# **SUSTAINABLE DEVELOPMENT REPORT 2023**

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**Konstantinos Mitzalis** CEO

**G**AVAX Group continues to gain momentum and move forward at a steady pace. With decades of experience in challenging and iconic construction and infrastructure projects of all kinds, we feel confident in tackling every challenge.

## Interview with the CEO

#### The AVAX Group 2023 financial results confirm its upward trajectory and its leading market position. What are the key highlights of the strong performance of AVAX Group in 2023?

The success of the Group in 2023 is attributed to the dedication, professionalism and tireless efforts of its employees, who have once again affirmed AVAX Group's leading market position.

It is worth mentioning that in 2023, not only did Group Turnover grew by 12.6%, to 453.5 million euros from 402.7 million euros in 2022, but there was also a significant reduction in Net Debt by 37.9 million euros. 17.2% drop compared to 2022 and 59.8% since 2020. At the same time, Net Profits After Tax from continuing operations amounted to 10 million euros, compared to 12.9 million euros in 2022, a year in which an extraordinary profit of 9.4 million euros from the sale of a participation was included.

Also noteworthy, is the contracted work-inhand at year-end, which amounted to a historic high of 3,047 million euros, with a significant portion of it, approximately 54%, pertaining to private projects and PPPs (Public-Private Partnerships). The geographic diversification is also significant, as 22% of it corresponds to international projects.

#### Given that 2023 was a milestone year. do you think there is room for further improvement?

Admittedly, AVAX Group continues to gain momentum and move forward at a steady pace. Focusing on the ongoing projects as well as the new projects we signed in 2024, along with our proven expertise to deliver complex construction projects, we are laying the foundations to accelerate our progress in 2024 and the coming vears.

I should point out that AVAX Group is currently constructing the largest public project in the country, Line 4 of the Athens Metro, which follows the extension of Line 3 towards Piraeus. delivered during the covid pandemic.

At the same time, we are constructing three innovative hospitals for the Stavros Niarchos Foundation located in the cities of Thessaloniki. Komotini and Sparta, 22 kilometers of the new Patras-Pyrgos highway, the new Flyover road section in Thessaloniki, the power plant in Deva, Romania, infrastructure projects in Ellinikon, such as the Poseidonos Avenue Underpass, and hundreds of kilometers of low, medium and high-pressure gas transmission piping networks. Additionally, we have been appointed as the provisional contractor for the Ioannina-Kakkavia highway.

As we move forward, we maintain our optimism about the opportunities presented before us. We will continue to act diligently, respecting the environment and society, in order to promote

sustainable development and have a positive impact on the communities where we are active. I am grateful to all our employees, partners and stakeholders who support and encourage our path towards sustainable development.

In recent years, the discussion around Sustainable Development the and responsibility of large Groups, such as AVAX, for environmental protection and societal well-being has gained momentum. What are your priorities in this regard?

dioxide emissions.

Additionally, our employees are a central pillar of our operations and safeguarding their health, well-being and professional development is of crucial importance to us. In 2023, we expanded our investments in attracting and retaining talent, fostering a diverse and inclusive work environment. Moreover, we prioritized the health

Although achieving economic success is a fundamental goal, we realize that our responsibility extends beyond financial results. At AVAX Group, we understand the importance of our role in preserving the environment. We are committed to continuously reducing our environmental footprint and adopting sustainable practices across all our operational activities. In 2023, we intensified our efforts to minimize environmental impacts by promoting the rational use of natural resources and exploring innovative methods to reduce carbon In 2023, the projects in progress began to reflect in our financial performance realizing profits from the core of our construction activities.

and safety of our employees at our headquarters and worksites. Specifically, we integrated digital health and safety management systems into our processes, starting with the construction sites of Athens Metro's new Line 4, with plans to expand their implementation into all our construction sites in the near future.

#### What would you say are the most significant global megatrends that will shape the future of the construction industry, primarily in Greece, but also globally?

The construction industry is undergoing significant changes and developments globally, which are expected to shape its future both in Greece and worldwide.

One of the key trends influencing the construction sector is digital transformation. The adoption of Building Information Modelling (BIM) enhances building design, construction, and management. Additionally, the use of Internet of Things (IoT) and the development of smart buildings contribute to improving efficiency and construction management. 3D printing is revolutionizing construction methods by reducing costs and construction time while increasing flexibility and precision.

Sustainability is another area of main focus of

modern construction practices. The development of green buildings that meet sustainable and energy efficiency standards is imperative. The integration of renewable energy sources, such as solar and wind power, into construction projects is becoming increasingly important. Furthermore, promoting a circular economy through the use of recyclable materials and waste reduction is expected to play a crucial role.

Urbanization is a global trend leading to the development of smart cities, which invest in technologies to improve quality of life and efficient resource management. Upgrading infrastructure and public works is a priority to support rapid urbanization and meet the growing needs of urban populations.

Lastly, global economic and geopolitical changes affecting the supply chain, as well as new policies and regulations regarding safety, environmental protection, and sustainability, are significant factors influencing the construction sector.

At AVAX Group, we monitor, evaluate, and take into account these global trends when making decisions and planning our operational strategy. Within this framework, our goal is to actively contribute to successfully addressing



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### **CORPORATE GOVERNANCE**

#### **GROUP PRESENTATION** SUSTAINABLE DEVELOPMENT



### **ENVIRONMENT**

### SOCIETY

With contracted work-in-hand at historically high levels, exceeding 3 billion euros, we are laying the foundations to accelerate our progress in 2024 and the coming years.

these challenges through innovative and sustainable practices in our projects, both in Greece and internationally.

#### What is the Group Management message for 2024 and the years ahead?

Today more than ever we look forward to the future with optimism, identifying the opportunities presented before us. We acknowledge our critical

role in environmental protection and commit to continuously reducing our environmental footprint by implementing sustainable practices in all our actions. We insist in working with respect for society and the environment, enhancing sustainable development and ensuring a positive impact on the communities where we operate.

#### **Konstantinos Mitzalis** CEO

AT A GLANCE

## **ESG Committee** Message

At AVAX Group our commitment to continuous improvement and responsible action is at the core of the strategic decisions we implement, managing complex and multi-dimensional issues. The principles of Sustainable Development govern the entire operation of the Group and are essential for its resilience in the constantly changing business environment.

Aided by technology we collect, measure, evaluate and improve over time all the data that will allow us to implement the goals we have set for the sustainable development of the Group, the protection of the environment and the well-being of society.

Focusing on the environment

SOCIETY

Environmental protection is a core priority in both our daily operations and the implementation of our projects.

At AVAX Group, reducing greenhouse gas emissions is one of our key objectives. To achieve this, we have taken measures for decarbonization and reducing greenhouse gas emissions in all our projects. At the same time, we have adopted policies aimed at improving the energy efficiency of our facilities.

We recognize that proper waste management is crucial for environmental protection. We promote recycling and adopt practices that integrate principles of circular economy. Our goal is to reduce waste and promote material reuse, thereby reducing environmental impact.

Water resource management is another one of our priorities. We implement measures to reduce water consumption in our processes and invest in technologies that allow water recycling and reuse.

Environmental protection is integrated into our strategy, aiming to create a sustainable future for future generations by minimizing the negative impacts of our activities on nature. We promote practices that protect natural ecosystems and species they harbour.

Our commitment to the environment is continuous and a central axis of our operational strategy. Through continuous process improvement and investment in new technologies, we work to reduce our environmental footprint and actively contribute to the global effort to protect our planet.

### **CORPORATE GOVERNANCE**

#### **GROUP PRESENTATION** SUSTAINABLE DEVELOPMENT

ENVIRONMENT

### SOCIETY

CORPORATE GOVERNANCE

### Focusing on people

The human-centric approach is a core value that guides the operation of the Group. We promote well-being, development, and sustainability within the communities we serve, as well as among our employees.

Our employees are the heart of the Group. We invest in their continuous training and professional development, providing the necessary tools and opportunities for their growth. We create a work environment that promotes safety, health and work-life balance. Respect and dignity are fundamental in our workplace, where we foster equality and diversity, encouraging diverse perspectives and experiences that enrich our culture and enhance innovation.

> The Group plays an active role in supporting local communities. We participate in social programs and initiatives aimed at improving people's quality of life, supporting education, health, and well-being. Transparency and ethics are fundamental values for the Group.

At AVAX Group our commitment to people is not negotiable, and is the center of our philosophy.

We commit to maintaining high standards of ethical behavior and operating transparently in all business activities, ensuring the trust of our employees, customers, and partners. We work to develop innovative solutions that improve quality of life, facilitate daily life, and provide tangible benefits to society.

We continue to work diligently to promote prosperity and development across all areas of our activities.



### AVAX Group

ensures integrity, transparency and accountability in every area and aspect of its operations, applying the principles and values of corporate governance.



### Focusing on corporate governance

At AVAX Group, we believe that a comprehensive and robust corporate governance system is the only framework for managing and administrating corporate affairs and operations responsibly and successfully. Focused on corporate governance, the Group is committed to adopting best practices that promote transparency, accountability, and ethics across all activities, organizing operations in compliance with upcoming regulatory obligations.

Transparency is the cornerstone of corporate governance. The Group is committed to providing clear, accurate, and timely information to shareholders, customers, partners, and relevant authorities. Furthermore, ethical behavior and compliance with laws and regulations are non-negotiable and integral parts of our strategy.

We strictly adhere to ethical standards and codes of conduct throughout our business operations, ensuring continuous awareness and education of our workforce on compliance rules and best practices. Effective risk management is crucial for Group stability. In this context, we

as operations.

The commitment to efficient and effective governance is non-negotiable and is central to Group strategy.

ANNEX

identify, assess, and address potential risks, developing management plans to respond promptly and effectively to emergencies.

At AVAX Group, we foster a corporate culture that promotes open communication. collaboration, and innovation, shaping a work environment where values such transparency and accountability are fundamental to daily operations. Committed to improvement and innovation as key elements of corporate governance, we continuously monitor industry developments and integrate new practices and technologies to further enhance our

## **AVAX Group at a Glance**

AVAX Group (hereinafter referred to as the Group) is one of the strongest construction groups in Greece, with a long history of successful deliveries. of iconic infrastructure projects, corporate development, contribution to the Greek economy and successful presence in international markets.

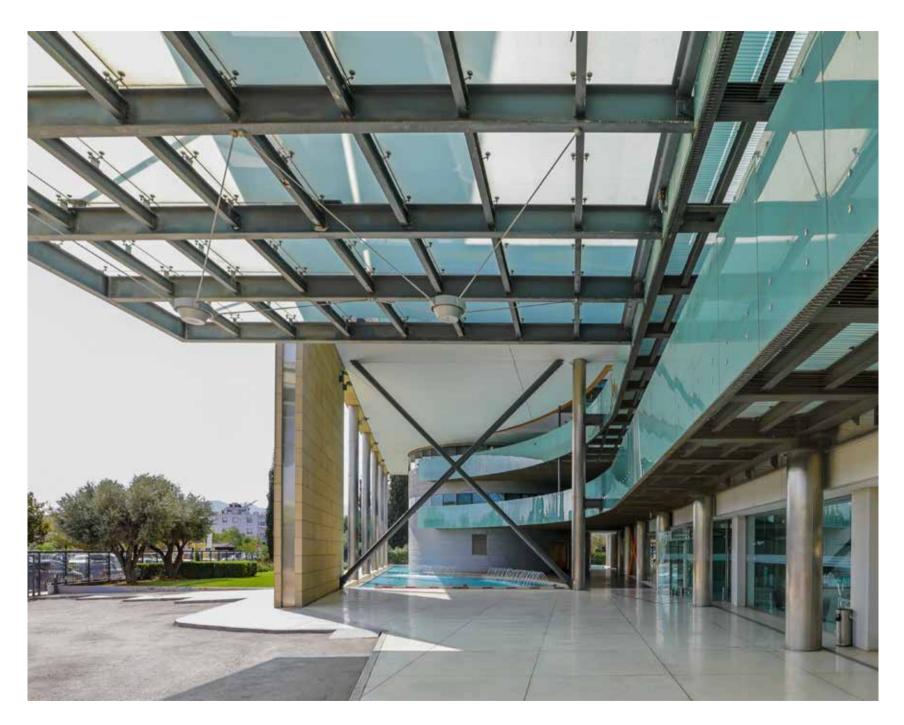
Having implemented both public and private projects in Greece and abroad, the Group remains committed to its values. These include a commitment to innovation, creating added value in its projects and adhering to the project completion deadlines with the best possible outcome. These values remain unchanged, regardless of the type and location of projects, ensuring consistency and quality in every project undertaken.

The structure of the Group includes the companies ETETH S.A., AVAX DEVELOPMENT S.A., AVAX CONCESSIONS, AVAX INTERNATIONAL, AUTECO (AVAX IKTEO S.A.), TASK AVAX S.A., iXion and VOLTERRA **S.A.**<sup>1</sup>, a network of subsidiaries operating in various sectors, with the aim of implementing integrated solutions and providing high-quality services.

The activities of the Group subsidiaries are aligned with the principles of sustainable development. They operate with responsibility towards the environment, society and employees, contributing to the implementation of projects that promote sustainable development.

The Group is executing iconic projects of huge importance in Greece and abroad, such as Line 4 of the Athens Metro, the construction of the FlyOver road section in Thessaloniki, the road section from Bralos to Amfissa, the first phase of the Infrastructure Project in Ellinikon, and the Mintia Combined Cycle Power plant in Romania. These projects demonstrate the trust that the Group has gained, recognizing its expertise and ability to manage complex and challenging projects, offering high-guality results.

1. Contract signed for the sale of the entire stake in VOLTERRA S.A. to Mytilineos in August 2023



## **Group Activity Sectors**







**ENERGY** 

CONSTRUCTION

**PUBLIC WORKS** 

INFRASTRUCTURE

### **Environment**

356ML Total water consumption

18 TJ Total energy consumption

13,159tn Scope 1 kai Scope 2 GHG emissions

40% Reduction of MWh/employee

21% Reduction of CO<sub>2</sub>/employee

### Society

258 Women

789 New hires

1,427 Employees

190% Increase of training hours

5,487 Hours of training



### Governance

25% Independent Board Members

## **94%**

**Domestic suppliers** 

0

Incidents of corruption

### 0

Incidents of personal data leakage

9 **ISO** Certifications Turnover 60%

debt 2020-2023

159.7€ million Net position

### 3,047€ million Construction projects work-in-hand 31.12.2023

3.77%

ANNEX

## **Financial Footprint**

## 453.5€ million

Reduction in net bank

of activities eligible and aligned with EU Taxonomy ENVIRONMENT

Contraction and the second

# **Group Presentation**

The Group completes major projects of huge importance in Greece and internationally



ANNEX

hundred

7.28

4.93

## **AVAX Group Financial** Presentation

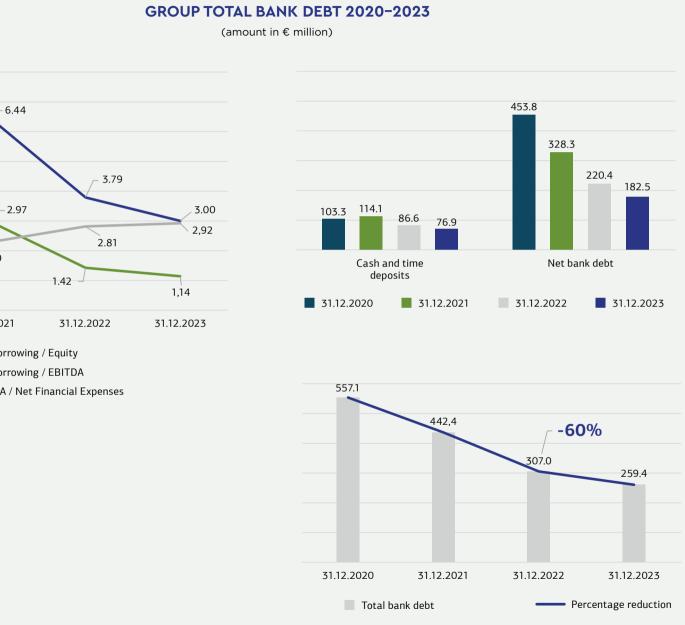
### Group debt

Group total bank debt as at 31.12.2023 amounted to €259.4 million compared to €307.0 million at the end of 2022, with long-term debt representing 70.35% of the total in 2023 compared to 71.79% in 2022.

At parent company level, total bank debt amounted to €256.3 million at the end of 2023 compared to €302.0 million in 2022. Group liabilities from leasing contracts amounted to €91.9 million at 31 December 2023 compared to €75.8 million in 2022.









#### AT A GLANCE **GROUP PRESENTATION** SUSTAINABLE DEVELOPMENT **ENVIRONMENT** SOCIETY CORPORATE GOVERNANCE

## Work-in-hand

The year 2023 was particularly successful in terms of securing new projects, as initial and supplementary contracts for public and private projects, subcontracts, and services totaling €1.443 billion were signed during the year, following the signing of contracts totaling €875 million in 2022. The new projects further strengthen Group backlog in anticipation of a period where the overall pace of project execution is accelerating and construction sites are being set up for the commencement of new projects.

The work-in-hand of signed construction projects as of 31.12.2023 amounted to €3.047 billion, compared to €1.861 billion at the end of 2022. Since the beginning of 2024 and up until the publication of the current sustainability report, the Group has signed new contracts and there are pending contracts under negotiation with a total value potential of €429 million for the Group.

Taking into account all the above contracts, and excluding projects to be completed within 2024, the backlog of projects amounts to approximately €3.3 billion currently. Out of this total, domestic projects represent 78%, while projects abroad represent 22%. Public projects account for 46%, while private projects and PPPs represent 54%. The Group continues to bid for new projects.



### **CORPORATE GOVERNANCE**

2019

• TOURIST

BUILDING

follows.

Company.

## **Group History**



### 1993

1961 Establishment of ETETH S.A.

### 1986

Establishment of AVAX S.A.

J&P HELLAS S.A. commences operations in Greece. a subsidiary of J&P (established in Cyprus and founded in 1941).

### 1994

AVAX S.A. Is listed in The Athens Stock Exchange.

### 2000

Acauisition of ETETH S.A.

### 2002

Creation of J&P-AVAX S.A. following the merger of J&P HELLAS S.A. and AVAX S.A.

## 2006

AUTECO is established as a Vehicles Technical Inspection Centre.

### 2007

J&P-AVAX S.A. enters into a strategic and shareholding partnership with the construction company ATHENA T.S.A. listed in the Athens Stock Exchange.

## 2008

TASK J&P-AVAX S.A. is established, operating in facilities management.

### 2010

Creation of VOLTERRA S.A. following the renaming of ARGESTIS S.A. as a result of a 50:50 strategic partnership between SORGENIA SpA and J&P-AVAX S.A., operating in energy generation and trading and prioritizing the development of RES plants.

### 2017

4

SOCIETY

The merger by absorption of its 100% subsidiaries "E-Construction SA" and "PROET SA" was completed.

Acquisition of 50% of the shares of the VOLTERRA company, held by the Sorgenia Group, bringing the Company's participation to 100%.

### 2018

The absorption of the 100% subsidiary ATHENA S.A. is completed.

2021 Listing in the Stock Exchange Sustainability Index

AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]

### ANNEX



### 2022

Sale of the renewable energy portfolio with total capacity of 112MW.

### 2023

Sale Agreement for the 100% subsidiary VOLTERRA S.A.

Change of the corporate name in the Athens Stock Exchange to "AVAX S.A. - CONTRACTOR

 COMMERCIAL INDUSTRIAL

MATERIALS AND MACHINERY", with the distinctive title "AVAX SA". The change of the corporate logo

-Completion of the absorption of J&P Energy & Industrial Projects S.A. by the

(ATHEX ESG Index).

### **GROUP PRESENTATION**

### SUSTAINABLE DEVELOPMENT

ENVIRONMENT

### SOCIETY

**CORPORATE GOVERNANCE** 

## Group Activities

AVAX Group is among the leaders in the infrastructure sector in Greece. With operational emphasis in Construction, Concessions, Energy and Real Estate Development, aims to improve its organic profitability and solidify its competitive position in the markets.



### **✓ EBITDA** €26.7 million

with a profit margin of 6.2% in 2023 compared to 4.7% in 2022

√ more than €3 billion of work-in-hand contracts

- **ENERGY** 
  - subsidiary iXion
  - Development, Construction and Operation of RES projects
  - eMobility Services Plug?
  - Energy Efficiency Services
  - Electricity Trading



### CONCESSIONS / PPPs

- ✓ €3.5-€4.0 billion total budget pregualified in 25 PPP tenders
- $\checkmark$  Greater flexibility in financing new investments by AVAX Concessions



### **REAL ESTATE** DEVELOPMENT

- ✓ Focusing on residential development
- $\checkmark$  Co-developing the **3V/VELKA** project with **DIMAND**

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CORPORATE GOVERNANCE

The Group, in addition to its leading position in the domestic market, has a significant presence in markets across Europe, Asia, and Africa, undertaking and implementing high-specification and specialized construction projects. Through its activities, it has expanded its portfolio and aims to participate in future bids for additional projects. The Group operates in the infrastructure sector, specifically in Construction, Concessions, Environment, and Real Estate Development and Management.



## Construction

Specializing in cutting-edge technologies and with an international presence in the infrastructure sector, the Group offers a wide range of diversified services in Construction, Facility Management, and Project Management. It creates innovative and sustainable projects that contribute to the advancement of the industry.

The portfolio of projects includes roadworks, railway projects, commercial centers, tourist and hospitality units, healthcare facilities, cultural centers, wastewater treatment projects, sports facilities, natural gas pipelines and refineries, port projects, urban redevelopment, energy generation stations, and electromechanical projects.

The Group's construction capabilities encompass the following categories:

- $\checkmark$  Design, supply and construction of conventional and renewable power plants, fossil fuel and gas projects
- $\checkmark$  Installation and assembly of electromechanical equipment, technical management and maintenance of electromechanical installations, energy and industrial projects

- $\checkmark$  Design, construction, operation and maintenance of environmental management projects (biological treatment plants, landfills, collection and management of municipal and industrial solid waste and special waste, etc.)
- ✓ Construction of low, medium and high-pressure natural gas networks with polyethylene and steel pipelines, as well as interventions in active natural gas networks
- V General constructios for civil engineering, building, hydraulic, port, transport and road works
- $\checkmark$  Installations of gas, water, oil and water piping networks
- $\checkmark$  Concessions and Public-Private Partnership (PPP) projects.

The construction activity is divided into 3 business areas



SOCIETY



Infrastructure & Building Projects

Energy & Industrial Projects



**ENVIRONMENT** 

SOCIETY

## **Energy**

iXion Energy is the spin-off company of Volterra SA and its main activity is energy projects and services. One of iXion's strongest comparative advantages is its association with Volterra, which brings extensive experience and expertise in the development, construction, and operation of Renewable Energy Projects and in the production of "green" energy.

With a significant portfolio of licensed projects for development and aligning with the current needs and national goals for energy transition and greenhouse gas emissions reduction, iXion aims to exclusively produce "green" energy through modern renewable energy units. This commitment contributes to reducing dependence on fossil fuels.





### **GROUP PRESENTATION**

SUSTAINABLE DEVELOPMENT

**ENVIRONMENT** 

### SOCIETY

## **Concessions/PPPs**

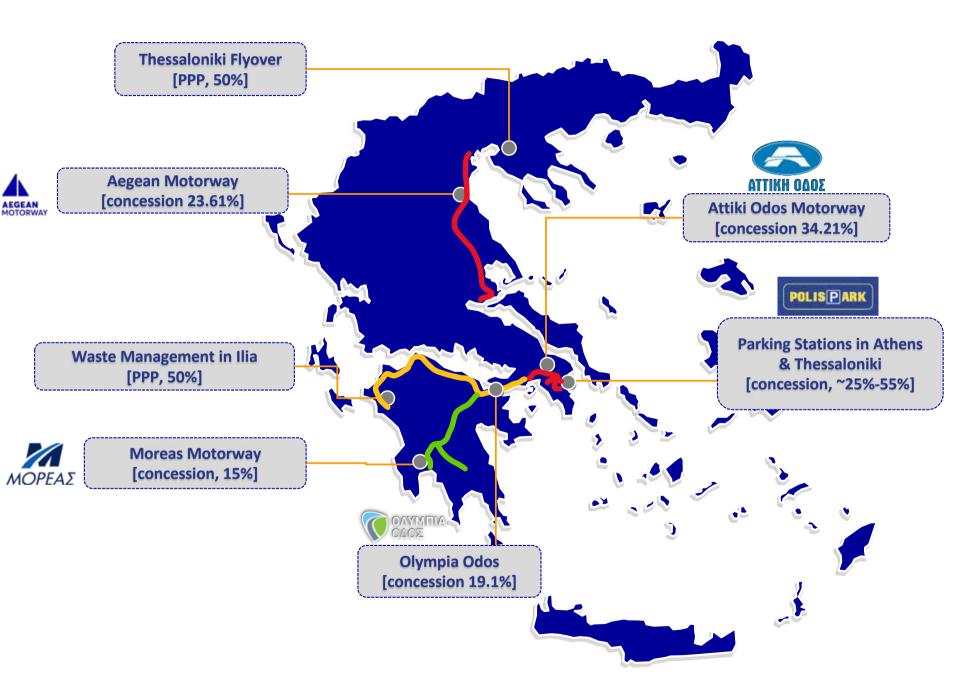
The Group has extensive presence both in Greece and internationally in the field of concession management. Projects in this sector are of utmost importance as they enhance competitiveness and expertise, while simultaneously solidifying its leadership position. The projects undertaken include infrastructure, construction, energy, and industrial projects.

The concession portfolio of the Group (companies operating selffinanced projects) is particularly significant and continuously expanding, as it constitutes a strategic goal to secure high unexecuted project balances and stable long-term revenues. Self-financing of projects through private capital increasingly provides more solutions for completing our country's infrastructure and executing smaller local projects.

The Group also participates in bidding for several more concession contracts both domestically and internationally. Examples of project categories in the Group's portfolio in concession projects that are either operational or in the construction phase are mentioned below:









**ENVIRONMENT** 

SOCIETY

CORPORATE GOVERNANCE

## Real Estate Development

AVAX Development was founded in 1990 and is part of the AVAX Group. It operates in Greece and in Central and Eastern European countries, focusing on developing high-specification projects and achieving superior returns through investments in emerging markets. Its projects are primarily concentrated in the residential sector, offering urban and resort residences. Additionally, the company invests in the commercial sector, focusing on selected commercial properties.

AVAX Development applies its expertise and experience not only to its own projects but also selectively provides services in property management, project management, and feasibility studies for real estate development projects. With extensive experience and a continuous drive for innovation, AVAX Development is staffed by high-level professionals trained and experienced in both economic and commercial, as well as technical sectors.

With the prestige of being a member of one of the largest Greek and internationally recognized construction groups, AVAX Development is charting a consistently upward trajectory. It invests in guality and innovation, focusing its efforts on serving and fully satisfying its clients.



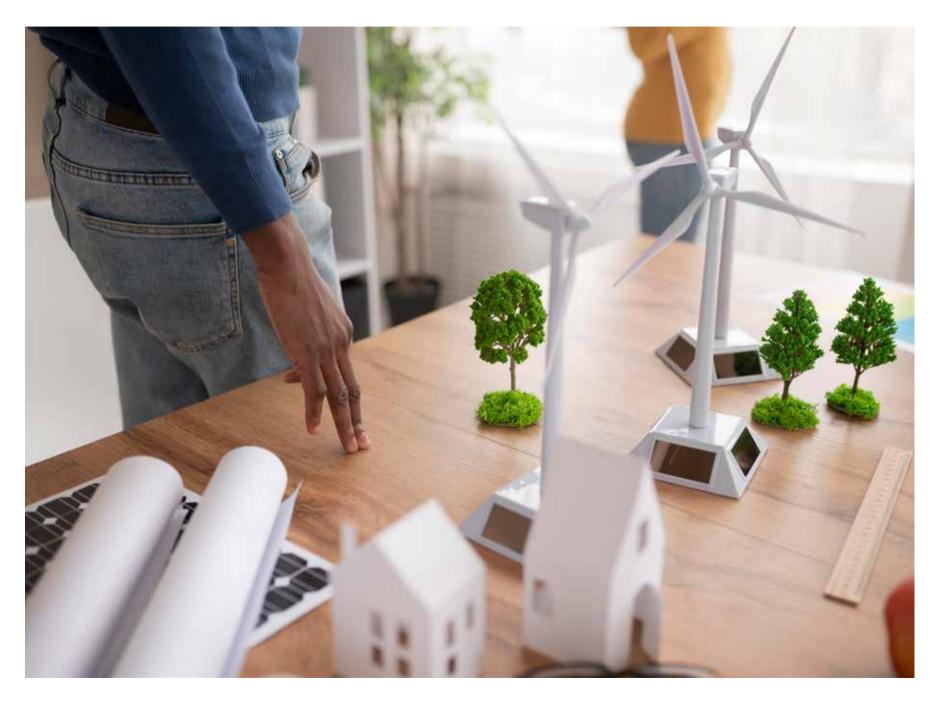




**Real Estate** Development

**Facilities** Management

Project Management



### ENVIRONMENT

SOCIETY

## Our Vision, **Mission and Values**

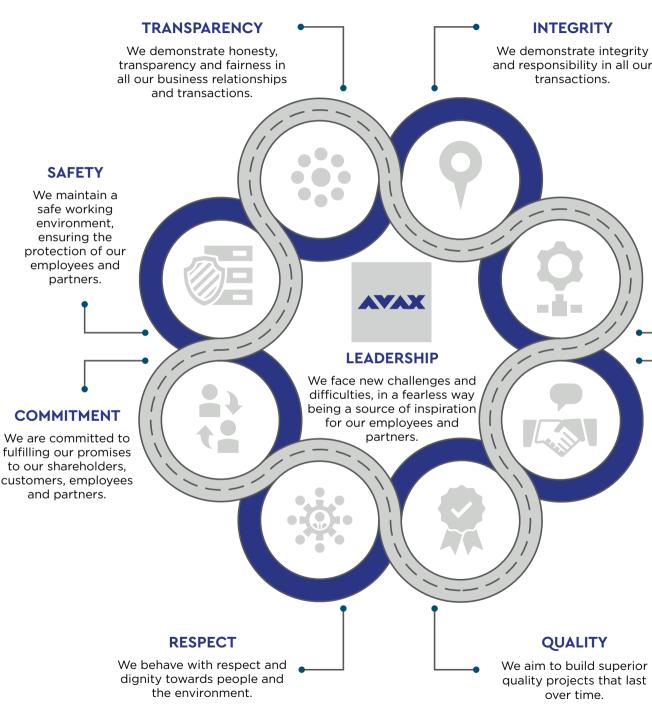
Emphasizing transparency, integrity, and reliability, AVAX Group, with its extensive experience in construction. aims to become a reference point in the industry. It ensures that all its projects positively contribute to social development and environmental sustainability. With extensive experience, significant resources, and a commitment to high quality, the Group strives to improve people's lives through the projects it implements and the services it offers. At the same time, it actively contributes to combating climate change and mitigating its effects.

## Vision

Our vision is to be a leader in the construction industry, adding value to society and our shareholders while promoting respect for the environment and humanity.

## **Mission**

Our mission is to construct sustainable projects that promote the country's development, enhance daily life and the quality of life for citizens, and create long-term value for shareholders. We achieve this by leveraging the high expertise and knowledge of our workforce, as well as innovative technologies with high standards of safety and environmental sensitivity.



### ANNEX

#### INNOVATION

We develop and apply advanced technology in our construction processes with the help of skilled employees, seeking continuous upgrading and efficiency.

### RELIABILITY

We deliver on our promises with a sense of responsibility, building relationships based on understanding, professionalism and regulatory compliance.

**CORPORATE GOVERNANCE** 

## The Company

AVAX (hereinafter the Company) holds a leading role within the AVAX Group, setting its course and strategy and overseeing its broader management. As the parent Company, it makes decisions on matters affecting the entire Group and pursues projects both for itself and for other Group companies as appropriate. Since its founding, the Company has aimed for economic and business growth through its strong position in the domestic market and internationally, undertaking highly significant projects and forming international strategic partnerships with partners who share the same vision as the Company.

The Company has managed to build a strong and diverse portfolio of projects that includes major infrastructure works, energy projects, and buildings. From constructing highways and bridges to developing industrial facilities and luxury residences, the Company has demonstrated its ability to handle complex and demanding projects.

In order to secure its participation in public project tenders without an upper budget limit, the Company utilizes its top class works certificate, the highest grade provided for undertaking public works. This allows the Company to engage in largescale projects, access resources, and proceed with the awarding and execution of these projects.

Additionally, the Company evaluates and undertakes projects in collaboration with one or more companies, leveraging its specialized experience. Through strategic partnerships, the Company can combine the expertise and resources of its partners, thereby achieving the execution of high-guality and demanding projects.

The Company continuously invests in new technologies and innovative construction methods, striving to stay at the cutting edge of technology and offer solutions that meet modern challenges. Simultaneously, it places great emphasis on sustainability and environmental responsibility, while remaining committed to quality and excellence, strictly adhering to timelines and cost control. The Company boasts a highly skilled workforce, which forms the foundation of its success, ensuring through continuous training and development that it remains at the forefront of technology and construction practices.

Overall, the Company sets the example in the technical sector, with a consistent trajectory of growth and evolution that establishes it as a model of excellence and innovation. Its commitment to social responsibility and consistency in delivering high-demand projects also make it a reliable partner of choice locally and internationally.

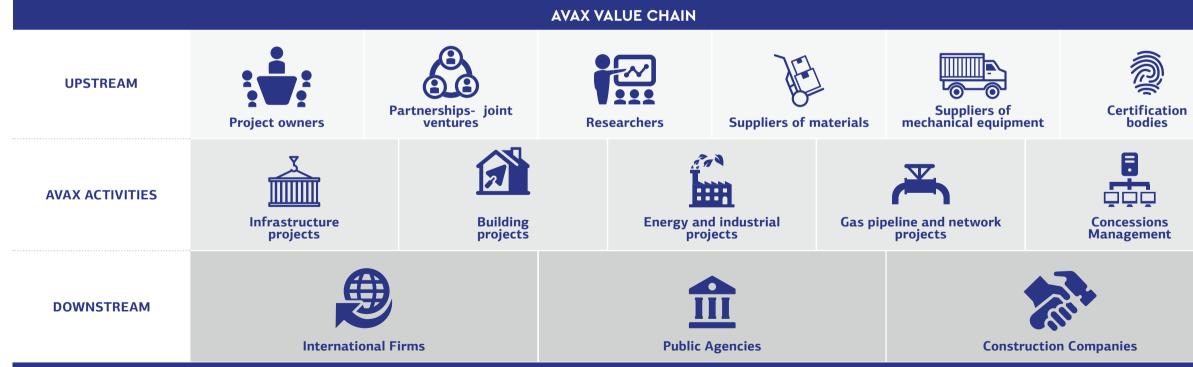


### CORPORATE GOVERNANCE

## **Value Chain**

Company value chain is a critical factor for its success at present and in the future. At the heart of this value chain are the processes and practices that define each stage from initial idea to project completion and maintenance. Effective management of the value chain enables the provision of high-quality services, maintains competitiveness, and achieves economic sustainability.

The Environmental, Social, and Governance (ESG) criteria now play a crucial role in Company value chain, as they are directly linked to its sustainable development, as well as to societal and environmental well-being. Integrating ESG criteria into the value chain is not just an ethical obligation but also a strategic choice that enhances long-term success.







**ENVIRONMENT** 

SOCIETY

### THE IMPORTANCE OF THE VALUE CHAIN **AT PRESENT**

#### **Supply and Selection of Materials**

The selection of sustainable materials that minimize the environmental footprint is crucial. Sourcing from responsible suppliers enhances the quality and reliability of the projects.

#### **Project Management**

The adoption of efficient and innovative construction methods improves performance, reduces costs, and minimizes environmental impacts.

### Working Conditions and Safety

Ensuring safe and healthy working conditions promotes the well-being of employees and enhances productivity.

### **Compliance and Transparency**

Transparency and strict adherence to the regulations enhance the credibility and trust of customers and investors.

### THE IMPORTANCE OF THE VALUE CHAIN IN THE FUTURE

#### **Innovation and Technology**

Investing in new technologies and innovative practices will continue to provide competitive advantage and enable adaptation to future needs and challenges.

### **Environmental Sustainability**

Reducing greenhouse gas emissions and adopting circular economic practices will be crucial for environmental sustainability.

### Social Responsibility

Active participation in community development, promoting equality, and improving quality of life are essential elements of social responsibility.

### **Corporate Governance**

Strengthening corporate governance through transparent processes and ethical practices will continue to play a significant role in enhancing the trust of shareholders and the broader society.

AVAX recognizes that any company adopting these criteria will be better prepared to tackle future challenges and create value for all stakeholders. For this reason, it creates value and seeks to contribute both to the economy and society through its business operations. It emphasizes finding and developing new opportunities that respond to constantly changing economic and social conditions, maintaining its ability to adapt and innovate. Specifically, the Company aims for the following regarding its Value Chain:



### MAINTAINING STRONG RELATIONSHIPS WITH ITS CLIENTS IS A FUNDAMENTAL **PILLAR FOR ITS SUCCESS.**

Company invests in building trust and providing postsale support aimed at enhancing customer satisfaction and loyalty. It approaches its clients with a philosophy focused on quality and immediate responsiveness to their needs. Its main clients include public entities such as governments and public agencies, as well as private firms, both domestic and international. The projects undertaken by the Company are characterized by a high degree of complexity and strict requirements in terms of quality and construction. Care is taken to meet all necessary conditions for the successful implementation and execution of these projects.

It also ensures excellent professional relationships with clients through various forms of communication, such as sending project completion protocols and direct dialogue with project managers, thereby ensuring satisfaction and prompt response to any complaints or corrective needs.



Company focuses on ensuring highquality materials from reliable and certified suppliers. Additionally, it places particular emphasis on sustainability and reducing its environmental footprint by implementing practices that promote transparency and accountability at every stage of the supply chain.

In the construction industry, where projects have high demands and complex specifications, securing appropriate supplies is a challenge that requires a combination of specialized knowledge, experience, organizational skills, and accurate information. This is crucial for all businesses in the sector.

The factors that the Company takes into account when sourcing supplies, from technical specifications of the materials to quantities, delivery time, and cost, are highly complex. To address the existing complexity of procedures, it has implemented strict rules governing the operations of the Procurement department, in accordance with specified standards. This department ensures timely procurement of necessary supplies for projects and Company operations. Specifically for mechanical equipment, the Company has established a special management procedure that coordinates maintenance, usage, and supervision of the machinery.

This process requires continuous innovation and integration of technological solutions that contribute to maintaining a competitive advantage. The Company invests in research and development, promoting technological innovations and best practices that ensure sustainability and efficiency in its production processes. Its strategy for creating value is summarized in three main pillars: innovation, sustainability, and customercentric approach. These pillars ensure Company ability to respond to the challenges of the modern business environment, while simultaneously contributing to achieving sustainable development goals.

### CORPORATE GOVERNANCE

### ANNEX

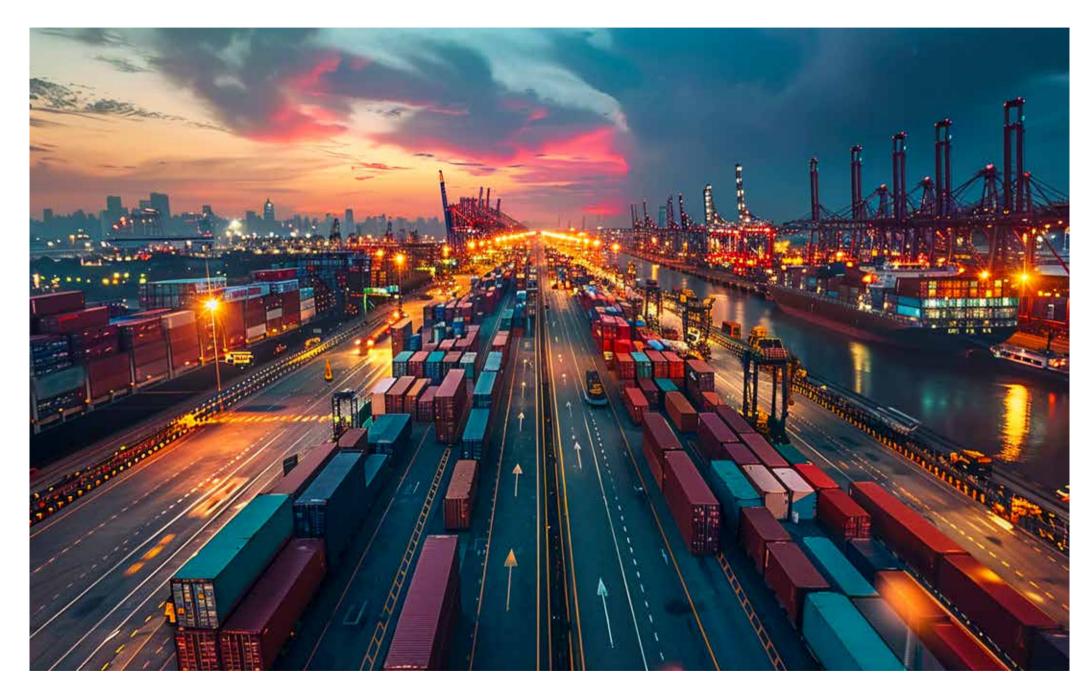


### **DURING THE PRODUCTION PHASE,** THE COMPANY IMPLEMENTS ADVANCED **TECHNOLOGIES AND METHODS TO OPTIMIZE EFFICIENCY AND PRODUCT QUALITY.**

## **Responsible Supply Chain Management**

Ensuring a sustainable and responsible supply chain and effectively managing supplies are critical factors for the environmental, social, and economic footprint of the Company, essential elements for achieving its operational goals. Its supply chain involves not only the procurement and management of necessary materials and equipment but also collaboration with suppliers and partners who share the same values and commitments to sustainable development and responsible operation.





### **CORPORATE GOVERNANCE**

**FNVIRONMENT** 

### **SUSTAINABILITY** IN THE SUPPLY CHAIN

Company aims to apply sustainable development principles not only within its own operations but also within the operations of its partners and suppliers. Supplier selection criteria include environmental responsibility, compliance with sustainability standards, and adherence to high ethical and social standards. Suppliers are encouraged to adopt Company environmentally friendly practices and comply with anti-bribery policies and the Code of Ethics and Conduct.

For each order of materials, services, spare parts, and equipment, the purchase order explicitly states that acceptance and adoption by the supplier are contingent not only upon environmental criteria but also upon compliance with Company Anti-Bribery Policy and Code of Ethics and Conduct as established and followed by AVAX.

### **CATEGORIES OF SUPPLIERS AND PARTNERSHIPS**

Company collaborates with a large number of suppliers both locally and internationally. The main categories of suppliers it engages with fall into Raw Materials, Subcontractors, Service Providers, and Equipment. By choosing local suppliers, it strengthens the national economy and contributes to the individual social and economic indicators of the local community. This strategy not only supports local development but also reduces the environmental footprint by minimizing emissions from transportation.

**Geographical Distribution** 

of Suppliers

6%

### MORAL OBLIGATION AND STRATEGIC CHOICE

Company commitment to a responsible supply chain is not only a strategic choice but also an ethical obligation. By integrating ESG (Environmental, Social, and Governance) principles into its value chain, it aims to create a chain that is not only efficient and profitable but also socially and environmentally responsible. This approach ensures the provision of high-quality products and services while simultaneously protecting the environment and enhancing social structures.

**Geographical Distribution** 

of Domestic Purchase Orders

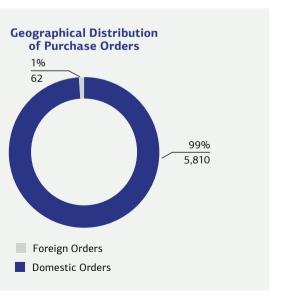
### **FUTURE** PERSPECTIVES

Continuous improvement of the supply chain based on ESG criteria is a top priority for the Company. Adopting new technologies and innovation within the supply chain will allow further enhancement of efficiency and sustainability. Additionally, investing in the education and development of individuals involved in this chain will strengthen the ability to respond to future challenges.

Overall, ensuring a sustainable and responsible supply chain is crucial for Company success. By integrating principles of sustainable development and ESG (Environmental, Social, and Governance), the Company not only achieves economic sustainability but also social and environmental responsibility. This contributes to sustainable development and creates value for all stakeholders involved.







**FNVIRONMENT** 

## **Business Model**

Company has integrated factors such as responding promptly to market trends and customer needs, maintaining excellent relationships with its partners, and implementing technological innovations into its business model and strategy. Through these practices, it aims to improve corporate performance and create value for all stakeholders involved.

#### ΜΔΙΝ ΔCTIVITIES

The construction activity is divided into 3 business segments:



and construction).

specializing in LNG

facilities and power plants

infrastructure, natural gas and telecommunication procurement of materials

networks

### CRITICAL PARTNERSHIPS

Company develops partnerships with specialized partners in various industries and geographic areas, which are critical for the successful completion of projects. Suppliers of raw materials and engineering equipment play an important role, as do external designers and engineers, while joint venture partnerships for the implementation of major projects enhance the Company's ability to meet complex requirements.

#### KEY RESOURCES

Company uses specialized personnel and equipment for the successful completion of its projects. The coordination of teams and works is achieved with the help of modern management systems, while the use of the most advanced machinery and equipment ensures the high quality of construction.

### **COST STRUCTURE**

The main costs faced, include the acquisition and maintenance of mechanical equipment, employee salaries and benefits. as well

as materials for constructions. Supporting local communities in the areas where projects are implemented is also significant, especially for large-scale projects that impact the landscape and social structure of the region.

### CUSTOMER CATEGORIES

The clients mainly consist of government agencies and large private entities such as other construction companies or international firms abroad. These organizations are the most active in the sector of major investments and infrastructure.

### CUSTOMER COMMUNICATION **CHANNELS**

The main communication channels with its clients are various international exhibitions. conferences, and presentations in which it participates or organizes, both in Greece and abroad. Company communication department is responsible for managing external communications. Additionally, on Company website, there is a special section called "Contact," aimed at

AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]

gathering any proposals or requests from stakeholders.

### REVENUE STRUCTURE

Company generates revenue primarily from construction projects and concessions management in Greece and abroad.

### COMPETITIVE ADVANTAGES

The highly skilled and specialized human capital with its experience and technical expertise developed in every project, both domestically in Greece and internationally, constitutes its greatest competitive advantage. Additionally, Company certified management systems based on international standards promote efficiency and safety across all its activities.

### **GROUP PRESENTATION**

### SUSTAINABLE DEVELOPMENT

### **ENVIRONMENT**

### MAIN ACTIVITIES

✓ Infrastructure construction projects **V** Building construction projects ✓ Energy and industrial projects ✓ Gas pipeline and network projects ✓ Concession Management

### **BASIC RESOURCES**

- ✓ Specialized human resources
- ✓ High quality mechanical equipment and raw materials (depending on the project)

✓ ERP

### **VALUE CREATION**

Strong presence in the construction sector, undertaking building construction, infrastructure projects, energy and industrial projects, network and gas pipeline projects

### COMPETITIVE **ADVANTAGES**

- ✓ High skilled human resources ✓ Adapting innovation from projects abroad
  - ✓ Certified Management Systems for Quality (ISO 9001), Health & Safety (ISO 45001), Environment (ISO 14001), Energy (ISO 50001) and Anti Briebey (ISO 37001)
  - ✓ Code of Business Conduct and Ethics

AVAX - SUSTAINABLE DEVELOPMENT REPO

## **Main Projects**



# LINE 4 SECTION A: "ALSOS VEIKOU – GOUDI"

Line 4 of the Athens Metro is currently the largest public project being implemented in the country. This iconic transportation project is being constructed with state-of-the-art specifications and sets a new standard for the quality of commuting in the capital. Facilitating the daily lives of residents by reducing passenger travel time, long-term alleviation of traffic congestion, and decreasing atmospheric pollution are just some of the advantages of this project that will significantly contribute to the city's social and economic development.

From the outset, it has been designed with a focus on optimal environmental performance, and investment has been made in state-of-the-art TBM (Tunnel Boring Machine) that contribute to significant reduction in congestion and excavation times. Upon completion, the areas where construction sites have been set up will have twice as many trees compared to their initial state.

In its first phase of development, Line 4 will connect Alsos Veikou with Goudi. With a length of 12.8 km, the project includes fifteen (15) new underground stations: Alsos Veikou, Galatsi, Elikonas, Kypseli, Dikastiria, Alexandras, Exarcheia, Akadimia, Kolonaki, Evangelismos, Kaisariani, University Campus, Ilisia, Zografou, and Goudi.

### **INNOVATIONS OF LINE 4:**

- $\checkmark$  Trains of modern aesthetics made of environmentally friendly materials, almost fully recyclable without driver.
- ✓ Technologically advanced signalling & train control system.
- $\checkmark$  Automated door operation system on trains & platforms for passenger safety.
- $\checkmark$  Energy recovery from braking (regenerative braking) of the trains and return to the medium-voltage network of the Public Power Corporation. This will save 1,206 MWh of energy daily.
- ✓ Implementation of the Building Information Mode BMI system



## **"STAVROS NIARCHOS" HOSPITALS**

- GENERAL HOSPITAL OF KOMOTINI
- PEDIATRIC HOSPITAL OF THESSALONIKI
- GENERAL HOSPITAL OF SPARTA

Every construction company builds its identity through the projects it delivers. We are committed to being worthy of the trust that Stavros Niarchos Foundation has placed in us to contribute to the realization of the Foundation's vision for three new modern hospitals.

#### **Christos Ioannou** Chairman of AVAX Board of Directors

The Company also plays a leading role in the field of building projects, with the construction of three new public hospitals for the Stavros Niarchos Foundation (SNF) in Thessaloniki, Komotini, and Sparta, which will bring new standards to the healthcare sector. These three new hospitals the University Pediatric Hospital of Thessaloniki SNF, the General Hospital of Komotini SNF, and the General Hospital of Sparta SNF are being developed as part of the SNF's International Health Initiative (IHI) and will operate as state-ofthe-art hospitals meeting international standards, thus enhancing healthcare services in the Greek regions.

The construction of the three SNF hospitals reflects the Company's significant capabilities in high-standard projects. This is the largest building contract to date in our country, amounting to 443 million euros, aimed at constructing state-of-theart healthcare facilities that will provide equitable and high-quality medical care for all. Designed according to international architectural standards, they combine top-quality services with innovative "green" design practices to reduce carbon footprint across their entire operational spectrum and throughout their lifecycle.

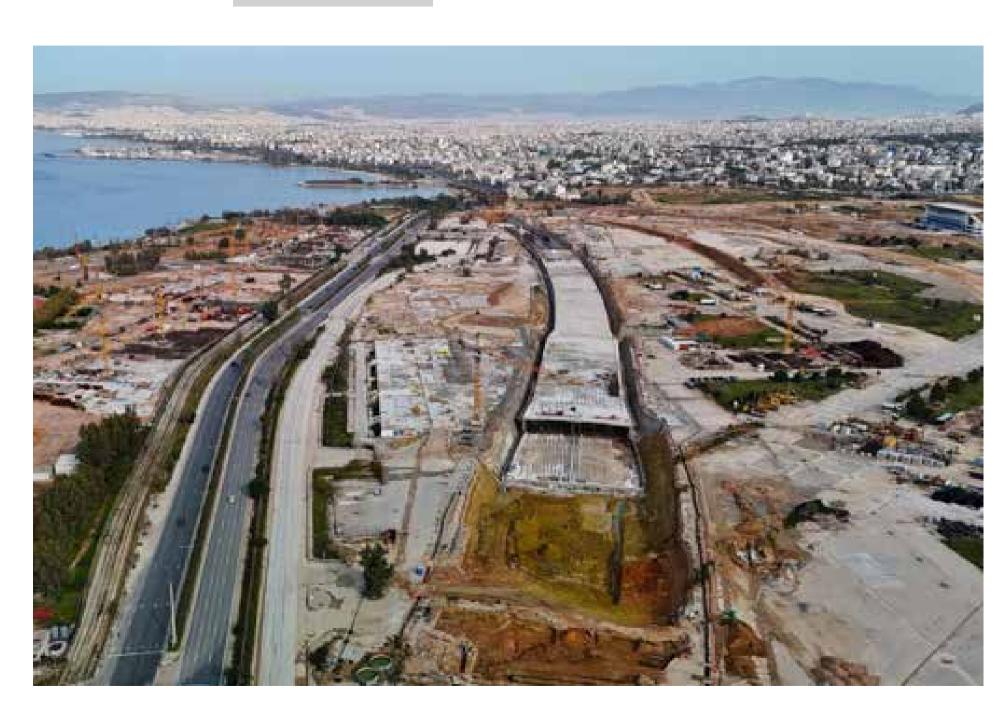
Environmental sustainability is also at the heart of the hospitals' design. These hospitals are energyintensive buildings that must reduce their carbon footprint and prepare for a future with zero carbon emissions. The three hospitals will innovate in terms of their energy efficiency, from the choice of construction materials such as using wood as a primary structural material and the insulation of walls, to the capability of the buildings to meet their energy needs through photovoltaic roofs and geothermal systems. Additionally, the hospitals will move towards paperless operations by fully digitizing their clinical services, ensuring their sustainability for the future and serving as a benchmark for the entire Greek National Health System.

The three hospitals will be equipped with modern, state-of-the-art medical and technological equipment. The clinical programs have been designed not only to meet the current needs in the three regions but also future needs, with service delivery models that facilitate innovation and service optimization. This includes ongoing care and collaboration with other community and local health units. The clinical program includes specialized healthcare services and mental health care, while patients will be accommodated exclusively in single and double rooms. All hospitals will feature specially designed spaces for families and children to ensure further feelings of safety, community, and belonging for patients and their caregivers.



### **CORPORATE GOVERNANCE**

#### AT A GLANCE SUSTAINABLE DEVELOPMENT SOCIETY **GROUP PRESENTATION** ENVIRONMENT





Due to its expertise and long-term experience, the Company ranks among the contractors for the significant infrastructure and building facilities of The Ellinikon, the largest urban regeneration project in Europe. The Company has undertaken the infrastructure Phase A for the operation of the complex. Among the infrastructure projects, the undergrounding of Poseidonos Avenue at Elliniko stands out, a project 1.3 km long with 3 traffic lanes in each direction, extending from Alimos Beach to Agios Kosmas Marina, with new exits and faster passage for drivers and easier access to the coast for pedestrians. It is one of the most modern tunnels in Europe, providing access to the coastal front from Vouliagmenis Avenue on foot or by bicycle, connecting Ymittos with the seaside front.

The Company strategically positions itself in the construction of the Ellinikon Mall Complex, undertaking consulting services prior to construction in the form of Early Contractor Involvement (ECI) in collaboration with the Italian firm Rizzani de Eccher. Expected to be Greece's largest and most modern commercial complex and one of the largest in Southern Europe, it is anticipated to significantly contribute to the economic development of the region.

### ANNEX

# **FIRST PHASE OF INFRASTRUCTURE**

SOCIETY

# ELEVATED MOTORWAY (FLYOVER ~ THESSALONIKI)

The elevated highway FLYOVER is a significant and pioneering project for upgrading the Eastern Peripheral Road of Thessaloniki and, overall, the country's infrastructure. It is being implemented through a joint venture of AVAX and Mytilineos Groups. With a total length of 13.5 km, 4 lanes of traffic in each direction, 3 new underground tunnels, and 10 bridges constructed according to the most modern international standards, the project has a budget of 370 million euros, funded through PPP (Public-Private Partnership). The concession contract is for 26 years.

The goal is to decongest the saturated existing road and improve accessibility to "Macedonia" airport, connecting with the Egnatia Odos, southern Thessaloniki, and Halkidiki. It will serve 10,000 vehicles per hour and will alter the traffic map of Thessaloniki. Additionally, the elevated highway FLYOVER will significantly enhance road safety and contribute to reducing pollution emissions.

Upon its completion, it will be the largest elevated highway project in Greece, bringing significant landmarks of Thessaloniki closer together, improving access to "Macedonia" airport, and reducing traffic congestion in the area.

The upgrade of the existing ring road will be achieved in four ways:

- ✓ Increase in traffic capacity
- $\checkmark$  Dramatic improvement in road safety levels, currently significantly below that of a modern highway
- $\checkmark$  Reduction of the road's environmental footprint
- ✓ Intergration with the green "lung" of the city Kedrinos Hill



### **KEY FEATURES OF THE PROJECT**

- ✓ 12 kilometers of work
- ✓ 9 separated interchanges
- $\checkmark$  7.6 km of elevated expresswav with its accesses
- ✓ an expressway bridge (Flyover) 4km long
- ✓ 9 bridges
- ✓ 2 canopies
- ✓ 1 tunnel
- $\checkmark$  Total vehicle capacity of 20,000 vehicles per hour in both directions
- $\checkmark$  Modernization and optimization of existing network infrastructure and facilities, as well as targeted interventions in the adjacent road network

### ENVIRONMENTAL BENEFITS

- areas to reduce noise pollution
- flow
- Impact Assessment Study

### CORPORATE GOVERNANCE

### ANNEX

✓ Adding new sound barriers at locations close to urban

V Doubling the capacity of vehicles served per hour from 5,000 to 10,000 in each direction

 $\checkmark$  Reduction of CO<sub>2</sub> emissions, due to improved traffic conditions (new road surface) and much better traffic

 $\checkmark$  Air pollutant levels in the project area will be below the limits set by Greek legislation for atmospheric environmental quality, according to the Environmental ENVIRONMENT

# OLYMPIA ODOS – SECTION A OF PATRA – PYRGOS MOTORWAY

The new highway will span 21 kilometers from Midilogli to Karajika. The section undertaken by the Company is the most challenging, involving widening the highway while maintaining vehicle traffic over the first 13 kilometers starting from

Midilogli. Approximately 300 workers will be employed at the construction sites developed for the section from Patras to Pyrgos.



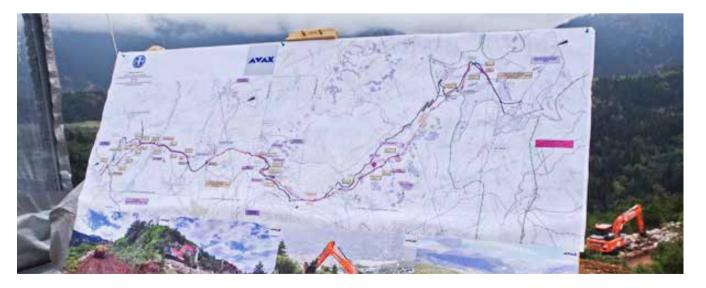


The road axis connecting Bralos to Amfissa is another infrastructure project undertaken by the Company, of significant social and economic importance for Central and Northern Greece. This 24-kilometer long project is being constructed according to the most modern environmental specifications and will connect Central and Northern Greece with the Western part of the country.

With 2 tunnels measuring 2.2 km and 2.5 km respectively, grade-separated interchanges, 7 bridges, and a network of secondary roads connecting to the rest of the road network, faster and safer movements and transports are ensured.

This road project is part of the diagonal axis

kilometers.



Lamia-Itia-Antirrio and essentially connects the eastern part of Greece with the country's highway network. The contract was signed in the spring of 2023, and the project is expected to be completed by 2027. The project will significantly improve road safety along this axis and reduce travel time from Lamia to Antirrio.

The section from Bralos to Amfissa is one of the most challenging segments of the diagonal axis Lamia-Itia-Antirrio, and its implementation paves the way for the future completion of other sections that require upgrading.

With the completion of Bralos - Amfissa, the total length of the route will be reduced by four



## **CONSTRUCTION OF THE NEW HIGH-PRESSURE** NATURAL GAS PIPELINE TO WESTERN MACEDONIA

With a length of approximately 160 kilometers and a budget of €163 million, the new pipeline ensures the smooth transition of the Central and Western Macedonia regions into the post-lignite era. It provides access to natural gas to a multitude of new areas and users, while simultaneously laying the groundwork for their prominent role in the new era of clean energy.

This is the first pipeline in Greece and one of the first in Europe designed using technologies that allow for the transportation of hydrogen up to 100%. It is part of DESFA's strategy to develop the hydrogen market in Greece and the national strategy for the "decarbonization" of the Greek energy system.

Regarding its route, the pipeline and its branches will traverse the regions of Central Macedonia (Imathia Regional Unit, Pella Regional Unit) and Western Macedonia (Kozani Regional Unit, Florina Regional Unit), starting from Trikala Imathias and ending in Kardia Kozani. This enables the supply of natural gas to new areas and ensures potential access for new users (industrial, commercial, agricultural, and residential consumers) in the wider region. Simultaneously, with the construction of the Measurement Station in the area of Kardia, the pipeline will supply the integrated district heating system in Kozani, Ptolemaida, and Amyntaio, leading to significant environmental benefits and improvement of the carbon footprint in these areas.

The project includes provisions for tap-offs for the future extension of the pipeline towards the Interconnection/Intermediate Station of Poria, aiming to supply natural gas through the future expansion of the system in the region of Kastoria, as well as to supply future consumers.

The new pipeline is expected to significantly boost the development of Central and Western Macedonia, contribute decisively to the economic sustainability of local communities, and lead to the creation of new indirect and direct job opportunities. Additionally, it aims to attract new investments to the region.

SOCIETY CO

# DESFA – METERING STATION

The project includes the study, procurement of materials, construction works, and activation for the installation of a Metering-Regulating Station and a central Compressor Station within the National Natural Gas System Operator's site in the Amfitritis area. These facilities are intended to supply natural gas from the operator's transportation pipeline system originating from the FSRU system.

The new station consists of several components including a filtration section, a measurement section, a gas preheating section, a gas pressure regulation section, a gas flow regulation section, a station control building, an analyzer building, a hot water section, an integrated SCADA and Telecom system, as well as various auxiliary modern systems. AVAX with its experience from similar projects and in collaboration with the relevant technical departments of National Natural Gas System Operator, ASPROFOS (project supervision), and MOODYHELLAS (project inspection), managed to complete within the scheduled timeframe a particularly complex and demanding project. This project holds significant strategic importance for the Balkans due to its contribution to diversifying supply sources and reducing dependence on Russian gas.





### **CORPORATE GOVERNANCE**

### CORPORATE GOVERNANCE



Confirming its expertise in large-scale energy projects, in 2023, AVAX signed the construction of the Mintia Combined Cycle Power Plant in Romania, with a budget of 637.5 million euros. Located in the Deva region of Romania, this plant has a total capacity of 1,750 MW. It stands as the largest electricity generation unit awarded to a Greek company to date, highlighting AVAX trusted reputation beyond Greek borders in executing complex large-scale projects.

The construction period is expected to last 38 months, creating approximately 700 job positions.

The plant will operate on natural gas and will consist of two gas turbines SGT5-9000HL, one steam turbine SST5-5000, and three generators SGen5-3000W from SIEMENS. (The procurement of the above does not constitute part of the contract scope.)

#### MASS GROUP DEMONSTRATES ITS TRUST IN AVAX

This new project marks the third consecutive assignment by Mass Group Holding to the Company, confirming the energy group's confidence in its capabilities.

The two previous projects were Phase 2 and Phase 3 of the Power Generation Station in the city of Besmayah, Iraq, with a total capacity of 3,150 MW.

Upon completion of the new project, the Company will have delivered to MGH units with a total capacity of 4.9 GW.







Contract between the consortium of AVAX SA and TERNA SA (with a 60% and 40% stake, respectively) and the Chinese-owned company "ICR CYPRUS RESORT DEVELOPMENT CO LIMITED" for the construction of the hotel and casino complex "City of Dreams Mediterranean" in Limassol, Cyprus.

- which has:
- a plot of 370 acres
- ✓ 14 floors
- $\checkmark$  500 rooms and suites
- $\checkmark$  5 dining areas

- ✓ Wellness areas
- ✓ Auditorium

### ANNEX

# **CITY OF DREAMS** MEDITERRANEAN INTEGRATED **CASINO RESORT-CYPRUS**

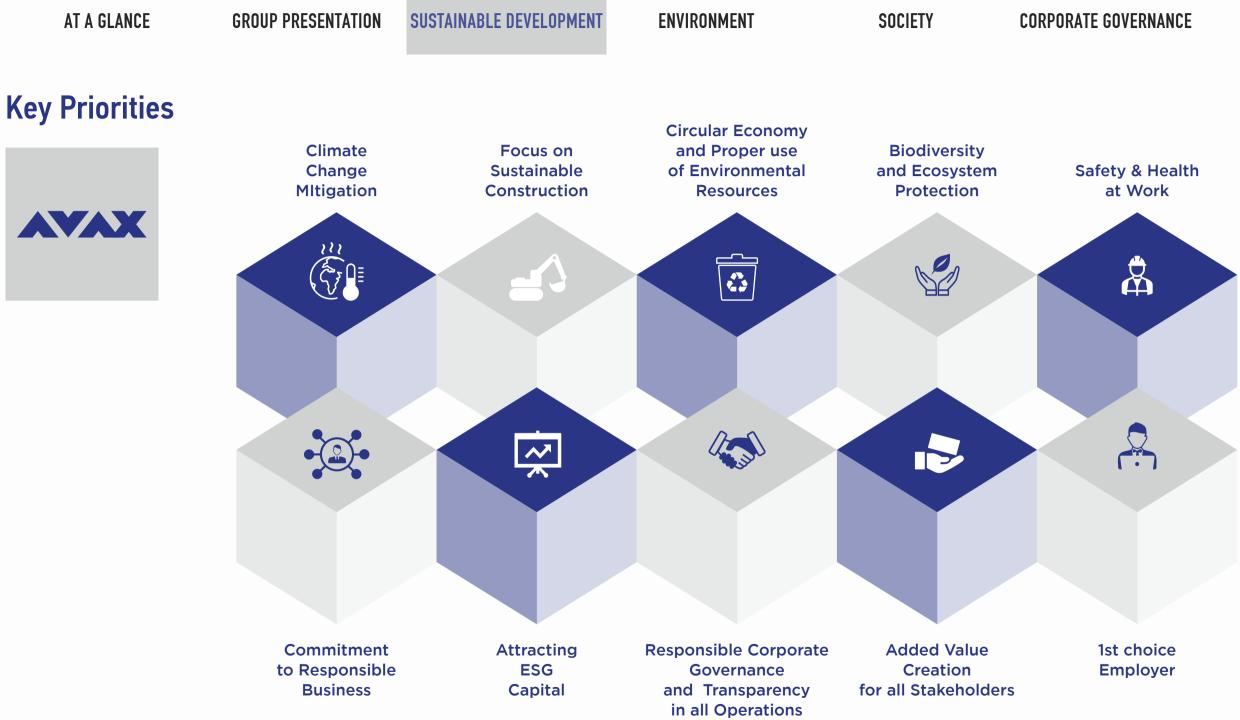
The project concerns the construction of a hotel complex

✓ Total built-up area of approximately 96.000 sq.m. on

 $\checkmark$  Shops with a total surface of 8.500sq.m.

 $\checkmark$  Spaces for conferences, exhibitions and other events with a total area of 4.000 sq.m.

# Sustainable Development



### ANNEX

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# **Stakeholders**

Stakeholders are defined as those who directly or indirectly impact the operation and activities of the Company, as well as those affected by its business activities. These stakeholders are evaluated at regular intervals and undergo review whenever necessary, always taking into account the values and strategy of the Company, as well as the overall business context. Interaction with stakeholders constitutes a dynamic process that significantly influences both the daily operations and the decisionmaking process of the company, while concurrently strengthening the relationships of trust established among collaborating entities. The Company understands that by considering the needs and interests of its stakeholders, it can establish a balanced and mutually beneficial relationship that contributes to its long-term success.

Below are the stakeholders, according to their assessed importance, selected due to their significant collaboration with the Company.

### "

Interaction with stakeholders constitutes a dynamic process that significantly influences both the daily operations and the decision-making process of the company, while concurrently strengthening the relationships of trust established among collaborating entities.





### **ANNEX**





### Regulatory **Authorities**





### **CORPORATE GOVERNANCE**

# Materiality Analysis -**Prioritization of Material** Issues

Following the materiality analysis for the previous year, the Company proceeded with a re-evaluation of material issues for 2023 to identify significant topics that could impact its operations, environment, and society.

For the process of assessing and prioritizing material issues, the Company took into consideration recent developments, trends, and challenges in the broader socio-economic environment in which it operates. It also considered a range of international and industry-specific standards for sustainable development, initiatives, and data sources, such as the GRI Standards 2021, SASB reporting standards, the Athens Stock Exchange ESG Disclosure Guide, and European Sustainability Reporting Standards (ESRS). The main objective was to identify and evaluate the actual or potential impacts -positive or negative- of the Company's activities on society and the environment.

The results of the assessment indicate impacts that may occur at short-term, medium-term, or long-term levels. directly linked to Company operations, value chain, and business relationships. These include both potential risks and opportunities. The evaluation covered effects arising from Company activities that affect or may affect the environment and society, as well as how the Company is impacted or may be impacted by sustainability issues.





# the substantive issues

- with these objectives
- activities

### ANNEX

# The importance of the process for identifying and assessing

The materiality analysis process contributes significantly to the following:

 $\checkmark$  Identifying issues related to long-term corporate strategic objectives and alignment

 $\checkmark$  Recording and assessment of the potential risks related to each area of Company

 $\checkmark$  Evaluation and reassessment of Company performance in terms of corporate responsibility and sustainable development

 $\checkmark$  Identifying strengths, weaknesses and opportunities related to each of the Company Sustainable Development areas

✓ Identifying issues that may have a significant impact on Company stakeholders

## **Materiality analysis**

Assessing double materiality is a fundamental element of the Sustainability Report and largely determines the goals set by the Company.

During the assessment of impact significance and economic materiality, the Company must examine three stages:

- $\checkmark$  Understanding the context in relation to impacts, including its activities, business relationships and stakeholders and the existence of dependencies on natural and social resources as sources of economic impacts
- $\checkmark$  Identifying actual and potential impacts (negative and positive), including through collaboration with stakeholders, and classifying them as sources of risks or opportunities
- ✓ Assessing the materiality of actual and potential impacts, determining the material issues, and identifying the risks and opportunities that affect or are reasonably expected to affect the company's financial position, financial performance, cash flows, access to financing, or cost of capital in the short, medium, or long term

Carrying out the assessment is complex, as it requires identifying both the impacts on people and the environment (impact materiality) and the sustainability issues that affect the business financially (financial materiality). The steps for conducting a materiality assessment are described below:

### STEP 1:

### Identifying and engaging stakeholders

Identifying the most critical stakeholders for the Company is the first step in conducting a materiality assessment. Stakeholders are categorized into internal and external stakeholders. They are asked to evaluate the impact of Company activities on the environment and society, as well as how sustainability issues affect its economic activity.

### Compiling a list of potential material issues

**STEP 2:** 

Identifying and determining the material issues arising from Company activities is the next step in conducting a materiality assessment. Indicative examples of material issues include greenhouse gas emissions, waste management, health and safety, innovation. etc.

### STEP 3:

Determining the impacts on the environment and society, as well as the risks and opportunities of these impacts for the entity's performance (double materiality)

Company identifies the impacts of sustainability issues on the external environment and how these issues create risks and opportunities for the organization itself (therefore both negative and positive impacts).

### STEP 4:

Assessment of impacts on the environment and society, as well as economic opportunit and risks

It is an important step t prioritize the impact of sustainability issues by assessing the severity o the impacts and how lik it is that negative impac can be reversed. It is als important to evaluate how sustainability risks and opportunities affect Company values, including its financial value.

### Sources used for identifying the Sustainable Development Issues

• Company Sustainable Development Strategy • Relevant laws, regulations, international agreements, or voluntary agreements of strategic importance to the UNGC, SDGs • Significant risks for the Company • The Materiality Map of the ESG Disclosure Standard SASB (Sustainability Accounting Standards Board)

### **CORPORATE GOVERNANCE**

### ANNEX

### STEP 5:

### **Overview** of Materiality

as	Creation of lists outlining
ties	-
	the most significant
	impacts, prioritizing
to	them from most to least
:	significant, taking into
	account both the degree
of	and scope of each impact.
kely	For negative impacts, the
cts	difficulty in reversing the
so	negative effect was also
	considered.

### AT A GLANCE

**ENVIRONMENT** 

SOCIETY

**CORPORATE GOVERNANCE** 

Company materiality analysis for the year 2023 was carried out according to the following steps:

# 01.

### Understanding Company operating framework

- $\checkmark$  Understanding of the business model and business relationships of Company value chain
- ✓ Identifying Company stakeholders

### 02. Identification of impacts

- ✓ Identification and assessment of existing and potential positive and negative impacts on the economy, society, and the environment based on the Company activities
- ✓ Sustainability/ESG team meetings aiming to prioritize actions

### 03. **Evaluation** of the impacts

- ✓ Identification and evaluation of opportunities and risks that affect or may affect Company financial position and performance
- ✓ Prioritisation of material sustainability issues

AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]

### ANNEX

04. Hierarchy of impacts

✓ Review and validation of the list of significant issues by Company management

### Identification of material issues

The issues analyzed during the investigation of significant matters in early 2023 are categorized into three groups: Environmental (E), Social (S), and Governance (G). For each significant issue, both positive and potential negative impacts on the environment, society, and economy were identified, directly linked to the Company's operations and business relationships. The results of both the double materiality analysis and the analysis of the materiality of impacts and economic materiality are presented in the table.

	MATERIAL ISSUE	POTENTIAL IMPACT
	Climate change	Tackling climate change by reducing greenhouse gas emissions and energy consumption. Adapting to the new conditions created by climate change.
		Failure to reduce greenhouse gas emissions and/or increased energy consumption. Inadequate adaptation to new conditions.
	Energy transition and emissions management	Improving energy efficiency and reducing the overall ecological footprint through efforts to manage energy and carbon emissions properly.
		Possible increase in carbon emissions over time due to insufficient adherence to practices aimed at reducing energy consumption.
	Waste Management and Circular Economy	Increasing the percentage of materials recycled and reused and saving natural resources, through a commitment to comply with legal obligations on waste management and the adoption of circular economy principles.
		Increased waste and health risks from difficulties in managing waste.
	Protection of water resources	Protection of water resources, through the adoption of appropriate technical systems and procedures in case of intervention in the aquatic environment and continuous monitoring of pollutants discharged into the aquatic environment in all corporate activities.
		Deterioration of water quality and health risks from inadequate management of water pollutants resulting from corporate activities in cases of interference with the aquatic environment.
	Biodiversity and ecosystems	Inclusion of extensive studies by experienced ecologists to maximise the protection and sustainable management of natural resources and compliance with the requirements under the EIAs, when intervention in sensitive habitats is unavoidable.
		Impacts on flora, terrestrial wildlife and water resources from lack of biodiversity protection procedures, when intervention in sensitive habitats is unavoidable.

	TYPE OF EFFECT
1	+
new	-
	+
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	-

### AT A GLANCE

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SOCIAL

CORPORATE GOVERNANCE

MATERIAL ISSUE	POTENTIAL IMPACT	TYPE OF EFFECT
Human rights protection	Promote a fairer and more equitable working environment and increase trust and social acceptance by local communities through commiting to the protection of human rights.	+
	Increase in human rights violations and working environment affected by possible difficulties in protecting human rights.	_
Safety, health, and welfare of employees	Enhancing employee well-being and creating a safer and more productive environment through the adoption of a good safety and health management system.	+
	Increase in the frequency of accidents and serious injuries caused in the working environment if the necessary measures are not properly implemented.	-
Labor practices	Significant increase in employee satisfaction through the adoption and implementation of responsible employment principles that create an efficient, dynamic and enjoyable working environment.	+
	Reduced employee satisfaction due to failure to ensure a decent working environment.	-
Dialogue and interaction with local communities	Direct response to key social demands/needs and implementation of a corporate social responsibility program, through active participation and open channels of communication with local communities in areas of operation.	+
	Poor social development in areas of operation, due to possible lack of a comprehensive corporate social responsibility plan to identify and respond to the relevant needs of local communities.	-
Diversity and equal opportunities	Ensuring protection of human rights, respect for diversity and the creation of an inclusive working environment, through commitment to promote a fairer society and equal treatment of human resources.	+
	Limiting opportunities for a fair and equitable working environmentdue to lack of procedures for managing diversity, equality and inclusion, could limit opportunities.	-
Employee training and development	Creating an environment that supports personal and professional development and significantly enhances corporate performance in all areas by investing in the skills and knowledge of employees.	+

AT A GLANCE

CORPORATE GOVERNANCE

	MATERIAL ISSUE	POTENTIAL IMPACT
	Fighting bribery	Reduce incidents of non-compliance with the Code of Conduct by adhering to standards that ensure transparen
	and corruption	Increased incidents of corruption and/or non-compliance with laws and regulations from potential failure to fold ethics and governance-related procedures and corresponding monitoring and compliance mechanisms.
	Business ethics and integrity	Transparency and integrity are guaranteed in all corporate activities through responsible operation and applicati of codes of business conduct, policies and procedures, thus enhancing trust and responsibility in business relationships.
		Potential violations of policies and procedures by employees, partners and suppliers due to difficulties in ensurin regulatory compliance and business ethics.
	Ensuring business continuity	Effective management of emergencies that may arise by ensuring business continuity.
	and emergency preparedness	Disruption to business operations and wider social consequences due to difficulties in identifying risks related to business continuity.
	Protection of personal data	Enhancing customer and partner confidence in business practices by protecting personal data through the adoption and implementation of a rigorous cybersecurity framework.
		Increased incidents of data breaches and personal data leakage due to possible lack of cybersecurity procedure

	TYPE OF EFFECT
ency.	+
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ring	-
	+
to	-
	+
ires.	-

### **AVAX contribution to sustainable development goals**

Through implementing its projects and engaging in social action, the Company aims to create shared value for itself, society, and all stakeholders (both internal and external), with minimal environmental impacts. Aligned with the United Nations' 2030 agenda, reflected in the 17 Sustainable Development Goals (SDGs), the Company has identified synergies with its business activities and recognized its contribution to achieving these goals.



### **GROUP PRESENTATION** SUSTAINABLE DEVELOPMENT

**ENVIRONMENT** 

SOCIETY

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# Environment

OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



# Introduction

Company goal is to implement large-scale technical projects, while adopting policies for minimizing its environmental footprint. For this reason, it recognizes the critical importance of protecting the natural environment and is committed to continuously improving its environmental performance, seeking full compliance with national and European environmental legislation.

Therefore, business activities are conducted with absolute respect for the environment, considering environmental responsibility a fundamental element of its philosophy. The Company follows a long-term approach, focusing on ensuring the availability of natural resources not only for current needs but also for future generations, reaffirming its commitment to sustainable development and ecological responsibility.



SOCIETY

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### **Environmental Performance**

3,365,278tn Non-hazardous waste generated

4.077tn Hazardous waste generated

13,159tn Total emissions CO<sub>2</sub> eq

356ML Total water consumption

**18TJ** Electricity consumption

3TJ Energy consumption for heating





### **ENVIRONMENT**

SOCIETY

# **Energy & Air Emissions**

### **Environmental protection**

Environmental protection has been consistently a top priority of Company strategy and a cornerstone for the development of its business activities. Within this framework, the company has adopted Environmental and Energy Policies in accordance with ISO 14001:2015 and ISO 50001:2018 standards.

The primary goal is to improve Company environmental performance through the implementation of appropriate practices and procedures aimed at reducing environmental impacts. Reducing pollution, effective waste management, and rational use of available resources contribute to environmental protection while complying with relevant legislation. Regular review of both national and international regulations is a fundamental principle guiding Company activities, enhancing

risk management associated with This proactive its operations. management approach reduces the likelihood of environmental accidents and emergency situations, thereby reinforcing Company reliability and responsibility and enhancing its competitiveness.

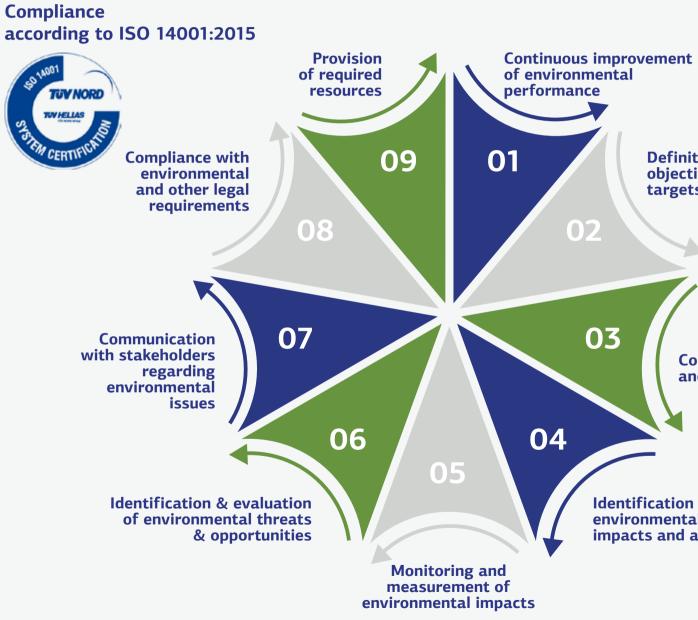
The adoption of ISO 14001:2015 enhances the reputation of the Company, attracting clients and partners who prioritize environmental responsibility. Additionally, it promotes efficiency and innovation, while commitment to environmental management creates a positive work environment, increasing employee dedication and morale. Overall, ISO 14001:2015 serves as a strategic tool that combines environmental responsibility with business sustainability and competitiveness.





### AT A GLANCE **GROUP PRESENTATION** SUSTAINABLE DEVELOPMENT **ENVIRONMENT** SOCIETY **CORPORATE GOVERNANCE**







### ANNEX

**Definition of** objectives and targets

Continuous training and awareness-building

**Identification of** environmental impacts and action taking

/ 50

**ENVIRONMENT** 

### SOCIETY

**CORPORATE GOVERNANCE** 

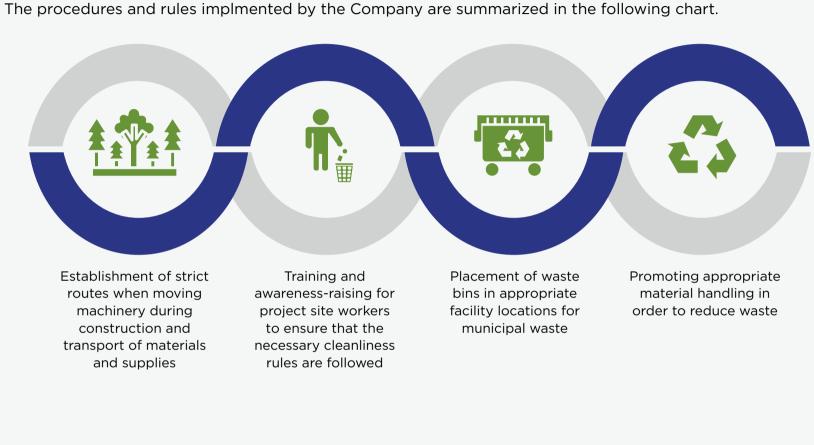
### **Responsible environmental management**

A special emphasis is placed on environmental protection and reduction of any negative impacts for every project under construction. It adopts a holistic approach towards environmental impacts, considering all factors from the bidding phase through construction to environmental restoration. For this reason, specific actions have been established and implemented to identify and manage environmental impacts effectively.

To reduce the likelihood of environmental accidents and pollution during various project implementation phases, the Company has established and enforces specific cleanliness rules at each construction site and facility. These rules are adhered to by both employees and subcontractors and serve as integral monitoring elements of the project. By implementing these rules and cleanliness procedures, proper waste sorting and disposal are ensured, minimizing dust and pollutant emissions.

Special attention is given to the collection of waste from all projects and facilities. Liquid waste from machinery or construction activities is collected in sealed tanks/containers and managed according to applicable legislation, while solid waste is gathered in predefined, appropriately designed, and marked areas within the construction site. Additionally, any directives and guidelines provided by the project owner regarding cleanliness or waste management are followed and implemented throughout the project duration, in accordance with current contractual obligations.

In compliance with current legislation and the approved Environmental Terms of the projects it constructs, prioritizes implementing measures for the protection and restoration of the natural environment. Below are indicative measures implemented in projects governed by Environmental and Forestry legislation.





Afforestation of areas equal to or greater than the intervention areas

Horticultural

restoration with similar

fauna species



Creating safe passage routes for wildlife

### ANNEX



Marking with sound barriers so that they are visible to birds

**CORPORATE GOVERNANCE** 

# **Energy management**

The implementation of ISO 50001:2018 for energy management contributes to continuous improvement of energy performance and ensures compliance with regulatory requirements. This standard provides a structured framework for energy management, resulting in reduced energy consumption and consequently lowering operational costs.

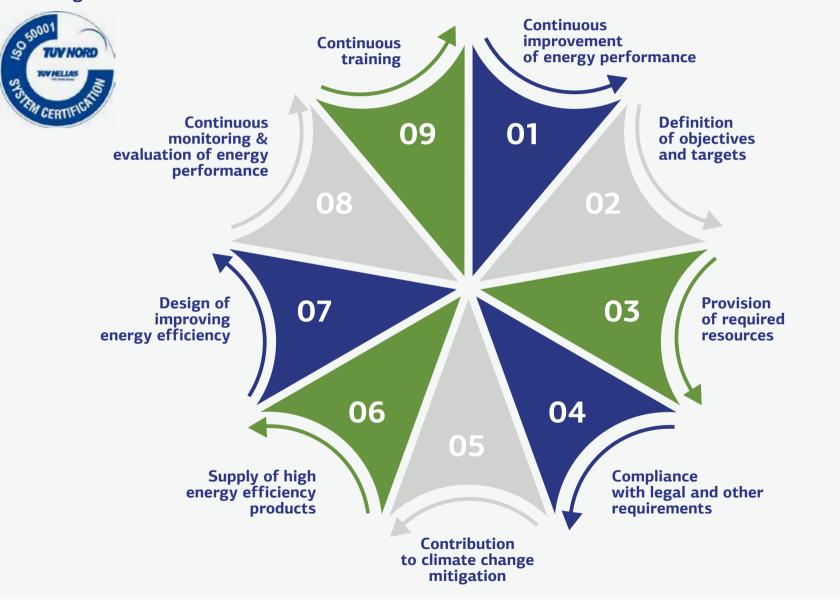
Improved energy efficiency leads, among other benefits, to significant reduction in greenhouse gas emissions and substantial mitigation of potential environmental impacts, thereby contributing to the overall environmental sustainability. This enhances corporate image by satisfying environmental sensitivities and concerns of the market and customers.



For this reason, the Energy Policy implemented includes a series of integrated actions and measures.

In this context, a comprehensive analysis of current energy consumption has been carried out using energy monitoring systems, identifying the main sources of energy consumption and areas with the greatest potential for energy savings. Company has invested in energy-efficient technologies, such as the installation of LED lighting technology, and plans similar actions in the near future.

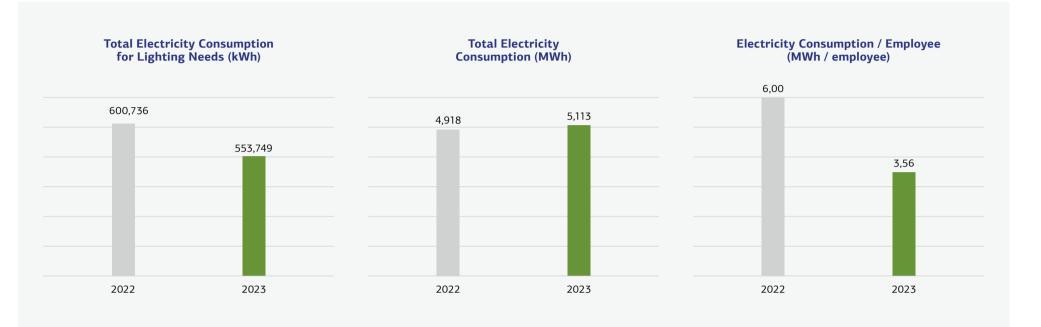
### Compliance according to ISO 50001:2018



**CORPORATE GOVERNANCE** 

Furthermore, the role of training and raising awareness among personnel is crucial. Seminars and information campaigns are organized to promote good energysaving practices, such as proper use of electrical appliances and overall reduction of energy consumption. The implementation of best practices like eco-driving is encouraged. Involving employees in sustainability efforts enhances Company commitment to continuously reduce its energy footprint.

The annual electrical consumption for 2023, including both Company facilities and joint ventures and projects outside Greece, amounted to 5,113 MWh, compared to 4,918 MWh in 2022. This increase reflects the growth in business activities and the total number of employees. Normalizing these figures shows a reduction in the MWh per employee ratio for 2023 by approximately 40%, highlighting the effectiveness of the energy-saving measures implemented by the Company.





**ENVIRONMENT** 

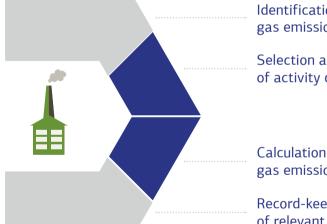
### SOCIETY

CORPORATE GOVERNANCE

### Air emissions

Company remains committed to responsible management of greenhouse gas emissions resulting from its activities. In this context, these emissions have been calculated for 2023, including emissions from joint ventures and projects outside Greece.

The methodology used for calculating emissions was based on the international GHG protocol and ISO 14064-1 standards. For 2023, the calculation of Scope 2 indirect emissions was conducted according to the current emission factor for electricity, as reported in the national greenhouse gas inventory for the year 2022, which is under revision for 2023.



The CO<sub>2</sub>eq emissions increased from 9,558 tons CO<sub>2</sub>eq in 2022 to 13,159 tons CO,eq in 2023, due to the growth in business activities and total number of employees. However, the CO2eq emissions per employee decreased by approximately 21%, reflecting the effectiveness of environmental policy.



### GROUP PRESENTATION SUSTAINABLE DEVELOPMENT

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### **CORPORATE GOVERNANCE**



# Water Management

Company implements a comprehensive strategy for the efficient use and conservation of water. Water use and conservation in the construction sector are extremely important, as water is a key resource for various activities such as concrete mixing, dust suppression, equipment cooling, and workplace hygiene. Rational water management contributes not only to reducing operational costs but also to environmental protection, by limiting the environmental impacts of overconsumption and pollution of water resources.

In areas with limited water availability, the implementation of conservation practices is crucial to ensure the sustainability of projects and enhance the social responsibility of construction companies. Specifically, the consumption of potable water from the water supply network amounted to 61.18 ML. This quantity of water is primarily used to meet hygiene and catering needs in Company offices and construction sites.

Additionally, the consumption of potable water in tanks was only 0.11 ML, used in cases where access to the water supply network is not feasible. The highest consumption was noted in using potable water for dust suppression, totaling 246.29 ML. This water is used to sprinkle nonasphalted roads at construction sites, contributing to reducing dust emissions and maintaining cleanliness and

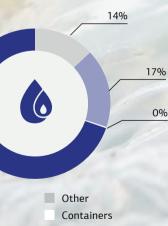
safety for workers and passersby at the work sites. Furthermore, for other water uses such as concrete preparation, the consumption amounted to 48.52 ML. These subtotals of water consumption highlight Company commitment to rational water use and the implementation of practices that minimize environmental impact. Through precise recording and management of water consumption, it can optimize its processes and ensure the sustainability of its activities.

Total

%

Dust Control

### ANNEX



### **Total Water Consumption**

**ENVIRONMENT** 

### SOCIETY

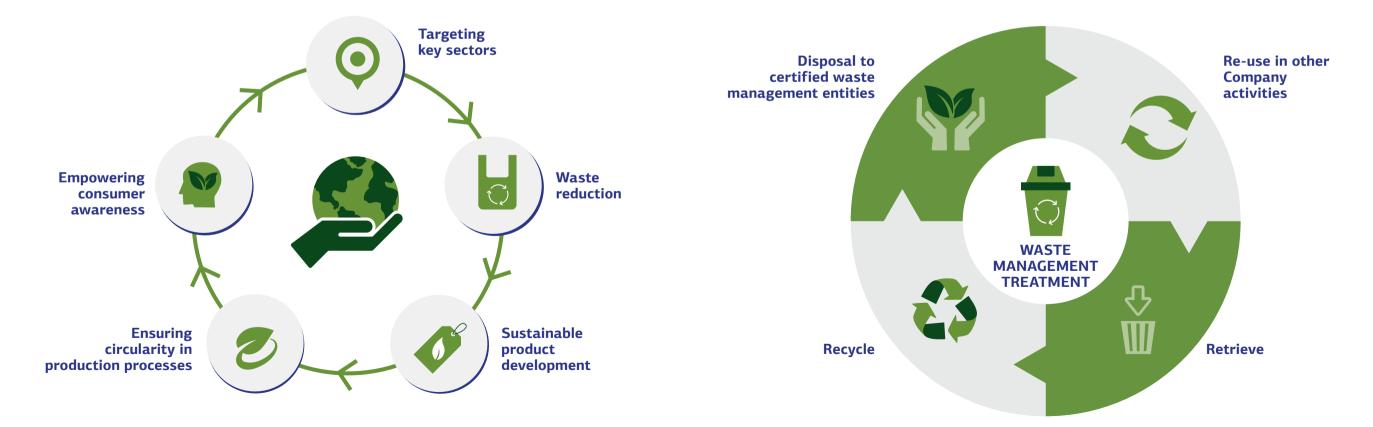
**CORPORATE GOVERNANCE** 

# **Circular Economy and Waste Management**

The European Green Deal constitutes a package of initiatives aimed at steering the EU towards a green transition, with the ultimate goal of achieving climate neutrality by 2050. As the transition to climate neutrality will create significant opportunities, such as possibilities for economic growth, new business models and markets, new jobs, and technological development, the Company has placed issues related to this at the center of its strategy. Specifically, the transition to circular systems in production and consumption plays a crucial role in achieving the above goal. In March 2020, the EU presented an action plan for the circular economy, comprising more than 30 action points, with goals depicted in the following diagram.

Company has set a primary goal of reducing waste generated both in its building facilities and at the project sites it operates.

To achieve this, it takes actions to minimize the quantity of generated waste as much as possible. Initially, this is accomplished through implementing best practices across all its activities. One of its main priorities is the reuse of the largest possible percentage of waste on-site or in other projects and facilities. The next step for the company is waste recycling. Finally, waste that cannot be appropriately managed through reuse or recycling is disposed of through licensed waste management companies. in accordance with legislative requirements.



### WASTE REDUCTION

In summary, waste reduction is achieved:

- $\checkmark$  By minimizing losses of all kinds
- $\checkmark$  By optimizing the ordering process to ensure materials are ordered in a timely manner and in precise quantities
- $\checkmark$  By optimizing the storage of materials to reduce the likelihood of material damage, often hazardous, which could lead to waste

By selecting productive activities that minimize waste generation (e.g., using email for internal communication, printing on both sides of the page, opting for long-lasting oils, choosing large packaging, etc.)



As indicated by waste measurements, a large percentage of both hazardous and non-hazardous waste ends up either being reused or diverted from final disposal. Specifically, the percentage of hazardous waste diverted amounts to approximately 94%, while for non-hazardous waste, this figure stands at 81%.

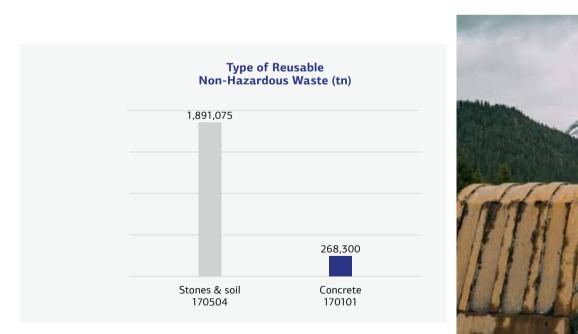
### REUSE

Due to the complexity and size of the Company, a policy of waste utilization is followed, transferring waste from one production process to another, either within the same project or across different ones.

In particular, the following actions are being promoted:

- $\checkmark$  Reuse of excavation materials in backfilling.
- $\checkmark$  Reuse of debris from demolitions or pavement removals in other Company activities
- $\checkmark$  Reuse of high-spec computers by users with lower demands
- $\checkmark$  Reuse of construction site containers and other equipment, including housing, in other projects after completion of one project
- $\checkmark$  Use of scrapped vehicles or machinery as spare parts
- $\checkmark$  Use of other materials that are not useful in one project but are useful in another

Materials for reuse are collected and stored at specific locations within Company permanent facilities or at construction sites. The quantity of these materials is recorded either directly as waste for reuse, indirectly through reducing the amount of resources needed for conducting an activity, or by other suitable means.





**ENVIRONMENT** 

### SOCIETY

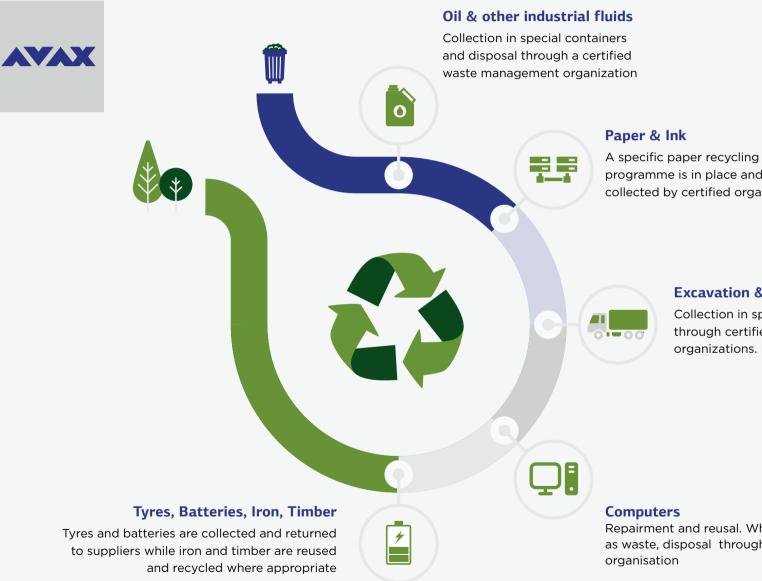
**CORPORATE GOVERNANCE** 

### RECYCLING

In an effort to contribute to environmental protection, proven and effective techniques have been implemented. One of these techniques is the systematic collection and recycling of a portion of the generated solid or liquid waste. Recycling is carried out in collaboration with approved subcontractors specialized in waste collection and recycling.

For the recycling of each material, it develops a program that includes:

- $\checkmark$  The type of material to be recycled
- $\checkmark$  The facilities and sites that will participate in the recycling program
- $\checkmark$  The method of waste sorting for recycling
- $\checkmark$  Their storage method
- $\checkmark$  The method and frequency of their collection
- $\checkmark$  The waste management entity responsible for recycling
- $\checkmark$  The method of recording and processing the results
- $\checkmark$  Training of personnel in waste reduction and recycling practices where feasible
- $\checkmark$  Implementation of procedures according to ISO 14001:2015 standard
- ✓ Compliance with legislation



### ANNEX

programme is in place and ink is collected by certified organizations

### **Excavation & Demolition waste**

Collection in special areas and disposal through certified management organizations. Partial reusal

Repairment and reusal. When treated as waste, disposal through a certified

# **Biodiversity**

Company commitment to environmental protection and conservation of flora and fauna in the areas where its projects are implemented is expressed through a series of specific and organized actions and applied procedures. The Company implements an Environmental Management System according to ISO 14001:2015 standard. Therefore, it is able to recognize potential impacts generated by its business activities on the natural environment and commits to implementing every necessary measure, to the extent feasible and possible, to minimize negative impacts.

A primary priority is the specific environmental requirements of each project implemented, in full compliance and alignment with legislation. The uniqueness of installation areas is always taken into consideration, ensuring biodiversity protection. Approved studies such as Environmental Impact Assessments or Special Ecological Assessments are followed to determine protective measures. These studies examine both natural and anthropogenic environments, the project's impacts on them, and define measures to reduce and offset these impacts.

The Company places particular importance on environmental protection and specifically biodiversity conservation in its large public infrastructure projects. For road construction projects, an analysis of the local fauna and flora is conducted, and where required, appropriate compensatory measures such as underground passages are implemented to be used by local

wildlife. Moreover, in large building projects, there is a strong emphasis on energy autonomy, the use of environmentally friendly materials, and designs that harmonize with the natural environment.

As of 2023, none of the construction sites were located within or near protected areas or areas of high biodiversity value, except for protected zones. In every instance, environmental protection measures mandated by legislation and the Environmental Management System were implemented. Additionally, continuous training and awareness programs among its employees on environmental management and sustainability are a strategic pillar of Company corporate philosophy. The Company not only provides the necessary training but also fosters a culture of active participation and commitment among its employees in these matters.

In conclusion, Company adopts an approach that goes beyond mere compliance with current environmental legislation. It promotes sustainability and environmental responsibility across all levels of its operations, contributing to the preservation of a sustainable future legacy. By protecting the natural environment and enhancing social well-being, it aims to safeguard a sustainable future heritage for generations to come.

Below the basic legislation related to environmental protection and biodiversity is listed. This legislation is followed during the preparation of Environmental Impact Assessments (EIA) and the approval of Environmental Terms (ET), and it is applied during the implementation of projects, where applicable.

- impacts from projects and activities
- natural habitats and wild fauna and flora
- Ministerial Decision 170225/2014 concerning environmental various activities and projects
- for the management of water resources
- resources

**ANNEX** 

• Law 4014/2011, one of the most significant environmental laws in Greece. It regulates the process of environmental licensing and establishes measures for environmental protection through the assessment and management of environmental

• Law 3937/2011 on biodiversity, regulates the conservation of

licensing and management of environmental impacts from

• Law 3199/2003, incorporates Directive 2000/60/EC into national legislation and establishes the institutional framework

• Joint Ministerial Decision 43504/2005, regulates the procedure for granting water use permits and specifies the required documentation and conditions for the use of water

• Law 3190/2003, focuses on the protection of coastal and marine waters from pollution, including measures to address marine pollution from oil spills and other hazardous substances ENVIRONMENT

SOCIETY

CORPORATE GOVERNANCE

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### OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



**ENVIRONMENT** 

SOCIETY

# Introduction

People are at the heart of operations, as employees form the core for achieving its business objectives, and creating shared value for society is the cornerstone of its mission.

### **Social Performance**

789 New recruitments

258 Women employees

5,487 Employee training hours

### 5

Women employees in managerial positions

6

Social Contribution Actions



**CORPORATE GOVERNANCE** 

# Human Resources

Company recognizes that its business success relies on its people. Considering that employees are its most valuable asset, it rewards their valuable contribution to its growth and positive trajectory. Therefore, continuous improvement in human resource management in a sustainable manner is of utmost importance, ensuring the provision of the best possible work environment.

### **A. STRATEGIES FOR HUMAN RESOURCES MANAGEMENT**

Company implements integrated strategies for attracting, developing, and retaining its human resources. These strategies include:

### $\checkmark$ Attracting Talent

Company follows recruitment processes that are impartial and transparent. It provides equal opportunities to all individuals regardless of gender, age, race, religion, or other characteristics. In this way, it ensures that its human resources broadly represent the communities in which it operates.

### $\checkmark$ Development and Education

Company invests in continuous education and development of its employees. It offers opportunities for professional training and skill development through seminars, educational programs, and ongoing training. In this way, employees are encouraged to take initiatives and evolve their skills for their own benefit and that of the Company.

### Staff Retention

Company implements policies aimed at retaining its human resources. These include competitive compensation and benefits packages, as well as initiatives to improve the working environment. Recognizing employees' contributions and creating an environment that promotes work-life balance are crucial for maintaining productivity and employee satisfaction.

### **B. MAINTAINING STABILITY AND PRODUCTIVITY**

Stability in the work environment is essential for maintaining high levels of productivity. The Company aims to provide an environment where employees feel safe, supported, and inspired to contribute their best skills. The goals of the Company include:

### ✓ Maintaining High Productivity

Through supporting and recognizing responsible and conscientious work from employees, the Company ensures that productivity remains at high levels. Continuous training and opportunities for professional development contribute to improving the skills and efficiency of the employees.

### ✓ Optimal Result Orientation

Company fosters an environment where employees are oriented towards achieving the best possible results. This is achieved through clear communication of goals and by encouraging collaboration and teamwork.

Company provides tools and opportunities for employees to manage their personal growth with zeal and integrity. This includes access to educational programs, guidance, and feedback for their professional development.

**ANNEX** 

### ✓ Taking Initiatives

Company encourages employees to take initiatives that can benefit it. Its culture of open communication and support for new ideas allows employees to innovate and contribute to improving the company's processes and products.

### $\checkmark$ Personal Development Management

### C. COMMITMENT TO EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

Company commitment to creating a fair and equal work environment is unwavering. Recruitment of new employees is conducted impartially, regardless of gender, age, race, religion, or other characteristics. Fair evaluation of personnel and ensuring equal opportunities for all are fundamental principles of the Company.

Company does not limit itself to compliance with existing legislation but seeks to protect dignity and equality in the workplace. Its goal is to prevent any incidents of discrimination of any kind. This objective applies to all its employees as well as external collaborators.

### D. ENHANCING TRUST AND REPUTATION

Creating an environment that promotes equality and dignity has the potential to foster a climate of trust among employees and stakeholders. This climate of trust enhances employee productivity and strengthens Company reputation. Noncompliance with policies and labor laws may lead to legal sanctions, financial penalties, and adversely affect Company reputation.

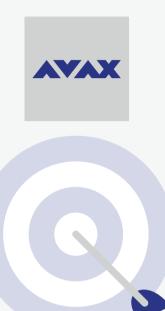
In summary, it recognizes that its business success relies on its people and is committed to creating a work environment that promotes growth, innovation, and equality. Through continuous improvement in human resources management and integration of sustainability principles, it aims to remain a leader in its industry, providing high-quality services and contributing to sustainable development.

### **Continue to create value** for the society

AVAX builds sustainable projects that promote the country's development and improve the quality of the daily life of its citizens. In addition, it develops social action and initiatives across 3 main axes:

- ✓ Actions for the local communities in which it operates
- ✓ Protection of the Environment
- ✓ Employee Volunteering

### **AVAX GOALS FOR PEOPLE**



### To remain a top employer

AVAX seeks to ensure a productive and safe working environment that promotes dignity and mutual respect, and motivates continuous personal and professional development. The Company focuses its efforts on:

- employees
- human rights

### ANNEX

✓ Recruiting through merit-based selection and evaluation systems. according to the needs and requirements of each job position

✓ Providing equal opportunities for training and development to all

✓ The implementation of effective evaluation systems

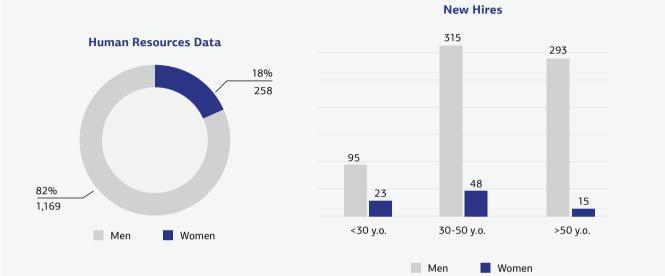
 $\checkmark$  The promotion and protection of

# **Employee data**

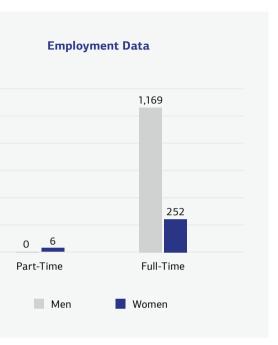
In 2023 employees amounted to 1,427 people, of which 81.92% were men (1,169) and 18.08% women (258). All are covered by collective bargaining agreements. The following charts detail the number of employees by gender and by type of employment.

In 2023, there was an increase in the number of employees with 789 new hires, of which 86 were women and 703 were men. Below are detailed demographics by gender and age group.

Additionally, it is worth noting that during 2023, there was not any fine for any labor-related issues.







AT A GLANCE

### **GROUP PRESENTATION**

SUSTAINABLE DEVELOPMENT

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SOCIETY

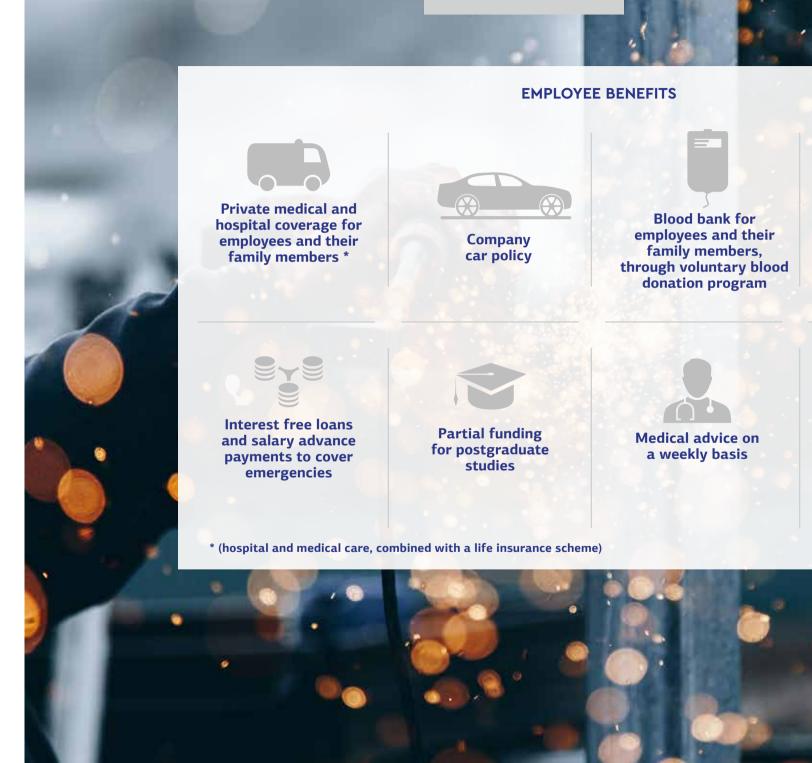
CORPORATE GOVERNANCE

### **Employee benefits**

Company supports its people to learn, develop, mobilize, and achieve their goals. It implements developmental educational programs that all employees can participate in, aiming to meet their educational needs, improve their skills, foster continuous professional development, and enhance their responsiveness to meeting their goals. Company is committed to employee education, improving internal communication, satisfying their needs, and strengthening corporate culture.

A number of additional financial and social benefits and programs are offered to employees and their families, not only to reward their good performance but also to enhance and strengthen the sense of job security.

The benefits offered to employees are illustrated in the graph below.





ANNEX



### **Corporate mobile** phone usage policy



### Travel reimbursement policy



### **Diversity and equal opportunities**

Company is committed to placing fair treatment, respect, and equal opportunities at the center of its operations, aiming for continuous improvement and evolution. Promoting equal treatment of employees is a fundamental priority. In this context, incorporates into its corporate values the 10 Principles of the UN Global Compact, which include the protection of human rights, the right to work, ensuring well-being across all ages, gender equality, and reducing inequalities within and among countries.

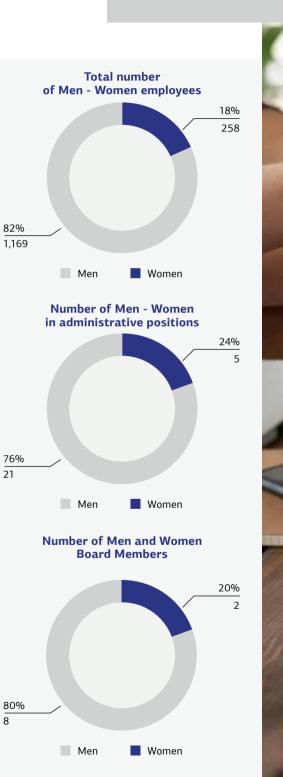
Equal opportunities are one of the fundamental values and are placed at the heart of the corporate culture. The belief that sustainable development can be achieved when conditions are created that encourage diversity, promote dignity, and foster inclusion both in the workplace and in the broader society is adopted. Cultivating a work environment that defends and promotes diversity, equality, and inclusion allows to effectively respond to challenges, enhancing the commitment, creativity, and innovation of its employees. This approach significantly contributes to achieving economic prosperity and development.

To ensure equal opportunities, any policies and practices that create discrimination against employees, regardless of salary, age, gender, disability, race, nationality, origin, religion, sexual orientation, or other characteristics are restricted. Actions that guarantee a work environment where every employee has the same rights and is treated fairly, based on their abilities for the respective role are promoted. This approach is linked to positive impacts both in the medium and long term, such as the absence of recorded discrimination incidents, the strengthening of corporate culture with elements of diversity and equality, and adherence to meritocracy and equal treatment in personnel selection.

Respect for human rights is a non-negotiable value for both employees and business partners. We recognize our obligation to uphold the rights of individuals and local communities affected by our projects and activities, applying a set of principles and guiding lines concerning human rights in all areas of operation.

In this way, Company strengthens its internal cohesion and its ability to adapt to market changes, while simultaneously contributing to the creation of a more just and sustainable society. Our commitment to promoting diversity and equality is a cornerstone of our strategy for sustainable development and corporate responsibility.

AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]



SOCIETY



/ 66

Domestic and Global Marker of

# AT A GLANCE **GROUP PRESENTATION** SUSTAINABLE DEVELOPMENT AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]

### ENVIRONMENT

### SOCIETY

**CORPORATE GOVERNANCE** 

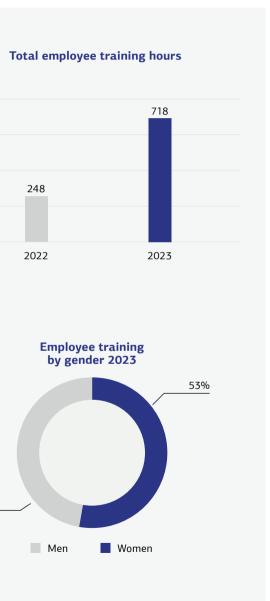
# **Employee Training**

With a view to further develop and enhance its competitiveness, Company recognizes the strengthening of theoretical and technical knowledge, skills, and abilities of its employees as essential for addressing current and future challenges, while also aiming at their personal development. To achieve these goals, it invests in continuously upgrading the knowledge and skills of its employees, offering a wide range of educational programs that combine their personal and professional development necessary to tackle the challenges of its business activities. Company invests in the continuous enhancement of their knowledge and skills, aligning their professional development with Company strategic goals.

The purpose of the training is to improve technical expertise, cultivate a unified corporate culture, and deepen understanding in critical thematic areas. Specialized training programs directly related to the subject matter of each position and the needs of its human resources, which are continually reviewed to address current industry issues, ensuring comprehensive and effective training are provided. Both internal training programs and collaborations with external entities are offered, while encouraging employee participation in conferences and seminars. Additionally, it partially covers the costs of employees' postgraduate studies, thereby supporting their further development.

Furthermore, the training hours for employees have increased to 718 compared to just 248 hours the previous vear.

47%



# ACCA approved employer certification

ACCA Approved Employer certification was obtained, which recognizes the high level of training and development provided to its personnel for rewarding careers in accounting, finance, and management. The ACCA Approved Employer certification specifically verifies that students, affiliates, and members within the organization possess the necessary skills, ethical standards, and knowledge proficiency to add value and contribute to the sustainable future development of the business. Employees benefit from this program through exemptions granted from recording the necessary Practical Experience Requirements (PER), a process required for participants to become ACCA members. Additionally, as an ACCA Approved Employer, the Company gains a significant advantage in retaining its workforce and attracting professionals with high levels of professionalism and expertise in accounting and finance.

The fundamental ethical principles that characterize the operation of the Company will continue to focus on its employees. Close monitoring of the needs for training, education, and further development of personnel skills, in collaboration with functional units and the Human Resources Department, is crucial for the development of each employee and their ability to meet their duties, as well as their capability to keep pace with industry and market developments. With the unparalleled expertise offered by the Company, the motivation to work for one of the largest construction companies in the country is higher than ever before.



**Trainee Development - Platinum** 

### Significant increase in the percentage of employee training hours

In 2023 there was an impressive 190% increase in the percentage of training hours compared to the previous year. It should be noted that the average training rate for employees in managerial positions rose to 6%, compared to 55% for employees in non-managerial positions.

### ANNEX

# 190% Increase in training hours

# Health & Safety

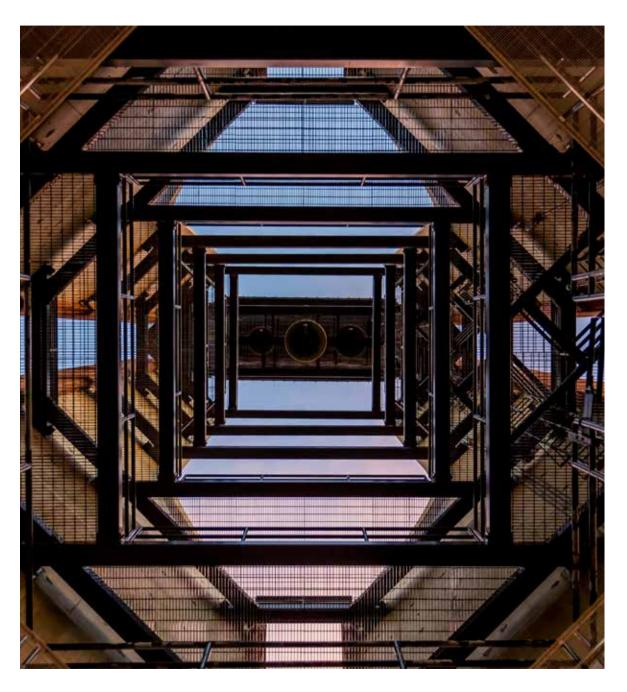
### Management framework

Company recognizes the importance of the production process and technical works in the industry, and is committed to create a healthy and safe work environment. It has adopted relevant policies according to international standards and Greek laws/regulations, and implements a Safety and Health Management System certified according to ISO 45001:2018 across all facilities and activities, undertaking a range of actions concerning the health and safety of all employees.

The Company understands the serious impacts that accidents can have on people, the environment, and society, and is fully committed to preventing and effectively addressing any incidents with responsibility. The principle of prevention is reflected in its philosophy and dictates how it manages Safety and Health issues both within and outside the workplace. As part of its additional benefits, private medical care for employees and their families is provided. Moreover, it implements the institution of a medical advisor who visits the central offices weekly, offering employees the opportunity for examination and medical advice. Additionally, it maintains a well-equipped clinic at the central offices with a permanent presence of a nurse, used by both the medical advisor and the Occupational Physician.

The scope of the Health and Safety Management System covers:

- $\checkmark$  Manufacturers for Civil Engineering, Buildina. Transportation, Hydraulic, Port and Road Projects
- $\checkmark$  Installation and assembly of electromechanical equipment, technical management and maintenance of electromechanical installations
- Design, Supply and Construction of Conventional and Renewable Energy Plants, Fossil Fuel and Gas Projects, Water and Wastewater Networks
- Construction of Low, Medium and High-Pressure Natural Gas Networks with Polyethylene and Steel Pipelines and Interventions in Active Natural Gas Networks
- Construction and Operation of Environmental Management Projects such as Landfills, Quarry and Landfill Rehabilitation Projects. Liquid Waste Treatment and Water Treatment Projects, Water Supply and Sewerage Network Management Projects, Greenery Projects, Urban and Special Waste Collection and Management Projects. Design - Procurement - Construction, Concessions and Public-Private Partnership (PPP) projects



### CORPORATE GOVERNANCE

### **Event management**

A strictly defined procedure for managing any incidents during project execution or within its facilities, aiming to prevent accidents and continuously improve its Health and Safety System is implemented. In case of an incident, the Safety Technician is immediately notified and initiates an investigation to understand the conditions and causes. This is followed by proposals for corrective actions aimed at preventing future incidents.

Additionally, the Safety Technician regularly inspects the facilities and is responsible for training employees, while addressing any issues in collaboration with site managers. Finally, they compile the monthly Health and Safety report, which includes details such as the number of employees, incidents, near-misses, and the count of conducted trainings and inspections.

Main types of work-related diseases for all employees

- Musculoskeletal diseases
- Anxiety and mental health disorders
- Skin diseases
- Work-related cancer
- Eye diseases
- Hearing disorders
- Cardiovascular diseases
- Respiratory diseases



### **Risk identification and management**

The Company focuses on early identification and effective risk management to ensure the health and safety of its employees. It follows specific procedures for the evaluation and periodic re-evaluation of safety measures, which are incorporated into the Safety and Health Plans (SHPs) of projects undertaken, from tender stage to completion. Each project includes a Written Occupational Risk Assessment, which is incorporated into the project budget and design.

In addition, after each accident, the Company conducts detailed investigations to identify the causes and improve safety procedures. This process helps prevent future accidents and reduce them, while increasing employee training and vigilance in dealing with risks.

### **Emergency situations**

For the timely and effective management of emergencies, the Company has developed and recognized specific scenarios for which corresponding management plans have been prepared. These scenarios are subject to regular evaluation and revision through periodic exercises to ensure their relevance and applicability.







### Subcontractor management

The Company not only focuses on the care of its own employees but also extends its attention to the safety and health of the subcontractors' workers involved in its projects. The terms of collaboration with subcontractors include provisions regarding compliance with the Health and Safety regulations at work as incorporated and followed.

During operations, internal inspections are conducted that include subcontractors, inspecting and evaluating compliance with Health and Safety standards. All aspects of safety, from accidents to procedures and adherence to guidelines, are documented and investigated in collaboration with safety technicians, ensuring continuous improvement of safety measures in the work environment.

### **Digital management models**

The Company has developed innovative digital management models for safety and health, allowing for timely collection and dissemination of critical information from worksites in real-time. This is achieved through multimedia such as images, videos, and text, as well as interactive questionnaires that assess understanding of safety instructions. If instructions are deemed insufficiently understood, the application notifies the project manager and may prevent entry of those individuals into the worksite.

In case of emergencies, the instant notification system is automatically activated, informing employees and authorities via SMS, voice calls, and email, while simultaneously implementing predefined reaction protocols. The use of these systems began as a pilot project at Line 4 Metro Athens construction sites and is intended for implementation across all company projects.

Additionally, it conducts annual training programs on safety and health issues and continually invests in upgrading safety measures at its projects.

### TRAINING AND AWARENESS RAISING

The Company recognizes safety culture as a pivotal factor in preventing workplace accidents and incidents. Therefore, invests in continuous awareness and training of its employees at all levels of the hierarchy. To achieve this goal, implements a comprehensive training program across worksites and all its facilities, incorporating regular and ad-hoc training sessions to ensure the currency and adequacy of employees' knowledge.

Additionally, implements procedures for consulting and actively involving employees and their representatives in the development, planning, implementation, performance evaluation, and improvement actions of the Health and Safety Management System. This enhances collective responsibility and ensures that all voices are heard and considered in the management of workplace safety and health.

Indicatively, the training program includes:



Introductory training on Health and Safety

Internal trainings and updates

### AVAX TRAINING PROGRAM





**Training from external bodies** (National Emergency Medical Service, Fire Brigade, certified special training provider etc.)

**Daily Toolbox Talks / Oral** Training for Employee Groups



**CORPORATE GOVERNANCE** 

## Voluntary health promotion

Promoting voluntary health initiatives in the workplace constitutes a fundamental pillar for creating a safe, healthy, and productive work environment. The active participation of employees in activities aimed at maintaining and improving their health not only increases awareness and education regarding health issues but also enhances teamwork and a sense of responsibility among them. Promoting health programs such as healthy eating, regular exercise, health screenings, and psychological support through voluntary initiatives contributes to preventing illnesses and workplace accidents while improving overall well-being in the workplace.

Furthermore, implementing such programs can lead to a reduction in absenteeism and increase the overall productivity.

#### **ACTIVITIES IN WHICH AVAX EMPLOYEES VOLUNTARILY PARTICIPATED IN 2023**

Voluntary participation of Company's employees, through group registration -Company's contribution to the 40th Athens Marathon The Authentic (13 November 2023)

Blood bank, through the voluntary blood donation program, for employees and their family members, in cooperation with Amalia Fleming Hospital

Informative session on breast cancer prevention at the Company Headquarters on October 20, 2023. with the participation of the Company's employees

Informative session on the prevention of prostate cancer and other types of cancer at the Naoussa construction site on 29 November 2023 with the participation of the worksite employees

Informative session on breast cancer prevention at the Naoussa construction site on 25 October 2023 2023 with the participation of the worksite employees



### **GROUP PRESENTATION**

### SUSTAINABLE DEVELOPMENT

### **FNVIRONMENT**

SOCIETY

### **CORPORATE GOVERNANCE**

## Taking care of our people

Company provides its employees with extensive health services by incorporating the role of a medical advisor who visits Company headquarters once a week. Employees have the opportunity to undergo examinations and receive medical advice at a well-equipped in house medical office.

Additionally, in collaboration with the Occupational Physician, ensures the issuance of fitness-for-work certificates and the regular updating of medical records. Furthermore, provides private healthcare coverage, extending to employees and their families, ensuring their health both within and outside the workplace.

## Health and safety indicators

Company monitors and records accident frequency and severity rates for each project, aiming for the immediate implementation of improvement measures where necessary.

The following table presents the development of the Lost Time Injury Frequency Rate<sup>1</sup> (LTIFR) and Severity Rate<sup>2</sup> (SR), as well as the number of incidents that caused the loss of man-hours in 2023 compared to the previous year.

- 1. LTIFR Rate: (number of incidents / manhours worked) \* 106
- 2. SR Rate: (number of calendar days of absence from work due to accident / manhours worked ) \* 106

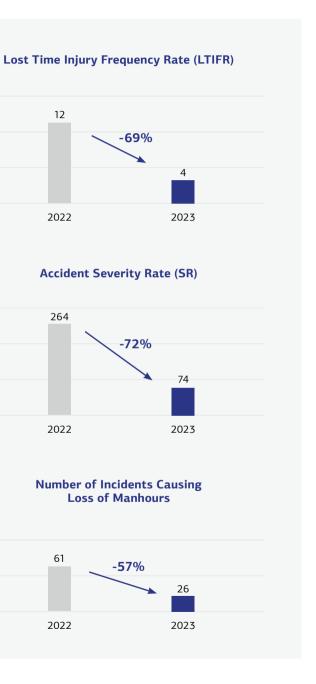
# Investments

Company investments in Health and Safety underscore its tangible commitment to protecting its employees and partners across all its activities. The following charts illustrate the distribution of investments for the year 2023, covering both the headquarters and the central workshop, as well as individual projects.

# 1.427

### **Employees**

are covered by an occupational health and safety management system, which has been internally audited and certified by an external body



# **AVAX Social Contribution**

# **Our initiatives**

Company is committed to creating value for society through the implementation of projects with a positive environmental, economic, and social impact. Through initiatives, actions, and employee volunteerism, seeks to create value for the local community by combining responsible entrepreneurship with sustainable development. Specifically, the social action is developed along three main axes:



### Voluntary blood donation (24/11/23)

Organization of voluntary blood donations in cooperation with Amalia Fleming Hospital and for 2023 collected 65 bottles of blood for the AVAX Blood Bank.

#### **ACTIONS IMPLEMENTED IN 2023**



Continuous Support at the "Hamogelo tou Paidiou" House in Melissia

Continuous support of the "Hamogelo tou Paidiou" organization by providing supplies and food as well as heating oil for the House's operational needs.



Alma Zois employees.





#### AVAX supports the victims of "Daniel"

Assisting the Authorities with personnel and machinery for restorations of damages due to extreme weather conditions in Thessaly. caused by the strorm "Daniel".

Distribution of 75,000 bottles of water to the affected communities. Similar support was also provided to the communities in Thrace affected by the wildfires in August.



Upgrading the Peace and Friendship Stadium

Financing the construction for the upgrading of the surrounding area of the Peace and Friendship Stadium.



of Hydra

### ANNEX



Organizing a campaign for the prevention and awareness of breast cancer for female

# Sponsoring the Historical Archive-Museum

Major sponsorship of the Exhibition "Nikos Kazantzakis, 140 years of light", which was held at the Historical Archive Museum of Hydra.

SOCIETY

**CORPORATE GOVERNANCE** 

# **Social Impact of Projects**

projects that contribute to the Implemented modernization of the country's infrastructure and consequently improve the quality of life for citizens and meet their needs. These projects include the creation of new road networks, health and education infrastructures, as well as the upgrade and maintenance of existing facilities, enhancing access to these critical services.

In 2023, many significant projects with profound social, economic, and environmental impacts were completed. Beyond infrastructure improvements, these projects highlight the contribution to maintaining environmental integrity and enhancing sustainability through the use of sustainable materials and technologies.

Strengthening relationships with local communities has proven crucial for the success of the projects. By forming partnerships with local entities and organizations, promotes social value and boosts economic development in the intervention areas. Such initiatives include, among others, educational programs and actions to empower local communities.

Each project is designed and executed with sustainable development in mind, incorporating sustainable practices that enhance the social, economic, and environmental well-being of the communities in which it invests.





# **Corporate Governance**







OUR CONTRIBUTION TO SUSTAINABLE **DEVELOPMENT GOALS** 





# Introduction

corporate governance framework A strong has been developed, with a view to enhancing transparency, integrity and resilience to the challenges it faces. Internationally certified standards, policies, procedures and best practices, have been implemented ensuring good and effective governance, supporting its strategies and creating added value for all its stakeholders.

## **Company Performance**

10 Board Members

5 Committees

16 Policies & Codes

4

Independent **Board Members** 

ISO certifications

9

### 0 Confirmed cases of corruption

### **RELIABILITY**/ CONSISTENCY

We honour our commitments responsibly, building relationships of understanding

### INTEGRITY

We demonstrate integrity and responsibility in all our transactions

### TRANSPARENCY

We demonstrate honesty, transparency and a straightforward attitude in all our business relationships and transactions

AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]

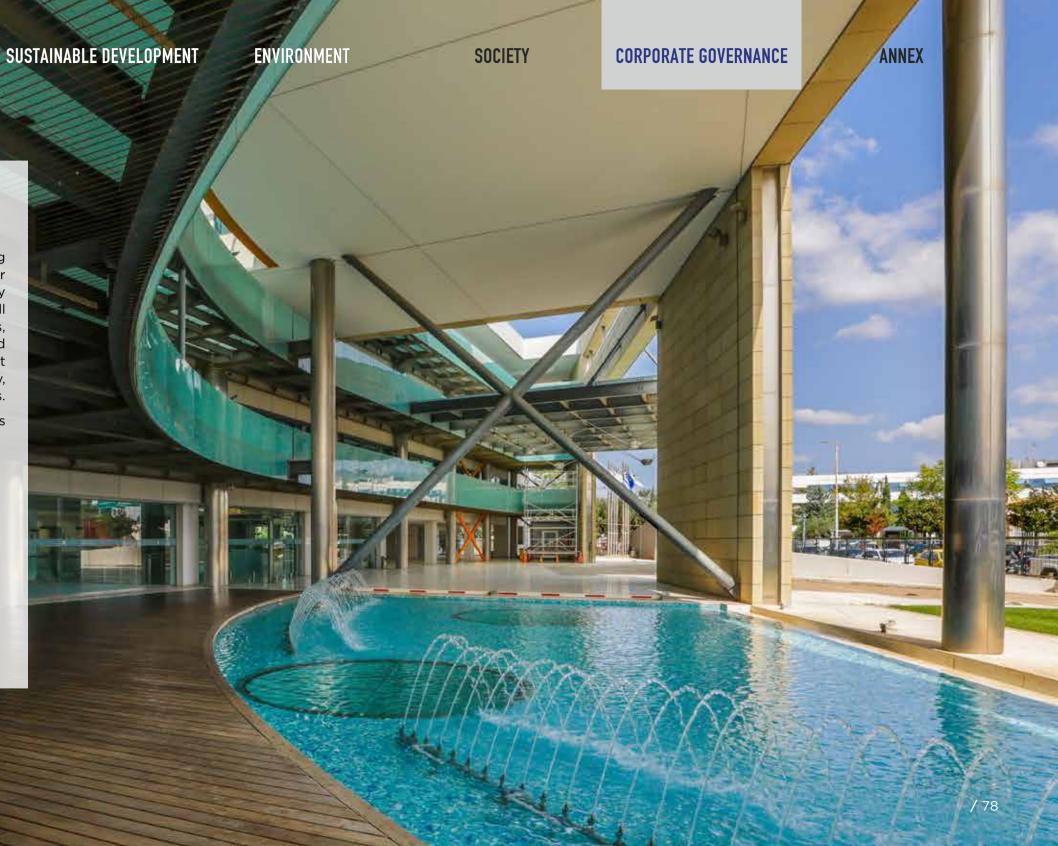
## **CORPORATE GOVERNANCE**

# **Organizational Structure**

Efficient corporate governance is critical for enhancing the competitive position of businesses and improving their internal operations. Moreover, the increased transparency that results from this process contributes to the overall improvement of the financial performance of businesses, bringing substantial benefits to both shareholders and all stakeholders. The organization and management ensure its efficient operation, promoting accountability, transparency, and sustainability in all its business activities.

Corporate Governance determines day-to-day operations on issues such as:

- ✓ The composition and functioning of the Board of Directors
- ✓ Implementing strict control mechanisms
- ✓ The organizational structure
- $\checkmark$  The evaluation and remuneration of executives
- ✓ The disclosure policy



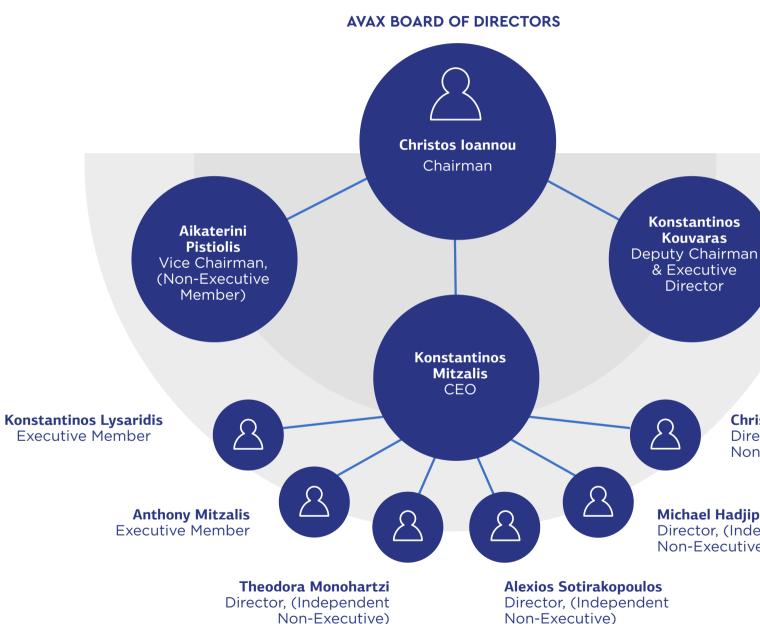
## **Board of Directors**

Company governing bodies include executives and independent members of diverse genders, specialties, and experiences. This diversity allows for multiple perspectives in Company governance, providing flexibility and creativity in solving issues affecting the Company. In line with modern corporate governance principles, Company Board of Directors (BoD) boasts a high participation of non-executive members with distinguished careers and professional accomplishments, enhancing the work of executive members through their experience and varied perspectives.

Of the 10 total members of the Board of Directors, 5 are executive members and the remaining 5 are non-executive members, 4 of whom are independent members as per the relevant stock market legislation (Law 4706/2020 on Corporate Governance). The members of the Board of Directors are selected based on criteria outlined in the Board Member Suitability Policy and are recognized professionals from the business and academic fields, with experience in both domestic and international markets.

The criteria that candidates must meet to be deemed suitable for the BoD are detailed in the Nomination and Remuneration Committee's Rules of Procedure and the Board Member Suitability Policy, always in accordance with the provisions of the current legislation.

The Board of Directors was elected for a three-year term on June 24, 2021, which extends until June 24, 2024. The members of the Board of Directors are shown in the graph below:





## ANNEX

**Christos Siatis** Director, (Independent Non-Executive)

Michael Hadjipavlou Director, (Independent Non-Executive)

## Committees

Within the framework of governance, committees play a crucial role in enhancing transparency, accountability, and efficiency in its operations. The following section presents the various committees, analyzing their responsibilities and their contribution to ensuring optimal corporate governance.



AVAX - SUSTAINABLE DEVELOPMENT REPORT [2023]

#### STRATEGIC PLANNING AND RISK MANAGEMENT COMMITTEE

The role of the Committee focuses on expanding Company activities into new business sectors and markets, as well as making strategic decisions such as acquisitions and mergers.

Additionally, the Committee deals with defining dividend policies, shaping and amending the organizational structure and Internal Rules of Operation, and submitting them to the Board of Directors for approval. It also participates in changes to senior management positions upon the CEO's recommendation and periodically monitors the progress of operations and the implementation of goals from operational and investment programs, proposing improvement actions when necessary. Furthermore, the Committee plays a crucial role in identifying the Company's objective targets and business risks.

Responsibilities of the Strategic Planning and **Risk Management Committee:** 

- Company strategy and business plans
- Expansion into new business areas or new countries where the Company has no presence
- Mergers and acquisitions
- Deciding of Company dividend policy
- Preparation and updating of Company organisation chart and submission to the Board of Directors for approval
- Changes at senior director level (ie directors directly answerable to the Managing Director) following a proposal by the Managing Director

- Periodic assessment of Company operations and achievement of targets set through investment and business plans, and implementation of any necessary corrective decisions and actions
- Decision-making on all issues transferred to the Committee by the Board of Directors or the Managing Director or executive Board members
- Any authority transferred specifically through decisions of the Board of Directors
- Submission of proposals for setting Company objective targets and business risks towards action plans and performance checks
- Preparation and updating of Company Code of Conduct and its submission for approval by the Board of Directors
- Any changes in the regulation of operations of the Corporate Planning and Risk Management Committee are prepared and approved by decision of the Board of Directors

Kouvaras

Mitzalis k Lysaridis loannou

The term of the Corporate Planning and Risk Management Committee coincides with the term of the Board of Directors. Therefore, the term of the afore-mentioned members of the Corporate Planning and Risk Management Committee is three-year and ends on June 24, 2024.

### ANNEX

The Strategic Planning and Risk Management Committee (Management Board) is composed of the following four (4) Executive Members of Company Board of Directors:

Strategic Planning Risk Management Committee											
s Konstantinos	Chairman										
Konstantinos	Member										
s Konstantinos	Member										
Christos	Member										

The Board of Directors is authorised to decide on changes in total membership and replacement of members of the Corporate Planning and Risk Management Committee. Decisions by the Corporate Planning and Risk Management Committee are taken by absolute majority among its members.

**CORPORATE GOVERNANCE** 

#### **AUDIT COMMITTEE**

The Audit Committee has been established to support the Board of Directors in its duties. focusing on the supervision of Financial Reporting, External Audit, Internal Control Systems, Risk Management, and Regulatory Compliance, as well as the Internal Audit Department. Additionally, it aims to ensure effective governance of the Company and its subsidiaries.

It is evident that the members who serve on the Audit Committee provide assurance that they are adequately knowledgeable about the subject matter. Mr. Siatis, the Chairman of the Audit Committee, undoubtedly possesses expertise in accounting and auditing. His curriculum vitae is available on the Company's website (www. avax.gr). The duties and responsibilities of the Audit Committee are detailed in its Operating Regulations, which are posted on the Company's website (www.avax.gr).

According to Law No. 4449/2017 (Government Gazette A 7/24.01.2017) "Mandatory audit of annual and consolidated financial statements. public oversight of audit work, and other provisions," the members of the Audit Committee are non-executive, and supervision over compliance with the provisions regarding

this Committee is now exercised by the Capital Market Commission. The Company promptly adjusted to the provisions of the new law.

The Audit Committee holds at least 4 regular meetings annually to monitor the progress and evaluate the Internal Control System and risk management within the Company, as well as extraordinary meetings when deemed necessary. External Auditors of the Company may also attend meetings of the Audit Committee together with the Internal Audit department.

Audit Committee											
Siatis Christos	Chairman, Independent, Non-Executive Board Director										
Pistioli Aikaterini	Member, Non-Executive Board Director										
Sotirakopoulos Alexios	Member, Independent Non- Executive Board Director										

The Annual General Meeting of the Company's shareholders held on June 24, 2021 appointed the members of the Audit Committee for a threevear term of office in accordance with article 44 of law 4449/2017.

### REMUNERATION AND NOMINATION COMMITTEE FOR BOARD MEMBERS

The composition of the Board of Directors with suitable members and the determination of their remuneration have been entrusted to a specialized committee of the Board of Directors. in accordance with the provisions of current legislation. The duties of this committee are detailed in the "Operating Regulation of the Unified Committee for the Nomination and Remuneration of the Board of Directors" and are classified into two main categories:

- Identification and proposal of suitable candidates to the Board of Directors for filling positions in Company Board of Directors.
- Preparation of proposals for the remuneration of executive members of the Board of Directors and revision of the Remuneration Policy.

Hadiipavl Michael

Pistioli Aikaterini

Monohart Theodora





### ANNEX

A three-member joined Committee for Remuneration and Nomination of Board Members has been established in accordance with the provisions of Article 10 para, 2 of Law 4706/2020. which as of December 31, 2023, consists of the following members:

### **Remuneration and Nomination Committee**

ou	Independent, Non-Executive Board Director
i	Non-Executive Board Director
tzi a	Independent, Non-Executive Board Director

SOCIETY

### **ESG & SUSTAINABILITY COMMITTEE**

The issue of Sustainable Development is included among the priorities of advanced countries, through regulations providing incentives and disincentives to businesses, while European Regulation (EU) 2019/2088 affects the relations of businesses with Financial Institutions and Insurance Companies by establishing rules for Sustainable Development. Emphasizing the pivotal role of sustainability principles in the management and strategic planning the Company created the ESG & Sustainability Committee in order to improve its socio-economic footprint and effectively manage the direct, indirect, and induced impacts of its operations. The Committee is comprised by members from key functions of the Company, ensuring that all relevant issues are evaluated, stakeholders are taken into account, and sustainability strategies are collectively developed and implemented.

ESG & Sustainability Committee										
Mitzalis Antonis	Chairman, Executive Board Director									
Iliades Athena	Vice Chairman, Group Financial Officer									
Constantarou Roe	Member, QSHE & Sustainability									
Mantzorou Katerina	Member, Chief Human Resources Officer Human Resources									

The Committee is supported in its functions by the Group Head of ESG Mr. Sevastos Vayiakas. The Company is listed in the Athens Stock Exchange ESG Index, being one of the 60 companies that meet the strict requirements set.

Further information on the Committee responsibilities and activities is presented in the Group annual consolidated financial statements.

#### **PROJECT BIDDING COMMITTEE**

The Company introduced a three-member Project Bidding Committee, in line with the provisions of its Corporate Charter, article 87 of Law 4548/2018 and best practice principles and corporate governance rules. The committee works towards the effective operation of the Company institutional bodies and the application of all principles, technical and organizational measures and procedures adopted to comply with regulations, including competition rules.

The Board of Directors granted the Project Bidding Committee all powers of administration and representation in relation with tenders for public contracts, and overall with bidding for public and private works, as specified in the Board decision. As of December 31, 2023, the Project Bidding Committee comprises the following Group managers:

Project Bidding Committee												
Lysaridis Konstantinos	Executive Board Director											
lliades Athena	Group Financial Officer											
Lysaridis Zoe	Bidding Department Director											







### PARTICIPATION TO BOARD AND EXECUTIVE COMMITTEE MEETINGS

The table below provides information on the attendance of members at meetings of BoD, Audit Committee and Nomination & Remuneration Committee for Board Members, during 2023, in accordance with the provisions of article 18, paragraph 3 of Law 4706/2020.

Participation	to Board and Execu	tive Committee me	etings
Name	Board of Directors	Audit Committee	Nomination & Remuneration Committee for Board Members
Ioannou Christos	73		
Kouvaras Konstantinos	78		
Pistioli Ekaterini	78	6	12
Mitzalis Konstantinos	78		
Lysaridis Konstantinos	79		
Mitzalis Antonis	76		
Siatis Christos	77	6	
Sotirakopoulos Alexios	78	6	
Hadjipavlou Michael	79		12
Monohartzi Theodora	79		12

#### PROCEEDINGS OF THE AUDIT AND REMUNERATION & NOMINATION COMMITTEES

During 2023, the Audit and Nomination & Remuneration Committees further ensured the good corporate governance, supporting the work of the executive management and safeguarding shareholders' interests. In accordance with Article 18, paragraph 3 of Law 4706/2020, here is a summary of the activities of these two Committees for 2023:

#### Audit Committee

During 2023, the Audit Committee convened in full membership to a meeting 6 times, more specifically on 31.01.2023, 22.03.2023, 05.04.2023, 24.04.2023, 27.09.2023 and 15.11.2023. All meetings were also attended by the internal auditors and key executives of the Company.

Among the issues examined were External Auditing and the Financial Disclosure Process, such as:

- a) The financial disclosure process and the evaluation of Company financial statements in terms of their accuracy, completeness and consistency
- b) The supervision of official announcements concerning the financial performance and the examination of the main points of the financial statements that contain significant views and estimates by the Management etc.

The Audit Committee examined the implementation of the Sustainable Growth Strategy implemented by the Group at all levels and areas of activity, and whether the Group objectives include essential issues, such as employment and health & safety of employees, corporate governance, the protection of the environment, the reduction of the environmental footprint, etc.

In addition, it monitored the effectiveness of Company internal control and risk management systems to ensure that

key risks are properly identified, addressed and disclosed. It also supervised and evaluated the adequacy of the work of the Internal Audit Unit and the reports prepared, ensuring its independence, smooth operation and its seamless and full access to information in accordance with international standards for the professional implementation of internal control, but also the current legal and regulatory framework.

Regarding the evaluation of the Internal Audit System (IAS), the Audit Committee supervised the progress of corrective actions, in relation to the findings highlighted by the external auditor in his evaluation report in March 2023.

In addition, the Audit Committee proceeded to inform the Company's Board of Directors regarding the areas in which the Committee identified material issues during the exercise of its duties.

Finally, in a meeting held on 09.04.2024 between the Company's Audit Committee and the External Auditors, the Audit Committee was informed about the financial results of the Company and the Group for 2023. The meeting also reviewed the most important issues in the context of the audit of the parent and consolidated financial statements for 2023 concerning the Review Report of the External Auditors to the Company's shareholders.

#### Remuneration and Nomination Committee for Board Members

The Remuneration & Nomination Committee of the Board of Directors of AVAX was elected by the General Meeting of Company shareholders on 24.06.2021 and. by decision of the Board of Directors of the same date, comprises the following members:

- Michael Hatzipavlou Chairman
- Aikaterini Pistioli Member
- Theodora Monochartzi Member

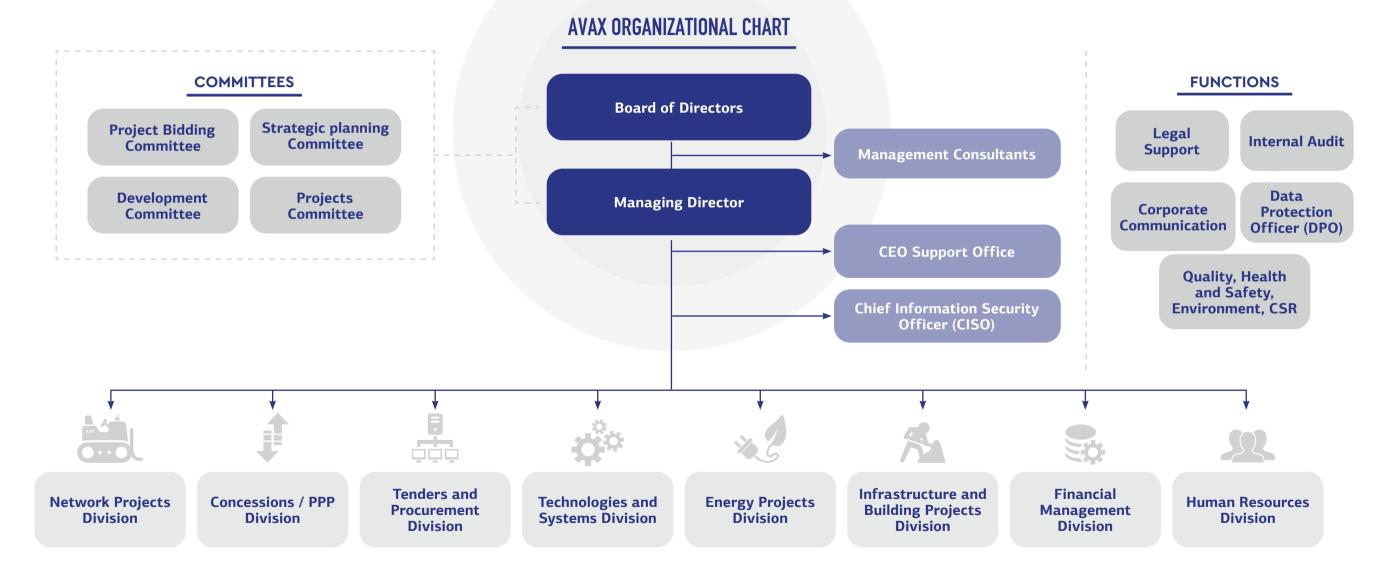
During 2023, the Committee convened either in person or via teleconference 12 times, mostly deliberating the following matters:

- A. the annual plan of its operations
- B. preparation of the Remuneration Report of the members of the Board of Directors for 2022
- C. pecification of criteria & weighting factors for the creation of an Evaluation System of Executive Members for the Determination of their Variable Remuneration
- D. review of the Suitability Policy of the members of the Board of Directors
- E. collaboration with company management and the external Consultant appointed for purpose of recruitment of a new Human Resources Director, and attendance at the relevant interviews



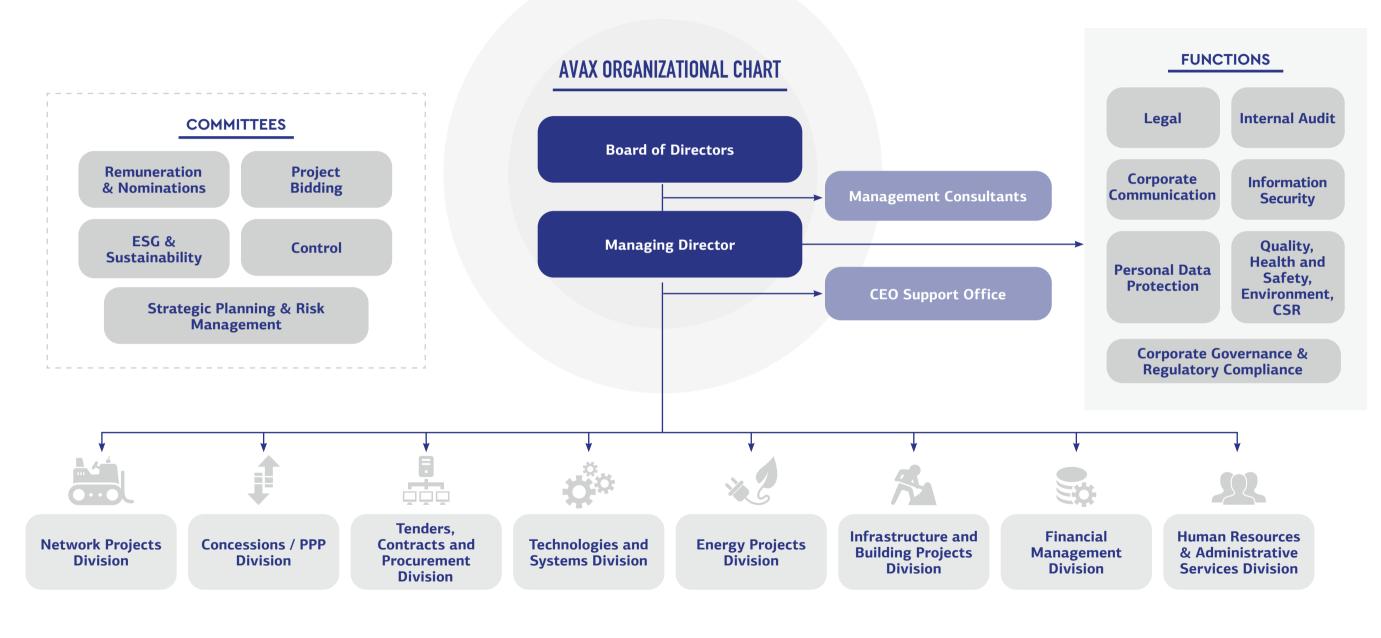


## **AVAX organizational chart**

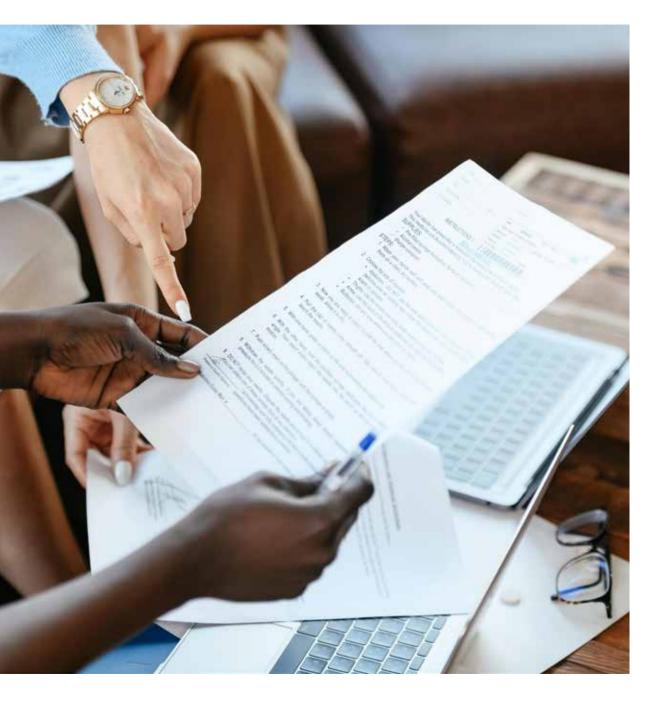




Organizational chart in force from December 2023.







# **Policies and Codes**

In collaboration with external specialists a Code of Corporate Governance has been developed and implemented that reflects its corporate culture and applies to all personnel. This code regulates relationships between Company and its employees, taking into account operational, economic, technical, or other needs, as well as legal requirements. Its application helps to avoid overlapping responsibilities and lack of accountability among staff, thereby improving overall efficiency and addressing challenges that naturally arise within a large business organization.

Its ultimate goal is to create added value for all its stakeholders and the natural environment in which it operates, as well as to promote issues of business ethics and social justice. Company integrates these strategies throughout its supply chain and all its activities.

With a focus on environmental protection and respect for employees, all activities are aligned with the principles of Sustainable Development and the 17 goals of the Agenda 2030. To consistently align with these goals, Company implements policies and procedures aimed at enhancing trust with its social partners.

These actions comply with the new European policies on regulatory information for consumers regarding environmental and social issues, in line with the EU's new directive ("New Consumer Agenda: European Commission to empower consumers to become the driver of transition" Brussels, 13 November 2020) aimed at preventing greenwashing. They also align with EU Directive Taxonomy 2020/852 and the Athens Stock Exchange ESG Disclosure Guide, which protect investors

from potential breaches in social and environmental issues.

To address the new challenges arising from the international regulatory framework, the Company has developed specific policies and adopted internationally recognized quality standards. The aim is to ensure a high degree of transparency and strengthen the trust of its social partners. Below are some of the key and notable policies and codes adopted in the context of sustainable development, along with their respective links where they are publicly available.

### Internal Operating Regulations

Establishes clear procedures and operational standards to ensure efficiency and transparency in all its activities.

### Board Nomination & Remuneration **Committee Regulations**

Ensures an objective and transparent process for nominating candidates and determining remuneration for members of the Board of Directors.

### Audit Committee Operating Regulations

Promotes the independent and objective functioning of the Audit Committee, ensuring the effectiveness of internal control systems and risk management.

#### Health & Safety Policy

Commitment to protect the health and safety of employees, adopting best practices for a safe working environment.

#### Environmental Policy

Protects the environment through sustainable practices and is committed to reducing its environmental footprint.

#### Energy Management Policy

Optimizes energy use across all its operations, promoting energy efficiency and sustainability.

#### Policy on Quality

Ensures the provision of high-quality products and services that meet the needs of its customers and exceed their expectations.

#### Anti-Bribery Policy

Enhances business integrity by applying a zero-tolerance approach to bribery and corruption.

#### Information Security Policy

Protects data and information through strict security measures and policies that ensure confidentiality and integrity.

#### Policy against Violence and Harassment

Aims to privent all forms of violence and harassment in the workplace, promoting an environment of respect and dignity.

#### Policy on Suitability of Board Members

Suitability Policy for the executive members is in accordance with the overall legal framework of corporate governance and the overall strategy and the medium-term business aspirations in order to promote the corporate interests and at the same time mitigate and limit risk to acceptable and manageable levels. The Policy provides the guidelines on the set of principles and criteria that apply as a minimum in the selection, replacement and renewal of the term of office of the members of the Board, in the context of the assessment of individual and collective suitability. The Suitability Policy aims to ensure the quality staffing, efficient operation and fulfilment of the role of the Board of Directors.

#### Code of Corporate Governance

Promotes the principles of transparency, accountability, and fairness in all corporate activities, in line with best corporate governance practices.

#### Code of Business Conduct and Ethics

Adopts high standards of business conduct and ethics, promoting integrity and responsibility in all business activities.

### Personal Data Protection Policy

Ensures the protection of personal data of subscribers, users, and employees in accordance with GDPR.

#### Road Safety Policy

SOCIETY

Promotes road safety and responsible driving, aiming to minimize risks and accidents on the roads.

Compai	ny Policies							
Internal Operating Regulations	Information Security Policy							
Board nomination and Remuneration Committee regulation	Personal Data Protection Policy							
Audit Committee operating regulation	Anti-Violence and Harassment Policy							
Health and Safety Policy Statement	Suitability Policy for Board Members							
Environmental Policy	Corporate Governance Code							
Energy Management Policy	Code of Business Conduct and Ethics							
Quality Policy	Road Safety Policy							
Anti-Bribery Policy								

### **CORPORATE GOVERNANCE**



## **Internal Audit**

The Internal Audit Unit constitutes an independent and objective assurance and advisory function, operating within the Company without hierarchical subordination to any other unit. It is supervised by the Audit Committee of the Company's Board of Directors and administratively reports to the CEO.

The mission of the Internal Audit Department is to support the organization in achieving its objectives through a systematic and professional approach of assessing and improving the effectiveness of risk management processes, internal control systems, and corporate governance. Internal Audit ensures that the Company's operations and activities are conducted in accordance with the highest standards, providing independent and objective assurance.

The Company's Internal Audit Unit covers every activity of the Group and contributes to its safe and efficient operation. Amongst others, the Group's Internal Auditing System features the following characteristics:

- Approved Operating Regulation
- Code of Business Conduct and Ethics and procedures for monitoring its implementation
- Approved Organisation Chart, for all levels of hierarchy, in which the area of responsibility per division / department is clearly identified

- Composition and operation of Board Committees, such as Audit Committee, **Remuneration & Nomination Committee**
- Organisational structure and operation of Internal Auditing
- Description of strategic planning, its development process and its implementation
- Long-term and short-term action planning per significant activity, with a corresponding report and highlighting of discrepancies on a periodic basis, as well as their justification
- Complete and up-to-date corporate charter, clearly identifying the scope of operations and the business purposes of the Company
- Job description of divisions, departments and job positions
- Recording of policies and procedures of important operations of the Group and identification of safety valves or significant omissions.

In 2023, the Audit Committee held regular meetings with the Internal Audit Unit and its Head, were discussed operational and organizational issues. All audit reports and related quarterly reports were submitted to the Audit Committee, including significant findings, their associated risks, improvement proposals, and the respective responses of the audited Company departments.

In the context of risk management, the Rules of Risk Management Operation and the Risk Management Registry were developed and updated, while a Risk Management Head was appointed through outsourcing. Additionally, a Compliance Policy was developed, and a Head of Compliance and Corporate Governance was appointed.

To ensure data security, the Data Loss Protection (DLP) process was implemented, aiming for full deployment across all systems by the end of June 2024. Furthermore, the assessment and selection of an external Information Systems Security consultant is progressing, while the Company will be staffed with an Information Security Officer to support and train the new CISO.

The Company maintains a Security Control Matrix, which has been completed and is expected to be evaluated by the Board of Directors.

With these practices and procedures, the Internal Audit Department significantly contributes to the sustainable development and effective management of the Company.





# **Risk Management**

A significant part of the Internal Control System is the management of risks. The external and internal operational environment is characterized by various risks, both financial and non-financial.

In this context, Company has established procedures for the control and management of both financial and nonfinancial risks. Among these risks, the following have been identified:

- Environmental Risks
- Risks related to Health and Safety at work
- Regulatory Compliance Risks
- Systemic Risks
- Geopolitical Risks

Effective management of these risks ensures not only the business continuity but also the identification of opportunities that can contribute to its development. Company approach to risk management is based on certified Management Systems that it applies, including annual assessments for relevant risks. Committed to the principle of Prevention, measures are taken regarding the risk portfolio, while designing and implementing targeted programs and actions, monitoring their performance with measurable indicators

such as quality, environmental standards, safety, and health at work.

Internal Operating Regulation for Risk Management comprehensively describe the main risk areas and specific management and mitigation procedures developed based on the Prevention Principle for managing Health, Safety, and Environmental issues. Managing risks in these areas is crucial as they can impact the smooth operation and future development more than any other area, directly or indirectly.

Towards this direction, Company organizes training seminars for its personnel on operational risk management using models such as COSO-ERM. These seminars support the full utilization of the risk management system function and enhance compliance with the Corporate Governance framework.



SOCIETY





SOCIETY

## **Risks and uncertainties**

Company activities are subject to various risks and uncertainties related to the nature of its operations, prevailing geopolitical, credit, and foreign exchange conditions, as well as relationships with customers, suppliers, and subcontractors. To a large extent, the risk arising from these relationships and transactions is predictable or can be managed through the selection of appropriate risk management policies due to the accumulated experience of its executives and institutional procedures. Through the risk management policies, Company strives to mitigate and limit risk to acceptable and manageable levels for its operations.

The factors contributing to the most significant risks and uncertainties, the policies for managing them, and their impact on the activities are as follows:

#### INTERNATIONAL RISE IN PRICES OF CONSTRUCTION MATERIALS, TRANSPORTATION, AND FUELS

The gradual recovery of the global economy after the COVID-19 pandemic has caused inflationary pressures on the cost of production in the construction sector due to rising prices of specific construction materials, mechanical equipment, transportation costs, and fuels. Since 2022, Greece has implemented procedures to mitigate inflationary pressures on the costs of public interest projects, as well as other public works and PPPs currently in the tendering process.

These inflationary trends burdened overall results until approximately the first half of 2023. However, the situation has been gradually stabilizing thereafter as new projects signed from 2022 onwards incorporate the updated cost data into their execution costs.

#### **PRICE VOLATILITY RISK**

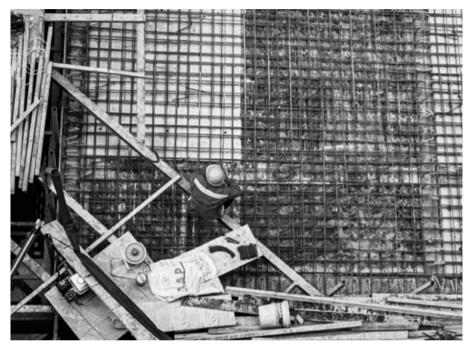
The Company is exposed to the volatility of raw material prices and other materials it sources, many of which have internationally determined prices ("commodities"), such as cement, steel reinforcement, and fuels. The Company centrally controls material procurement for the needs of its controlled companies, aiming to achieve economies of scale and to "lock in" procurement prices through bulk purchasing.

#### **GEOPOLITICAL DANGER**

Geopolitical risk is significant across the Eastern Mediterranean, the Middle East, and North Africa, due to ongoing conflicts and disturbances related to the overthrow of old political regimes, the rise of new extremist religious groups, and disputes over control of natural resources and wealth. Company international activities and expansion outside Europe are limited, with a focus on countries with reduced geopolitical risk whenever possible.

#### **CREDIT RISK & LOSSES**

The Strategic Planning & Risk Management Committee has adopted a credit policy whereby each new customer is individually assessed for creditworthiness before being offered standardized payment and delivery terms. Regarding public projects, the Company policy is to participate only in tenders where funding is secured by European Union resources until improvements occur in the economic environment. At any given time, Company executes a large number of projects in Greece and abroad, selecting clients who are demonstrably solvent and reliable. Traditionally, the largest client in the domestic market is the Greek State, as the private sector historically lacks a strong presence in the construction of buildings and infrastructure specialized by the Company. Participation in



self-financed projects through concessions and Public-Private Partnerships (PPPs) has limited the Greek State's contribution to Company overall revenue. In international markets, it primarily executes projects for the private sector. Given the diversity of the client base, a moderate concentration of credit risk is realized.

## **CORPORATE GOVERNANCE**

**CORPORATE GOVERNANCE** 

SOCIETY

# **Personal Data Protection**

Company implements an extensive framework for security and data management, which includes internal policies and procedures, legislative provisions, a certified management system according to ISO 27001, and oversight of compliance by the Data Protection Officer (DPO). Additionally, when processing personal data, it fully complies with the provisions of the General Data Protection Regulation (GDPR) (EU) 2016/679 and Law 4624/2019 for the protection of personal data. The responsible department collaborates with national and European data protection authorities and internally promotes a culture of compliance, supporting Management in adhering to the current framework.

Data protection is ensured from inception through the signing of contracts that include terms for protecting personal data with subcontractors and associates. The volume of confidential data managed and the need to protect it have made data security a critical factor for the Company's smooth operation.

Specifically, uses personal data relating to natural persons (employees, customers, third-party collaborators) in its daily business activities. During the processing of this data, Company adheres to the provisions of the GDPR and current national legislation on personal data protection.

The creation and implementation of the personal data protection system aims to apply a set of protection measures and controls to:

- Ensure that all users are aware of the basic principles of data protection and comply with the policies, procedures, and best practices for protecting personal data
- Protect all information systems related to personal data protection to eliminate or mitigate risks associated with theft, loss, misuse, damage, abuse, or violation of these systems
- Ensure that all users understand their responsibilities for correctly implementing relevant legislation and protecting the confidentiality, integrity, and availability of the personal data they handle
- Provide continuous education and updates regarding the protection of personal data to personnel
- Continuously improve personal data protection for employees, customers, and third-party collaborators
- Monitor, investigate, and rectify any actual or suspected incidents of personal data breaches

The implementation and maintenance of the personal data protection policy and its internal procedures are among the management's main responsibilities and critical duties, always in collaboration with the active participation of the Data Protection Officer (DPO). In this context, the Company is committed to:

- protection
- and related internal procedures
- in corporate practice
- protection system
- data protection
- goals



### ANNEX

• Continuously applying relevant legislation on personal data

Monitoring and approving the Personal Data Protection Policy

Ensuring the implementation of this policy and its requirements

• Directing and supporting individuals contributing to the implementation and effectiveness of the personal data

Actively supporting administrative roles related to personal

Monitoring the achievement of personal data protection system

### **GROUP PRESENTATION**

SUSTAINABLE DEVELOPMENT

# Compliance

In the construction sector, certifications are a critical factor confirming commitment to quality, safety, and sustainability. In a sector with high demands and strict schedules, ensuring quality through certified processes is crucial for project success, customer satisfaction, and company growth.

ESG criteria (Environmental, Social, Governance) hold particular significance as they reinforce commitment to sustainability, ethical business practices, and social responsibility. ESG certifications enhance trust among customers, employees, and shareholders by ensuring adherence to high standards across all aspects of company operations. Compliance with ESG standards allows us to better manage risks, improve efficiency, and contribute to broader social and environmental well-being.





**Environmental certifications** ensure that Company's activities are environmentally friendly and promote sustainable development. The main environmental certifications include:

- ISO 14001: Environmental Management System
- ISO 50001: Energy Management System
- ISO 14064-1: Specifications and guidance for guantifying and reporting greenhouse gas emissions



### ISO 14001: **ENVIRONMENTAL** MANAGEMENT

ISO 14001 commitment demonstrates our to sustainable development and environmental protection. Through this standard, we manage our environmental impacts, reduce waste, and improve resource efficiency, ensuring that projects are environmentally responsible. Company is committed to adopting environmentally friendly practices and reducing its ecological footprint.

costs.

#### ISO 14064-1: GREENHOUSE GAS EMISSIONS MANAGEMENT

ISO-14064-1

Managing greenhouse gas emissions is crucial for combating climate change. ISO 14064-1 certification allows us to measure, manage, and reduce emissions, contributing to the global effort to protect the environment. Company actively undertakes actions to reduce its carbon footprint and promote sustainable practices.





### **ANNEX**



### **ISO 50001: ENERGY** MANAGEMENT

Energy efficiency is critical in the construction

industry. With ISO 50001 certification. we manage energy consumption in a way that reduces environmental impacts and simultaneously lowers operating sustainability. promoting Company implements energy efficiency measures across all its projects to optimize energy consumption and reduce greenhouse gas emissions.

## AT A GLANCE

### **GROUP PRESENTATION**

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## **Society**

Social certifications ensure the health, safety and wellbeing of our employees and the communities in which we operate. Key certifications include:

- ISO 45001: Occupational **Health and Safety** Management System
- ISO 39001: Road Safety Management System



### ISO 45001: **OCCUPATIONAL HEALTH AND SAFETY** MANAGEMENT

The ISO 45001 certification focuses on the safety and health of workers. In the construction sector, where risks are numerous and varied, managing safety and health is critical. This certification ensures that we implement best practices to protect workers and reduce workplace accidents. Company continually invests in training and safety equipment to ensure a safe working environment.



#### **ISO 39001: ROAD SAFETY MANAGEMENT**

Road safety is crucial in construction activities, especially when infrastructure projects are involved. ISO 39001 certification ensures that the processes comply

with the highest standards of road safety, reducing risks and promoting safety on the roads. Company is committed to implementing practices that enhance road safety and reduce traffic accidents.



### Governance

Governance certifications ensure quality, information security, business continuity and anticorruption. Important certifications in this category are:

- ISO 9001: Quality Management System
- ISO 27001: Information Security Management System
- ISO 22301: **Business Continuity** Management System
- ISO 37001: Anti-Corruption Management System

### **ISO 9001: QUALITY** MANAGEMENT

The ISO 9001 standard is fundamental for ensuring quality in construction

activities. It establishes a framework for quality management that allows continuous improvement of processes and ensures the delivery of highquality projects that meet customer requirements. With this certification, the company commits to strictly adhering to quality standards and ensuring customer satisfaction.



### **ISO 37001: ANTI-BRIBERY MANAGEMENT SYSTEM**

Combatting corruption is critical for maintaining trust and reliability in the industry. ISO 37001 certification demonstrates commitment to ethical business practices and transparency, helping to prevent, detect, and respond to bribery. Company implements strict rules and procedures to combat corruption, ensuring an ethical and fair business environment.

ANNEX



### ISO 27001: INFORMATION SECURITY MANAGEMENT

In the era of digital information, data protection is essential. The ISO 27001 standard helps us manage information security, ensuring the confidentiality, integrity, and availability of data. Company implements strict measures to protect its customers' information and prevent security breaches.



### ISO 22301: **BUSINESS** CONTINUITY MANAGEMENT

Business continuity is critical to avoid disruptions in company operations. ISO 22301 certification ensures that we have plans and procedures in place to manage emergency situations and maintain operations during a crisis. Company is prepared to handle unforeseen circumstances and ensure uninterrupted operation.

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### CORPORATE GOVERNANCE

# **Fight Against Corruption**

Fighting corruption is a fundamental priority. An Anti-Bribery Management System according to the international standard ISO 37001 has been implemented. This system provides a comprehensive framework for preventing, detecting, and addressing bribery, ensuring that business activities are conducted with transparency and integrity. ISO 37001 requires the establishment of clear policies and procedures, education of personnel, and development control and reporting mechanisms to address any incidents of bribery.

Additionally, the Company has developed and adheres to a series of policies and codes, including the Anti-Bribery Policy, the Code of Business Ethics, and the Compliance Handbook with Competition Rules. The Anti-Bribery Policy defines the principles and commitments to prevent bribery, while the Code of Business Ethics provides guidelines for ethical behavior and responsible business conduct. The Compliance Handbook with Competition Rules ensures that all business practices comply with relevant laws and regulations, promoting a competitive and fair business environment.

Through these initiatives, Company aims to remain fully compliant with current national and European legislation, while promoting the values of transparency and responsible business conduct across all its activities.





Annex



**ENVIRONMENT** 

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# **About the Report**

The Sustainability Report of AVAX Group for the year 2023 provides a comprehensive overview of the actions and policies implemented towards sustainability and corporate social responsibility. Specifically, the Report offers complete information on the commitments and performance of the Group in critical areas for sustainable development, categorized into three main axes: Environment, Society, and Governance. The Group's commitment to continuous improvement and evolution is evident.

The Report thoroughly analyzes both gualitative and guantitative elements concerning the actions and efforts undertaken during the reporting period, from January 1, 2023, to December 31, 2023. These elements demonstrate the Group's active participation in implementing best practices in environmental management, social welfare, and ethical governance, highlighting its sustainability strategy.

The Report was prepared in accordance with the new Global Reporting Initiative (GRI) Standards 2021, ensuring accuracy, transparency, and comparability of information. This approach allows the Group to showcase its substantial contribution to promoting sustainability,

thereby gaining a competitive position in the market and enhancing its corporate image. The identification of key sustainability issues took into account the European Sustainability Reporting Standards (ESRS), while the Group has progressed through all preparatory stages for adopting the CSRD directive.

For the preparation of the Report, data from the Athens Stock Exchange (ATHEX) ESG Non-Financial Disclosure Guide were considered, ensuring compliance with legislative requirements and specifications. This reinforces the Group's commitment to implementing transparent and responsible practices, as well as its readiness to respond to environmental, social, and governance challenges, thereby promoting sustainable development and social progress.

The Report was developed with the support of ResNovae • Sustainability & Investment Consultants. The collection of quantitative data was facilitated by the ESGenius! . The Sustainability OS platform.



# **European Taxonomy Report**

The Regulation on Taxonomy is a fundamental part of the European Commission's action plan to redirect capital flows towards a more sustainable economy. The EU Taxonomy is a classification system for activities that, under certain conditions, can be considered environmentally sustainable or activities that facilitate the transition to sustainability. Within the legislative framework, companies and organizations can attract investments to further expand and develop their sustainable activities, provided they meet specific criteria.

Within the scope of the EU Taxonomy Regulation and taking into account the supplementary delegated regulations of the European Commission, namely (EU) 2021/2139, (EU) 2021/2178, (EU) 2023/2485, and (EU) 2023/2486, the Company submits a relevant report. This report includes the percentage of eligible and aligned economic activities according to the European Taxonomy, based on total turnover, capital expenditures (CapEX), and operational expenditures (OpEX).



## **Eligibility check**

The assessment process of the eligibility of the Company's economic activities was conducted based on the provisions of the EU Taxonomy Regulation 2020/852, the delegated Regulation 2021/2139 laying down technical screening criteria for determining conditions under which certain economic activities are considered to substantially contribute to climate change mitigation or adaptation, and for assessing whether these economic activities do not significantly harm any other environmental objectives (delegated act for climate). Additionally, consideration was given to the delegated Regulation 2022/1214 amending Regulation 2021/2139 (EU) concerning economic activities in certain energy sectors, and the delegated Regulation (EU) 2021/2178 regarding specific disclosures for these economic activities (delegated act for disclosures).

Furthermore, the assessment took into account the two new delegated acts issued by the European Commission in 2023, namely Regulation 2023/2485, which expands the number of eligible activities for adaptation and mitigation of climate change goals, and Regulation 2023/2486, which establishes technical screening criteria for economic activities related to the remaining four environmental objectives.

It is noted that for an economic activity to be eligible, it suffices to be described in the delegated act for the environmental objective to which it substantially contributes. On the other hand, for an economic activity to be classified as aligned, it must meet the technical screening criteria defined for each activity, not harm any of the other environmental objectives as defined in the Regulation, and comply with the minimum requirements for social safeguards. Based on the above, the Company has assessed 5 activities in total:

Economic activities defined in the EU taxonomy	Description of Company's Activity	E
7.3 Installation, maintenance and repair of energy efficiency equipment	Individual renovation measures consisting of installation, maintenance or repair of energy efficiency equipment	Cli Cli
5.2 Renewal of water collection, treatment and supply systems	The economic activity manufactures, installs or provides services related to leakage control technologies that enable reduction and prevention of leaks in water supply systems (WSS)	Cli Cli
4.29 Production of electricity from fossil gaseous fuels	Construction or operation of electricity generating installations producing electricity using fossil gaseous fuels. This activity does not include the production of electricity from the exclusive use of biogas and liquid fuels	Cli Ch
4.16 Installation and operation of electric heat pumps	Installation and operation of electric heat pumps	Cli Ch
5.1 Construction, expansion and operation of water collection, treatment and supply systems	Construction, expansion and operation of water collection, treatment and supply systems	Cli Cli

### ANNEX

### Environmental / Climate Objective

limate Change Mitigation (CCM) / limate Change Adaptation (CCA)

limate Change Mitigation (CCM) / limate Change Adaptation (CCA)

limate hange Mitigation (CCM)

limate Change Adaptation (CCA)

Climate Change Mitigation (CCM) / Climate Change Adaptation (CCA)

## **Economic Calculations (KPIs)**

The percentages of the annual turnover from sales of goods and services, capital (CapEx) and operating (OpEx) expenses corresponding to the economic activities that were considered as ineligible, eligible or aligned for the purposes of EU Taxonomy are presented below, according to the description of these activities and taking into account the corresponding NACE activity codes, as well as the relevant technical screening criteria as set out in the Delegated Regulations

Under the implementing provision on disclosure of activities, firms are required to disclose what proportion of their activities meet the criteria of Taxonomy or are aligned with them, compared to the total range of their activities. In this context, companies must disclose three key performance metrics: turnover, operating expenditure, and capital expenditure. These three indicators, known as Key Performance Indicators (KPIs), are the main elements that reflect how companies' activities are aligned with the environmental and sustainability-related objectives set out in the EU Taxonomy.

#### **TURNOVER KPI (%)**

The percentage of turnover is calculated as the portion of net turnover derived from products or services, including intangibles, associated with taxonomy-aligned economic activities divided by the net amount of turnover.

The numerator and denominator are calculated based on International Accounting Standard (IAS) 1 "Presentation of Financial Statements". Specifically, Company total turnover is presented in Financial Statement for 2023.

#### CAPITAL EXPENDITURE KPI (%)

The percentage of capital expenditure is calculated as the numerator divided by the denominator as defined below:

The numerator covers additions to tangible and intangible assets during the financial year under review before depreciation and any remeasurements, including those resulting from revaluations and impairments, for the financial year concerned and excluding changes in fair value, and are considered to be aligned with Taxonomy and the relevant technical screening criteria. The denominator covers additions to tangible and intangible assets during the financial year under review before depreciation and any remeasurements, including those resulting from revaluations and impairments, for the financial vear concerned and excluding changes in fair value. The denominator also covers additions to tangible and intangible assets arising from mergers. Capital expenditure is calculated in accordance with the applicable international financial reporting standards (IFRS), namely: IAS 16 "Property, plant and equipment", IAS 38 "Intangible assets", IAS 40 "Investment property", and IFRS 16 "Leases". The Company's total capital expenditures are derived from 2023 Cash Flow Statement.

#### **OPERATIONAL EXPENDITURE KPI (%)**

The percentage of operating costs shall be calculated as the numerator divided by the denominator as defined below: The numerator covers direct non-capitalized costs related to research and development, building renovation measures, short-term leasing, maintenance and repair, and any other direct costs related to the day-to-day maintenance of tangible fixed assets

by the Company or a third party to whom the activities necessary to ensure the continuous and efficient operation of these assets. The numerator includes the activities that are considered to be aligned with Taxonomy and the relevant technical screening criteria. The denominator covers the direct. non-capitalized costs associated with research and development, building renovation, short-term leasing, maintenance and repair, and any other direct costs associated with the day-today maintenance of tangible fixed assets by the enterprise or a third party to whom the activities necessary to ensure the continued effective operation of those. The financial statements have been prepared in accordance with International Accounting Standards ("IAS") and International Financial Reporting Standards ("IFRS") as adopted by the European Union ("EU"). The accounting policies related to the preparation of the Report are presented in Section C of the Annual Financial Report for the Financial Year from 1 January to 31 December 2023.



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## **Overall results**

#### TURNOVER

364

Eligible-Aligned

According to the turnover KPI, 3.77% of the activities are eligible-aligned, for 2023. Regarding the percentage of Company eligible-aligned activities, there is a significant increase compared to 2022.

> Turnover 2023 (€ million)

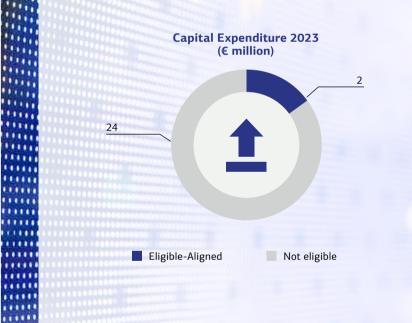
> > 14

Not eligible

AVAX - SUSTAINABLE DEVELOPMENT REPORT (2025)

### **CAPITAL EXPENDITURE**

According to capital expenditure KPI, 9.11% of activities are eligible-aligned for FY 2023. The percentage of eligible-aligned activities increased compared to FY 2022.



**OPERATIONAL EXPENDITURE** 

Regarding operational expenditure KPI, 0.25% of the activities are eligible-aligned for the year 2023.

(€ million)

Eligible-Aligned



### ANNEX





Not eligible



			CRITERI	A FOR S	UBSTAI	NTIAL		TRIBU	JTION	DC	O NO SIO CRITI				4				
Economic Activities (1)	Code (2)	Turnover (3)	Percentage of Turnover, year 2023 (4)	Mitigation of climate change (5)*	Adaptation to the climate change (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Mitigation of climate change (11)	Adaptation toclimate change (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Percentage of turnover Taxonomy aligned or eligible, year 2022 (18)	Category -favourable activity (20)	Category -transitionactivity (21)
			%	%	%	%	%	%	%	N/O	N/O	N/O	N/O	N/O	N/O	N/O	%	E	т
A. Taxonomy eligible Activities			3.70%																
A.1. Environmentally sustainable activities (Taxonomy alig	ned)																		
Construction, expansion and operation of water collection, treatment and supply systems	5.1	0.00	0%	100%													0%		
Production of electricity from fossil gaseous fuels	4.29	13,384,000.00	3.48%	100%													3%		
Installation and operation of electric heat pumps	4.16	0.00	0%	100%													0%		
Installation, maintenance and repair of energy efficiency equipment	7.3	856,000.00	0.22%	100%													0%		
Renewal of water collection, treatment and supply systems	5.2	0.00	0%	100%													0%		
Turnover of environmentally sustainable activities (Taxonomy) (A.1)		14,240,000.00	3.70%	4%													4%		
A.2 Activities Taxonomy eligible but not environmentally s	ustaina	able (activities not	Taxonomy a	ligned)															
Turnover of Taxonomy eligible but not environmental sustainable activities (not Taxonomy aligned) (A.2)		0.00	0.00%																
Total (A.1+A.2)		14,240,000.00	3.70%																
B. Taxonomy non-eligible activities																			
Turnover of Taxonomy non-eligible activities		370,662,050.00	96.30%																
Total (A+B)		384,902,050.00	100%																

\* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy-eligible turnover of the activity.

\*\* Taxonomy-aligned turnover of the activity/ Total turnover of undertaking

"legal disclaimer The content of the tool does not extend or alter in any way the rights and obligations deriving from the EU legislation nor does it introduce any additional requirements on the concerned operators and competent authorities. It does not substitute the provisions under

follow. The purpose of the output of the tool (Excel file) is merely to give an instructive example for some undertakings on how to implement the relevant legal provisions. It cannot be excluded that the Excel Sheet does not include all information that an undertaking may need to report under the EU Taxonomy Regulation ((EU) 2020/852). It should be noted that the current template does not yet refer to the updated reporting templates included in Annex V to Delegated Regulation (EU) 2023/2486 ('Environmental Delegated Act'), which amends Delegated Regulation (EU) 2021/2178.

the EU Taxonomy Regulation ((EU) 2020/852) and its Delegated Acts that the undertaking should For more information on the qualitative reporting requirements under the EU Taxonomy, please refer to Delegated Regulation (EU) 2021/2178 ('Disclosures Delegated Act')."

				CR		FOR S			AL	DO	O NO SIO CRIT	GNIFI ERIA (			М				
Economic Activities (1)	Code (2)	Turnover (3)	Percentage of Turnover, year 2023 (4)	Mitigation of climate change (5)*	Adaptation to the climate change (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Percentageof CapEx Taxonomy aligned or eligible, year 2022 (18)	Category -favourable activity (20)	Category -transition activity (21)
Text of			%	%	%	%	%	%	%	N/O	N/O	N/O	N/O	N/O	N/O	N/O	%	Е	Т
A. Taxonomy eligible Activities			9.11%																
A.1. Environmentally sustainable activities (Taxonomy alig	ined)																		
Construction, expansion and operation of water collection, treatment and supply systems	5.1	9,370.00	0%	100%													0%		
Production of electricity from fossil gaseous fuels	4.29	66,534.00	0.25%	100%													0%		
Installation and operation of electric heat pumps	4.16	109,470.00	0%	100%													0%		
Installation, maintenance and repair of energy efficiency equipment	7.3	2,190,387.00	8.33%	100%													8%	E	
Renewal of water collection, treatment and supply systems	5.2	19,453.00	0%	100%													0%		
CapEx of environmentally sustainable activities (Taxonomy) (A.1)		2,395,214.00	9.11%	9%													9%	8%	
A.2 Activities Taxonomy eligible but not environmentally	sustaina	ble (activities not T	axonomy a	ligned)															
CapEx of Taxonomy eligible but not environmental sustainable activities (not Taxonomy aligned) (A.2)		0,00	0.00%																
Total (A.1+A.2)		2,395,214.00	9.11%																
B. Taxonomy non-eligible activities																			
CapEx of Taxonomy non-eligible activities		23,898,933.00	90.89%																
Total (A+B)		26,294,147.00	100%																

\* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy-eligible turnover of the activity.

\*\* Taxonomy-aligned CapEx of the activity/ Total CapEx of undertaking

"legal disclaimer The content of the tool does not extend or alter in any way the rights and obligations deriving from the EU legislation nor does it introduce any additional requirements on the concerned operators and competent authorities. It does not substitute the provisions under

the EU Taxonomy Regulation ((EU) 2020/852) and its Delegated Acts that the undertaking should follow. The purpose of the output of the tool (Excel file) is merely to give an instructive example for some undertakings on how to implement the relevant legal provisions. It cannot be excluded that the Excel Sheet does not include all information that an undertaking may need to report under the EU Taxonomy Regulation ((EU) 2020/852). It should be noted that the current template does not yet refer to the updated reporting templates included in Annex V to Delegated Regulation (EU) 2023/2486 ('Environmental Delegated Act'), which amends Delegated Regulation (EU) 2021/2178.

For more information on the qualitative reporting requirements under the EU Taxonomy, please refer to Delegated Regulation (EU) 2021/2178 ('Disclosures Delegated Act')."

				С	RITERIA CC		SUBST BUTIO		L	DON	IO SIGNI	FICANT (DNS		I CRITE	RIA				
Economic Activities (1)	Code (2)	Turnover (3)	Percentage of Turnover, year 2023 (4)	Mitigation of climate change (5)*	Adaptation to the climate change (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Percentageof OpEx Taxonomy aligned or eligible, year 2022 (18)	Category -favourable activity (20)	Category -transition activity (21)
Text of			%	%	%	%	%	%	%	N/O	N/O	N/O	N/O	N/O	N/O	N/O	%	E	т
A. Taxonomy eligible Activities			0.25%																
A.1. Environmentally sustainable activities (Taxon	omy alig	gned)																	
Construction, expansion and operation of water collection, treatment and supply systems	5.1	0.00	0%	100%	0%	0%	0%	0%	0%		N	N	N	N	N	Ν	0%		
Production of electricity from fossil gaseous fuels	4.29	18,652.00	0.25%	100%	0%	0%	0%	0%	0%		N	N	N	N	N	Ν	0%		т
Installation and operation of electric heat pumps	4.16	0.00	0%	100%	0%	0%	0%	0%	0%		N	N	N	N	N	Ν	0%		
Installation, maintenance and repair of energy efficiency equipment	7.3	0.00	0.00%	100%	0%	0%	0%	0%	0%		N	N	N	N	N	N	0%	E	
Renewal of water collection, treatment and supply systems	5.2	0.00	0%	100%	0%	0%	0%	0%	0%		N	N	N	N	N	N	0%		
OpEx of environmentally sustainable activities (Taxonomy) (A.1)		18,652.00	0.25%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	Ν	0%	0%	0%
A.2 Activities Taxonomy eligible but not environm	nentally	sustainable (activit	ies not Tax	onomy ali	gned)														
OpEx of Taxonomy eligible but not environmental sustainable activities (not Taxonomy aligned) (A.2)		0.00	0.00%																
Total (A.1+A.2)		18,652.00	0.25%																
B. Taxonomy non-eligible activities																			
OpEx of Taxonomy non-eligible activities		7,352,769.00	99.75%																
Total (A+B)		7,371,421.00	100%																

\* For the purposes of this illustrative template, this figure shows the: Taxonomy-aligned turnover of the activity / Total Taxonomy-eligible turnover of the activity.
 \*\* Taxonomy-aligned OpEx of the activity/ Total OpEx of undertaking

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the concerned operators and competent authorities. It does not substitute the provisions under the EU Taxonomy Regulation ((EU) 2020/852) and its Delegated Acts that the undertaking should follow. The purpose of the output of the tool (Excel file) is merely to give an instructive example for some undertakings on how to implement the relevant legal provisions. It cannot be excluded that the Excel Sheet does not include all information that an undertaking may need to report under

the EU Taxonomy Regulation ((EU) 2020/852). It should be noted that the current template does not yet refer to the updated reporting templates included in Annex V to Delegated Regulation (EU) 2023/2486 ('Environmental Delegated Act'), which amends Delegated Regulation (EU) 2021/2178. For more information on the qualitative reporting requirements under the EU Taxonomy, please refer to Delegated Regulation (EU) 2021/2178 ('Disclosures Delegated Act')."

# **Alignment Tables**

# **Table of Contents According to GRI Standards**

Declaration of Use	Use of GRI 1	GRI industry standard				
The Company has prepared the Sustainability Report for the period 1/1/2023 - 31/12/2023 with reference to the GRI Standards.	GRI 1st adoption 2021	There is no relevant sectoral GRI standard.				



GRI standard	Published by	Reference to the Report	
GENERAL DISCLOSURES			
2-1	Organization Information	page 8-9	
2-2	Entities included in the report sustainable development	page 8	
2-3	Reporting period of the sustainability report	Financial Year 2023	
		Sustainable Development Report for the year 2023	
	Date of publication	Financial data up to 30 April 2024 based on Legislation for companies listed on the Athens Exchange	
	Contact person	Vayiakas Sevastos - ESG Head - svayiakas@avax.gr	
2-4	Restatements and the reasons for restating information	There are no restatements relating to previous periods.	
	Effects for restatements of information	There are no restatements.	

GRI standard	Published by	
	GENERAL DISCLOSURES	
	Policy for seeking external assurance	
2-5	External assurance of the sustainability report	
	Information about the assurance procedure	
	Areas of activity	
2-6	Business model	
	Supply chain	
2-7	Human Resources	
2-8	Employees of third parties	
2-9	Corporate governance structure	
2-10	Nomination and selection procedure for the highest governance body	

## CORPORATE GOVERNANCE

### ANNEX

#### Reference to the Report

When required by law, the Company will seek external assurance.

No external sustainability certifier has been appointed for Fiscal Year 2023

The company's sustainability report has not been assured by an external certified partner

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page 26

page 21-25

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GRI standard	Published by	Reference to the Report
GENERAL DISCLOSURES		
2-11	Chairman of the highest governance body	page 79
2-12	Role of the highest governance body in overseeing impact management	page 79
2-13	Delegation of responsibility for impact management	page 79
2-14	Role of the highest governance body in sustainability reporting	page 82
2-15	Conflict of interest	A relevant reference is incorporated in the Company's Code of Business Conduct and Ethics.
2-16	Communication of critical concerns to the Board	It is carried out through the ESG/ Sustainability Committee. page 82
2-17	Collective knowledge of the Board	Through the ESG/Sustainable Development Committee, the Board of Directors receives knowledge and information on sustainable development issues. page 82
2-18	Procedures for evaluating the performance of the Board	A Board Member Suitability Policy is in place.
2-19	Remuneration policy	The Company has a Nomination and Remuneration Committee and a Remuneration Policy is in place.
		page 81

GRI standard	Published by	Reference to the Report	
GENERAL DISCLOSURES			
2-20	Process to determine remuneration	The Company has a Nomination and Remuneration Committee and a Remuneration Policy is in place. page 81	
2-21	Median total annual remuneration	This information is not available for confidentiality reasons.	
	Management Message	page 2, 5	
2-22	Statement on the Sustainable Development Strategy	page 38	
2-23	Corporate policies and commitments	page 87-88	
2-24	Embedding corporate policies	page 89	
2-25	Procedures for assessing and addressing negative impacts	page 90-91	
2-26	Internal and external mechanisms for seeking advice and raising concerns	page 87	
2-27	Compliance with laws and regulations	There was no recorded an incident of non-compliance with the legislation, by 2023.	
2-28	Participation in unions/organisations	EBEA (Commercial and Industrial Chamber Athens)	
2-29	Approach to stakeholder engagement	page 39	
2-30	Collective bargaining agreements	page 64	

GRI standard	Published by	Reference to the Report	
	SUBSTANTIVE ISSUES		
3-1	Defining the content of the Report	page 40	
3-2	List of Material Issues	page 40	
3-3	Management of Material Issues	page 41-42	
ENVIRONMENT			
302-1	Energy consumption	page 52-53	
302-4	Reduction of energy consumption	page 52-53	
303-1	Water Management	page 55	
303-2	Management of water discharge related impacts	page 55	
303-5	Water consumption	page 55	
304-1	Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	page 59	
304-2	Significant impacts of activities, products and services on biodiversity	page 59	
305-1	Direct (Scope 1) GHG emissions	page 54	
305-2	Indirect (Scope 2) GHG emissions	page 54	
305-6	Standards, methodologies, assumptions and/or calculation tools used	page 54	
306-2	Waste by type and disposal method	page 56-58	
SOCIETY			
401-1	Total number of hires and employee turnover	page 64	
401-2	Benefits provided to full-time employees	page 65	

Published by	Reference to the Report		
SOCIETY			
Management system for occupational health and safety	page 69		
Risk identification, risk assessment, incident investigation	page 70		
Occupational health services	page 69		
Worker participation, consultation, and communication on occupational health and safety	page 70		
Worker training on occupational health and safety	page 71		
Promotion of worker health	page 72		
Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	page 72		
Employees covered by an occupational health and safety management system	page 73		
Work-related injuries	page 73		
Work-related diseases	page 73		
Employee training hours	page 67-68		
Employee training programs	page 67-68		
Diversity of governance bodies and employees	page 66		
Activities involving the local community, impact assessments and development projects	page 74		
GOVERNANCE			
Financial Performance	page 11-12		
Operations assessed for risks related to corruption	page 95		
	SOCIETY  Management system for occupational health and safety Risk identification, risk assessment, incident investigation Occupational health services Worker participation, consultation, and communication on occupational health and safety Worker training on occupational health and safety Promotion of worker health Prevention and mitigation of occupational health and safety impacts directly linked by business relationships Employees covered by an occupational health and safety Work-related injuries Work-related diseases Employee training hours Employee training programs Diversity of governance bodies and employees Activities involving the local community, impact assessments and development projects		

# Table of Contents According to ATHEX Standards

ATHEX standard	Published by	Reference to the Report	
ENVIRONMENT			
C-E1	Direct emissions (Scope 1)	page 54	
C-E2	Indirect emissions (Scope 2)	page 54	
C-E3	Energy consumption and production	page 52-53	
A-E2	Risks and opportunities from climate change	page 41	
A-E3	Waste management	page 56-58	
A-E5	Sites in biodiversity sensitive areas	page 59	
SS-E5	Environmental impact of packaging	page 51	
SOCIETY			
C-S2	Female employees	page 64	
C-S3	Female employees in management positions	page 66	
C-S4	Employee turnover	page 64	
C-S5	Employee training	page 67	
C-S7	Collective bargaining agreements	page 64	
A-S1	Sustainable economic activity	page 11	
A-S2	Expenditure on employee training	page 68	
SS-S6	Health and safety performance	page 73	

ATHEX standard	Published by	Reference to the Report	
CORPORATE GOVERNANCE			
C-G1	Board composition	page 79	
C-G3	Material issues	page 43	
C-G5	Business ethics policy	page 87	
A-G1	Business model	page 26	

## CORPORATE GOVERNANCE



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