



**21**

**SUSTAINABLE  
DEVELOPMENT  
REPORT**





**ACS**

Our mission is People

## 2021 HIGHLIGHTS



### FINANCIAL RESULTS



**7,3%** increase in turnover

### ENVIRONMENT (E)



**4,6% reduction** in indirect greenhouse gas emissions (Scope 2 emissions)

**7%** reduction in emission intensity

**100** new parking spaces for electric cars

### SOCIETY (S)



**555** employees

**1.033** human-hours of training and **4.566** hours of training of ACS shops through e-learning

**€889.302** for our social contribution

### GOVERNANCE (G)



**Zero** incidents and complaints on matters of corruption, unfair competition, anti-competitive behavior, anti-trust and monopoly practices.

**Full compliance** with laws and regulations in the social and environmental area

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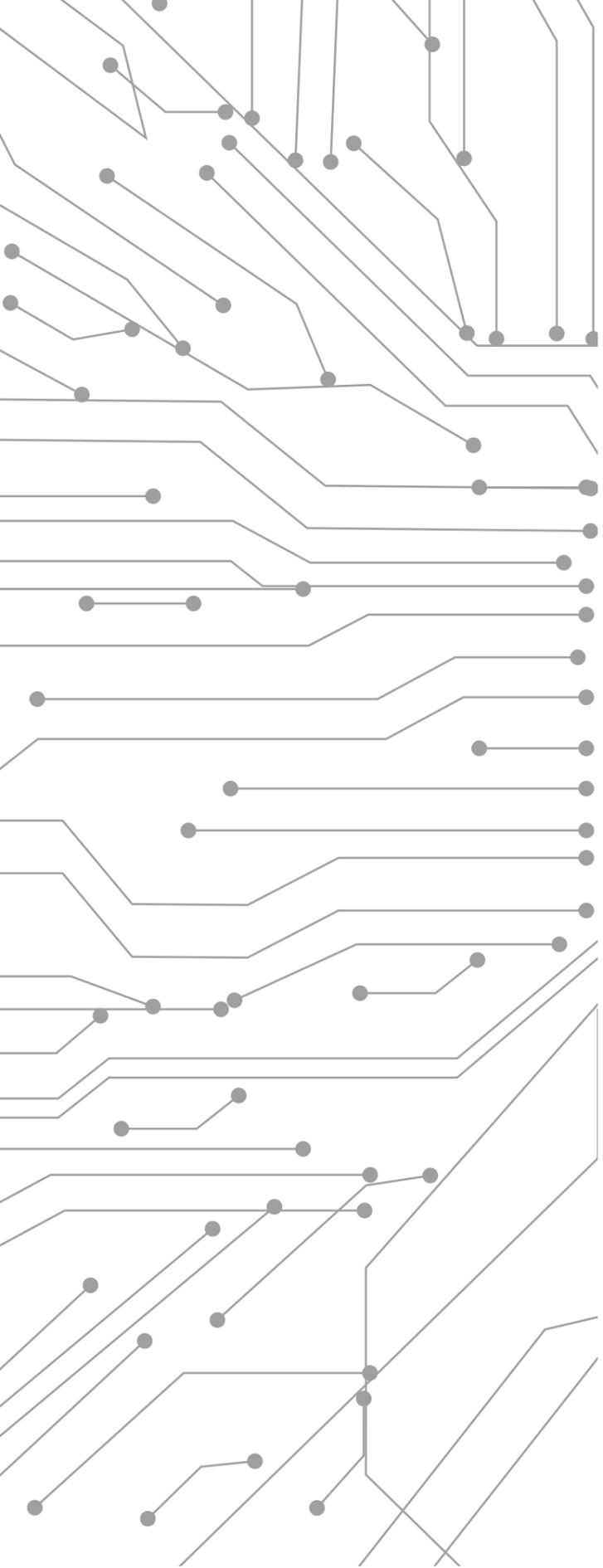
## About the Report

[GRI 102-48, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-53, GRI 102-54]

The Sustainable Development Report of ACS concern the period 1.1.2021 - 31.12.2021. This report is our 8th annual report and was drafted in accordance with the core option of the Global Reporting Initiative (GRI) standard. The previous report was issued in September 2021 and concerned the reporting period 1.1.2020-31.12.2020.

This report by ACS is part of the 2021 Sustainable Development Report of the Quest Group, which includes the completed publications of the GRI indicators as well as selected, basic, advanced and industry indicators of the ESG 2022 Information Publication Guide, issued by the Athens Stock Exchange (<https://www.quest.gr/>).

At the same time, the Quest Group report presents the new ESG strategy of the Group, from which the goals have been incorporated into the business models of its companies.



ACS

## The Company

[GRI 102-2, 102-3, 102-4, 102-5, 102-6, 102-7]

ACS is a leader in the courier sector in Greece. With more than 40 years of experience, ACS operates in Greece, Cyprus, Albania and Bulgaria with local representatives. The company has the largest network of courier stores in Greece, with more than 600 service points and 3,000 specialized employees. We have certifications on matters of quality (ISO 9001:2015) and the environment (ISO 14001:2015). Every year ACS manages more than 60 million shipments, covering 100% of Greece and overseas, and having established collaborations with the biggest international companies. The company is registered at Petrou Ralli 36-38, Aigaleo, Attica 122 41, Greece.

## Our vision and mission

Our vision and mission is to remain the leading courier company in Greece and Cyprus. For this reason, we focus on the continuous improvement of the quality of the services provided and the continuous increase of the value of the company. We address the challenges of our times and competition with long-term planning, boldness and creativity.

## Our Values

- » Servicing Customers and providing added value
- » Ethos and integrity
- » Respect and trust
- » Teamwork/Compassion in decision making
- » Respect for colleagues and partners

## 2021 Awards and Distinctions

### DIAMONDS OF THE GREEK ECONOMY

Award for the most economically sound and fastest growing company in the courier and postal-service market from New Time Publishing.

Under the auspices of the Athens Stock Exchange and the Hellenic Tourism Organization (EOT).



### TRUE LEADERS OF THE GREEK ECONOMY

"True Leader" distinction for ACS, as the leading company in its industry based on the development of its basic economic figures, by ICAP Group.

Under the auspices of the Hellenic Ministry of Economy and Development and the Hellenic Federation of Enterprises (SEV).



### LEADERS OF THE GREEK ECONOMY, "THE PROTAGONISTS OF SECTORS", "COURIER SERVICES" SECTOR

Highlighting the leading position of ACS in the market, based on objective economic indicators and criteria, by Direction Business Network.

Under the auspices of the Hellenic Ministry of Economy & Development and the Hellenic Federation of Enterprises (SEV).



### «BRAVO IN ACTION»

Distinction in the Bravo Sustainability Dialogue & Awards 2021 for the ACS initiative to offer its services and the nationwide network of its stores free-of-charge at the disposal of NGOs and other organizations to tackle the CoViD-19 pandemic



## Certifications for 2021

- ISO 9001:2015 Certificate: Quality Management systems
- ISO 14001:2015 Certificate: Environmental Management System

# CREATING VALUE <IR>

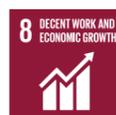
## Our Business Model for Sustainable Development

INPUT	BUSINESS ACTIVITIES AND PRACTICES	OUTPUT
<p><b>FINANCIAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Equity</li> </ul> <p><b>INDUSTRIAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Buildings</li> <li>Infrastructure (sorting centers)</li> <li>Fleet (transport)</li> <li>Computer equipment</li> </ul> <p><b>INTELLECTUAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Software and systems                             <ul style="list-style-type: none"> <li>» Automatic sorting systems</li> <li>» Systems for tracking and locating shipments</li> </ul> </li> <li>Procedures/training programs, protocols</li> <li>Reputation / Trust</li> </ul> <p><b>HUMAN CAPITAL</b></p> <ul style="list-style-type: none"> <li>Total human resources</li> <li>Knowledge, skills and abilities</li> <li>Ethical values</li> <li>Trust/loyalty</li> </ul> <p><b>SOCIAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Cooperating with international courier and transport networks to manage shipments</li> <li>Relationships with stakeholders</li> </ul> <p><b>NATURAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Action</li> <li>Water</li> <li>Raw materials and materials</li> </ul>	<p><b>PRIMARY</b></p> <ul style="list-style-type: none"> <li>Development and provision of postal services</li> </ul> <p><b>AUXILIARY</b></p> <ul style="list-style-type: none"> <li>Quality, infrastructure security, data protection and operational continuity</li> <li>Marketing services</li> <li>Human resource management</li> <li>Management of customer service requests</li> <li>Monitoring of quality indicators</li> <li>Legal Services (Anti-corruption and anti-competitive behavior practices)</li> <li>Personal data management</li> <li>Evaluation of agents / partners / Code of Conduct</li> <li>Managing relationships with stakeholders</li> <li>Services to the community, corporate volunteerism</li> <li>Implementation of the Environmental Management System                             <ul style="list-style-type: none"> <li>» Actions to improve the environmental footprint</li> <li>» Use of renewable energy sources (photovoltaics)</li> <li>» Actions to reduce greenhouse gas emissions and pollution during transport</li> </ul> </li> </ul>	<p><b>FINANCIAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Creating financial value / financial performance of the company</li> </ul> <p><b>INDUSTRIAL AND INTELLECTUAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad</li> <li>Ensuring quality, infrastructure security, data protection and operational continuity</li> </ul> <p><b>HUMAN CAPITAL</b></p> <ul style="list-style-type: none"> <li>Ensuring the health, safety and well-being of employees</li> <li>Providing continuing education, certification and employee development</li> <li>Diversity and Inclusion in the workplace</li> </ul> <p><b>SOCIAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Ensuring business ethics and regulatory compliance</li> <li>Creating a healthy ecosystem of agents Participating in large-scale public benefit activities</li> </ul> <p><b>NATURAL CAPITAL</b></p> <ul style="list-style-type: none"> <li>Reducing energy consumption and greenhouse gas emissions</li> <li>Circular Economy initiatives and elimination of unnecessary waste</li> </ul>

OUTCOMES Impacts for the company	OUTCOMES Impacts created by the company for its Stakeholders	OUTCOMES Impacts that the company has on the economy, society and the environment
<ul style="list-style-type: none"> <li>Increase of market share</li> <li>Expanding and developing the portfolio of solutions and services and placing them on new markets</li> <li>Exporting know-how</li> <li>Developing innovation and improving knowledge through optimal use of new technologies</li> <li>Improving continuously the company's operations and internal organization (operational excellence)</li> <li>Improving competitiveness</li> <li>Improved competitive advantage</li> <li>Long-term reduction of operating costs</li> <li>Boosting reputation / leadership</li> <li>Increasing productivity / improving customer service</li> <li>Improving opportunities for internal mobility</li> <li>Talent retention</li> <li>Improving competitive advantage as employer of choice / best workplace</li> <li>Enhancing the profile of a responsible employer</li> <li>Ensuring social authorization</li> </ul>	<p><b>GROUP SHAREHOLDERS</b></p> <ul style="list-style-type: none"> <li>Maintaining and improving their sound financial position</li> <li>Increasing confidence and satisfaction</li> </ul> <p><b>FINANCIAL INSTITUTIONS / INVESTMENT COMMUNITY</b></p> <ul style="list-style-type: none"> <li>Maintaining and improving their sound financial position</li> <li>Increasing confidence by focusing on ESG criteria</li> <li>Increasing confidence and satisfaction</li> </ul> <p><b>CUSTOMERS</b></p> <ul style="list-style-type: none"> <li>Developing innovation Improving services, internal functions and procedures</li> <li>Creating competitive advantage</li> <li>Improving productivity</li> <li>Maintaining and improving the sound financial position</li> <li>Increasing confidence and satisfaction</li> </ul> <p><b>SUPPLIERS/PARTNERS</b></p> <ul style="list-style-type: none"> <li>Creating indirect jobs</li> <li>Developing innovation and improving knowledge through the best use of new technologies</li> <li>Improving productivity</li> <li>Maintaining and improving their sound financial position</li> <li>Increasing confidence and satisfaction</li> </ul> <p><b>AGENTS</b></p> <ul style="list-style-type: none"> <li>Increasing turnover</li> <li>Improving productivity</li> <li>Strengthening employment</li> <li>Improving knowledge and upgrading skills and competencies</li> <li>Enhancing the feeling of security and reciprocity</li> <li>Improving morale</li> <li>Increasing confidence and satisfaction</li> </ul> <p><b>EMPLOYEES</b></p> <ul style="list-style-type: none"> <li>Improving knowledge and upgrading skills and competencies</li> <li>Improving the possibility of internal mobility and outside the Group</li> <li>Improving productivity</li> <li>Enhancing the feeling of security and reciprocity</li> <li>Improving morale</li> <li>Increasing confidence and satisfaction</li> </ul>	

# Economic performance

[GRI 103-1, GRI 103-2, GRI 103-3, GRI 201-1]



In 2021, with the gradual ease of the pandemic and the restoration of the market (from 10/5, when the lockdown ended), the company returned to its normal pace and delivery times, showing economic growth of + 7.3% in turnover and increase in pre-tax profitability (+ 36%).

Direct economic value generated and distributed (€ x 1000)				
Consolidated data		2019	2020	2021
Financial value generated	Revenue	110.156	127.515	137.472
	Operating costs	78.545	105.361	109.223
Financial value distributed	Employee salaries and benefits	21.350	23.815	26.321
	Payments to financing bodies	780	1.004	957
	Payments to State bodies	3.365	2.643	1.423
	Social investments	173	436	158

Total Social Contribution of ACS*		
2019	2020	2021
€512.874	€845.435	€889.302

\* in commercial value of products, services and financial contribution.

## Our Performance - Our Goals

2021 TARGETS	RESULTS FOR 2021	GOALS FOR 2022
Retention of margin > 10%.	Profit margin: 13.60%	Retention of margin > 10%.
Growth of e-commerce sales by more than 10%.	Increase of sales from e-Commerce (cash on delivery): 12.9%	Growth of e-commerce sales by more than 10%.
Growth of total sales by 10% or more.	Growth of sales: 7.8%	Growth of total sales by 10% or more.
Maintaining or increasing the company's market share (Post and Courier).	Maintaining market shares (Courier and Post).	Maintaining market shares (Courier and Post).

The Annual Financial Report for the Year 2021, which is posted on the parent company's website, contains detailed information on the financial figures of ACS and the rest of the Group's subsidiaries.

# Engagement with Stakeholders and Material issues

## Engagement with Stakeholders and Material issues

[GRI 102-40, GRI 102-42, GRI 102-43, 102-44]

The needs and requirements of stakeholders in matters relating to the environment, society and corporate governance shape the direction of the ACS operations. In preparing the report, we have consulted the stakeholders through an electronic questionnaire in order to identify the material issues of the company.

The categories of ACS stakeholders are:

- 
- Employees
  - Regulatory or professional bodies
  - Social Institutions or Non-Governmental Organizations (NGOs)
  - Media
  - Business Community
  - Financial Bodies / Investment Community
  - Local community
  - Academic community
  - Business Partners
  - Customers
  - ACS Agents

## Recognition of material issues

[GRI 102-46, GRI 102-47, GRI 102-49]

The recognition of material issues was performed by completing the three stages described below:

### » A. Recognition of relevant issues for ACS

Through consulting with stakeholders, the material issues concerning the environment, society and governance were recognized. The consultation with external and internal stakeholders was conducted through an electronic anonymous questionnaire with the aim of prioritizing the importance of the material issues (the evaluation scale started from "1-Not at all important" and ended at "5 - Very Important").

### » B. Hierarchy of issues

In order to prioritize the issues, we have taken into account the Principles of Materiality and stakeholder Participation of the GRI standard.

### » C. Validation

In the context of verifying the material issues, there was taken into account the Principle of Completeness and Participation of stakeholders of the GRI standard.

The chart below presents the material issues for ACS.



1. Ensuring the health, safety and well-being of employees
2. Protecting Customers' Personal Data and Privacy
3. Protection of critical information systems and ensuring operational continuity
4. Ensuring business ethics and combating corruption
5. Establishing a healthy ecosystem of partners, agents and a sustainable supply chain
6. Providing education (certifications) and employee development
7. Compliance with regulatory authorities
8. Providing technological solutions and services, aiming at digital transformation and modernization

## Material Issues

[GRI 102-46, GRI 103-1]

The above table presents the material issues arising from the consultation with the stakeholders and their connection with the UN Sustainable Development Goals.

MATERIAL ISSUE	WHY THE ISSUE IS CONSIDERED MATERIAL		BOUNDARY LIMITS	
	Connection with UN Sustainable Development Goals	Stakeholders directly impacted by the issue	Impact on ACS	Stakeholders outside the Company who may cause or be associated with the impacts of the issue
Ensuring the health, safety and well-being of employees		Employees	yes	• Regulatory or professional bodies
Protection of critical information systems and ensuring operational continuity		Employees	yes	• Regulatory or professional bodies
Protecting Customers' Personal Data and Privacy		• Business Partners • Customers • ACS Agents	yes	• Regulatory or professional bodies • ACS Agents
Ensuring business ethics and combating corruption		• Employees • Business Partners • Business Community	yes	• Regulatory or professional bodies • ACS Agents • Social Institutions or Non-Governmental Organizations (NGOs) • Media • Customers
Compliance with regulatory authorities		• Employees • Business Partners	yes	• Regulatory or professional bodies • Customers • ACS Agents • Social Institutions or Non-Governmental Organizations (NGOs) • Media
Providing education (certifications) and employee development		• Employees	yes	• Business Community • Regulatory or professional bodies
Establishing a healthy ecosystem of partners, agents and a sustainable supply chain		• Employees • Business Partners • Business Community	yes	• Regulatory or professional bodies • Customers
Providing technological solutions and services, aiming at digital transformation and modernization		• Business Partners		• Regulatory or professional bodies • Customers

# The Corporate Governance model

## The Corporate Governance model



[GRI 102-18, GRI 103-2]

### Corporate Governance

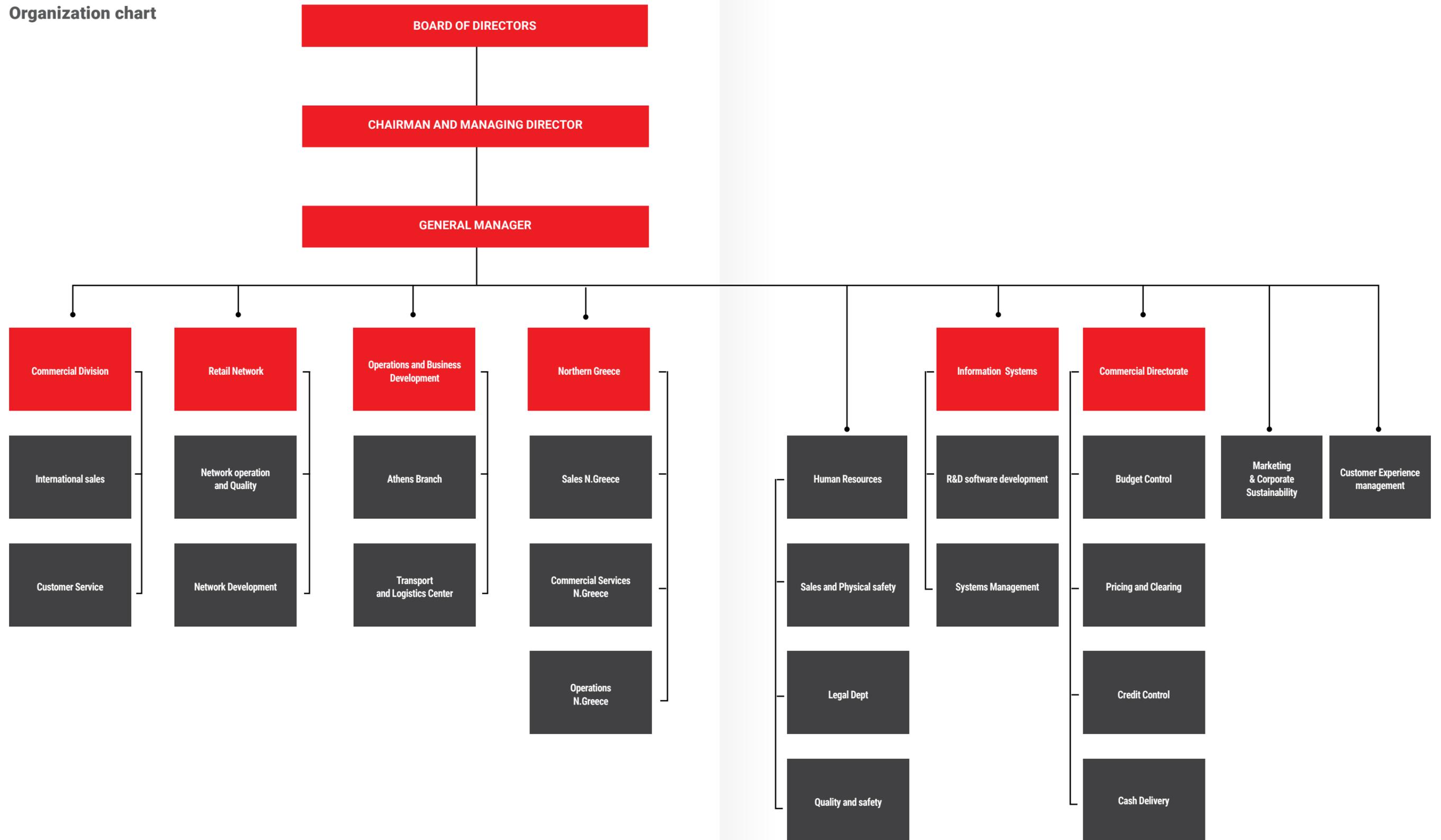
ACS is governed by a coherent, flexible and well-structured Corporate Governance framework. We follow the Greek legislation, strengthening transparency, responsible operation and making important decisions in a collective way. Our goal is the sustainable development of the company while protecting the interests of our stakeholders.

ACS observes the Internal Audit Regulation and the Internal Rules of Operation, in accordance with the requirements of the law.

Board of Directors	
Apostolos Georgantzis	Chairman and Managing Director
Eftychia Koutsourelis	Vice-Chairwoman
Konstantinos Menegakis	General Manager, Member
Theodoros Fessas	Member
Markos Bitsakos	Member
Konstantinos Rigas	Member

The Sustainable Development Team of the company, which is a subordinate of the Managing Director, manages the Sustainable Development and Corporate Social Responsibility issues. We operate on the basis of the strategic guidelines and coordination of the Quest Group's Sustainable Development Committee.

Organization chart



# Ethical business behavior, culture and regulatory compliance

[GRI 102-16, GRI 103-2]



- Material issues:**
- » Ensuring business ethics and combating corruption.
  - » Compliance with regulatory authorities.

Business ethics and compliance with legislation are absolute values, inextricably linked to our business model, history, reputation and ability to achieve our goals.

We implement the Risk Management Policy, by which we identify and record risks, as well as measures of dealing with any cases of non-compliance regarding anti-corruption and unfair competition. We also observe the Group's Ethical Conduct Policy, aiming at integrating ethical behavior into the daily work and culture of our employees.

We have created a structured control mechanism, on the basis of which employees are required to report any incident which they believe is contrary to the Ethical Conduct Policy and may involve a corruption case. All complaints shall be investigated by a committee consisting of authorized Managers.

## Our performance - Our goals

[GRI 103-3, GRI 419-1, GRI 205-3, GRI 206-1]

GOALS FOR 2021	RESULTS FOR 2021	GOALS FOR 2022
<ol style="list-style-type: none"> <li>1. Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices.</li> <li>2. Full compliance with laws and regulations in the social and environmental area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Zero incidents and/or complaints on issues related to:                             <ul style="list-style-type: none"> <li>• Corruption</li> <li>• Unfair competition</li> <li>• Anti-competitive behavior, anti-trust and monopoly practices</li> </ul> </li> <li>2. Full compliance with laws and regulations in the social and environmental area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices.</li> <li>2. Full compliance with laws and regulations in the social and environmental area.</li> </ol>

# Protection of private data and privacy of our customers

[GRI 103-2]



- Material issues:**
- » Protection of critical information systems and ensuring operational continuity
  - » Protecting customers' personal data and privacy

## Protection of Personal Data

The Quest Group Information Security Policy that we have adopted, we apply specific policies and procedures. These procedures concern:

- transport security
- assurance and protection of postal service confidentiality
- maintaining the security of postal services and ensuring confidentiality
- lifting the confidentiality of communications and assessing information risk
- image management security

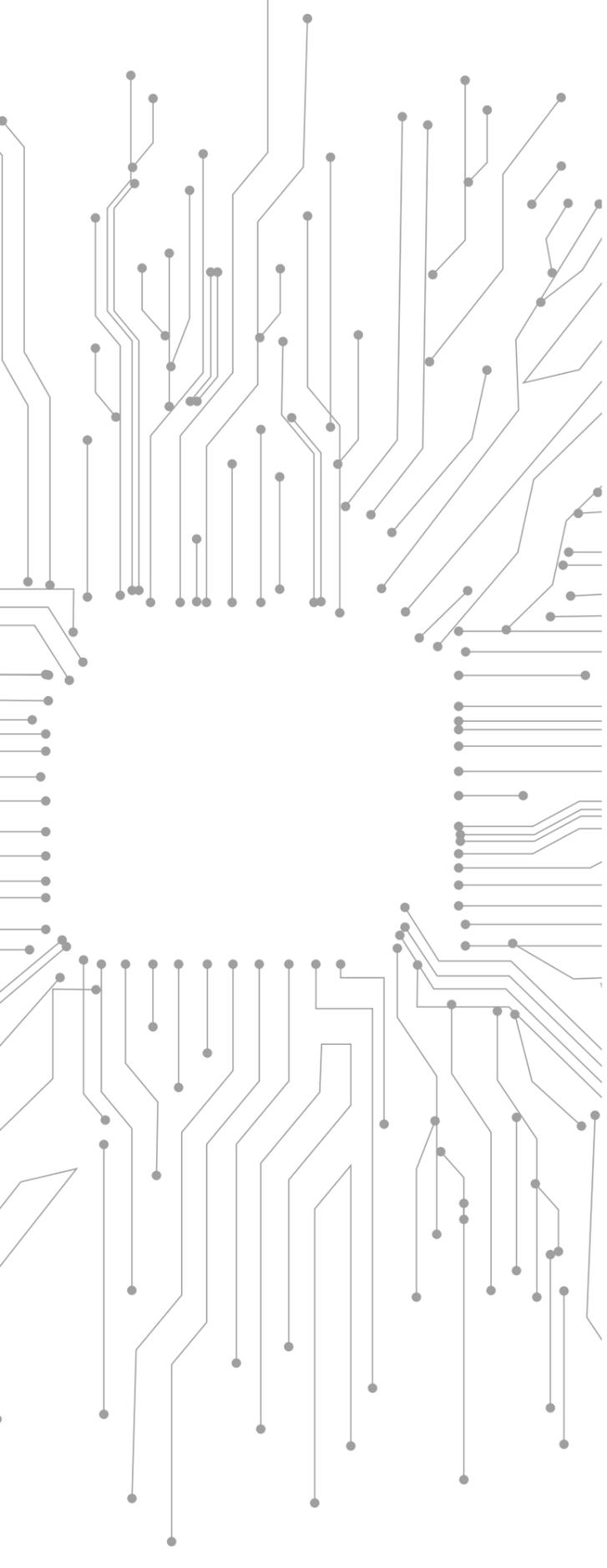
## Our performance - Our goals

[GRI 103-3, GRI 418-1, ACS Indicator]

### Protection of Personal Data

Number of substantiated complaints of shipment violation during transport		
Year	Total Shipments	Complaints
2021	60,6 million	0
2020	64,3 million	0
2019	62,5 million	1
2018	54,9 million	0

GOALS FOR 2022
1. Zero cases of non-compliance with personal data legislation.
2. Zero number of substantiated complaints of personal data breaches involving personal privacy breaches and customer data losses.
3. Maintaining or improving the availability of systems above 99.9%.
4. Zero network/system breaches.
5. <b>ESG Goal</b> - Assessment of requirements for ISO 27001:2013.
6. Use of Disaster Recovery Site for the most critical Information Technology (IT) systems and ISO 22301 certification intention.



## Our People

## Our People



[GRI 102-8, GRI 103-1, GRI 103-2, GRI 103-3, GRI 401-1]

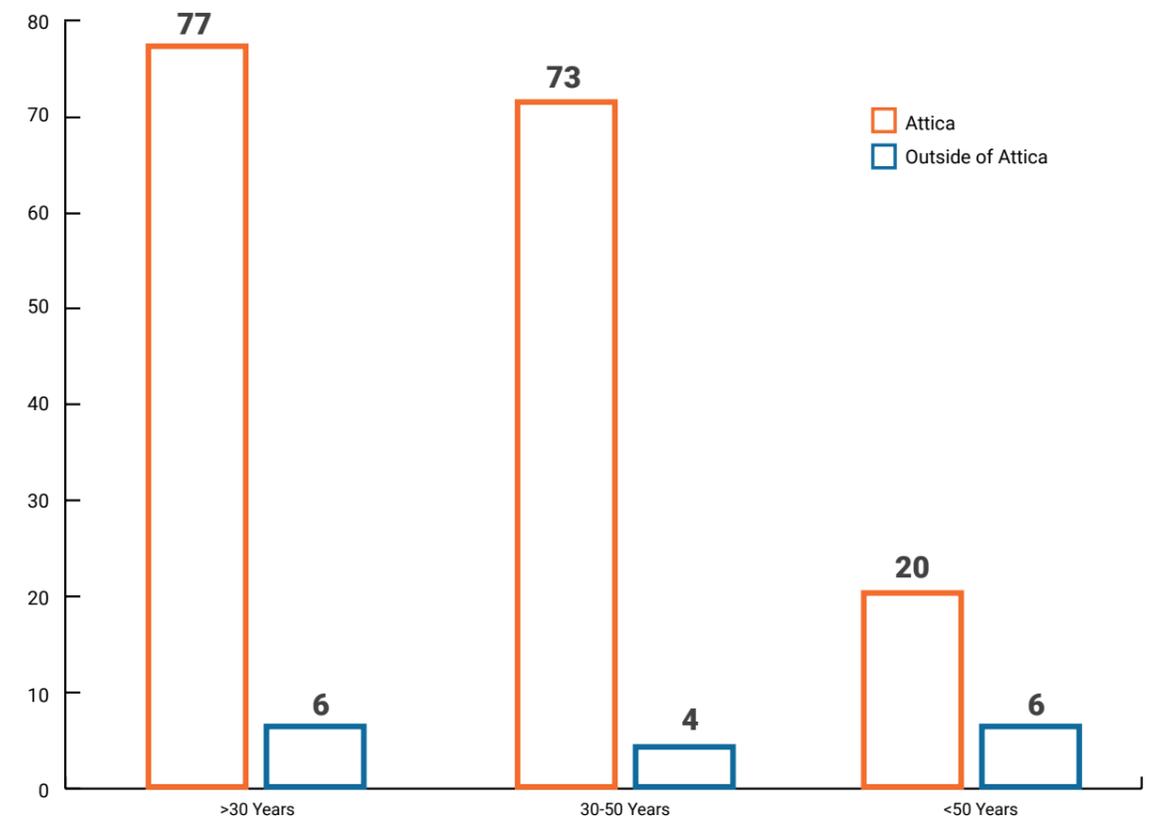
The development and training of our employees, the attraction and retention of competent executives, the provision of equal opportunities, the promotion of diversity and the protection of human rights at work are an integral part of our culture.

## Diversity and Inclusion

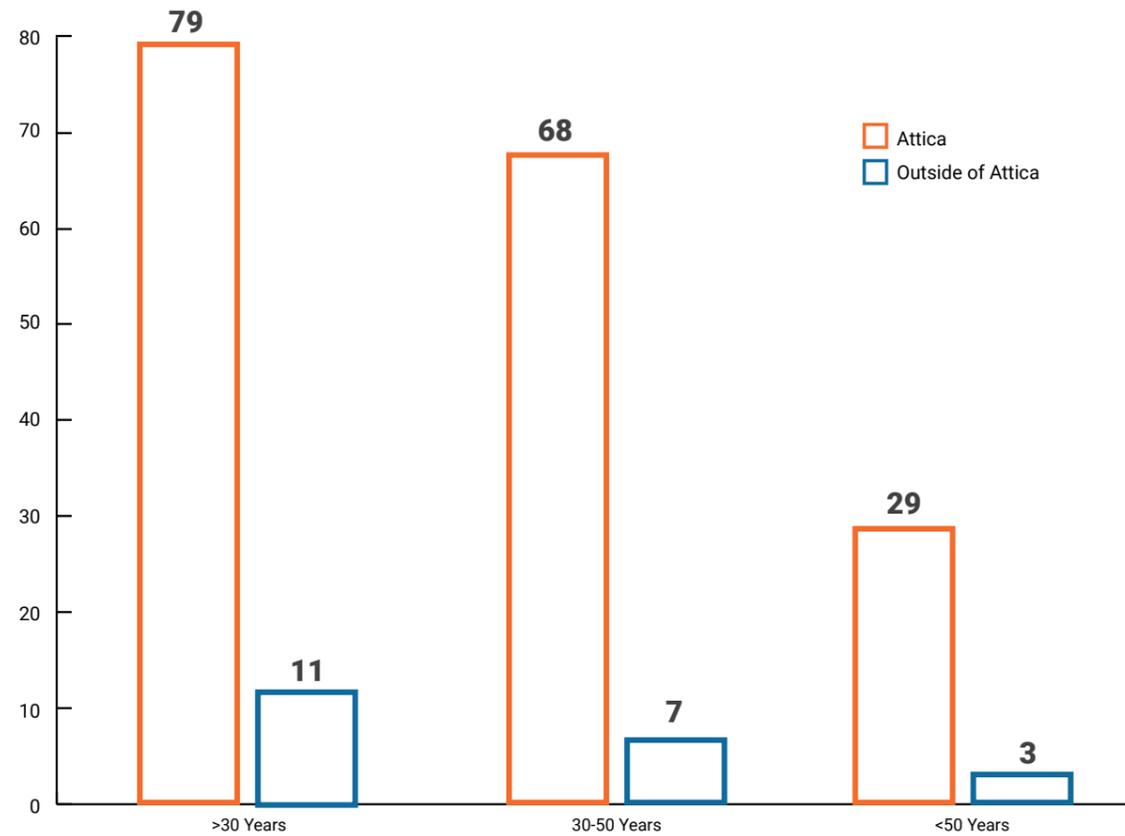
At ACS, we employ a total of 555 employees, of which the largest percentage (70%) holds an indefinite contract. Our human resources consist of 81% men and 19% women.

Attracting and retaining employees is especially important to us. We are investing in the new generation and in 2021, out of a total of 186 employees we hired, 45% were under 30 years old. At the same time we had 197 departures in 2021

New Individuals hired 2021



## Departures 2021



## Employee Development

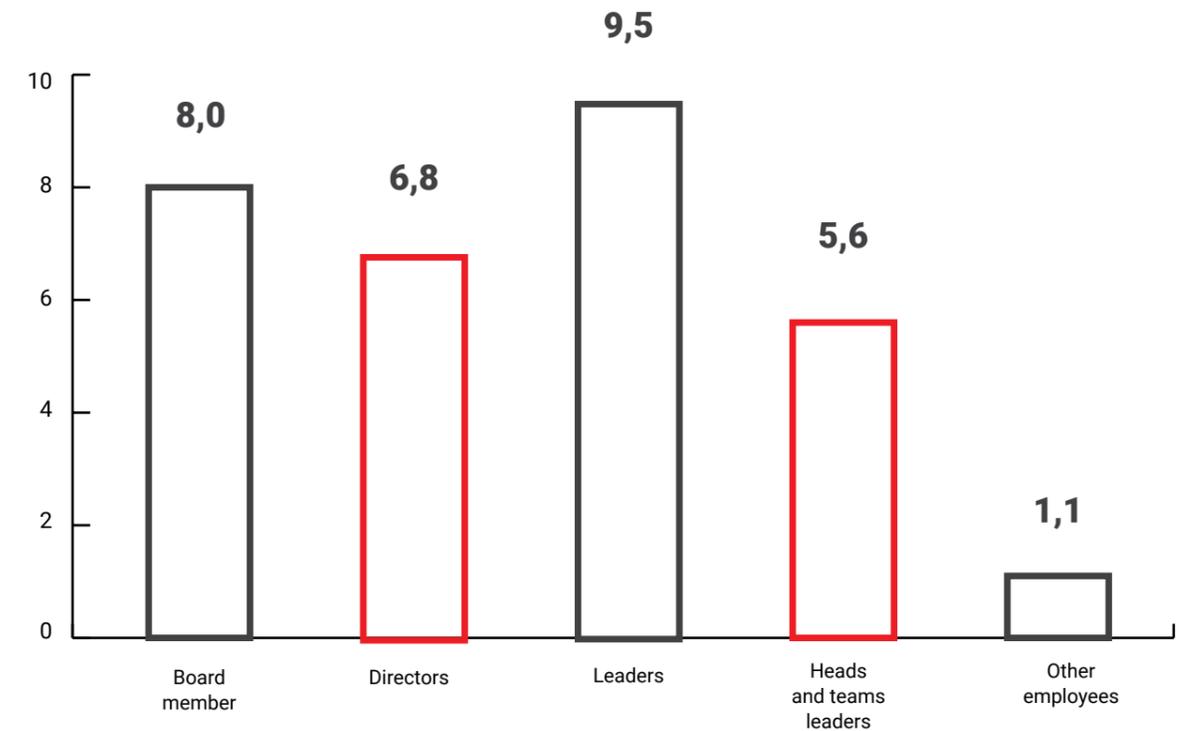


### Material issue: » Provision of training and development of employees

[103-2, GRI 103-3, GRI 404-1, GRI 404-3]

We promote the growth and development of our employees. In 2021, we invested a total of €25,831 in the development of our employees, recording 1,034 man-hours of training. The average number of man-hours per worker was 1.86 hours (average for men 1.3 and for women 4 hours respectively).

## Average hours of training per employee by function in the organization



Assessing our employees is an important part of our culture. In 2021, 100% of ACS employees participated in the annual Human Resources Assessment process.

ACS aims to create in 2022 a new modern electronic training platform for employees of the entire network of stores and headquarters. The platform will also be accessible through the mobile phone of distributors to ensure accessibility to the training of all our employees.

### Our Performance - Our Goals

#### GOALS FOR 2022

ESG Goal – 2.5% increase per employee in training hours

# Health, safety and well-being of employees

[GRI 103-2, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7]



## Material issue: » Ensuring the health, safety and well-being of employees

ACS follows the principles of the Quest Group by implementing a Health and Safety Management System at work. This system is based on the Health and Safety, Physical Security Policies of the Group and operates in full compliance with the requirements of current legislation. The system's goal is the assessment, forecasting and prevention of occupational risk, with the monitoring and recording of accidents and work-related illnesses.

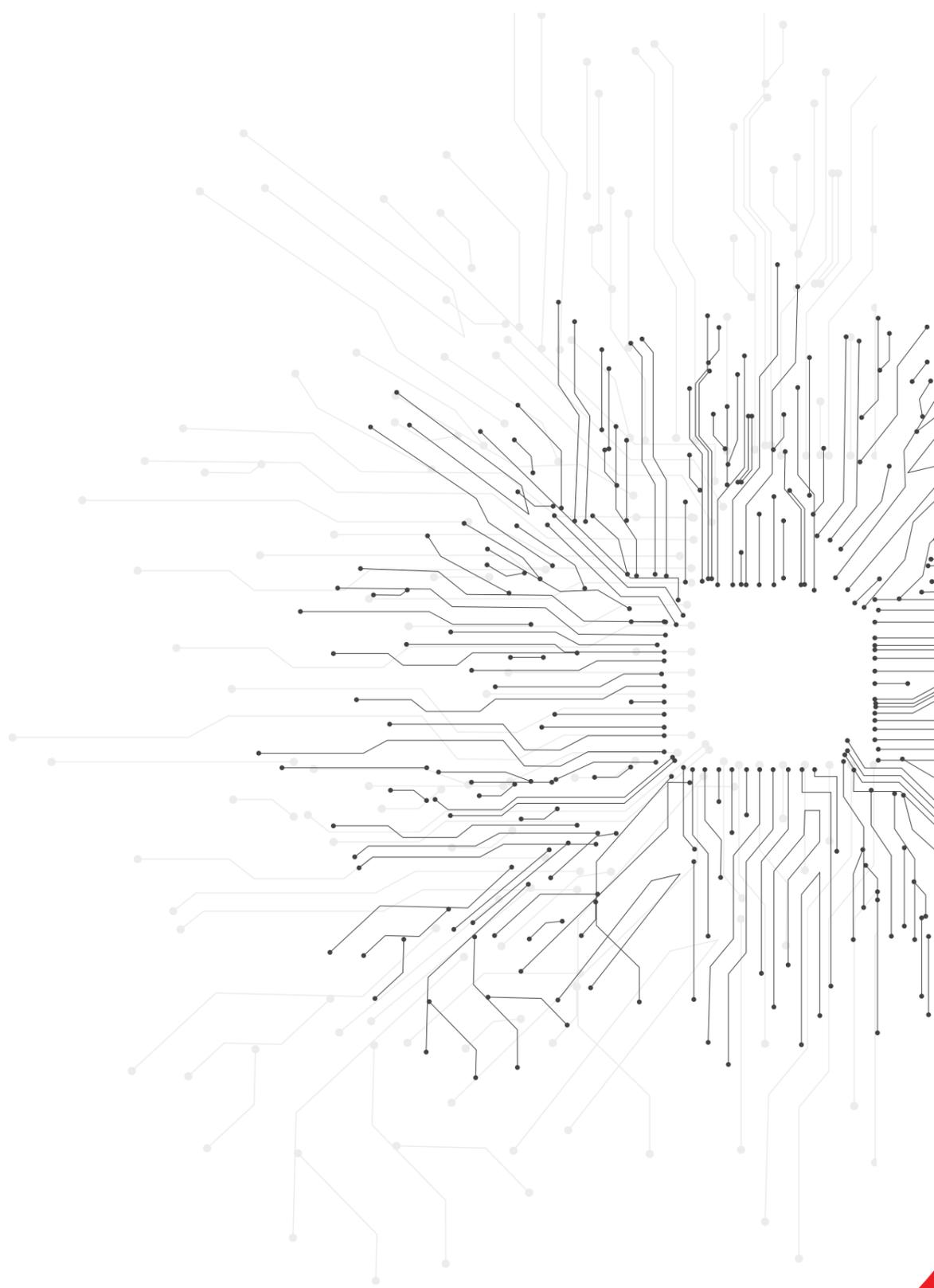
The technical health (Occupational Physician) and safety (Security Technician) consultants, in cooperation with the employees and the executives of the company, identify and assess occupational risk.

We provide our employees with medical and hospital care, through social security and also through an additional private group contract. At the same time, we offer voluntary anti-influenza vaccination for all employees. In addition, a program of specialized psychological support and counseling services is provided either by telephone or by individual sessions for employees and their family members.

## Our Performance - Our Goals

[GRI 103-3, GRI 403-8]

2021 TARGETS	RESULTS FOR 2021	GOALS FOR 2022
1. ISO 45001:2018 certification.	Prepared for the certification by reviewing all procedures relating to this standard	The certification inspection will take place two months after we move to the new Distribution Centre building.
2. Maintaining the participation of 100% of our employees in the company's occupational health and safety management system.	Applicable	Following our certification with the ISO 45001 standard, there will follow the certification with the 39001 standard for safe driving and there will be a lot of training related to these two areas involving all staff.
		<b>ESG Strategy goal</b> • Calculation of Health and Safety Indicators



## Responsible business activity

## Responsible business activity



The responsible business activity is a driving force of our operation. The ethical business is a non-negotiable priority which guides the company in all of its activities towards its employees, society and the environment.

## Sustainable supply chain

[GRI 102-9, GRI 102-10, GRI 103-1, 103-2]

ACS has established over the last 40 years the largest autonomous network of courier stores in Greece, Cyprus, Albania and Bulgaria. The company's ecosystem of representatives consists of a set of partners, people, infrastructure and functions that are inextricably linked to ACS. We operate with respect, creating value for our network of partners as well as for the wider environment in which we operate.



**Material issue:** » Establishing a healthy ecosystem of partners, agents and a sustainable supply chain.

ACS selects well-known and reliable suppliers of products and services that contribute to the further optimization, automation and cost savings, for the better operation of the company. The company implements the common Procurement Policy of the Quest Group, while it has posted the Code of Conduct of the Group's Suppliers on its website, at the following link: <https://www.acscourier.net/el/pliories/sxetika-me-tin-acs/etairiki-diakyvernisi/>.

## Procedures and monitoring

ACS develops long-term partnerships with its suppliers leading to its sustainable operation. We maintain continuous communication for the immediate resolution of distribution logistics, commercial and financial issues, giving appropriate guidance through the relevant departments and the Regional Network Control department.

## Organization and operation of stores

For ensuring proper operation of stores, we have set a framework of specifications for the new stores of our network. Four categories of stores have been established based on the volume of shipments which are determined by the required areas (sq.m.) per store, in order to cope with the increase in the number and volume of e-commerce shipments

## Training of ACS Network employees

For the purpose of strengthening and staffing the shops with specialized employees, we provide e-learning courses to the staff of the agents. This ensures the provision of quality services and increased productivity.

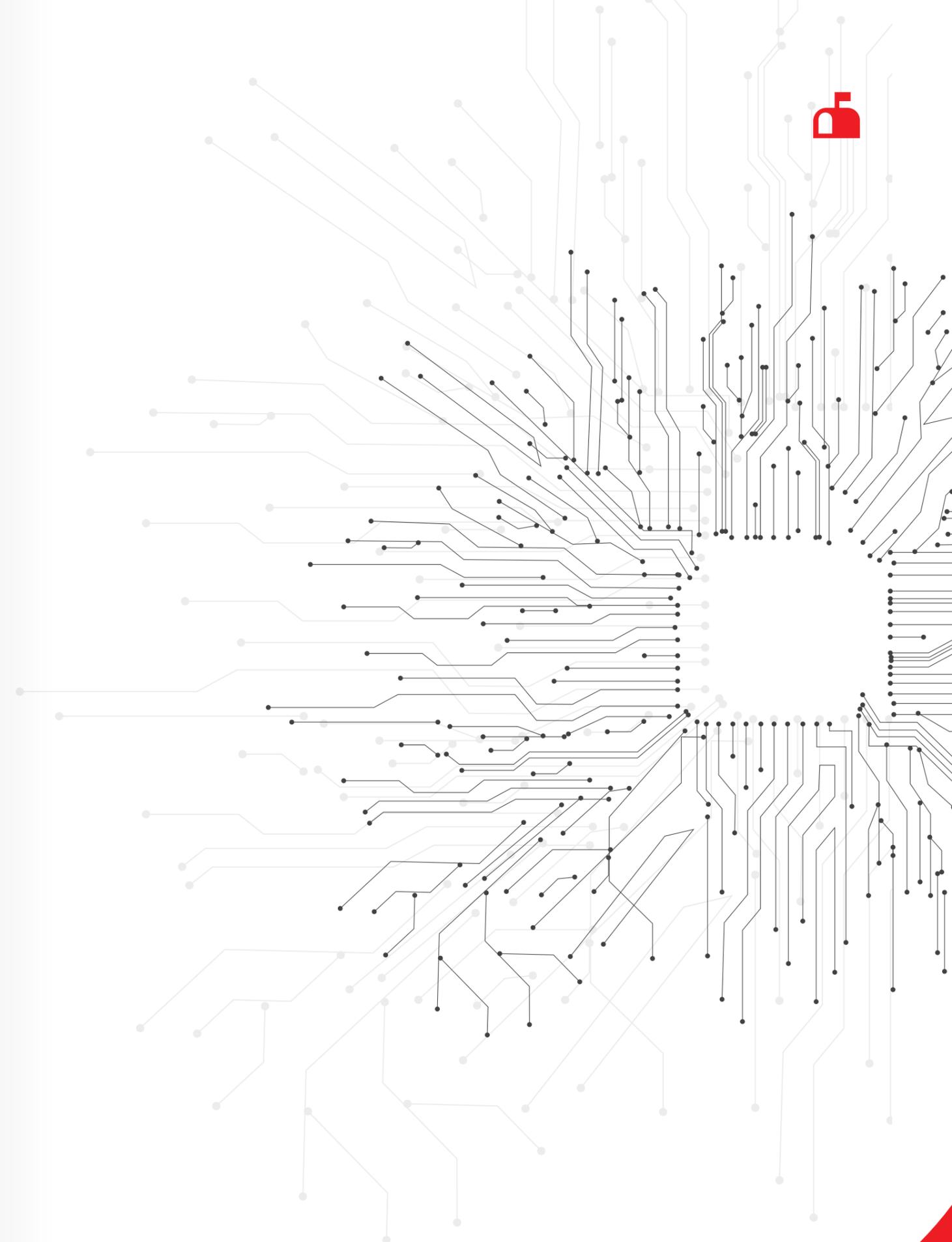
## Change in the supply scheme

As part of the response to the continuous growth of e-Commerce in Greece, we are working on a plan to modify the procurement scheme for agents, with the aim of gradually improving their economic viability. Moreover, in the next two years, a study is scheduled to be carried out in order to take additional measures regarding the viability of ACS branch stores, based on future needs arising from the increase in e-commerce.

### Our performance - Our goals

[GRI 103-3, ACS Indicator]

2021 TARGETS	RESULTS FOR 2021	GOALS FOR 2022
Amount of delivery supplies divided by the amount of store receipt supplies. Gradual transfer of supplies from receipts to deliveries: increase of% of the fraction by +3-5% annually.	61,8%	Gradual transfer of supplies from receipts to deliveries: increase of% of the fraction by +3 to +5% annually.
Infrastructure and operations of organization/operation of stores  1. Surface area: increase > 5% 2. Transport means: 5% increase in two-wheelers and 8% in cars 3. Employed staff (reception and store handling): 3% increase 4. Employee training hours: 5% increase 5. Number of training courses for store employees through e-learning: 5% increase	Achieved 104%	Infrastructure and operations for the organization/operation of stores  1. Surface area: increase > 5% 2.1 Total Fleet – vehicles remains fixed 2.2 Total Fleet – motorcycles remains fixed 3.1 Total employed in retail reception remains fixed 3.2 Total employees in distribution remains fixed 4. Training hours of store employees through e-learning: 5% increase



# Digital innovation

## Digital innovation



[GRI 103-3]

### Responsible and innovative products and services



**Material Issue:** » Providing technological solutions and services, aiming at digital transformation and modernization.

The development of innovative services and the improvement of existing ones is an integral part of our operation. The Operational Development Division undertakes the research and development of functions, services and applications that contribute to the improvement of the company's efficiency. We are implementing actions to provide new diversified and competitive services, the evolution of existing products and services, the creation or upgrading of new products, processes, services, solutions and applications and the expansion into new markets.

In the context of the dynamic development of e-Commerce in Greece, since 2016 we have moved on to innovations, which improve customer experience and give our cooperating e-shops a great competitive advantage, in a very demanding market. In 2021, we proceeded to order 205 new automatic mailboxes (Automated Postal Lockers), with a view to their gradual installation in major central cities of Greece by 2023.

At the same time, we implemented the following projects, focusing on the use of technology and the digital transformation of the company and the ultimate goal is to improve the customer experience:

- » We have implemented a new service for intact delivery of the shipment, using a unique code (PIN) sent to the customer's mobile phone, for greater security due to pandemic.
- » We have created a new modern website with new features and full functionality from mobile devices..
- » The replacement of fixed terminals (point of sale (POS)) in ACS stores with new more modern models has started.
- » The implementation of the "digital assistant" (chatbot) was designed and started, which will automatically serve the users of the new website.
- » The pilot phase of the Estimated Time of Arrival service has started with internal implementation, with continuous improvements in mapping, with the possibility of live-tracking of the shipment by the customer through his mobile phone, as well as a selection option (other day / delivery time or receipt from ACS point).
- » The redesign of the Mobile App for mobile devices and the addition of new digital services has begun.

## Our Performance - Our Goals

Service	Service Goal	Result for 2021	Goal within 3 years (%)	Economic Effect	Description
<b>Smart Points</b>	e-Commerce recipient/ Improvement of Customer Experience	0.91% of e-commerce shipments (shipments with cash on delivery served via Smart Point)	1%-3%	Distribution Costs - ACS Network	Long-term Reduction of Transport Costs
<b>Web Reporting ABP Post</b>	Customer	97% availability from ACS to ABP (Post) customers	>95%	ACS (new business)	Maintaining/ Attracting new customers
<b>Designing Solutions to Collect money via bank cards</b>	Recipient and e-Commerce Customer	18.44% of cash on delivery (collected by bank cards)	20%	ACS – Differentiation from competition	Attracting new customers

## Customer service and satisfaction

The satisfaction of our customers is one of the main pillars of our operation. We monitor on a monthly and annual basis the qualitative indicators of customer satisfaction and, depending on the results, we proceed with special actions, including conducting phone surveys of recipients to assess the quality of services and customer experience. In order to improve the service of our customers, mainly through the use of digital communication channels, a new Customer Experience Management Division was created, which works closely with the Marketing and Sustainable Development Division, while the 2 divisions were strengthened by the acquisition of Digital Marketing and CX Specialist. For more information about the new organization chart, visit [www.acscourier.net](http://www.acscourier.net).

GOALS FOR 2021	RESULTS FOR 2021	GOALS FOR 2022
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Measurement of the use of new innovative services/solutions by customers:

1. Deliveries from ACS smart points declared by e-shops (as a way of delivery from the issuer of the voucher): 10% increase.	128.124	10% increase
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2. Total ReDirect Service Percentage: 10% increase.	54,63%	10% increase.
3. Percentage of vouchers from Web Business Tools and Connect: 4% increase.	53,87%	2-3% increase.
4. Annual downloads of Mobile App. 100.000	Annual downloads of Mobile App. 46.671 (Android Downloads 35.471 and IOS Downloads 11.200)	80.000
5. Numerous customer service transactions from Mobile POS. Improvement of the index/number above 10%.	451.740 transactions	Improvement of the index/number above 10%.

*\* Important Note : the COVID-19 pandemic has significantly changed the way shipments are managed and handled.*

# Environment

## Environment



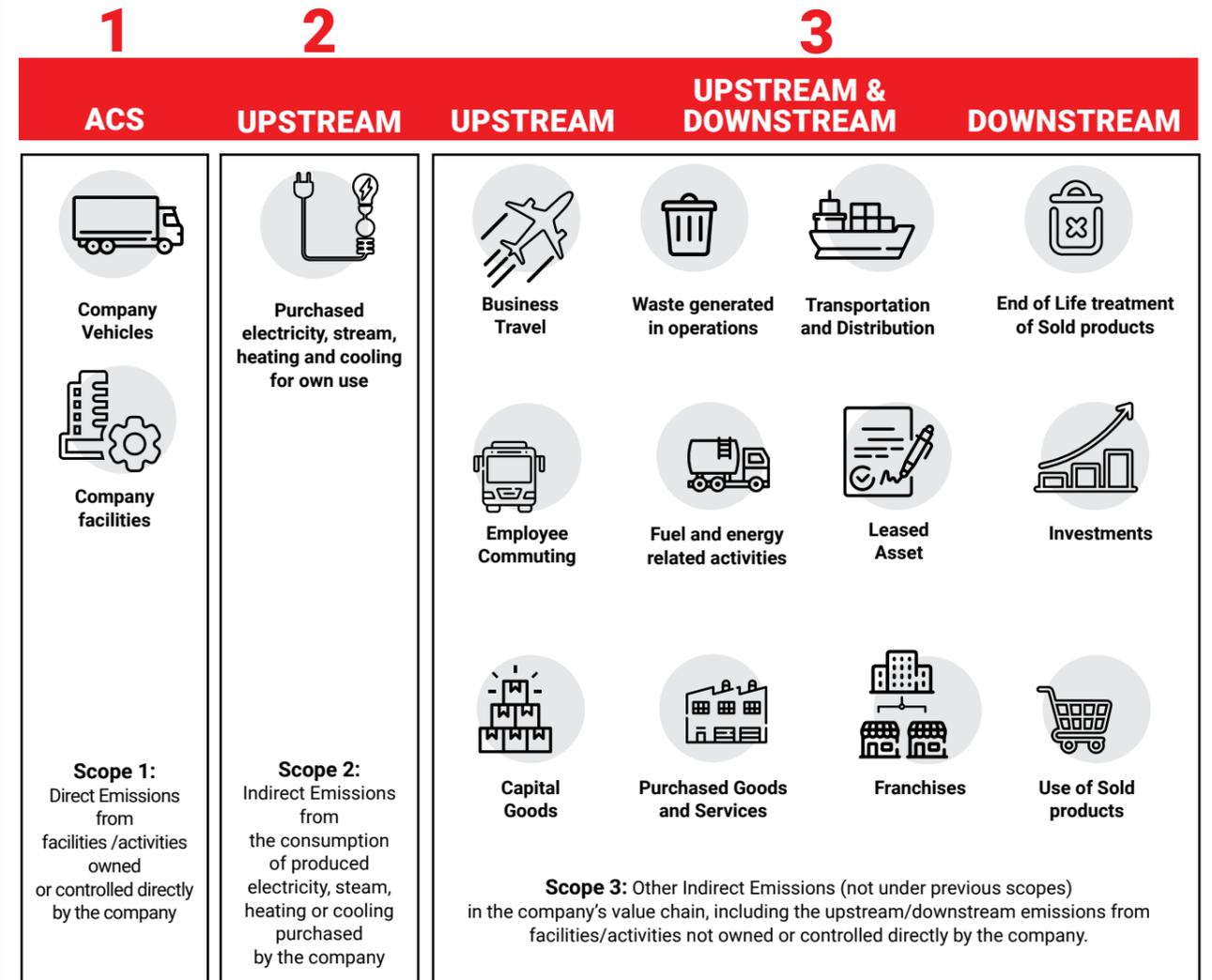
At ACS we operate with a high awareness of our environmental responsibility. In the context of the Group's Risk Management System, the relevant Environmental Policy, but also in accordance with the requirements of ISO14001 concerning environmental management, we recognize the risks and opportunities in environmental matters, and set improvement Goals.

### Climate change

[GRI 103-3, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 303-1, GRI 306-2]

#### Emissions of greenhouse gases

ACS continues for 5 years to monitor its carbon footprint, following the instructions of the Greenhouse Gas Protocol (GHG Protocol) regarding direct and indirect gas emissions (Scope 1, Scope 2, Scope 3).



CO2 emissions in the ACS value chain (categories in gray are outside the scope of implementation of the assessment for 2021).

# Sources of greenhouse gas emissions

The total greenhouse gas emissions of ACS for 2021 amounted to 22,737 tonnes of carbon dioxide (CO<sub>2</sub>e). According to the different emission categories, the distribution and the change from the previous year are as follows:

Categories of GHG Protocol	ACS 2021 Carbon Footprint (t CO <sub>2</sub> e)	Percentage change compared to 2020
Scope 1 – Direct emissions	806,7	+15,6
Scope 2 – Indirect emissions	814,6	-4,6%
Scope 3 – Other indirect emissions	21.116,1	+4,7%
<b>Total</b>	<b>22.737,38</b>	<b>+ 4,7%</b>

The calculation of the footprint for the year 2021 has been carried out in accordance with emissions from the following categories (In accordance with the terminology of the international protocol GHG Protocol):

## Scope 1

### » Facilities of the company

Includes emissions from fuel consumption for facilities and emissions resulting from consumption of refrigerants gases from the air-conditioning systems (A/C) of the ACS facilities. In relation to 2020, there was an increase in the consumption of diesel fuel, an additional fuel consumption of a bio-diesel mixture for the electric generator installed due to the construction of a building at 38 P. Ralli Str., while no consumption of refrigerant gases was observed.

### » Corporate vehicles

It includes emissions from the fuel consumption of petrol and liquefied petroleum gas (LPG) of trucks (van) and motorcycles as well as diesel for the trucks of the ACS proprietary fleet. In addition, it includes the consumption of the corresponding fuels given as a benefit to employees of the company. In 2021 the fuel consumption of vehicles (privately owned and leased) of the company fleet decreased compared to the previous year.

## Scope 2

### » Purchase of electricity

It includes emissions from electricity supplied by ACS for use in headquarters. Compared to 2020, electricity consumption increased by 15.2%. It should be noted that there was a change in the emissions factor and it concerns the coefficient for the residual energy mix from the Manager of Renewable Energy Sources and Guarantees of Origin (DAPEEP)\* in accordance with the requirements of the standards.

## Scope 3

### » Activities related to oil and energy

Includes emissions from the production (WTT) of fuel consumed by the private fleet of fuels given as a benefit to employees and transmission and distribution losses of electricity consumed by the Company.

### » Transport and distribution of upstream network

Includes emissions from the production (WTT) and consumption of fuel of the ACS network. In 2021, the kilometers traveled by the company's vehicle network (third-party network) increased significantly by about 32%, resulting in a significant increase in fuel consumption.

\* DAPEEP - 2020 Residual energy mix

### » Waste

It includes emissions from the disposal and treatment (disposal) of waste from ACS facilities for municipal waste and waste for recycling and recovery. In 2021 there was a significant increase in urban waste as well as in other categories for recycling and recovery given the increase in activity and de-icing of specific categories.

### » Business trips

It includes emissions from road, coastal and air travel as well as for the accommodation of ACS employees who made business trips for the year 2021.

### » Treatment at the end of the life cycle of the products sold

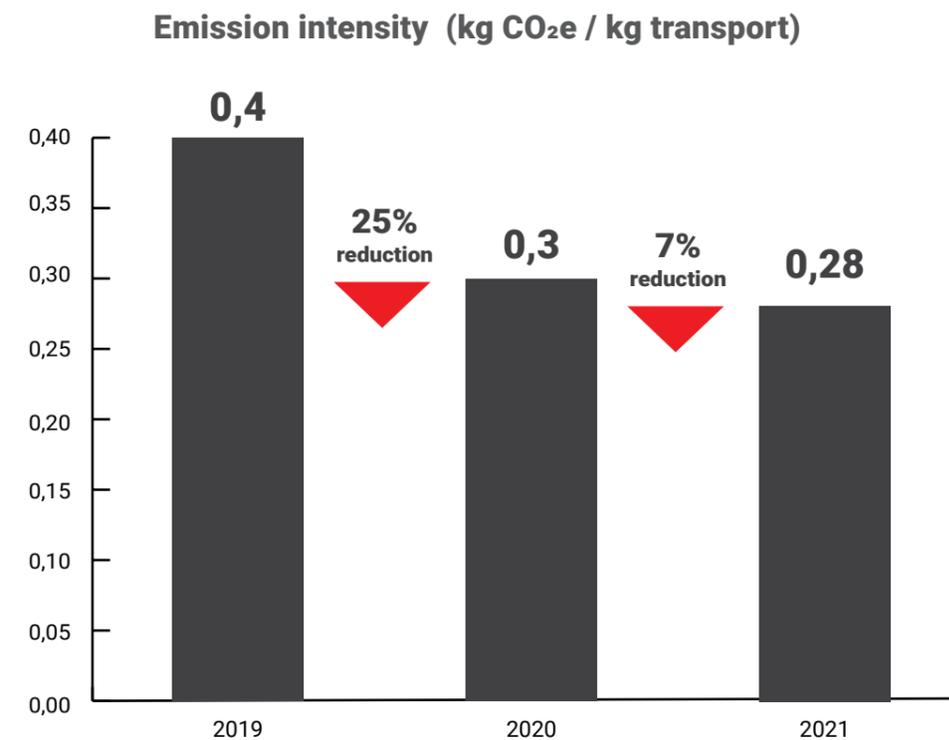
Includes emissions from discarding and processing packaging products delivered by ACS to its customers in 2021 and concerns their end-of-life. Compared to 2020, there is a significant increase in the number of pieces sold for cardboard boxes, while the sales of pieces of plastic envelopes remained at similar levels (a small decrease for the year 2021).

### » Franchises

Includes greenhouse gas emissions from the operation of the franchise stores of ACS. The decrease in emissions for 2021 is due to a change in the emission factor as well as a slight decrease in electricity consumption. For the calculation the coefficient of the residual energy mixture of the country is used by DAPEEP as it was used for the Scope 2 category.

## Emission intensity

For the year 2021 the emission intensity was calculated at 0,281kg CO<sub>2</sub>e per kg carried through the ACS missions and significantly reduced since 2020. More specifically, for 2021 there is a decrease of the emission intensity by 7% from 2020.



## Energy efficiency

- » Total energy consumption was 1,672 KWh
- » Electric drive: installation of parking spaces for 100 electric cars with capacity up to 1MW
- » Energy classification of buildings: category A according to the Building Energy Performance Regulation (KENAK).

## Circular economy

[GRI 303-1, GRI 306-2]

In our ACS our fundamental Goal for the protection of the environment is the recycling of materials produced by our activity.

## Waste management

The total weight of hazardous and non-hazardous waste increased in 2021, mainly due to limited operation in 2020 as a result of the CoViD-19 pandemic. The waste is distributed according to the following disposal methods, as appropriate:

Recycling	Hazardous (kg)*	Non-hazardous (kg)*
2021	1.246	18.022
2020	1.370	820

Landfill	Hazardous (kg)*	Non-hazardous (kg)*
2021	-	366.080
2020	-	75.775

\*The volume of disposed waste was calculated on the basis of information from the company's invoices.

## Water consumption

Total volume of water consumed on the basis of information presented in the company's invoices to ACS, 3,380.98 m³, down 20% from 2020.

## Our Performance - Our goals

### 2022 GOALS - ESG strategy goals

4% of the purchased certified green electricity from renewable sources

Up to 7% of the company fleet with hybrid or electronic cars

Evaluation of recycling partners

Adopt a policy to reduce the use of paper

# Contribution to Society

## Contribution to Society



[GRI 103-1, 103-2, 103-3, ACS Indicator]

Our activities revolve around the well-being of the society in which we participate. We implement targeted social actions, utilizing our business activities, which result in the upgrading of the quality of life of vulnerable groups and across the wider society in which we contribute.

The ACS actions focus on the following four pillars:

1. Response to emergencies or natural disasters and nationwide actions
2. Nature protection
3. Strengthening quality education and highlighting our cultural heritage
4. Support for vulnerable social groups

The important events of 2021

ACS granted € 5,000 for the purchase and planting of eight hundred and thirty-three (833) olive saplings in private olive groves, which were burnt by the fires of the summer of 2021 in the area of Ancient Olympia. The action was carried out in cooperation with the Region of Western Greece and the Municipality of Ancient Olympia.

Also, in 2021 we signed a major new agreement with Child's Smile for our participation in the Amber Alert Hellas program. Through the special application designed by the organization, images of missing children are displayed to inform distributors and employees of the company.

At the same time, since February 2021, we have been supporting the activities of "thallo". The action concerns non-profit care structures for the elderly throughout Greece. We carried free electronic equipment in order for the participants of the program to attend the "thall" teleconferences.

The direct offer of free transport services to NGOs and Municipalities is also remarkable. We transported basic necessities to the victims of the catastrophic fires in August 2021 (4,360 shipments, weighing ~ 98 tonnes, worth € 362,374). In addition, we provided free shipping to the earthquake victims of Elassona in March 2021 (408 shipments, weighing 4 tonnes, worth € 17,481).

Finally, in December 2021, with the valuable help of ACS, 2,300 art books, donated by the Goulandris Foundation, were transferred free of charge. The transport took place in a total of 45 public libraries across the country, from Crete to Northern Greece and from the Ionian Islands to the Dodecanese, with the aim of strengthening their work.

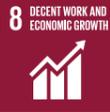
### Our Performance - Our Goals

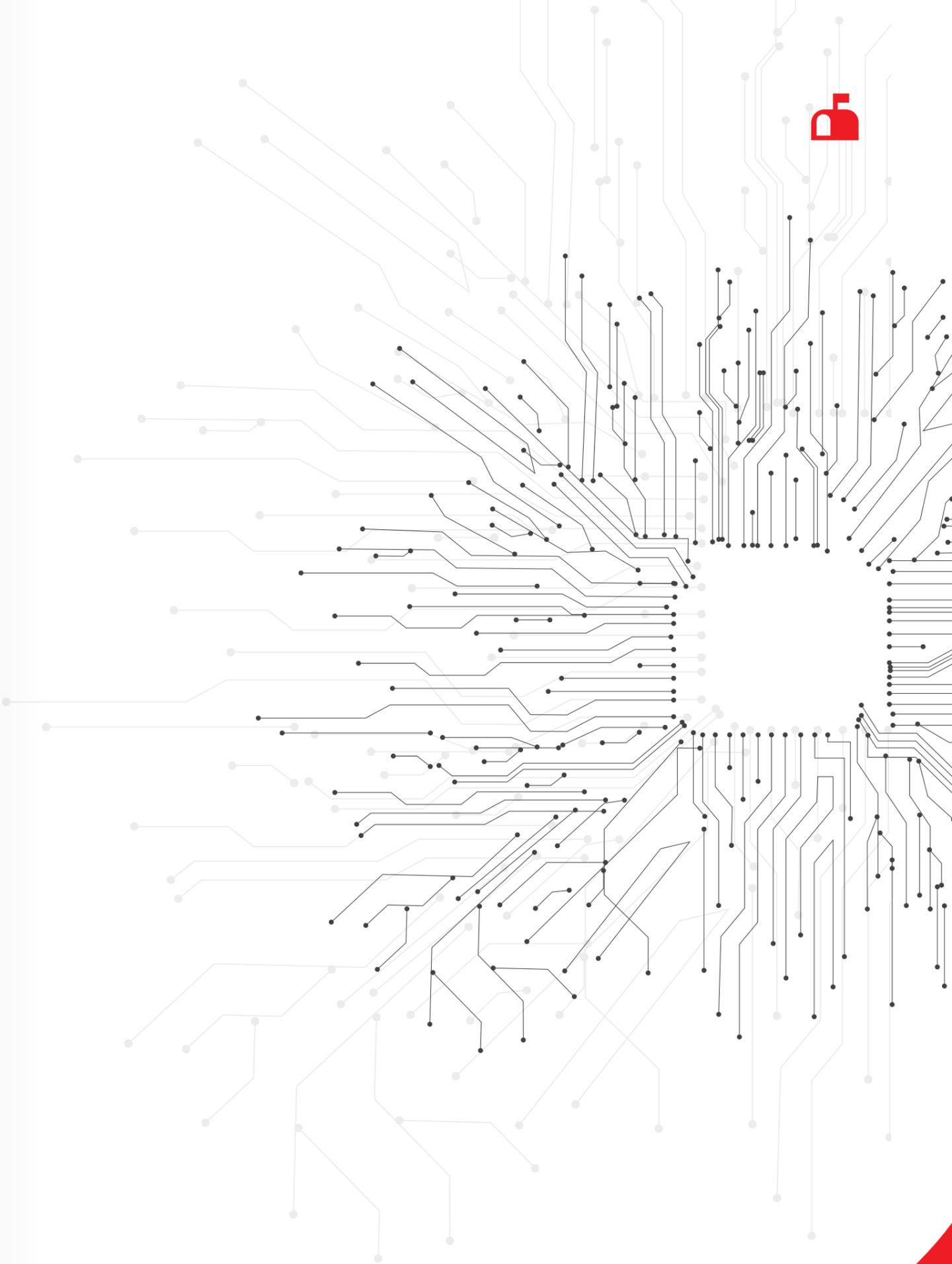
2021 TARGETS	RESULTS FOR 2021	GOALS FOR 2022
Continuing the actions and maintaining or increasing free shipments for social actions (up to + 5%).	100% achievement	Continuing the actions and maintaining or increasing free shipments for social actions (up to + 5%).
Maintaining the social contribution costs to the selected pillars.	100% achievement	Maintaining the social contribution costs to the selected pillars.

## Future Goals

## Future Goals

ACS		
(SDGS)	MATERIAL TOPICS	GOALS FOR 2022
	<ul style="list-style-type: none"> <li>• <b>Creating financial value / financial performance of the company</b></li> </ul>	<ul style="list-style-type: none"> <li>• Retention of margin &gt; 10%.</li> <li>• Growth of e-commerce sales by more than 10%.</li> <li>• Growth of total sales by 10% or more.</li> <li>• Maintaining market shares (Courier and Post).</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Ensuring business ethics and combating corruption</b></li> </ul>	<ul style="list-style-type: none"> <li>• Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Compliance with regulatory authorities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Full compliance with laws and regulations in the social and environmental area.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Protection of critical information systems and ensuring operational continuity</b></li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining or improving the availability of systems above 99.9%.</li> <li>• Zero network/system breaches.</li> </ul> <p><b>ESG Goal</b> - Assessment of requirements for ISO 27001:2013.</p> <ul style="list-style-type: none"> <li>• Use of Disaster Recovery Site for the most critical Information Technology (IT) systems and ISO 22301 certification intention.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Protecting customers' personal data and privacy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Zero cases of non-compliance with personal data legislation.</li> <li>• Zero number of substantiated complaints of personal data breaches involving personal privacy breaches and customer data losses.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Provision of training and development of employees</b></li> </ul>	<p><b>ESG Goal</b> - 2.5% increase per employee in training hours</p>
	<ul style="list-style-type: none"> <li>• <b>Ensuring the health, safety and well-being of employees</b></li> </ul>	<ul style="list-style-type: none"> <li>• The certification inspection will take place two months after we move to the new building.</li> <li>• With our certification with the ISO 45001 standard, there will be certification with the 39001 standard for safe driving and there will be a lot of training related to these two areas involving all staff.</li> </ul> <p><b>ESG Goal</b></p> <ul style="list-style-type: none"> <li>• Calculation of Health and Safety Indicators.</li> </ul>

(SDGS)	MATERIAL TOPICS	GOALS FOR 2022
 	<p>• <b>Establishing a healthy ecosystem of partners, agents and a sustainable supply chain</b></p>	<ul style="list-style-type: none"> <li>• Gradual transfer of supplies from receipts to deliveries: increase of% of the fraction by +3-5% annually.</li> <li>• Infrastructure and operations for the organization/ operation of stores</li> </ul> <ol style="list-style-type: none"> <li>1. Surface area: increase &gt; 5%</li> <li>2.1 Total Fleet – vehicles remains fixed</li> <li>2.2 Total Fleet – motorcycles remains fixed</li> <li>3.1 Total employed in retail reception remains fixed</li> <li>3.2 Total employees in distribution remains fixed</li> <li>4. Number of training courses for store employees through e-learning: 5% increase</li> </ol>
 	<p>• <b>Providing technological solutions and services, aiming at digital transformation and modernization</b></p>	<ul style="list-style-type: none"> <li>• Smart Points - Long-term Reduction of Transport Costs</li> <li>• Web Reporting ABP Post - Retaining / Attracting new customers</li> <li>• Planning Solutions for Collection through bank cards Attracting new customers</li> <li>• Measurement of the use of new innovative services/ solutions by customers:</li> </ul>
 	<p>• <b>Environment</b></p>	<p><b>ESG Goals</b></p> <ul style="list-style-type: none"> <li>• 4% of the purchased certified green electricity from renewable sources</li> <li>• Up to 7% of the company fleet with hybrid or electronic cars</li> <li>• Evaluation of recycling partners</li> <li>• Adoption of a policy to reduce the use of paper</li> </ul>
      	<p>• <b>Contribution to Society</b></p>	<ul style="list-style-type: none"> <li>• Continuing the actions and maintaining or increasing free shipments for social actions (up to + 5%).</li> <li>• Maintaining the social contribution costs to the selected pillars.</li> </ul>



## Annex: Table of GRI Contents

## Annex: Table of GRI Contents

[GRI 102-55]

This Report of ACS forms part of the Sustainable Development Report of Quest Group 2021 where there is extensive coverage of the Group's disclosures (www.quest.gr)

GRI Standard	Disclosure	Chapter of the Report	Omissions	External Assurance
<b>General standard publications ("Core" option)</b>				
<b>GRI 102: General Standard Disclosures 2016</b>	102-1 Name of the organization	About the Report	-	*
	102-2 Activities, brands, products and services	The Company	-	*
	102-3 Location of headquarters	The Company	-	*
	102-4 Location of operations	The Company	-	*
	102-5 Ownership and legal form	The Company	-	*
	102-6 Markets served	The Company	-	*
	102-7 Scale of the organization	The Company	-	*
	102-8 Information on employees and other workers	Our People	-	*
	102-9 Supply Chain	Sustainable supply chain	-	*
	102-10 Significant changes to the organization and its supply chain	Sustainable supply chain	-	*
	102-16 Values, principles, standards, and codes of conduct	Ethical Business Behaviour, Culture and Compliance	-	*
	102-18 Governance structure	Our Corporate Governance model	-	*
	102-40 List of stakeholder groups	Engagement with Stakeholders and Material issues	-	*
	102-42 Identifying and selecting stakeholders	Engagement with Stakeholders and Material issues	-	*
	102-43 Approach to stakeholder engagement	Engagement with Stakeholders and Material issues	-	*
102-46 Defining report content and topic boundaries	Engagement with Stakeholders and Material issues	-	*	
102-46 Defining report content and topic boundary	Engagement with Stakeholders and Material issues	-	*	
102-47 List of material topics	Engagement with Stakeholders and Material issues	-	*	
102-48 Restatements of information	About the Report	-	*	

GRI Standard	Disclosure	Chapter of the Report	Omissions	External Assurance
<b>GRI 102: General Standard Disclosures 2016</b>	102-49 Changes in reporting	Engagement with Stakeholders and Material issues	-	*
	102-50 Reporting period	About the Report	-	*
	102-51 Date of most recent report	About the Report	-	*
	102-52 Reporting cycle	About the Report	-	*
	102-53 Contact point for questions regarding the report	About the Report	-	*
	102-54 Claims of reporting in accordance with the GRI standards	About the Report	-	*
	102-55 GRI Content Index	GRI Table	-	*
<b>Material Topics</b>				
<b>The Corporate Governance model</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Ethical business behavior, culture and regulatory compliance	-	
	103-3 Evaluation of the management approach		-	
<b>GRI 205: Anti-Corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken		-	
<b>GRI 206: Anticompetitive behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Ethical business behavior, culture and regulatory compliance	-	
<b>GRI 419: Socioeconomic Compliance 2016</b>	419-1 Non-compliance with socio-economic laws and regulations		-	
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Protection of customer privacy and data	-	
	103-3 Evaluation of the management approach		-	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protection of customer privacy and data	-	
<b>ACS Indicator</b>	System availability rate		-	

GRI Standard	Disclosure	Chapter of the Report	Omissions	External Assurance
<b>Economic performance</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Economic performance	-	
	103-3 Evaluation of the management approach	Economic performance	-	
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Economic performance	-	
<b>Sustainable Supply Chain</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components		-	
	103-3 Evaluation of the management approach		-	
<b>ACS Indicator</b>	Ratio packages delivered to packages received by branches	Responsible Business Activity	-	
<b>ACS Indicator</b>	Infrastructure and Actions for the organization/operation of branches		-	
<b>Our people</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Our People	-	
	103-3 Evaluation of the management approach		-	
<b>GRI 401: Employment 2016</b>	401-1 Total number of people hired and mobility index	Our People	-	

GRI Standard	Disclosure	Chapter of the Report	Omissions	External Assurance
<b>Our people</b>				
<b>GRI 103: Management Approach 2016-2018</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Health, Safety and Well-being of Employees	-	
	103-3 Evaluation of the management approach		-	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Health, Safety and Well-being of Employees	-	
	403-2 Risk Identification, Risk Assessment and Incident Investigation		-	
	403-3 Occupational health services		-	
	403-4 Employee participation, consultation and communication on issues related to health and safety at work		-	
	403-5 Training of employees on health and safety at work		-	
	403-6 Promoting employee health		-	
	403-7 Prevention and mitigation of health and safety effects at work directly linked to business relationships		-	
	403-8 Workers covered by an occupational health and safety management system.		-	
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Employee Development	-	
	103-3 Evaluation of the management approach	Employee Development	-	

GRI Standard	Disclosure	Chapter of the Report	Omissions	External Assurance
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Development	-	*
	404-3 Percentage of employees receiving regular updates on their performance and development	Employee Development	-	*
<b>Environment</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Climate Change	-	
	103-3 Evaluation of the management approach		-	
<b>GRI 305: Emissions 2016</b>	305-1 Direct greenhouse gas emissions (Scope 1)	Climate Change	-	
	305-2 Indirect greenhouse gas emissions (Scope 2)		-	
	305-3 Other Indirect greenhouse gas emissions (Scope 3)		-	
	305-4 GHG emissions intensity.		-	
<b>GRI 303: Water 2016</b>	303-1 Interactions with water as a shared resource	Circular Economy	-	
<b>GRI 306: Effluents and waste 2016</b>	306-2 Management of significant waste-related impacts		-	
<b>Contribution to Society</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Engagement with Stakeholders and Material issues	-	
	103-2 The management approach and its components	Contribution to Society	-	
	103-3 Evaluation of the management approach	Contribution to Society	-	
<b>ACS Indicator</b>	Number of deliveries to NGOs and Community Organizations	Contribution to Society	-	



**ACS SMSA**

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