



Reporting Services



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.

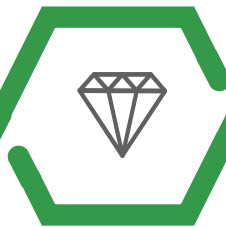
The fundamentals of how we conduct business



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



Sustainability Reporting

BANK OF CYPRUS

Years of engagement: 2020, 2019

SECTOR
Finance

LOCATION
Cyprus

REACH
International

Challenge

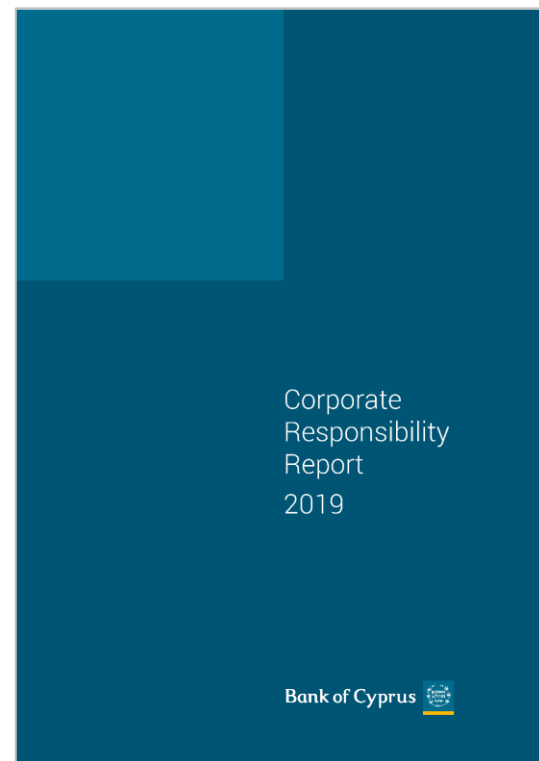
- Improve Sustainability Indexes ratings
- Enhance Investor trust
- Empower employees and improve engagement in Sustainability
- Showcase best practices

Deliverables

- GRI Standards Sustainability Report
- Materiality Analysis (internal & external stakeholders)
- SDGs mapping
- Internal workshop for Sustainability integration

Our Proposal & Approach

- Extensive engagement with internal stakeholders
- Spotlight on “How we create value”
- Build the Business case of Sustainability across the business
- Build internal capacity



NEA ODOS

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

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
National

Challenge

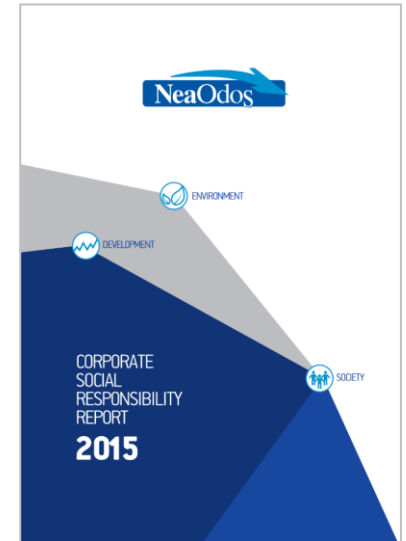
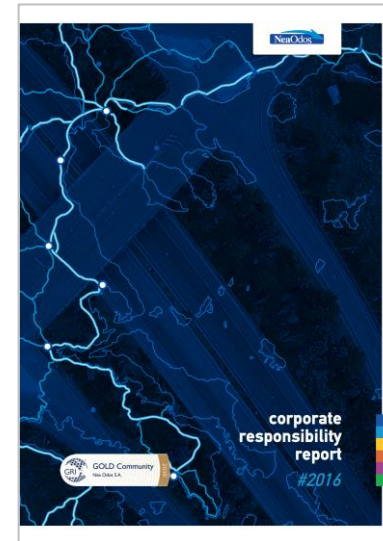
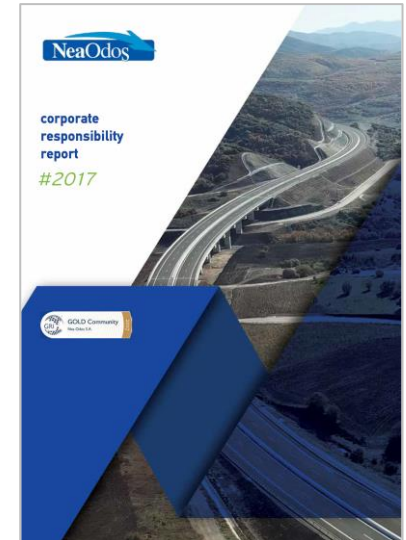
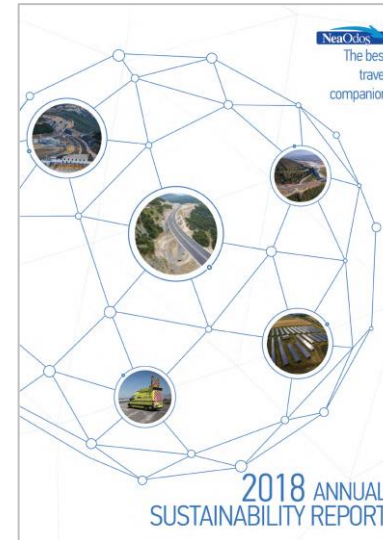
- Continuous improvement of Sustainability performance
- Sustainability Report based on international standards
- Coherent Sustainability team

Deliverables

- GRI Standards Sustainability Report
- GRI SDG mapping Service
- GRI Content Index Service
- Extensive Materiality Analysis
- SDG strategy mapping
- Internal workshop for Sustainability integration
- Code of Conduct development guidance

Our Proposal & Approach

- Build internal capacity
- Strengthen internal reporting systems for completed and under construction motorway (380 km)
- Sustainability scorecard development
- Connection with European and International Standards, frameworks and guidelines



GEK TERNA GROUP

Years of engagement: 2018, 2017, 2016

SECTOR
Construction,
Real Estate
Energy

LOCATION
Greece

REACH
International

Challenge

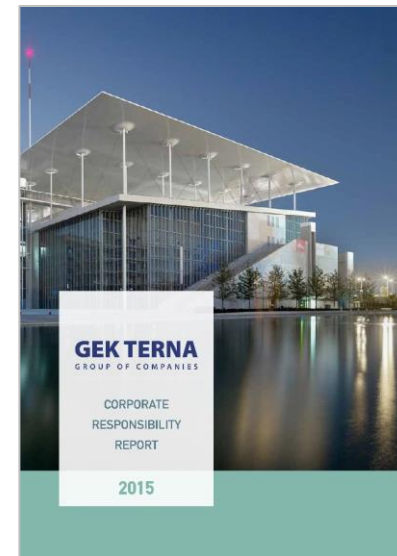
- Demonstrate how the principles of Sustainable development are integrated across 5 sectors: Infrastructure & Construction, Energy production, Concessions/PPPs, Real Estate, Mining
- Measure positive social and environmental impact

Deliverables

- GRI Standards Sustainability Report
- Materiality Analysis
- Corporate Responsibility framework
- Alignment with SDGs

Our Proposal & Approach

- Enhance understanding of Sustainability internally
- Align Sustainability priorities with corporate strategy and culture
- Present data and information from operations in Europe, Middle East and USA
- Mainstreaming internal reporting systems for operations in 16 countries



KENTRIKI ODOS

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

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
National

Challenge

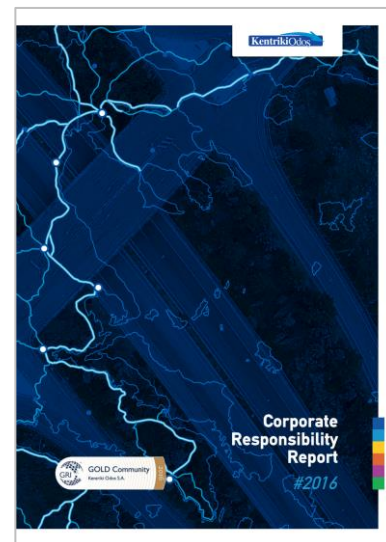
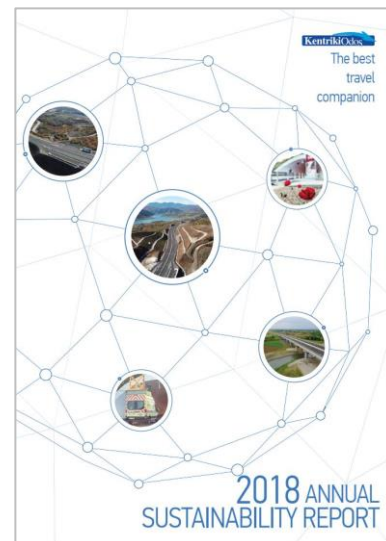
- Sustainability Report based on international standards
- Internal Sustainability structures and measures
- Sustainability team development
- Continuous improvement of Sustainability performance

Deliverables

- GRI Standards Sustainability Report
- GRI Content Index Service
- GRI SDG mapping Service
- SDG mapping
- Extensive Materiality Analysis
- Sustainability integration via internal workshop
- Coaching for Sustainability Leader

Our Proposal & Approach

- Strengthen internal reporting systems for completed and under construction motorway (231 km)
- Sustainability scorecard development
- Set Sustainability strategic priorities aligned with corporate culture
- Integration of European and International Standards, frameworks and guidelines



OLYMPIA ODOS

Years of engagement: 2020, 2019

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
Regional

Challenge

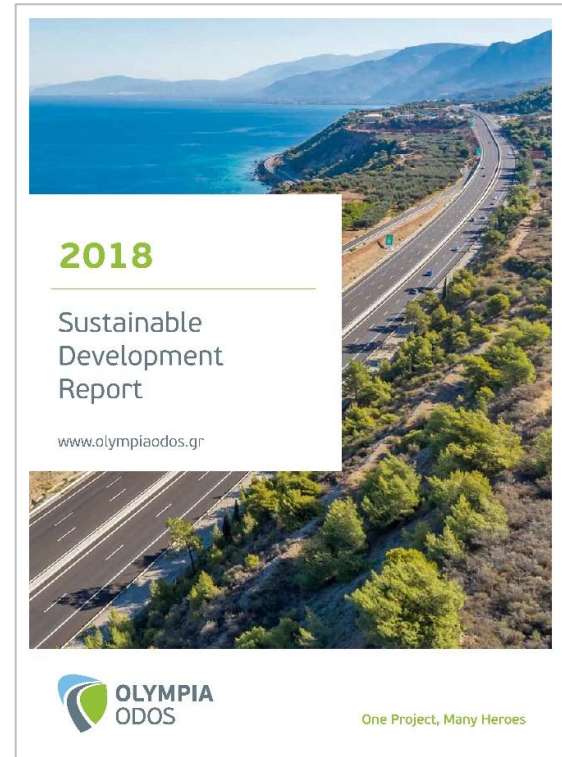
- Develop the 1st Sustainability Report based on international standards
- Showcase best practice
- Meet industry standards
- Sustainability team development
- Communicate innovation, environmental and social impact

Deliverables

- GRI Standards Sustainability Report
- Value chain mapping across operations
- Extensive Materiality Analysis (internal & external stakeholders)
- SDG mapping
- Corporate Sustainability framework

Our Proposal & Approach

- Build internal capacity, enhance sustainability culture
- Strengthen internal reporting systems for completed and under construction motorway (201 km)
- Strategic Sustainability approach based on European and International Standards, frameworks and guidelines
- Increase visibility and recognition of achievements through European and national awards



RAIFFEISEN BANK

Years of engagement: 2017, 2016

SECTOR
Finance

LOCATION
Romania

REACH
International

Challenge

- Streamline internal processes via Sustainability report management
- Receive recognition for Sustainability Report
- Enhance stakeholder relations
- Improve transparency and trust

Our Proposal & Approach

- GRI Sustainability Report
- Internal Sustainability structures management
- Recognition through prestigious awards

Deliverables

- Winner of national award “Green Frog Award 2017” by Deloitte!
- Coaching for Sustainability Professionals
- Extensive stakeholder engagement exercise for Report materiality purposes



Delivered in partnership with local partner

TERNA ENERGY

Years of engagement: 2018, 2017

SECTOR
Renewable
Energy

LOCATION
Greece

REACH
International

Challenge

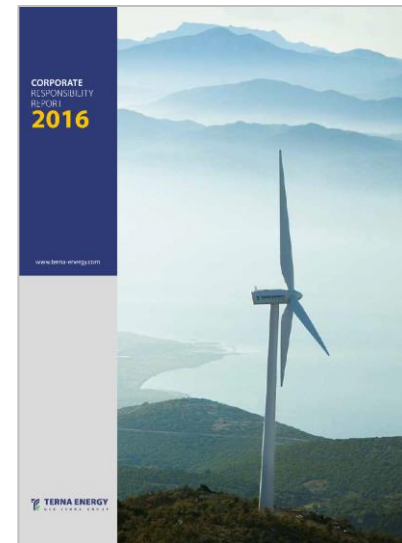
- Measure positive social and environmental impact
- Utilise Sustainability Report as a reference point of Sustainability Strategy, culture, initiatives and outcomes
- Meet investor requirements

Deliverables

- GRI Standards Sustainability Report
- Materiality Analysis
- Alignment with SDGs
- Corporate Responsibility framework

Our Proposal & Approach

- Enhance understanding of Sustainability internally
- Align with EBRD investment requirement
- Aggregate data and present information from operations in 7 countries
- Mainstreaming internal reporting systems for operations accounting for approx. 1000MW installed RES capacity worldwide



KUWAIT PETROLEUM INTERNATIONAL (KPI/Q8)

Years of engagement: 2019, 2018, 2017

SECTOR
Oil & Gas

LOCATION
Kuwait
Netherlands

REACH
International

Challenge

- Develop an award winning Sustainability Report
- Adopt internationally recognised Sustainability Reporting Standards

Deliverables

- Comprehensive GRI Standards Report
- GRI Content Index Service
- Materiality Analysis
- Sustainability Strategy framework formulation
- Winner of 3 International Sustainability Awards

Our Proposal & Approach

- Identify and communicate best practice
- Gain recognition through international awards
- Adopt and comply with globally recognised reporting standards
- Integrating data, information and best practices from 5 Operational Units and 4 Joint Ventures in Middle East, Asia and Europe



Delivered in partnership with local partner

Years of engagement: 2018, 2017

SECTOR
Finance

LOCATION
Kuwait

REACH
International

Challenge

- Sustainability Report based on international standards
- Enhance corporate purpose
- Develop cross functional sustainability team
- Develop Sustainability roadmap

Deliverables

- Sustainability Assessment for Reporting purposes
- Employee engagement and capacity building
- Company wide Sustainability Assessment and road map
- GRI Standards Report contribution

Our Proposal & Approach

- GRI Sustainability Reporting
- Capacity building and training for Sustainability leaders and champions
- Sustainability Strategy assessment
- Sustainability roadmap and short-medium-long term steps



Delivered in partnership with local partner

CONFIDENTIAL – GCC CONGOLOMERATE

Years of engagement: 2018, 2017

SECTOR
Conglomerate

LOCATION
Kuwait

REACH
GCC

Challenge

- Sustainability Reporting at group level
- Enhance corporate identity
- Demonstrate Sustainability leadership

Deliverables

- Sustainability Assessment for Reporting purposes
- Employee engagement and capacity building
- Concept development
- Sustainability alignment
- GRI Standards Report coaching

Our Proposal & Approach

- Sustainability integration for 18 different divisions across several sectors: Automotive, Industrial Equipment, Financing, Investment, Real Estate, Services, Car Rental & Leasing, Insurance, Technology, General Trade, Contracting, Medical
- GRI Sustainability Reporting
- Capacity building, coaching and training



Delivered in partnership with local partner

HOLIDAY INN DUBAI – AL BARSHA

Years of engagement: 2017, 2016

SECTOR
Hospitality

LOCATION
UAE

REACH
National

Challenge

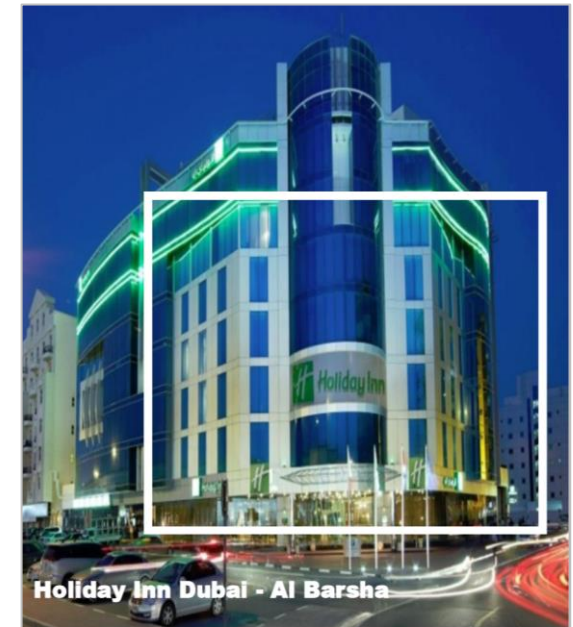
- Consolidate Sustainability actions and initiatives for the purpose of award submission
- Ensure involvement from employees

Deliverables

- Sustainability report based on the SDGs
- Structured approach to the disclosure of Sustainability performance
- Demonstration of culture and vision
- Award winning submission

Our Proposal & Approach

- Develop Sustainability Report as a reference point of Sustainability Strategy, culture, initiatives and outcomes
- Involvement of employees and engagement as part of the report development



Materiality Assessment

NEA ODOS

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

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
National

Challenge

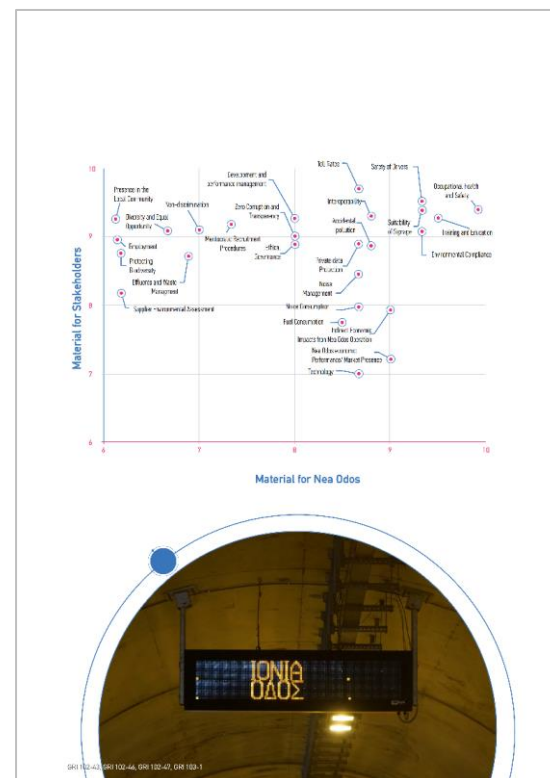
- Build trust with internal and external stakeholders
- Validation of key focus areas
- Identification of material topics
- Sustainability Report based on international standards
- Aligned Sustainability team

Deliverables

- Extensive Materiality Analysis for internal and external stakeholders and users
- Internal workshop for Sustainability integration
- GRI Standards Sustainability Report
- SDG strategy mapping
- Code of Conduct guidance
- Sustainability Scorecard

Our Proposal & Approach

- Mapping of Stakeholders and engagement channels
- Build internal capacity
- Adopt European and International Standards, frameworks, guidelines
- Strengthen internal reporting systems for completed and under construction motorway (380 km)

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GEK TERNA GROUP

Years of engagement: 2018, 2017, 2016

SECTOR
Construction,
Real Estate
Energy

LOCATION
Greece

REACH
International

Challenge

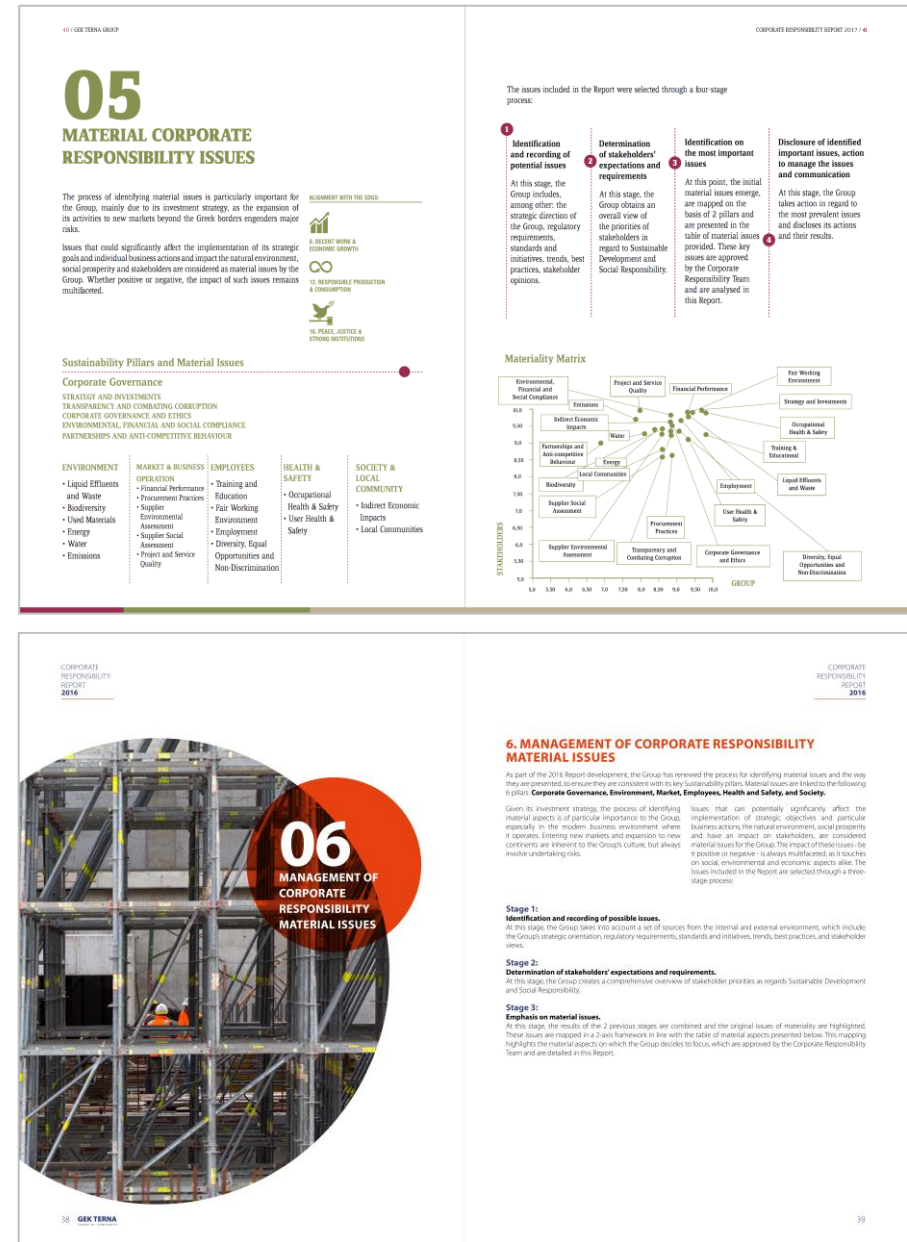
- Identify material topics at group level across 5 sectors: Infrastructure & Construction, Energy production, Mining, Concessions/PPPs, Real Estate,
- Demonstrate leadership and invest in positive social and environmental impact creation

Our Proposal & Approach

- Enhance understanding of Sustainability internally
- Focus on key areas that represent high risk and opportunity areas
- Align with the SDGs
- Present data and information from 16 countries across Europe, Middle East and USA

Deliverables

- Integrate materiality within the GRI Standards Report
- Focus on the material topics identified as per stakeholder input, market requirements and company direction
- Corporate Responsibility framework based on materiality outcomes



RAIFFEISEN BANK

Years of engagement: 2017, 2016

SECTOR
Finance

LOCATION
Romania

REACH
International

Challenge

- Improve relations with stakeholders
- Incorporate stakeholder input in sustainability framework and approach
- Enhance client, partner and employee trust
- Showcase best practices

Our Proposal & Approach

- Extensive engagement with internal stakeholders
- Engagement with 7 key stakeholder groups for topics dedicated to Sustainability and Corporate Responsibility
- Alignment with GRI reporting principles and AA1000 Stakeholder Engagement Standard (SES)
- Build the Business case of Sustainability across the business

Deliverables

- Materiality Analysis (internal & external stakeholders)
- Incorporate materiality analysis outcomes within the GRI Standards Sustainability Report
- Award winning Sustainability Report

MATERIALITY PROCESS AND OUTCOMES

Raiffeisen Bank uses a formal materiality process to identify the most important issues for its stakeholders and its business. It has shared this process and analysis in this chapter.

Indicative comments from the Bank's stakeholders included:

- Better communication about the Bank's strategies
- Involvement in the education domain (financial education, entrepreneurial education and education in general) of children and young people
- Establish partnerships with local councils where the Bank has branches, in order to find ways to improve the citizens' lives through various programs
- Demonstrate leniency for those who fail to honor their Bank's loans debts on time
- Provide loyal customers with benefits and local promotional schemes
- Promote ethical and sustainable management in Romania
- A clear preference for financial education programs

Integrating Sustainability in the way the Bank operates, supports us to develop better products for existing and new customers. Being aware of the needs and expectations of customers enables the Bank to serve them more effectively and efficiently. It also enables the Bank to create more value for society and to build the foundations of a social network based on inclusion, diversity and equality. The initiatives that are implemented

and fully integrated into the corporate strategy maximize the value created and distributed both inside and outside the boundaries of the Bank.

In preparation of the 2016 report, the Bank embarked on an ambitious, well-structured process across the management team and its stakeholders to define its materiality topics and focus areas. The process included two distinct phases:

Internal phase

The first phase of this process entailed identifying the views and priorities of the company. A list of topics and issues was developed and a detailed questionnaire was shaped and shared with key high profile company representatives (directors) across all functions of the Bank. The internal questionnaire, comprising both quantitative and qualitative elements, was developed to allow the participants to elaborate on certain areas and share their views, expectations and ideas. As a result, 20 responses from directors across all functions of the Bank were received, leading to the preliminary selection of topics that the Bank impacts across the People-Planet-Profit spectrum.

During the internal materiality process, valuable input and views were shared. The key outcomes revealed that special attention should be paid to:

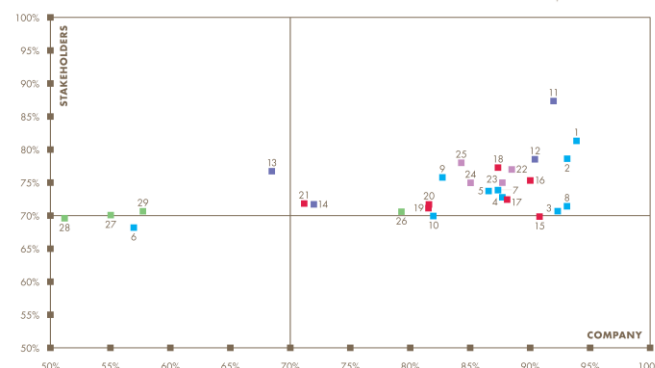
- Innovation and the digital era
- Internal communications and culture
- Simplifying the internal processes – leaner models
- Partnership development
- Financial literacy programs for stakeholders

PRIORITY AREAS ACCORDING TO RAIFFEISEN BANK'S MANAGEMENT TEAM (DIRECTORS)



Materiality matrix

The results of the internal and external materiality process were combined and a list of the key priority topics emerged, in the form of a matrix, displaying both internal and external priorities.



CORPORATE GOVERNANCE & PERFORMANCE

RESPONSIBLE FINANCING

WORKPLACE

SOCIETY

ENVIRONMENT

KENTRIKI ODOS

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



Challenge

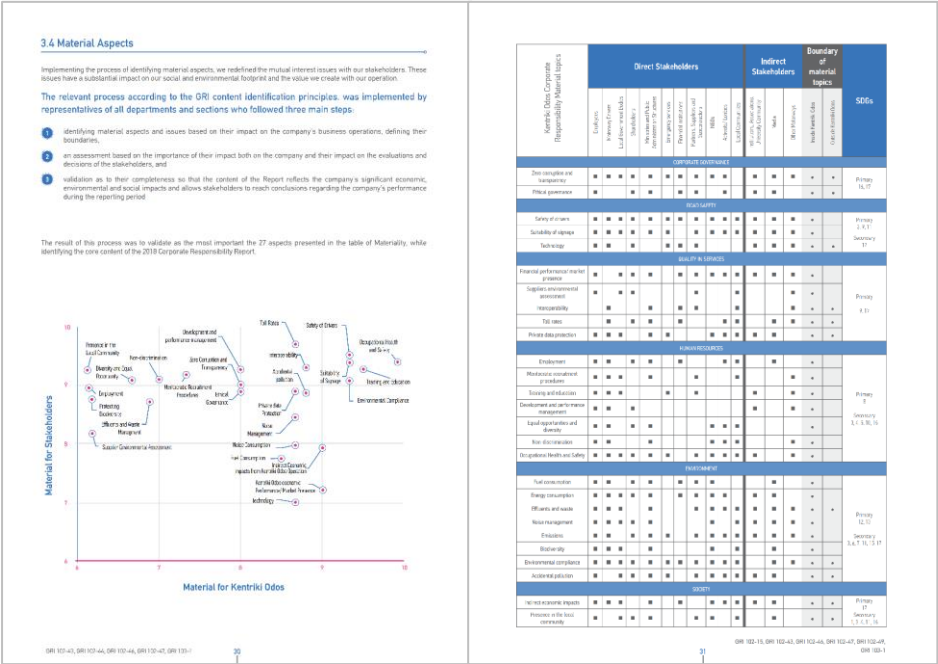
- Strengthen relationships with internal and external stakeholders
- Identification of key focus areas and material topics
- Sustainability Report based on international standards
- Continuous improvement of Sustainability performance

Deliverables

- Materiality Assessment, according to GRI Standards
- GRI Standards Sustainability Report
- SDG mapping
- Sustainability integration via internal workshop
- Code of Conduct guidance
- Sustainability Scorecard

Our Proposal & Approach

- Mapping of stakeholders, identification of expectations and requirements, and alignment with the SDGs
- Strengthen internal reporting systems for completed and under construction motorway (238 km)
- Set Sustainability strategic priorities aligned with corporate culture
- Adoption of recognised Standards, frameworks and guidelines



BANK OF CYPRUS

Years of engagement: 2020, 2019

SECTOR
Finance

LOCATION
Cyprus

REACH
International

Challenge

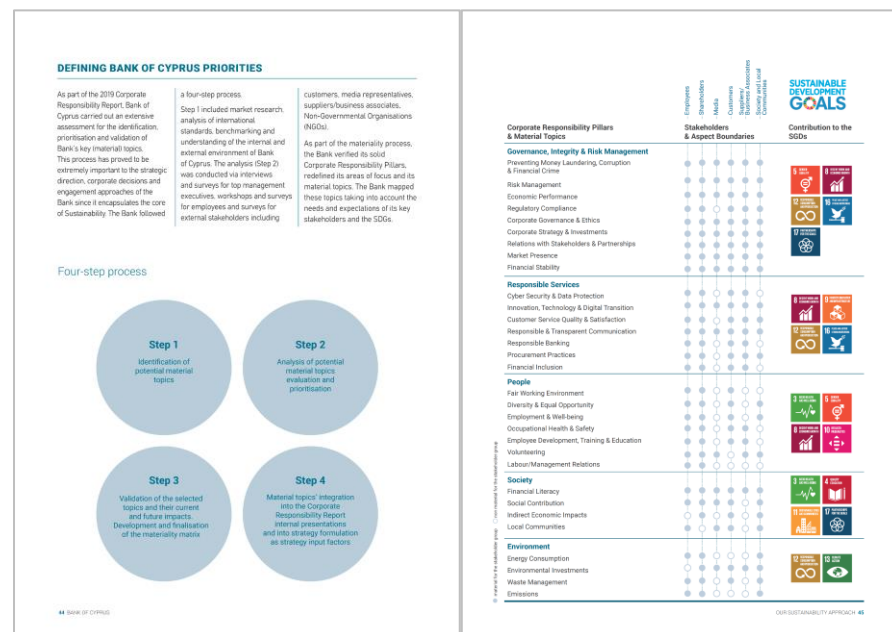
- Improve Sustainability Indexes ratings
- Enhance Investor trust
- Empower employees and improve engagement in Sustainability
- Showcase best practices

Deliverables

- GRI Standards Sustainability Report
- Materiality Analysis (internal & external stakeholders)
- SDG mapping
- Internal workshop for Sustainability integration

Our Proposal & Approach

- Extensive engagement with internal stakeholders
- Spotlight on “How we create value”
- Build the Business case of Sustainability across the business
- Build internal capacity



OLYMPIA ODOS

Years of engagement: 2020, 2019

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
National

Challenge

- Identify focus areas and key material topics
- Ensure that the opinions of all major stakeholders are taken into account
- Materiality assessment to be included in the Sustainability report
- Demonstrate leadership and meet sector best practices

Deliverables

- Mapping, stakeholder prioritisation and engagement
- Materiality Analysis (internal & external stakeholders)
- GRI Standards Sustainability Report
- Corporate Sustainability framework

Our Proposal & Approach

- On line survey to over 15,000 stakeholders from 17 categories
- Extended internal survey and engagement to identify prevailing corporate culture and identity
- Integrate internal and external feedback to Sustainability framework
- Strengthen internal reporting systems for completed and under construction motorway (201 km)

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

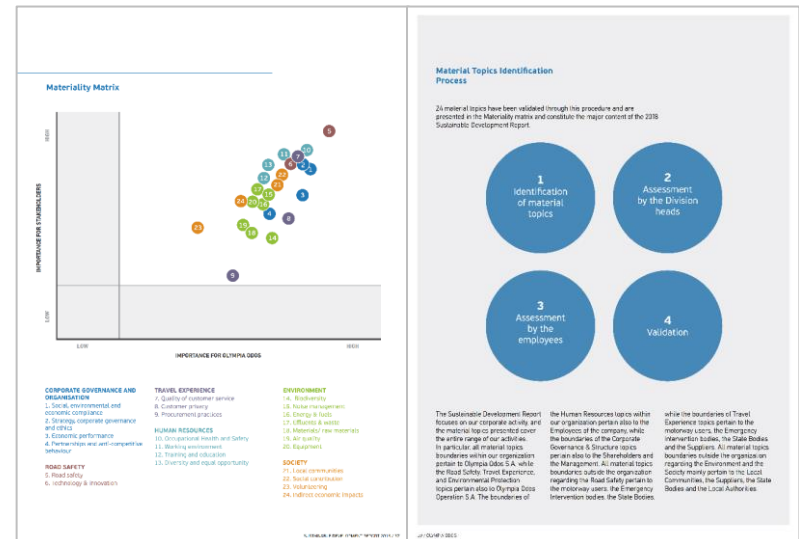
With this questionnaire, we give the floor to you and seek your opinion on how **Olympia Odos** approaches Sustainable Development.

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](#)



TERNA ENERGY

Years of engagement: 2018, 2017

SECTOR
Renewable
Energy

LOCATION
Greece

REACH
International

Challenge

- Identify material topics at group level for operations in USA and Europe
- Demonstrate leadership and promote best practice
- Respond to stakeholder concerns and create a platform for ongoing dialogue
- Be consistent with sector best practices

Deliverables

- Integrate materiality within the GRI Standards Report
- Focus on the material topics identified as per stakeholder input, market requirements and company direction
- Corporate Responsibility framework based on materiality outcomes

Our Proposal & Approach

- Enhance understanding of Sustainability internally
- Focus on key areas that represent high risk and opportunity areas
- Align with the SDGs
- Aggregate data and information from USA and Europe operations

TERNA ENERGY										
Material issues										
TERNA ENERGY CORPORATE RESPONSIBILITY MATERIAL ISSUES	CUSTOMERS	SHAREHOLDERS & INVESTORS	EMPLOYEES	PROVIDERS OF CAPITAL	LOCAL COMMUNITIES	LOCAL AUTHORITIES	REGULATORY AUTHORITIES AND GOVERNMENT BODIES	SUPPLIERS AND ASSOCIATES	OTHER COMPANIES IN THE SECTOR	MEDIA
Financial performance	■	■	■	■	■	■	■	■	■	■
Biodiversity	■	■	■	■	■	■	■	■	■	■
Environmental compliance	■	■	■	■	■	■	■	■	■	■
Occupational Health and Safety	■	■	■	■	■	■	■	■	■	■
Training and development	■	■	■	■	■	■	■	■	■	■
Local communities (impact assessment and engagement)	■	■	■	■	■	■	■	■	■	■
Anti-competitive behaviour	■	■	■	■	■	■	■	■	■	■
Social compliance	■	■	■	■	■	■	■	■	■	■
Planning and response to disasters and emergencies	■	■	■	■	■	■	■	■	■	■
Compliance with laws and regulations	■	■	■	■	■	■	■	■	■	■

MATERIAL ISSUES	BOUNDARIES		LIMITATIONS	GROUP'S RESPONSE (PAGE)	SUSTAINABLE DEVELOPMENT GOALS (SDG)
	INSIDE	OUTSIDE			
Financial performance	✓	✓		16-19, 28-30, 60, 70-73	7, 8, 16
Biodiversity	✓	✓		67-68	13
Environmental compliance	✓	✓		62-68	12, 13
Occupational Health and Safety	✓	✓		48-54	8
Training and development	✓	✓		45	8
Local communities (impact assessment and engagement)	✓	✓		60, 70-73	7, 8, 12
Anti-competitive behaviour	✓	✓		22-26	16
Social compliance	✓	✓		70-73	7, 8, 12, 16
Planning and response to disasters and emergencies	✓	✓		51-52	7, 8, 13
Compliance with laws and regulations	✓	✓		22-26	7, 8, 12

4.3 Management of Corporate Responsibility Material Issues

Corporate Responsibility issues cover all the company's business operations. As their effective management requires specialised knowledge, experience and skill, a dedicated Corporate Responsibility Team has been set up with executives from all main company departments. The team is coordinated by the Department of Communications and Corporate Social Responsibility.

The team's responsibilities include:

- collecting information and data to issue the annual Corporate Responsibility Report
- cross-checking and confirming the correctness and completeness of the data
- briefing employees and partners about initiatives related to Corporate Responsibility
- briefing Senior Management about material aspects and the actions implemented
- setting out the procedures required to increase the effectiveness of Corporate Responsibility actions
- coordinating actions focused on: Environment, Society, Human Resources, Health and Safety, Suppliers, Corporate Governance

4.4 Achieving the Sustainable Development Goals

Goal 7: Affordable and clean energy

The 7th goal is primarily linked to ensuring universal access to affordable, reliable and modern energy services, and to substantially increasing the share of renewable energy sources in the global energy mix. Through its business scope, TERNA ENERGY supports the global goal of improving energy efficiency, while expanding infrastructure and upgrading technologies to provide modern and sustainable energy services.

Goal 13: Action to combat climate change

The risks and opportunities resulting from climate change affect all aspects of human life and decisions taken at local, national and international level. TERNA ENERGY has taken measures and initiatives, in the context of the developed countries actions, to address climate change at national level. In 2016, the company's total energy production from RES was 1,708,944 MWh, which helped avoid the generation of about 1,244,530 tonnes of CO₂.

GRI Content Index Alignment, SDGs mapping Alignment and GRI Review services

NEA ODOS

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

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
National

Challenge

- Enhance internal and external stakeholders faith in reporting and increase trust
- Continuously improve the quality of the Report
- Improve communication with stakeholders based on transparency

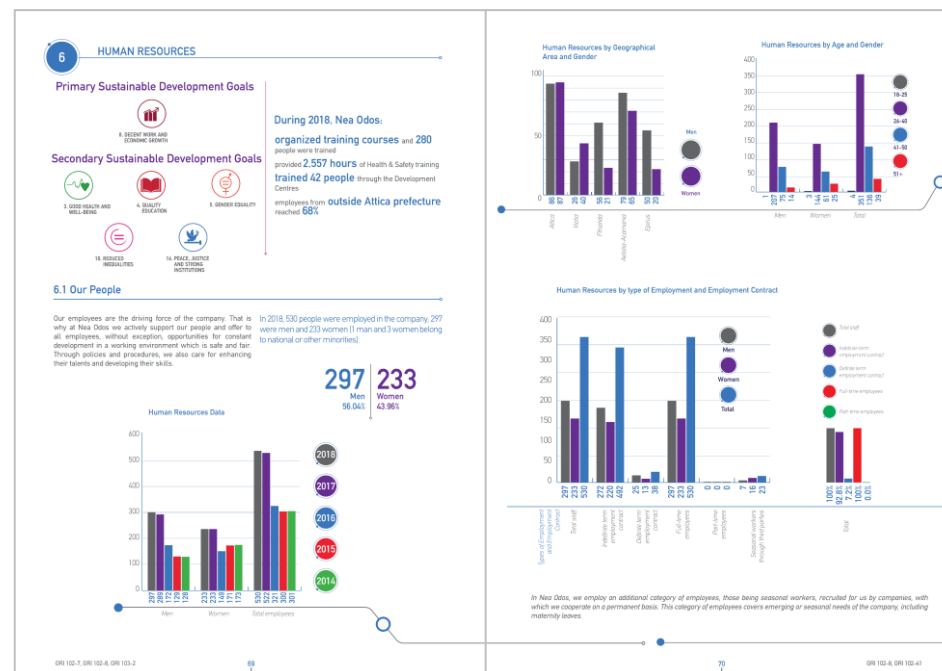
Deliverables

- Secure the GRI mark, the formal confirmation that the report has undergone and successfully completed the GRI Service
- Develop a credible Sustainability report

Our Proposal & Approach

- Collaborate with the GRI, to confirm that SDGs referenced in the report are correctly mapped against the selected disclosures
- Assure that the disclosures referenced in the report are easily traceable, as per GRI guidelines
- Secure the GRI mark for Nea Odos
- Complete the service seamlessly, with no additional stress for the client

GRI CONTENT INDEX			
For the SDG Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs.			
GRI STANDARD	DISCLOSURE	FALSE MESSAGES AND/OR URLS	SDG LINKAGE TO DISCLOSURE
GRI 101 Foundation 2016			
GENERAL DISCLOSURES			
Organizational Profile			
GRI 102 General Disclosures 2016	102-1 Name of the organization	11	
	102-2 Activities, brands, products, and services	11, 12	
	102-3 Location of headquarters	108	
	102-4 Location of operations	11	
	102-5 Ownership and legal form	11, 13	
GRI 103 Management of the organization	103-1 Materials sourced	11	
	103-2 Scale of the organization	11, 14, 15, 40, 41	
	103-3 Information on employees and other workers	40, 70	6. Provide outcomes, include and sustainable economic growth, full and productive employment and decent work for all
	103-4 Supply chain	44-47	
	103-5 Significant changes in the organization and its supply chain	13, 107	
	103-11 Procurement Principles or approach	18, 16, 16, 19, 25, 30	
	103-12 External initiatives	22, 23, 35	
	103-13 Membership of associations	22	
	Strategy		
	103-14 Statement from senior decision-maker	4	
GRI 104 Key impacts, risks, and opportunities	104-15 Key impacts, risks, and opportunities	4, 13, 16, 19, 31, 23, 24, 31, 74, 81, 80, 97	
	Ethics and Integrity		
	104-16 Values, principles, standards, and norms of behaviour	4, 10	14. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Governance			
GRI 105 Governance structure	105-15 Governance structure	13-15	
	Stakeholder Engagement		
	105-40 List of stakeholder groups	27, 29	
	105-41 Collective bargaining agreements	79	6. Provide outcomes, include and sustainable economic growth, full and productive employment and decent work for all
	105-42 Identifying and selecting stakeholders	29	
GRI 106 Approach to stakeholder engagement	106-43 Approach to stakeholder engagement	27-32	
	106-44 Key topics and concerns raised	27-29, 32	
Reporting Practice			
102-43 Entities included in the consolidated financial statements		https://www.neaodos.gr/financial-statements	



KPI

Years of engagement: 2019, 2018, 2017

SECTOR
Oil & Gas

LOCATION
Kuwait
Netherlands

REACH
International

Challenge

- Improve the accuracy and usability of the GRI content
- Develop an award winning Sustainability Report
- Adopt internationally recognised Sustainability Reporting Standards

Our Proposal & Approach

- Collaborate with the GRI, to confirm that the GRI content index is clearly presented
- Ensure that the references for all disclosures included, align with the appropriate sections in the body of the report, as per GRI guidelines
- Secure the GRI mark for KPI
- Complete the service seamlessly

Deliverables

- Secure the GRI mark, the formal confirmation that the report has undergone and successfully completed the GRI Service
- Develop a credible Sustainability report (Comprehensive GRI Standards Report)
- Winner of 3 International Sustainability Awards



GRI CONTENT INDEX FOR 'IN ACCORDANCE' – COMPREHENSIVE OPTION			
General Standard Disclosures	Page	Omissions In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission	External Assurance Include: The Standard Disclosure has been externally assured. If not, include the page reference for the External Assurance Statement in the report.
STRATEGY AND ANALYSIS			
G4-1	6, 7, 8, 9		-
G4-2	5, 6, 7, 8, 9, 17		-
ORGANIZATIONAL PROFILE			
G4-3	5		-
G4-4	10, 14, 15		-
G4-5	10		-
G4-6	14, 15, 16		-
G4-7	13, 14		-
G4-8	15, 16		-
G4-9	10, 14, 15, 17, 44, 45		-
G4-10	44, 45, 46, 47, 48, 49, 50, 51, 52		-
G4-11	55, 64		-
G4-12	72, 74, 75		-
G4-13	100, 102		-
G4-14	27, 31, 32, 33, 63, 77, 78, 79		-
G4-15	20, 21		-
G4-16	21		-
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	14	Considered financial statements as other material disclosures are not publicly available. The company does not publish an annual financial report.	-
G4-18	36, 37, 38, 39, 41		-
G4-19	40		-



2. GRI Content Index			
This report has been prepared in accordance with the GRI Standards Comprehensive option.			
General Standard Disclosures	Disclosures	Page number(s) index (GRI)	Disclosures
ORGANIZATIONAL PROFILE			
GRI 100-1 Name of the reporting entity	100-1 Name of the reporting entity	10	
GRI 100-2 Location, assets, products, and services	100-2 Location, assets, products, and services	10-14	
GRI 100-3 Location of headquarters	100-3 Location of headquarters	10, 12, 20, 21	
GRI 100-4 Location of operations	100-4 Location of operations	10, 12, 20, 21	
GRI 100-5 Location of operations	100-5 Location of operations	10, 12, 20, 21	
GRI 100-6 Location of operations	100-6 Location of operations	10, 12, 20, 21	
GRI 100-7 Location of operations	100-7 Location of operations	10, 12, 20, 21	
GRI 100-8 Location of operations	100-8 Location of operations	10, 12, 20, 21	
GRI 100-9 Location of operations	100-9 Location of operations	10, 12, 20, 21	
GRI 100-10 Location of operations	100-10 Location of operations	10, 12, 20, 21	
GRI 100-11 Location of operations	100-11 Location of operations	10, 12, 20, 21	
GRI 100-12 Location of operations	100-12 Location of operations	10, 12, 20, 21	
GRI 100-13 Location of operations	100-13 Location of operations	10, 12, 20, 21	
GRI 100-14 Location of operations	100-14 Location of operations	10, 12, 20, 21	
GRI 100-15 Location of operations	100-15 Location of operations	10, 12, 20, 21	
GRI 100-16 Location of operations	100-16 Location of operations	10, 12, 20, 21	
GRI 100-17 Location of operations	100-17 Location of operations	10, 12, 20, 21	
GRI 100-18 Location of operations	100-18 Location of operations	10, 12, 20, 21	
GRI 100-19 Location of operations	100-19 Location of operations	10, 12, 20, 21	
GRI 100-20 Location of operations	100-20 Location of operations	10, 12, 20, 21	
GRI 100-21 Location of operations	100-21 Location of operations	10, 12, 20, 21	
GRI 100-22 Location of operations	100-22 Location of operations	10, 12, 20, 21	
GRI 100-23 Location of operations	100-23 Location of operations	10, 12, 20, 21	
GRI 100-24 Location of operations	100-24 Location of operations	10, 12, 20, 21	
GRI 100-25 Location of operations	100-25 Location of operations	10, 12, 20, 21	
GRI 100-26 Location of operations	100-26 Location of operations	10, 12, 20, 21	
GRI 100-27 Location of operations	100-27 Location of operations	10, 12, 20, 21	
GRI 100-28 Location of operations	100-28 Location of operations	10, 12, 20, 21	
GRI 100-29 Location of operations	100-29 Location of operations	10, 12, 20, 21	
GRI 100-30 Location of operations	100-30 Location of operations	10, 12, 20, 21	
GRI 100-31 Location of operations	100-31 Location of operations	10, 12, 20, 21	
GRI 100-32 Location of operations	100-32 Location of operations	10, 12, 20, 21	
GRI 100-33 Location of operations	100-33 Location of operations	10, 12, 20, 21	
GRI 100-34 Location of operations	100-34 Location of operations	10, 12, 20, 21	
GRI 100-35 Location of operations	100-35 Location of operations	10, 12, 20, 21	
GRI 100-36 Location of operations	100-36 Location of operations	10, 12, 20, 21	
GRI 100-37 Location of operations	100-37 Location of operations	10, 12, 20, 21	
GRI 100-38 Location of operations	100-38 Location of operations	10, 12, 20, 21	
GRI 100-39 Location of operations	100-39 Location of operations	10, 12, 20, 21	
GRI 100-40 Location of operations	100-40 Location of operations	10, 12, 20, 21	
GRI 100-41 Location of operations	100-41 Location of operations	10, 12, 20, 21	
GRI 100-42 Location of operations	100-42 Location of operations	10, 12, 20, 21	
GRI 100-43 Location of operations	100-43 Location of operations	10, 12, 20, 21	
GRI 100-44 Location of operations	100-44 Location of operations	10, 12, 20, 21	
GRI 100-45 Location of operations	100-45 Location of operations	10, 12, 20, 21	
GRI 100-46 Location of operations	100-46 Location of operations	10, 12, 20, 21	
GRI 100-47 Location of operations	100-47 Location of operations	10, 12, 20, 21	
GRI 100-48 Location of operations	100-48 Location of operations	10, 12, 20, 21	
GRI 100-49 Location of operations	100-49 Location of operations	10, 12, 20, 21	
GRI 100-50 Location of operations	100-50 Location of operations	10, 12, 20, 21	

Delivered in partnership with local partner

KENTRIKI ODOS

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

SECTOR
Concessionaire
PPP

LOCATION
Greece

REACH
National

Challenge

- Give internal and external stakeholders more faith in reporting and increase trust
- Continuously improve the quality of the Report
- Improve communication with stakeholders based on transparency

Deliverables

- Secure the GRI mark, the formal confirmation that the report has undergone and successfully completed the GRI Service
- Develop a credible Sustainability report

Our Proposal & Approach

- Collaborate with the GRI, to confirm that SDGs as referenced in the report are correctly mapped against the selected disclosures
- Assure that the disclosures referenced in the report are easily traceable, as per GRI guidelines
- Secure the GRI mark for Kentriki Odos
- Complete the service seamlessly, with no additional stress for the client



11 GRI CONTENT INDEX				
For the 2020 Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs.				
GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION	SDG LINKAGE TO DISCLOSURE
GRI 101: Foundation 2016				
GENERAL DISCLOSURES				
GRI 100: General Disclosures 2016	Organizational Profile			
	100-1 Name of the organization	12		
	100-2 Activities, brands, products, and services	12, 13		
	100-3 Location of headquarters	11		
	100-4 Location of operations	12		
GRI 102: Information and Insights 2016	102-1 Information and insights	13, 14		
	102-4 Metrics used	12		
	102-7 Size of the organization	12, 14, 17, 42, 43		
	102-8 Information on employees and other workers	42, 43		8. Provide context, include and elaborate economic growth, social and production impacts and labor force.
	102-9 Supply chain	97, 40		
	102-10 Significant changes to the organization and its supply chain	14, 90		
	102-11 Precautionary Principle of approach	11, 14, 28, 29, 37		
	102-12 External initiatives	23, 24, 34		
	102-13 Membership of associations	33		
	Strategy			
GRI 103: Key Impacts, Risks, and Opportunities 2016	103-1a Statement from senior decision-maker	7		
	103-1b Key impacts, risks, and opportunities	7, 14, 15, 20, 31, 34, 35, 45, 74, 79, 81		
	Ethics and Integrity			
GRI 104: Values, Principles, Standards, and Norms of Behaviour 2016	104-1 Values, principles, standards, and norms of behaviour	10, 11		14. Provide context, include and elaborate economic growth, social and production impacts and labor force.
	Governance			
	104-1b Governance structure	14, 15, 19		
GRI 105: Stakeholder Engagement 2016	Stakeholder Engagement			
	105-1a List of stakeholder groups	26, 27		
	105-1b Collective bargaining agreements	43		15. Provide context, include and elaborate economic growth, social and production impacts and labor force.
GRI 106: Identifying and Selecting Stakeholders 2016	106-1 Identifying and selecting stakeholders	26		
	106-2 Approach to stakeholder engagement	26-31		
	106-3 Key topics and concerns raised	26, 30		
Reporting Practices 2016	Reporting Practices			
	107-1a Entities included in the consolidated financial statements	https://www.kentriki-odos.gr/financial-statements		
	107-1b Defining report content and scope boundaries	26-31		

External Assurance

KAUFLAND

Years of engagement: 2017, 2016

SECTOR
Retail & FMCG

LOCATION
Romania

REACH
National

Challenge

- Improve the quality, accuracy and reliability of data and information in the report
- Enhance credibility of the Sustainability report
- Enhance effective stakeholder communication based on trust and transparency

Deliverables

- Deliver an Independent Assurance Statement which is included in the report
- Submit feedback report to management with relevant recommendations
- Develop a credible Sustainability report with the AA1000 mark

Our Proposal & Approach

- Conduct external assurance for the Sustainability report and deliver an Independent Assurance Statement to be included in the report
- Deliver a feedback report to management with recommendations
- Reduce risks for stakeholders and increase the value and credibility of the report
- Ensure compliance with AA1000 Assurance Standard

Sustainability Knowledge Group's Independent Assurance Statement

Introduction

Kaufland Romania is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

KAUFLAND Responsibility

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Sustainability Knowledge Group Responsibility, Independence and Impartiality

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Assurance Scope, Type and Level

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Summary of Work performed

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Limitations

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Key observations

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Findings and Conclusions

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Recommendations

The Sustainability Knowledge Group is pleased to announce that it has been selected by the Sustainability Knowledge Group to conduct an independent assurance of its Sustainability Report for 2017. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018. The assurance was conducted by the Sustainability Knowledge Group on 10-11 October 2018.

Key observations

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Findings and Conclusions

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Non-Financial Reporting according to the Directive 2014/95/EU

THRACE PLASTICS (THRACE GROUP)

Years of engagement: 2017

SECTOR
Technical Fabrics
Packaging Solutions

LOCATION
Europe

REACH
International

Challenge

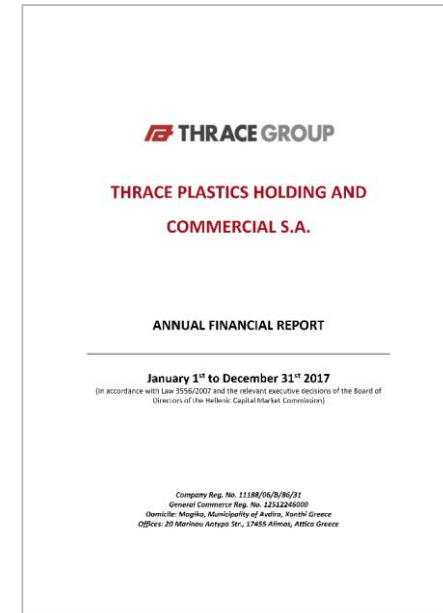
- Comply with the EU Directive on Non-Financial Reporting 2014/95/EU

Deliverables

- Develop a non financial section within the annual financial report, focusing on Sustainability matters and impacts:
 - ✓ environmental
 - ✓ social and employee-related,
 - ✓ respect for human rights,
 - ✓ anti-corruption and bribery
- Actively engage with employees to increase understanding and buy-in for Sustainability

Our Proposal & Approach

- Improve disclosure of social and environmental information
- Demonstrate accountable, transparent and responsible business behaviour and sustainable growth





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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