 2. Financial Statements preparation
- 3. Integrated & Popular Reporting
- 4. Single Payroll Implementation (L.4354/2015)

Our support of the administrative and organizational functions of our clients, includes a comprehensive staff management program (training, payroll), as well as the implementation of the proper legal framework.

#### IT services

Our approach addresses the computer needs of Public Sector Entities in depth with a comprehensive methodology that records the current state of the Management Information System (MIS).

This is followed by a detailed design of new innovative technological solutions according to the intended objectives:

- 1. Staff / Payroll
- 2. Portal
- 3. Business Intelligent system
- 4. Utilization Processing of Big Data and Data Analytics
- 5. Administrative applications

#### **Educational Services**

One of our main goals is to offer high quality educational services. To do so, we have developed an extensive nationwide educational program with emphasis on the development of innovative distance education programs (E-Learning), in finance, tax, labor and administrative issues.

#### 3.5 Our values

Anavatmisi's core values that cover every single aspect of our approach are:

- Put the clients' interest ahead of your own
- Behave as professionals
- Keep our client and our firm information confidential
- Deliver the best of our own firm to every client, as cost effectively,
   as we can

#### 3.6 Our ecosystem

We support a thriving ecosystem of partners. No one, on its own can address the global challenges we collectively face.

We share the same values and culture. We choose very carefully are partners. We are all committed to the vision of Sustainable Development.

Our diversity and our collective ability to learn, adapt, and, crucially, innovate together, are key determinants of our success.













#### 3.7 Our Stakeholder interaction approach

Stakeholder engagement is arguably one of the most important ingredients for successful innovative service provision.

We facilitate the engagement, ensuring equitable stakeholder contribution while remaining focused on priorities.

With Whom	How
CLIENTS	<ul> <li>Newsletters</li> <li>Consultation meetings on possible synergies &amp; co-operations</li> <li>Responses to RFIs/RFPs</li> <li>Complaints procedures</li> </ul>
EMPLOYEES	<ul> <li>Performance &amp; development reviews</li> <li>Employee surveys</li> <li>Project reviews</li> <li>Various corporate events for employees</li> </ul>
PARTNERS	<ul> <li>Meetings</li> <li>Conference calls</li> <li>Visits</li> <li>Partner events</li> </ul>
SOCIETY	<ul> <li>Conferences</li> <li>Press releases</li> <li>Sponsored events</li> <li>Consultation with local representatives</li> </ul>

#### 3.8 Quality management system

Responding to the requirements of modern business reality and aiming at improving its organizational structure and internal communication, Anavatmisi always focuses on faster and better service to its customers and implements a Quality Management System in accordance with the requirements of the ISO 9001: 2015.

The system was designed in accordance with the needs and aspirations of the Company and the Legal requirements of Greek legislation.

The main goal of the company is to ensure its customer's trust, through the fulfillment of defined quality standards. Satisfaction of the requirements of all stakeholders is also a basic principle of operation of the company, while the commitment of the Board of Directors is the meeting of all legislative and regulatory requirements. More specifically, the company seeks:

- to satisfy customers and help them build relationships based on trust with the company
- to continuously enhance the quality of its services
- to immediately adapt the changes in legislative requirements
- to continuously improve the Quality Management System and the operations of the Company with effective use of the following tools:
  - Management Review
  - Internal Inspections
  - Corrective Actions
  - Risk Management

For the faster and complete achievement of the above objectives, Board of Directors is committed to:

- Apply the principles of the Quality Policy and the Quality Management System
- Comply with Greek legislation
- Inform its employees and motivates them to commit to the same principles

Through the systematic planning, the control of the processes and we keep on improving of all activities, the basic aspirations of the company are fulfilled.

We believe that the adoption of the system's core values from our employees is a key pillar of the system's effective implementation, in order to achieve the above objectives.

#### 3.9 Innovation and Research

Our philosophy is based on continuous improvement. We, continuously, improve our services, in order to meet our customer's needs. We have a Research and Development Department, which searches all the latest scientific developments and market changes, with the aim to update and evolve our value propositions and of course add new ones.

#### 3.10 Transparency And Anti-Corruption

Transparency and trust are the building blocks of Anavathmisi's credibility. We detect and address bribery by adopting an anti-bribery

and anti-corruption policy based on the ISO 37001 standards and we are getting ready to acquire this certification, by offering to our employees transparency and anti-corruption training. All employees are also informed about corporate practices, operating principles and all relevant procedures.

Anavathmisi applies a zero-tolerance approach to bribery, corruption or any other immoral or illegal activity.

# 4. Our Sustainable development Strategy and the contribution to the Sustainable Development Goals

Through our projects and everyday business activities, we contribute directly and indirectly to the SDGs by creating new job opportunities, supporting and continuously developing our people, as well as applying new environmental policies and procedures. Anavathmisi contributes to the following SDGs:



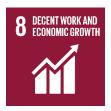
Guarantee a healthy life for people of all ages and promote their well-being.



Ensure inclusive, equal opportunity, and high value education as well as the option of lifelong learning, for all people.



Achieve gender equality and self-determination for all men and women.



Promote permanent, inclusive, and sustainable economic growth, productive full employment and humane work for all.



Build a resilient infrastructure, promote inclusive, and sustainable industrialization and support innovation.



Reduce inequality within and between states.



Create inclusive, safe, resilient

and sustainable cities and settlements.



Ensure sustainable consumption and production.



Immediate measures for the combating of climate change and its effects.



Promote peaceful, inclusive and sustainably developed/developing organizations. Ensure access for all people to actual and accountable justice and build inclusive institutions at all levels of society



Strengthen means of implementation and revitalize partnership for sustainable global development

Operating responsibly is part of our culture. All financial, social and environmental aspects of our operation, and all relevant risks and opportunities, we address all issues relevant to our business, in order to create both financial and social value by:

- Conducting business in a socially responsible and ethical manner, achieving high levels of productivity and delivering high quality services. We aim at creating value for our clients.
- Eliminating gender disparities and supporting human rights among our employees, as well as by offering a positive working environment with career growth opportunities.
- Protecting the environment by reducing our carbon footprint while continuously improving and using all-natural resources in the most efficient way.

#### 5. Employee Well-being

#### **5.1 Overview**

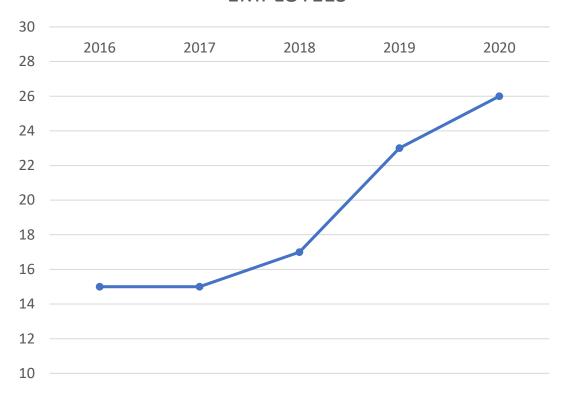
We are committed to eliminating gender disparities among our employees, ensuring that all our people acquire the necessary knowledge and skills to improve their performance and offer high quality services.

We continuously invest in our employee's development through educational programs and trainings, focus on our people's well-being.

In 2020 we reach our highest number of employees:

	EMPLOYEES
2016	15
2017	15
2018	17
2019	23
2020	26

#### **EMPLOYEES**



#### 5.2 Development and Training

Our priority is the development of our people. We invest in training to boost employees' professional and personal skills; thus, our training hours were increased by 250% in 2020 (from 20 to 70).

We have been investing in skills and knowledge development for our employees. We aim to foster all the latest methodologies and tools for helping our people reach their full potential. We invest to our people to acquire the best certifications in their field, in order to become complete with a unique skill set.

We invest also on highly talent graduates in collaboration with Greek universities, in order to train them and develop the next generation of Public Sector consultants.

We invest on UDEMY platform for several courses, but we create also our own unique courses with our partners in order to educate our people to acquire the proper training and knowledge for their role.

In 2020 our people were educated and trained on:

- Scrum
- Internal Auditing
- Data Protection Officer (DPO)
- IT certifications such as DBA
- International Public Sector Accounting Standards (IPSAS)
- ISO 9001
- ISO 27001
- ISO 14001
- Public Accounting
- Public Procurement
- Public Budgeting

Except from training, Anavathmisi conduct every year a 360° review for all of its employees, in order to measure their performance and help them to set personal goals for each year.

#### 5.3 Employee engagement

We strive to build a strong open-door culture, where people are welcome to share their thoughts, reflections and opinions. The most commonly used internal communication channels are the following:

- Regular meetings (daily)
- Emails
- Campaigns and banners
- Internal communication announcements for corporate issues
- Bulletin boards
- Annual corporate events

We do not only offer competitive salaries; we also provide additional benefits to all our employees that are geared towards improving employee's satisfaction levels. These include life and medical plans (for the 56% of our employees) and meal vouchers. Furthermore, we offer corporate cars, fuel allowance and corporate mobile phones and laptops, based on employee job level and business requirements. Final we always keep inform our employees about operational changes at least 2 weeks before any change.

#### 5.4 Health and Safety

In 2020 we change offices. We moved in a spacious and modern facility, compliant with all the proper safety features, like fire protection certificate from the fire department and security technician.

#### 5.5 Equality and Diversity

Anavathmisi seeks to provide equal opportunities, by ensuring a fair selection process. Our employees are 48% women and 52% men. In 2020 we recruited 50% women and 50% men.

Relationships among our people are founded on mutual respect for all forms of diversity and Human Rights. Our culture reflects respect for equal employment opportunities and Human Rights in all operations and activities. Accordingly, unlawful discrimination and harassment are not tolerated, while reporting any form of discrimination is necessary for the Company to maintain its respectful work environment. Anavathmisi is also vehemently opposed to child labour.

#### 6. Environmental Sustainability

#### **6.1 Overview**

We take every essential action to reduce our environmental footprint by using energy and resources responsibly. Our actions: Optimize energy management and waste management.

Sustainability has been a core value since our founding. We strive to build sustainability in everything we do. We have a longstanding commitment to reduce our environmental impact by driving energy efficiency in our operations. We also select our partners and suppliers based on our environmental standards.

#### **6.2 We Use Resources Responsibly**

In 2020 we moved to brand new offices, which are design to achieve lowest energy consumption is possible. Heating system has energy label A++ and it has separated unites to prevent unnecessary use, by heating only the offices that is necessary. Furthermore, we use only cars with the latest emission technology and hybrids.

Regarding recycling, we have adopted a more resource-efficient and productive culture. Now we systematically recycle, and we reduce paper and tonner consumption, which was the biggest source of our waste.

#### 6.3 We contribute to global sustainable development

We work towards reducing our impact within operations by providing services and producing products in a sustainable way. We innovate with our partners and EU project participants, using cutting edge scientific developments as a means of solving major environmental challenges. An example is SWAN, which is an integrated suite of on-line resources and tools for assessing novel industrial symbiotic opportunities based on solid industrial waste reuse. It integrates a database with spatial and technical characteristics of industrial solid waste producers and potential consumers and an inventory of the commercially implemented best practices on solid industrial waste reuse. It also provided the opportunity to the registered users to run the SWAN matching algorithms and identify and assess potential novel business models based on solid waste reuse, either for a company of their interest or a specific region.

#### 6.4 We develop an environmental protection strategy

Anavathmisi was founded in 2007 in Athens with the aim of providing modern and effective consulting services, financial-tax & accounting management services, project management services and training and application support. With experienced executives and distinguished external partners, it provides its services, directly or electronically using new technologies. The company, realizing the seriousness of the effects of its activities on the environment, has set as a goal the transformation of its operations in full compliance with the Environmental Legislation and the principles of sustainable development.

As a result, Anavathmisi transformed its operations and culture in order to:

- improve its environmental performance
- ensure the prevention of pollution from its operations
- convey to its customers the need to adopt environmentally friendly practices

Anavathmisi recognizes and evaluates all the risks related to the operations of the company, in order to identify all possible situations that may be an obstacle to achieve its goals.

Anavathmisi sets a series of objectives, which concern the whole range of Company's services and have as a basic criterion the improvement of its environmental performance. In order to set goals, the company applies a specific methodology, which is based on the identification of its strengths and weaknesses, as well as the threats and opportunities arising from external factors. Every year the Board of Directors evaluates the degree of achievement of these goals and sets new ones for the next year. In addition, the Company identifies the stakeholders affected by its operations and identifies their needs and expectations.

#### 7. Data Protection

#### 7.1 General Data Protection Regulation (GDPR)

Anavathmisi is committed to meet the requirements of the new General Data Protection Regulation (GDPR) and recognizes the protection of personal data as a top priority. The cultivation of a corporate environment based on security and trust, internally and externally, is a principle of Anavathmisi, and every necessary resource will be available to ensure it.

The company ensures the compliance with the fundamental principles of the Privacy Policy, both in the processing that is currently performed and in the current context, such as the introduction of new processing methods and new information systems. Specifically, the processing principles are:

- Legitimacy, objectivity and transparency
- Limitation of purpose
- Minimization of data
- Accuracy
- Limitation of storage period
- Integrity and confidentiality
- Accountability

The company will ensure that the identification and design of all the new or significantly changed systems that collect or process personal data, will be done based on the appropriate privacy considerations. Finally, ANAVATHIMISI SA observes and implements separate policies for the collection, use and processing of personal data for each category of its customers.

#### 7.2 Information Security Management System

Responding to the requirements of modern business reality and aiming at the protection of its information systems, Anavathmisi has designed and installed an Information Security Management System, in accordance with the requirements of the International Standard ISO 27001:2013.

The main objectives, as they are expressed in the processes of the Company's Information Security Management System, are:

- The creation of a database for the continuous improvement of its processes, having in mind the continuous satisfaction of the needs and expectations of its customers.
- Minimizing the number of incidents that may affect the continuity of its business processes
- The Company considers that the information that is kept and circulated in any way, through its electronic and non-electronic systems, are very important for its operations and its position in the market and is committed to use this information in the safest way.

# 8. United Nations' Sustainable Development Goals Table

Goals		Principles	Report
			Section
1.	1 Markey 小本中中中	End poverty in all its forms everywhere	-
2.	2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	-
3.	3 GOOD REALTH AND WELL BEING	Guarantee a healthy life for people of all ages and promote their well-being	5.4
4.	4 BULLING	Ensure inclusive, equal opportunity, and high value education as well as the option of lifelong learning, for all people	5.2
5.	5 GENDER  FULLITY	Achieve gender equality and self-determination for all men and women	5.5
6.	6 CLEAN WATER AND SANITATION	Ensure access to water and sanitation for all	-
7.	7 AFFORDARE AND OLEAN DEPOT	Ensure access to affordable, reliable, sustainable and modern energy for all	-
8.	8 CONSINCESONS	Promote permanent, inclusive, and sustainable economic growth, productive full employment and humane work for all	5.1
9.	9 AUGIST INCOME	Build a resilient infrastructure, promote inclusive, and sustainable industrialization and support innovation	3.12
10.	10 REDUCED INCOMITIES	Reduce inequality within and between states	5.5
11.	11 SUSTAINATE ODIES AND COMMUNITIES	Create inclusive, safe, resilient and sustainable cities and settlements	2, 3.3

12.	12 PENNASSEE CONSUMERING CONS	Ensure sustainable consumption and production	6.2, 6.3, 6.4
13.	13 CAMATE ACTION	Immediate measures for the combating of climate change and its effects	4, 6.2, 6.4
14.	14 UTE SELDS WATER	Conserve and sustainably use the oceans, seas and marine resources	-
15.	15 let inium	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	-
16.	16 FAKT ARRIVA	Promote peaceful, inclusive and sustainably developed/ developing organizations. Ensure access for all people to actual and accountable justice and build inclusive institutions at all levels of society	3.13, 4
17.	17 PARTICENHES TO THE COLLS	Strengthen means of implementation and revitalize partnership for sustainable global development	2, 3.6, 6.3

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102-4	1.5	Location of operations	
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Governance			
102-18	3.2	Governance structure	

GRI Standard	Report Section		Disclosure
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	3.9		
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## **PlanBe**