



## Stakeholders & Social Impact



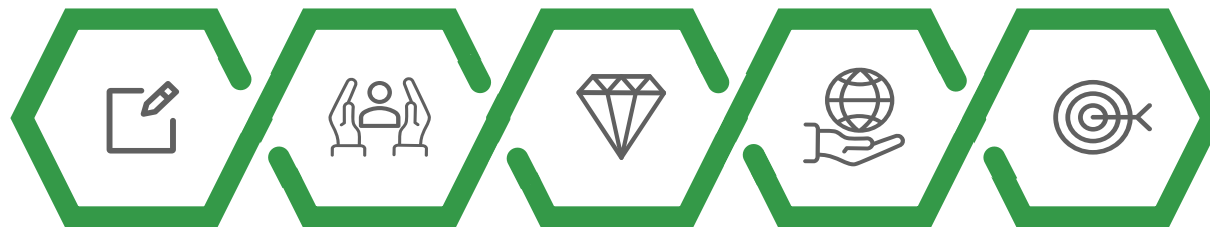
## Our Vision is

to make Sustainable Business a Choice for companies and organizations around the world.

**Sustainability Knowledge Group** is a global advisory firm dedicated in creating value, through strategic CSR and Sustainability solutions. We provide tailor made training, coaching and advisory services grounded in international theory and successful application.

**Sustainability Knowledge Group** emphasizes in implementing methodologies that bring tangible results, measurable impact and create better businesses.

## The fundamentals of how we conduct business



**Accountability**

**Empathy**

**Integrity**

**Reliability**

**Professionalism**

# Have Trusted us for Training and Consultancy Assignments

## Banking/Financial Investment funds



## Groups & International Conglomerates



## Concessionaire PPP



## Retail/FMCG



## Energy



## Hospitality



# Have Trusted us for Training and Consultancy Assignments

## Telecoms



## Consultancies



## International Agencies & Non Profits



Network Lebanon



## Utilities



## Learning Institutions



PHILANTHROPY  
UNIVERSITY



## Real Estate



## Logistics



## **Social Impact**

# UAE CHAPTER OF THE INTERNATIONAL SOCIETY OF SUSTAINABILITY PROFESSIONALS (ISSP)

Years of engagement: since 2014

**SECTOR**  
Knowledge

**LOCATION**  
UAE

**REACH**  
National

## Challenge

- Provide access to sustainability resources to everyone across the UAE
- Increase awareness on Sustainability, Corporate Social Responsibility and Corporate Responsibility
- Improve sustainability performance of businesses and organizations

## Deliverable

- Founded the UAE Chapter of the International Society of Sustainability Professionals (ISSP)
- Conduct free open and members-only meetings to support the needs and the continuous professional development of Sustainability professionals

## Our Proposal & Approach

- Be the platform for open discussion and best practice exchange that will unite Sustainability and Corporate Responsibility professionals across the UAE
- Enhance Sustainable business in the GCC by advancing the level of awareness and knowledge of businesses, individuals and the wider network of stakeholders

Our Vision is to promote the concept of Sustainability and Sustainable Development across the UAE and enable access to knowledge for all.





# CSR CYPRUS

Years of engagement: 2019

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**SECTOR**  
3<sup>rd</sup> Sector

**LOCATION**  
Cyprus

**REACH**  
National

## Challenge

- Help Cypriot professionals develop the business case for sustainability
- Create a pool of certified Sustainability professionals

## Deliverable

- Deliver the ILM Certified training “Chief Sustainability officer (CSO) professional” in Cyprus, under the auspice of CSRCyprus

## Our Proposal & Approach

- Promote the concept of Sustainability and Sustainable Development
- Support professionals in their journey in Sustainability
- Develop a community of practice for Sustainability professionals in Cyprus



# NATIONAL CENTRE FOR PUBLIC ADMINISTRATION & LOCAL GOVERNMENT

Years of engagement: 2020, 2019, 2018, 2017, 2016

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**SECTOR**  
Public Sector

**LOCATION**  
Greece

**REACH**  
National

## Challenge

- Improve level of Sustainability understanding of public servants
- Help public servants identify opportunities for collaboration and innovation
- Help build an innovative, equitable, environmentally friendly, socially equitable public sector

## Deliverable

- Develop and deliver training exclusively for public sector servants on: CSR, Sustainable Development, SDGs, Frameworks and Standards, Initiative design and implementation

## Our Proposal & Approach

- Help reinforce the message that Sustainability is essential for global competitiveness
- Help public sector servants recognizing the benefits of long-term development based on the principles and objectives of sustainable development
- Demonstrate how they can contribute to environmental and social sustainability in their communities and beyond





# SMALL ENTERPRISES' INSTITUTE - CONFEDERATION OF PROFESSIONALS, CRAFTSMEN AND MERCHANTS

Years of engagement: 2015

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**SECTOR**  
Public Sector

**LOCATION**  
Greece

**REACH**  
National

## Challenge

- Improve understanding of Sustainability and CSR for small business owners
- Coach small business owners in developing long terms and effective CSR and Sustainability initiatives

## Deliverable

- Develop training material for small business owners
- Develop trainers' guides for the effective delivery of sustainability training courses
- Provide coaching to small business owners to help them adopt and implement the concepts of CSR and Sustainability in their line of business

## Our Proposal & Approach

- Support small business owners in understanding the concept of Sustainability, Sustainable Development and CSR and their practical application
- Help business owners embrace Sustainability principles, innovative CSR approaches which support the differentiation and longevity of their business



# BANKING SECTOR EXCLUSIVE GRI SUSTAINABILITY TRAINING

Years of engagement: 2017

**SECTOR**  
Concessionaire

**LOCATION**  
Concessionaire

**REACH**  
Concessionaire

## Challenge

- Improve the understanding of Banking leaders
- Establish potential partnerships
- Build capacity in the use of GRI and reporting mechanisms

## Deliverable

- Deliver the 1st and only Sustainability training exclusively for banking sector professionals
- Educate the Sustainability leaders from all banks in Lebanon in the application of Sustainability GRI Standards

## Our Proposal & Approach

- Sustainability Report tailor made to the banking Sector in Lebanon
- Interactive session
- 1-1 Q&A



## Bank Audi



## SROI Analysis

**LOCATION**  
Greece

**REACH**  
**National**

- Understand and manage the value of the social, economic and environmental outcomes created by the “Get Ready for Your Future” program
- Measure in monetary terms social, economic and environmental factors/values not reflected in financial statements

- Measure in monetary terms the added value created by the program “Get Ready for Your Future” delivered by Elix

- Design and implement programs that support their strategic goals and meet the needs of stakeholders and society
- Identify opportunities for improvement of the project and manage activities and relationships to maximise value
- Assesses the degree to which activities meet stakeholder needs and expectations

[illegible]

# Stakeholder Engagement

# NEA ODOS

Years of engagement: 2020, 2019, 2018, 2017, 2016

**SECTOR**  
Concessionaire  
PPP

**LOCATION**  
Greece

**REACH**  
National

## Challenge

- Align and manage corporate activities according to their sustainability relevance as per stakeholder requirements
- Take into account non-financial strategic success factors which significantly impact the economic success according to Stakeholder expectations

## Deliverables

- Successful implementation of on line Sustainability scorecard
- Develop a Scorecard as the communication platform with stakeholders
- Map Nea Odos Sustainability journey and progress in an interactive manner

## Our Proposal & Approach

- Communicate transparently critical issues connected to Sustainability
- Incorporate environmental and social aspects into the main management system
- Adopt a modern and user friendly approach

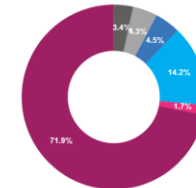


Annual contribution to Social Development - Social Product (in th. €)

|  | 2018              | 2017             | 2016             |
|--|-------------------|------------------|------------------|
| Payments to suppliers (except materials and intercompany transactions)   | 63,841.37         | 65,973.53        | 66,644.03        |
| Employee salaries and benefits (including insurance contributions)   | 12,119.37         | 8,906.90         | 6,619.37         |
| Payments to providers of capital   | 33,275.28         | 8,488.48         | 6,798.66         |
| In-kind support, financial support and donations (including investments in Corporate Social Responsibility Structures) | 631.93            | 467.82           | 272.56           |
| <b>Total</b>   | <b>109,868.15</b> | <b>83,836.73</b> | <b>80,334.62</b> |

Our Investments

Education and Awareness Activities  
Social Solidarity Activities  
Sports Activities  
Cultural Activities  
Stray Animals  
In-kind Contributions





# OLYMPIA ODOS

Years of engagement: 2020, 2019

**SECTOR**  
Concessionaire  
PPP

**LOCATION**  
Greece

**REACH**  
Regional

## Challenge

- Give the floor to stakeholders to share their opinion on how Olympia Odos approaches Sustainable Development
- Integrate topics that are important to stakeholders in the Sustainability framework

## Deliverables

- On line survey to over 15,000 stakeholders from 17 categories
- Extended internal survey and engagement to identify prevailing corporate culture and identity
- Internal engagement via training and 1-1 interactions

## Our Proposal & Approach

- Focus on the issues that matter the most for Stakeholders and Company
- Seek stakeholder views on how Olympia Odos approaches Sustainable Development at a strategic and operational level
- Identify key material topics
- Identify new initiatives to support and invest in

You are the motorway!

In 2019 Olympia Odos presented its first **Sustainable Development Report for year 2018** (<https://www.olympiados.gr/en/environment/Sustainable-Development>)

Our first annual Sustainable Development Report, demonstrates our commitments to our stakeholders and aims to enrich our activities and implement our strategy based on our four core values:

**Commitment - Reliability - Social Responsibility - Collaboration**

With this questionnaire, we give the floor to you and seek your opinion on how **Olympia Odos** approaches Sustainable Development.

Your input will enable us to integrate more topics of interest into our approach and hence focus more on the issues that matter the most.

**Please take a few minutes to answer the questionnaire below. Your opinion is important to us!**

Yours sincerely,  
**OLYMPIA ODOS**

**Give us your opinion here**

| STAKEHOLDERS                     | KEY ISSUES & EXPECTATIONS  | COMMUNICATION FREQUENCY       | COMMUNICATION METHODS  | COMMUNICATION OUTCOMES   |
|----------------------------------|--|-------------------------------|--|--|
| STATE                            | <ul style="list-style-type: none"> <li>• High standards and safe motorway</li> <li>• Compliance with the concession terms</li> <li>• Liaison with Ministries and public administration services</li> </ul>   | Continuous                    | <ul style="list-style-type: none"> <li>• Official meetings with representatives</li> <li>• e-mails</li> <li>• Visits to the Project</li> <li>• Personal communication</li> </ul>   | <ul style="list-style-type: none"> <li>• Good and reliable relations</li> <li>• Observance of the concession agreement</li> </ul>  |
| NGOS & PRESSURE GROUPS           | <ul style="list-style-type: none"> <li>• Social &amp; environmental performance beyond laws &amp; regulatory frameworks</li> <li>• Consultation and setting common objectives</li> <li>• Financial support</li> <li>• Supporting their mission and vision</li> </ul> | Systematically when necessary | <ul style="list-style-type: none"> <li>• Synergies for programs and activities</li> <li>• Financing initiatives</li> <li>• Focus groups - opinion polls</li> </ul>   | <ul style="list-style-type: none"> <li>• Joint activities to better achieve common objectives</li> <li>• Unbiased and transparent relations</li> <li>• Honest collaboration</li> <li>• Recommendations for innovative programs</li> </ul>  |
| OTHER MOTORWAYS                  | <ul style="list-style-type: none"> <li>• Interoperability</li> <li>• Common approach to sectorial issues</li> <li>• Joint implementation of awareness campaigns</li> <li>• Synergies</li> </ul>  | Monthly when necessary        | <ul style="list-style-type: none"> <li>• Through HELLASTION</li> <li>• Printed and electronic material</li> <li>• Personal communication</li> <li>• e-mails</li> </ul>   | <ul style="list-style-type: none"> <li>• Memoranda of understanding</li> <li>• Synergies at local &amp; national level</li> <li>• Awareness videos on Road Safety</li> <li>• Awareness leaflets</li> <li>• Promotional material</li> </ul> |
| MEDIA                            | <ul style="list-style-type: none"> <li>• Direct contact with representatives of the company</li> <li>• Reliable and timely information</li> <li>• Exclusivity in news</li> <li>• Advertisement</li> </ul>  | Daily                         | <ul style="list-style-type: none"> <li>• Telephone communication</li> <li>• Press Releases</li> <li>• Promotional campaigns</li> <li>• Corporate website</li> <li>• Meetings</li> <li>• Press conferences / Events</li> </ul>  | <ul style="list-style-type: none"> <li>• Positive corporate image</li> <li>• Coverage of corporate events</li> <li>• Two-way communication</li> <li>• Reliable information about the company and the Project</li> </ul>                    |
| SOCIETY                          | <ul style="list-style-type: none"> <li>• Promotion &amp; accessibility for points of interest</li> <li>• Linking services and people</li> <li>• Modern and safe infrastructures complying with EU standards</li> </ul>   | On-going                      | <ul style="list-style-type: none"> <li>• Press Releases</li> <li>• Corporate website</li> <li>• Toll personnel</li> <li>• Sustainable Development Report</li> <li>• Awareness campaigns</li> <li>• Social, cultural &amp; environmental programs</li> <li>• Conferences</li> </ul> | <ul style="list-style-type: none"> <li>• Upgrading national infrastructure</li> <li>• Acknowledgement of the role of Olympia Odos in ensuring safe motorways</li> <li>• Contribution to improving driving behaviour</li> </ul>             |
| EMERGENCY INTERVENTION BODIES    | <ul style="list-style-type: none"> <li>• Enhancing Road Safety</li> <li>• Ongoing communication</li> <li>• Joint training activities</li> <li>• Observance of the legislative framework</li> </ul>   | Systematically                | <ul style="list-style-type: none"> <li>• Meetings with representatives</li> <li>• Telephone communication</li> <li>• e-mails</li> </ul>  | <ul style="list-style-type: none"> <li>• Reduced number of road accidents &amp; their impacts</li> </ul>   |
| BANKS AND FINANCING INSTITUTIONS | <ul style="list-style-type: none"> <li>• Good governance</li> <li>• Risk &amp; opportunity management</li> <li>• Observance of financial terms</li> </ul>  | On-going                      | <ul style="list-style-type: none"> <li>• Meetings with representatives</li> <li>• e-mails</li> <li>• Sustainable Development Report</li> </ul>   | <ul style="list-style-type: none"> <li>• Smooth operation of the Project</li> </ul>  |
| LOCAL AUTHORITIES                | <ul style="list-style-type: none"> <li>• Complaints from motorway users and residents</li> <li>• High standards and safe motorway</li> <li>• Local economy growth</li> <li>• Supporting local actions</li> </ul>   | On-going                      | <ul style="list-style-type: none"> <li>• Personal meetings with representatives</li> <li>• Official correspondence</li> <li>• Participation in local initiatives</li> <li>• Conferences</li> </ul>   | <ul style="list-style-type: none"> <li>• Contribution to the improvement of social prosperity</li> </ul>   |
| EDUCATIONAL INSTITUTIONS         | <ul style="list-style-type: none"> <li>• Exchange of know-how</li> <li>• Visits to the motorway facilities</li> <li>• Education / training</li> </ul>  | Systematically                | <ul style="list-style-type: none"> <li>• Conferences</li> <li>• Academic/ scientific fora</li> <li>• Training programs and events</li> </ul>   | <ul style="list-style-type: none"> <li>• Development of new technologies</li> <li>• Application of best practices</li> <li>• Fostering a Road Safety culture</li> </ul>  |

# KENTRIKI ODOS

Years of engagement: 2020, 2019, 2018, 2017, 2016

**SECTOR**  
Concessionaire  
PPP

**LOCATION**  
Greece

**REACH**  
National

## Challenge

- Integrate stakeholder views in corporate decision making
- Develop communications and engagement platforms
- Detect considerations of stakeholders regarding material issues of Nea Odos

## Deliverables

- Map Stakeholder groups and subgroups, identify direct and indirect stakeholders
- Identify material issues per stakeholder according to sustainability pillars and SDGs

## Our Proposal & Approach

- Identify stakeholder needs, expectations and requirements in terms of Sustainability
- Communicate transparently critical issues connected to Sustainability
- Incorporate environmental and social aspects into the main management system

| Kentriki Odos Corporate Responsibility Material topics | Direct Stakeholders |                   |                         |              |   |                    |                        |  |      |                    | Indirect Stakeholders                                   | Boundary of material topics | SDGs |  |  |  |  |  |
|--|---------------------|-------------------|-------------------------|--------------|---|--------------------|------------------------|--|------|--------------------|---|-----------------------------|------|--|--|--|--|--|
|  | Employees           | Motorway Driver's | Local Government Bodies | Shareholders | Ministries and Public Administration Structures | Emergency services | Financial Institutions | Partners, Suppliers and Subcontractors | NGOs | Activists/ Lobbyes |   |                             |      |  |  |  |  |  |
|  |                     |                   |                         |              |   |                    |                        |  |      |                    | Media, Universities, Associations, University Community |                             |      |  |  |  |  |  |
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GRI 102-15, GRI 102-43, GRI 102-46, GRI 102-47, GRI 102-49, GRI 103-1



**Sustainability Knowledge Group** is a global advisory firm dedicated in creating value for businesses and society through **strategic advisory** and **training solutions**. In recognition of the importance of sustaining competitive advantage in today's marketplace, we support companies to develop and apply strategies that minimise risks and demonstrate leadership.

**Get in touch!**  
**We can help you turn your  
vision into action.**



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### **United Kingdom**

85 Great Portland  
Street, First Floor, W1W  
7LT, London, UK

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### **Cyprus**

Vasili Michailidi 9,  
CY-3026, Limassol,  
Cyprus

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### **United Arab Emirates**

Jumeirah Business  
Centre (JBC), Jumeirah  
Lake Towers (JLT),  
Dubai, UAE

