



CSR STRATEGY

International Airport of Heraklion, Crete

v1.0

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A. Introduction

The purpose of this document is to introduce the Corporate Social Responsibility (CSR) Strategy for the New International Airport of Heraklion Crete (IAHC). The strategy aims to guide the development of sustainable practices throughout the construction and operation phases of the project. The strategy has been developed based on a framework of sustainability pillars, which serve as the foundation for the overarching sustainability goals.

The CSR Strategy is a dynamic and flexible document, which will be analyzed and updated throughout the project's lifecycle. It will be reviewed and revised as necessary to ensure that it remains relevant and effective in addressing the project's emerging needs and challenges. The strategy will be put into effect through a process that includes strategy formulation, implementation, monitoring, evaluation & feedback, and finally reporting & disclosure.

The CSR Strategy is a key component of the IAHC's commitment to sustainability, and it is expected to guide its efforts towards achieving sustainable development in a holistic manner. It is anticipated that the document will be updated annually to reflect the progress made towards accomplishing the sustainability objectives, throughout project's constructional and operational phase.

This strategy represents a crucial component of our Corporate Social Responsibility (CSR) strategy. It is based on a review of existing airport sustainability strategies, sustainability frameworks and standards, relevant technological, economic, and political developments as well as societal expectations. Moreover, when undertaking this initiative, the special and unique character of Crete has been considered, including a thorough assessment of all natural, socio-cultural, economic, agri-food-gastronomic, and touristic aspects.

The strategy has been developed through thorough desk research and will serve as a starting point for an open dialogue with our company and all relevant stakeholders. To ensure a comprehensive understanding of sustainability material issues, various tools will be employed, including questionnaires and networking activities. As a result, we aim to establish a detailed record of IAHC's material issues and key stakeholders and will regularly update this document accordingly.

Lastly, the proposed CSR strategy outlines a sustainability pathway that focuses on several critical aspects and highlights two fundamental enablers, innovation, and partnership. These enablers are intended to support airports in their pursuit of sustainability and can be implemented at any stage of the Airport's sustainability journey.

The Character of Crete

By taking a comprehensive approach that recognizes the importance of the island's distinct character, the CSR Strategic Plan aims to promote sustainable development that is both responsive to the needs of local communities and respectful of the island's natural and cultural heritage. In this plan, an extended analysis will be conducted on the natural, socio-cultural, economic-business, agri-food-gastronomic, and touristic aspects of Crete. All of these factors will be carefully considered in the development of a proposed action plan.

Region of Crete

Crete, the largest island of Greece and the fifth largest in the Mediterranean basin, is strategically positioned at the crossroads of three continents: south-east Europe, south-west Asia, and north Africa. With a population of 617,360 inhabitants as per the 2021 census, Crete is the most populous island in Greece. Its total land area spans approximately 8,336 square kilometers, with a length of 260 km and a coastline of over 1,000 km.

Positioned approximately 160 kilometers south of the Greek mainland and spanning from west to east, Crete is surrounded by several small islands such as Gavdos, Gavdopoula, Chrysi, Koufonisi, Dia, and Dionysades.

Heraklion, the largest city on the island, serves as the administrative capital and seat of the Region of Crete. The Region of Crete comprises Crete and several smaller islands and is further subdivided into four regional units: Heraklion, Chania, Rethymno, and Lasithi.

Transport Infrastructure

Crete features a modern and efficient transport infrastructure. Heraklion and Chania, the two primary entry and exit gateways to the island, offer access via their seaports and airports of national and international importance. Additionally, Crete benefits from an extensive road network, which connects the northern and southern regions of the island, thus facilitating internal mobility. The following tables provide information about airports, ports, and road networks of the island.

Airports

Table 1: Airports of the region of Crete

Heraklion	<u>Heraklion International Airport "Nikos Kazantzakis"</u> <ul style="list-style-type: none"> • Situated only 4km from the city of Heraklion • 2nd largest airport in Greece in terms of passenger traffic • 1st airport in Greece in charter flights • During the summer season, the airport provides connectivity to over 40 countries, in collaboration with more than 40 airlines, serving as a vital link between Crete and the world 	<p>One major drawback currently faced by the transportation infrastructure of Crete is the lack of direct airport connectivity to the Northern Road Axis.</p> <p>Nevertheless, the Region of Crete is actively undertaking development projects to improve its road network and ensure accessibility to all areas of the island, particularly the primary entry and exit points. These upgrades are expected to significantly enhance transportation connectivity to various destinations of interest throughout Crete.</p>
Chania	<u>Chania Airport "Ioannis Daskalogiannis"</u> <ul style="list-style-type: none"> • The airport is 15km from the city of Chania • During the summer season it provides connection to more than 24 countries 	
Sitia	<u>Municipal Sitia Airport "Vitsentzos Kornaros"</u> <ul style="list-style-type: none"> • Located just 1 km outside the town of Sitia • High strategic importance for Eastern Crete • The smallest airport of Crete 	
Heraklion	<u>New International Airport of Heraklion</u> <ul style="list-style-type: none"> • It will be the 2nd largest airport in Greece • Under construction 	

Crete has been a premier tourist destination since the 1960s, and with steadily increasing passenger traffic, it is imperative to upgrade the island's infrastructure to manage the existing demand. The Heraklion International Airport "Nikos Kazantzakis" is no longer capable of serving the current needs for international flights and tourist traffic. Central to the upgrade is the construction of the new Heraklion International Airport in the Kastelli area and new roads connecting to the existing Road Network.

The New International Airport of Crete in Kastelli is designed to replace the "Nikos Kazantzakis" International Airport of Heraklion and will become the second-largest airport in Greece, behind Eleftherios Venizelos. The project includes constructing a bioclimatic central airport building of 71,818 sq.m., a 10 sq.km. shopping center, and a 3,200 sq.m. exhibition center for local products. In addition, a vast commercial zone will extend over 441 sq.km. to cater to the increasing demand of tourists.

Ports

Crete has two main ports, the Port of Heraklion and the Port of Souda in Chania.

Table 2: Ports of the region of Crete

Heraklion	<ul style="list-style-type: none"> • Heraklion port is mainly a passenger port. • It provides docking and handling services for passengers and vehicles. • Coastal connection with both Piraeus and the Aegean islands. • Able to serve over 10,000 passengers daily • It is an important cruise terminal in Greece.
Chania	<ul style="list-style-type: none"> • Chania port (Souda) is mainly a passenger port. • It provides docking and handling services for passengers and vehicles. • Coastal connection only with Piraeus. • It is located 6 km from the center of Chania. • It is an important cruise terminal in Greece.
Other Ports	<ul style="list-style-type: none"> • Kissamos port: Connection with Kythera-Antikythera • Sitia port: Connection with Heraklion, Cyclades, Dodecanese & Piraeus • Agios Nikolaos port: Itineraries within the municipality • Ports of SW Crete (Agia Galini, Sougia, Loutro, Sfakia, Roumeli, Paleochora): Connection in between them & with Gavdos • Ierapetra port: Connection with Chrysi

Road Network

Table 3: Road network of the region of Crete

North Crete	<p><u>Northern Road Axis of Crete (BOAK)</u></p> <ul style="list-style-type: none"> • It extends from Kasteli to Sitia with a total length exceeding 300 km. • Upgrade works and connection to the entrance gates of the Region are in progress.
South Crete	<ul style="list-style-type: none"> • There is no main road axis. • Provincial roads connect villages and major conurbations.
Interconnection	<ul style="list-style-type: none"> • Reduced access from the Southern part of Crete to the Northern Axis. • Interconnection through national and provincial roads. • Need to improve vertical axes.

Economy

The economy of Crete underwent significant changes in the 1970s, transitioning from a primarily agricultural-based economy to one with a notable emphasis on the service sector, specifically tourism. This change occurred alongside the island's continued focus on agriculture and animal husbandry, which are well-suited to the region's climate and vast land area. The interdependence and correlation of these three sectors are significant contributors to the island's economic growth. Despite the shift towards the service sector, agriculture remains a crucial part of the Cretan economy, with animal husbandry being a significant source of income. Additionally, the decline of the construction sector has been offset by the growth of tourism-related services. Overall, Crete's per capita income has reached 100% of the rest of the country, indicating a successful transition to a service-based economy while still maintaining the importance of traditional sectors.

The Region of Crete accounted for 5% of the country's Gross Domestic Product (GDP) in 2019, highlighting its significant contribution to the overall economy. Furthermore, as of 2021, the unemployment rate of the region's economically active population was the sixth lowest among all 13 regions in the country. This figure represents a considerable improvement from 2015, where the unemployment rate was 24%. Despite a slight increase from 2019 to 2021, with the unemployment rate rising from 12% to 16%, the region continues to maintain a relatively low unemployment rate. These statistics are indicative of the positive economic growth and stability of the Region of Crete, demonstrating its position as an important economic contributor to the country.

Table 4: Economic data of the region of Crete

Economically Active Population	<p>In 2021:</p> <ul style="list-style-type: none"> • The Region of Crete represented 6% of the economically active population of the country. • The percentage of its economically active population was 53%. • Compared to the rest of the Regions, it showed the highest percentage of economically active population, together with the Regions of Attica and South Aegean.
GDP	<p>In 2014-2019:</p> <ul style="list-style-type: none"> • The country's GDP increased by +3%. • The GDP of the Region of Crete increased by +5%. • With reference to the percentage distribution for 2019, the Region of Crete represented 5% of the country's GDP.
Employment	<p>Number of employed in the country (2015-2021):</p> <ul style="list-style-type: none"> • In the period 2015-2019, the number of employed in the country as a whole increased by +8% (from 3.6 million in 2015 to 3.9 million in 2019). • In the period 2019-2021, the number of employed in the country as a whole saw a marginal increase of +0.4% (from 3.9 million in 2019 to 3.9 million in 2021). <ul style="list-style-type: none"> • In the Region of Crete the number of employed decreased by -9%, (from 253 thousand in 2019 to 231 thousand in 2021). • In 2021, the Region of Crete ranked in 5th place, representing 6% of the employed in the country.

Evolution of the employed in the Region of Crete by employment category 2019-2021:

- Accommodation -30%
- Catering services-35%
- Other sectors -4%

Tourism

The tourism sector has consistently emerged as the most rapidly growing economic sector in Crete. As a result of heightened demand, entrepreneurs have initiated extensive investments in the development of hotel units, thereby contributing significantly to the qualitative and quantitative improvement of hotel infrastructure. Tourism in Crete has followed the trends of Greek and Mediterranean tourism, with a focus on mass tourism geared towards summer vacations for Northern European residents. In recent decades, tourism has played a crucial role in driving local economic development, making substantial contributions to the region's gross product and employment opportunities. These benefits extend not only to the island's inhabitants but also to the workforce from other regions of the country. The data presented below pertains to hotel capacity, air traffic, and port traffic.

Hotel Capacity 2021

Table 5: Hotel capacity in the regions of Greece (2021)

	HOTEL CAPACITY 2021
Greece	<ul style="list-style-type: none"> • It counts 10,088 hotel units and 440,904 rooms for rent. • Tourism contribution to the country's GDP in 2021 was of 7.2% or €13.2 billion.
Regions: <ul style="list-style-type: none"> • South Aegean • Crete • Ionian Islands • Central Macedonia • Attica 	<ul style="list-style-type: none"> • Received the largest number of tourists. • Represented 67% of the country's hotel capacity and 79% of hotel rooms.
Region Of Crete	<p>Accounted for 16% of hotel units and 22% of hotel rooms in the country</p> <p>The revenues from tourism in 2021 represented 23% (€ 3,058 million) of the country's total revenues.</p> <p>The direct contribution of tourism to the Region's GDP amounted to 33%.</p>

Passenger Traffic – International Air Arrivals

Following the COVID-19 pandemic, there are promising indications of a recovery in passenger traffic. Specifically, during the period spanning January through October of 2022, a decade-long record was established in international air arrivals, surpassing the corresponding figures for 2019 by 0.8%. In total, there were 20.3 million arrivals in Greece during this period. At Heraklion airport, international air arrivals rose by 3% to reach 3.4 million, while at Chania airport, arrivals amounted to 1.3 million, showing an increase of 14.1% compared to 2019.

Table 6: International air arrivals of the airports of Crete

INTERNATIONAL AIR ARRIVALS (Jan-Oct 2019 & 2022)			
	Jan-Oct 2019	Jan-Oct 2022	%Diff.
HERAKLION	3.282.574	3.380.886	3%
CHANIA	1.137.620	1.297.660	14,1%
GREECE	20.177.511	20.346.755	0,8%

Domestic Traffic in Ports – Cruise traffic

In 2021, the port of Heraklion witnessed a decline in passenger traffic due to the COVID-19 pandemic, serving just over 940,000 passengers, which was 46% less than the 1.7 million recorded in 2019. Similarly, the number of cruise ships that arrived at the port in 2021 was 42% less than in 2019, with a total of 118 ships. Nonetheless, data from 2015-2019 indicated a notable increase of 24% in passenger traffic and 20% in cruise ship arrivals.

In 2021, the port of Chania served approximately 930,000 passengers, a 29% decrease from the 1.3 million in 2019, and hosted 76 cruise ships, 42% less than in 2019. However, during the period of 2015-2019, passenger traffic at the port showed a steady increase of 11%, with a remarkable 124% increase in the number of cruise ship arrivals.

Table 7: Domestic traffic in ports of Crete

DOMESTIC TRAFFIC IN PORTS OF CRETE (2015-2021)					
Regional Unit	2015	2019	2021	%Diff. 2015- 2019	%Diff. 2019- 2021
Heraklion	1.401.693	1.733.376	943.353	24%	-46%
Chania	1.183.455	1.318.811	932.679	11%	-29%
Rethymno	389	74.452	46.302	19039%	-38%
Lasithi	11.935	10.681	27.481	-11%	157%
Total Region	2.597.472	3.137.320	1.949.815	21%	-38%

Table 8: Cruise traffic in the region of Crete

CRUISE SHIP TRAFFIC IN CRETE REGION (2015-2021)					
Regional Unit	2015	2019	2021	%Diff. 2015- 2019	%Diff. 2019- 2021
Heraklion	170	204	118	20%	-42%
Chania	59	132	76	124%	-42%
Ag. Nikolaos	52	37	42	-29%	14%
Rethymno	11	24	8	118%	-67%
Lasithi	1	0	0	-100%	
Total Region	293	397	244	35%	-39%

Opportunities for Diversification and Seasonal Extension

Crete is undoubtedly one of the most popular destinations worldwide with the phrase "sun, sand, sea" being closely associated with the island, providing a rewarding holiday experience. During the remaining autumn and winter months, the prevailing weather conditions and temperatures do not favor this type of vacation for foreign visitors.

This results in the seasonality of the tourism product, which is the biggest problem facing the tourism industry in Crete. For the lengthening of the tourist season to be achieved, it is necessary to develop new and alternative forms of tourism, alongside the strengthening of already existing tourism products. Below are presented main and secondary types of tourism found in Crete.



Picture 1: Types of tourism in Crete

Flora & Fauna

The island of Crete is known for its rich and diverse **flora**, with over 2000 plant species found on the island. The unique climate and geological conditions of the region have contributed to the development of a distinct and varied plant life, making Crete a botanical paradise for nature lovers. The flora of Crete presents the highest endemism in the Greek area. The list of the flora of Crete includes 1,828 native species, of which 189 are endemic to Crete and the surrounding islands.

Among the most notable endemic species are the Cretan dittany (*Origanum dictamnus*), a fragrant herb with medicinal properties used since ancient times, and the Cretan date palm (*Phoenix theophrasti*), a rare and endangered palm tree found only in Crete.

In addition to these unique species, Crete's flora includes a range of Mediterranean plants such as olive trees, grapevines, cypress, and thyme. The island's mountainous terrain is home to a variety of alpine plants, while the coastal areas feature species adapted to the salty sea spray, such as sea lavender and tamarisk.

Crete's rich flora has also been influenced by the island's long history of human habitation, with many plants introduced by the ancient Minoans and later civilizations such as the Greeks and Romans. This mix of native and introduced species has created a diverse and vibrant ecosystem that is both beautiful and ecologically valuable.

Today, the flora of Crete is protected by several conservation initiatives, including the Natura 2000 network of protected areas, which aims to preserve the island's unique biodiversity for future generations.

The island of Crete boasts a highly diverse and unique **fauna**, with a significant number of endemic invertebrate species estimated to be around 1,000. Furthermore, the island is home to a variety of reptiles, with 10 species found exclusively in Crete. The avian fauna of Crete is equally impressive, with 350 species of birds found in its territory, including 36 of the 48 species of predators in Europe. In addition, 34 species of terrestrial mammals can be found on the island, adding to the richness of its biodiversity. The presence of such a diverse array of fauna makes Crete an important destination for eco-tourism and wildlife enthusiasts.

Table 9: Fauna and avifauna of Crete

RECORDS OF FAUNA AND AVIFAUNA			
Birds			Amphibians
Accipiter nisus	Cyanistes caeruleus	Nycticorax nycticorax	Bufo viridis
Alauda arvensis	Delichon urbica	Oenanthe hispanica	Pellophyllax cretensis
Anas crecca	Egretta garzetta	Oenanthe oenanthe	
Anas platyrhynchos	Emberiza cirrus	Parus major	
Anthus pratensis	Erithacus rubecula	Passer domesticus	Reptile
Anthus trivialis	Falco eleonorae	Pernis apivorus	Lacerta trilineata
Apus melba	Falco tinnunculus	Phylloscopus collybita	Tarentola mauritanica
Apus palidus	Fringilla coelebs	Plegadis falcinellus	Hemidactylus turcicus
Buteo buteo	Galerida cristata	Pluvialis apricaria	
Buteo rufinus	Gallinago gallinago	Saxicola rubetra	
Calandrella brachydactyla	Gallinago sp.	Saxicola rubicola	Mammals
Caprimulgus europaeus	Gyps fulvus	Saxicola torquata	Erinaceus concolor
Carduelis cannabina	Hippolais pallida	Serrinus serrinus	Martes foina
Carduelis carduelis	Hirundo daurica	Streptopelia decaocto	Meles meles
Carduelis chloris	Hirundo rustica	Streptopelia turtur	Mouse
Cettia cetti	Lanius collurio	Sturnus vulgaris	
Circus aeruginosus	Lanius minor	Sylvia atricapilla	
Circus cyaneus	Lanius senator	Sylvia melanocephala	
Circus pygargus	Larus michachellis	Tachybaptis ruficollis	
Columba livia livia	Lullula arborea	Tringa ochropus	
Columba palumbus	Milvus migrans	Turdus merula	
Corvus corax	Motacilla alba	Tyto alba	
Corvus corone cornix	Motacilla flava	Upupa epops	
Corvus corax	Motacilla cinerea		
Corvus monedula	Muscicapa striata		

Geomorphology

The geomorphology of Crete is characterized as highly mountainous, with an extensive range of mountains spanning from west to east. The mountainous terrain is dominated by the White Mountains, reaching a maximum elevation of 2,452 meters, the Psiloritis mountain range, reaching a maximum elevation of 2,456 meters, and Mount Dikti, with a maximum elevation of 2,148 meters. The island is also home to an abundance of caves, with over 1,500 caves recorded in the White Mountains alone. In fact, the three deepest caves in Greece can be found in this region. In total, over 5,000 caves have been documented throughout the island, adding to its unique geological features.

Table 10: Geographical features of Crete

Caves	The main caves of the Region of Crete are the cave of Melidoniou (or Gerontospelios), the Dikteo Andron, the Idaion Andron, the cave of Milatou and the cave of Sphendoni of Zoniana.
Rivers	Due to the small width of the island, Crete has few rivers, ranging from the mountains of the island at its centre and flow to the Libyan and the Cretan Sea. In most of them water is scarce mainly during the winter months, while in the summer they are completely dry.
Lakes	The largest natural lake in Crete is located in Kournas. Small but important natural ponds with water all year round are also located in Tersanas of Chania (Lake Machairidas) and in the Unit of Heraklion (Ligara and Livadas Lakes). Artificial lakes are located in Agia of Chania, in Zaros, at the large dams of Bramianone, Aposelemi, Faneromeni, Potamos and at the numerous small dams inland of Heraklion.
Gorges	Crete is often characterized as a "land of gorges", due to its geological and environmental landform. The gorges of Crete are really imposing places with special characteristics in terms of soil, biodiversity and local microclimatic conditions. The most important gorge of the island is that of Samaria, with a length of approximately 16 kilometers, while it is one of the largest gorges in the European area and an environmental and historical cradle, with international recognition.

Table 11: NATURA 2000 Areas of Crete

NATURA 2000 AREAS OF CRETE	
National Park of Samaria	
Aesthetic Forest (Vai Palm Grove, Lasithi),	
53 areas included in the European ecological network Natura 2000	
1 Restricted Hunting Area (Dia island, Heraklion)	
54 Wildlife Sanctuaries	
5 Preservable Natural Monuments (Cretan Khelanthero of Heraklion, the evergreen Platanos of Phaistos, the Madalenis Oak near Korfes Heraklion, Vlatos plane tree in Chania and the plane tree of Gortys in Azogyres Chania)	
The Samaria National Forest has been designated as a Biosphere Reserve (UNESCO, Man and Biosphere Programme), has been awarded with Eurodiploma (Council of Europe) and Its core is also considered a Biogenetic Reserve (Council of Europe).	
3 Protected Forests (Prostateftiko dasos oreinou ogkou Lefkon Oreon nomou Chanion, Prostateftiko dasos periochis koryfon Asfendou - Kallikrati nomou Chanion, Prostateftiko dasos oreinou ogkou Apopigadi Selinou nomou Chanion),	
Asterousia Mountain Range has been designated as a Biosphere Reserve (UNESCO, Man and Biosphere Programme)	
99 Traditional Settlements	
The project area is located near two areas of the Natura2000 Network, more specifically the areas: Special Conservation Zone (SZZ) - GR4320002 - Dikti: Lasithi Plateau, Katharo, Special Protection Zone (ZEP) - GR4320010 - Lazaros Peak - Madara Diktis	

Even though the project area is not located within the Natura 2000 areas or another statutory protected area, the Concessionaire implements an appropriate fauna and bird monitoring program to record the elements found in the Project area and apply compensatory measures to minimize the effects of the construction works.

History

Below are presented significant eras that have shaped the course of Cretan history. From the ancient Minoan civilization to the Byzantine period and the island's role in World War II, Crete has played a significant role in the cultural, political, and economic landscape of the Mediterranean region. Through an exploration of the island's history, we can gain a deeper understanding of the factors that have contributed to its unique identity and continued importance in the present day.

Minoan civilization

The Minoan civilization was a Bronze Age civilization that developed on the island of Crete and is named after the legendary King Minos, who was said to have ruled Crete from his palace in Knossos.

The Minoan civilization flourished from around 2600 BCE to 1400 BCE, and is considered one of the most advanced and sophisticated of its time. The Minoans were skilled artists and artisans, and their pottery, sculpture, and architecture are renowned for their beauty and technical skill.

One of the most striking features of the Minoan civilization is their impressive palace complexes. The palace at Knossos, which is the largest and most well-known, covered an area of over 20,000 square meters and was home to around 1000 people. The Minoans were also skilled traders and sailors, and their navy dominated the eastern Mediterranean for many years. They traded with other civilizations in the region, including Egypt and the Near East, and their ships carried a variety of goods, including pottery, metalwork, and luxury items such as ivory and gold.

Despite its relatively short existence, the Minoan civilization had a lasting impact on the ancient world. Its art, architecture, and religious practices influenced later civilizations in the region, and its legacy can still be seen in the modern-day island of Crete.

It is noteworthy to mention that during the Minoan era, the myth of Daedalus and Icarus emerged, recounting the tale of the **first recorded flight in human history**. According to the myth, Daedalus was a skilled craftsman and inventor who was imprisoned on the island of Crete along with his son Icarus by King Minos. Daedalus and his son Icarus escaped their imprisonment on Crete using wings made of feathers and wax. Icarus began to fly too close to the sun, melting the wax and falling to his death.

The myth of Daedalus and Icarus is often interpreted as a warning against the dangers of hubris and overreaching. It also serves as a reminder of the enduring human fascination with flight and the pursuit of freedom.

Byzantine period

During the Byzantine period, Crete played a significant role in the political and cultural history of the Eastern Roman Empire. Following the Arab invasions of the 7th century, Crete was incorporated into the Byzantine Empire and became an important center of trade, culture, and religion.

The Byzantine period in Crete saw the construction of numerous impressive churches, monasteries, and other religious buildings. Some of the most notable examples include the Monastery of Arkadi, the Monastery of Preveli, and the Church of Saint Titus in Heraklion. These structures were adorned with intricate frescoes and mosaics, many of which have been preserved to this day and are considered to be some of the finest examples of Byzantine art in the world.

The Byzantine period also witnessed significant political upheaval in Crete. During the 9th and 10th centuries, the island was frequently raided by Arab pirates. In the 13th century, Crete was briefly occupied by the Venetians, who established a short-lived feudal state on the island. Despite the political instability, the Byzantine period in Crete was characterized by a flourishing of literature, music, and art.

Today, the legacy of the Byzantine period can be seen throughout Crete, from the stunning churches and monasteries to the many artifacts and works of art that have been preserved from this era. These cultural treasures serve as a testament to the island's rich and complex history and continue to inspire and captivate visitors from around the world.

The Battle of Crete

Nowhere in the history of the World War II was the terrible tragedy of human conflict seen more clearly than in the fierce campaign that took place in May 1941 for the possession of the beautiful island of Crete.

After a heavy bombardment, the battle of Crete began on 20 May 1941. Germans had as main targets the three airports of the island (Maleme, Rethymno, and Heraklion), but faced great resistance by their defenders. For ten dramatic days, Crete served as the battleground between the invaders of Nazi Germany, who came to conquer its historically unconquerable people. In the course of that ten-day battle, Crete became a bloody battlefield in the struggle between the elite of the invading army - the German paratrooper, and the freedom-loving, high-spirited Cretan people, striving to remain free, as they fought side by side with their allies of the British Commonwealth.

The courageous inhabitants of Crete fought the invader with all available means (axes, shovels and even their bare hands) in an effort to save their land. Their allies, the New Zealand, Australian and British regiments, scribed their most impressive pages in the history of their units during that battle, pages that were written in blood. It was, however, a futile effort for the defenders of Crete, no matter how bravely or how heroically they had fought. Out-numbered and outmaneuvered, the gallant Commonwealth troops and the heroic Cretan population fell in defeat before the conquering hordes of Adolf Hitler's legions.

The story of the battle for Crete was one of great significance in the ultimate outcome of the Second World War and proved to be the turning point of the war. Some historians have referred to the battle for Crete as the Thermopylae of the Second World War. This campaign in Greece and later in Crete forced Hitler to postpone the invasion of Russia

from the spring of April 1941 to early summer of June 1941. This delay resulted in the loss of the war in Russia.

Table 12: Archaeological sites of the Region of Crete by Regional Unit

ARCHAEOLOGICAL SITES - MONUMENTS OF CRETE			
HERAKLION	LASITHI	RETHYMNO	CHANIA
AMNISSOS	DREROS (DRIROS)	APODOULOU	APTERA
FOURNI ARHANES	GOURNIA	ARMENI	FALASSARNA
GALATAS PALACE	KATO ZAKROS	ELEFThERNA	FIRKAS FORTRESS
MALIA PALACE	LATO	THE FORTEZZA FORTRESS OF RETHYMNON	FRANGOCASTELLO FORTRESS
PHAISTOS	PALEKASTRO		KISSAMOS ARCHAEOLOGICAL MUSEUM
KNOSSOS	PETRAS		LISSOS
VASILIKI LENTA	SPINALONGA ISLE		
VASILIKOS TAFOS-IERO			
GORTYS (GORTYN)			
DIDAKTIRIO ANO ARHANON			
MINOAN VILLA OF THE LILIES			
MINOAN VILLA OF VATHYPETRO			
ROYAL VILLA OF AGIA TRIADA			
KOMMOS			
TYLISOS			
TEMPLE OF ASCLEPIOS AT LEVINOU			
TEMPLE OF PYTHIAN APOLLO			
CHURCH PANAGIA FODELE			
TILISSOS			
KRINI MOROZINI (LIONS)			

Traditional Settlements

In Greece, traditional settlements are recognized as those that have preserved their historical image and local identity. More than 800 settlements have been designated under the responsibility of the Ministry of the Environment and Energy, with 99 of them being recorded in the Region of Crete.

Table 13: Traditional Settlements of Crete

TRADITIONAL SETTLEMENTS OF CRETE				
HERAKLION	LASITHI	RETHYMNO		CHANIA
ETHIA	AGIOS ATHANASIOS	AVDANITES	KASTELLOS	AGIA ROUMELI
HERAKLION (PART OF THE TOWN)	ANATOLI	AVDELLAS	TIMIOS STAVROS	KOMITADES
KENOURGIO CHORIO	VAI	AGIA IRINI	KASTRI	LOUTRO
KOUTOULOFARI	VRAHASSI	AGIOS GEORGIOS	KATO POROS	OMALOS
MATALA	PANO ELOUNDA	AGIOS IOANNIS	KAPSALIANA	PATIMA
PISKOPIANO	EPANO SISSI	AGIOS KONSTANTINOS	KERAMES	SKALOTI
PRINIAS	ETIA	AGIOS MAMAS	KRASOUNAS	FILAKI
HERSONISSOS	KASTELLI	ALFA	KIRIANA	CHORA SFAKION
	KATO ZAKROS	AMARI	LAGA	
	KRITSA	AMNATOS	MARGARITES	
	LIMNES	AMPELAKI	MAROULAS	
	MAKRIGIALOS	ANO TRIPODO	MEGALO METOCHI	
	MILATOS	APODOULOU	MELABES	
	PLAKA	ARGIROUPOLI	MELIDONIO	
	FOURNI	ARMENI	MIKRO METOCHI	
		ARCHONTIKI	MONASTIRAKI	
		ATSIPOPOULO	MOUNTROS	
		VEDERI	MOURTZANA	
		VERGIANA	BALI	
		GALLOS	MITHRIOS	
		GARAZON	MILI	
		GIANNOYDI	OMALA	
		DAMAVOLOS	PIKRIS	
		DAFNEDES	PLEVRIANA	
		DAFNI	PRASES	
		ELEFThERNA	PRINES	

		EPISKOPI	RETHYMNON (PART OF THE TOWN)	
		EPISKOPI LAPPEON	ROUSSOSPITI	
		ZOURIDION	ROUSTIKA	
		KALAMAS	SAITOURAI	
		KALANDARE	SKEPASTI	
		KALOGEROS	STAVROMENOS	
		KAPEDIANA	FOURFOURAS	
		KARE	CHROMONASTIRI	

Culture

Music tradition

Cretan music is a traditional style of music, characterized by its unique combination of instruments, rhythms, and melodies, which reflect the island's rich cultural history and influences from various civilizations that have inhabited it throughout the centuries.

One of the most distinctive features of Cretan music is the use of the lyra, often accompanied by the laouto and the mandolin, which together create a rich and complex sound. The traditional dances that accompany Cretan music are an important part of the island's cultural heritage.

In addition to its traditional roots, Cretan music has also evolved over time to incorporate modern influences. Today, many Cretan musicians blend traditional elements with contemporary styles, creating a fusion of old and new that continues to captivate audiences around the world.

Literature

In the field of literature, Crete has highlighted important authors, with the most prominent being Vicenzos Cornaros who wrote “Erotokritos”, Nikos Kazantzakis who was nominated 3 times for the Nobel Prize in Literature, and the Nobel laureate Odysseus Elytis. The island has also been home to a number of notable poets and writers in more recent times, such as Giorgos Seferis and Andreas Embirikos.

Cretan literature is often characterized by its emphasis on the island's unique cultural and historical heritage, as well as its natural beauty and landscapes. Many Cretan writers have drawn inspiration from the island's ancient Minoan civilization, which flourished on the island from around 2700 to 1450 BC, and its rich folklore and traditions.

The Cretan dialect, which has its roots in ancient Greek, also plays a significant role in Cretan literature, with many writers using it as a way to connect with the island's cultural heritage and traditions. The dialect is characterized by its distinctive pronunciation, vocabulary, and grammar, and is still spoken by many Cretans today.

Overall, the literary tradition in Crete is a rich and diverse one, with a long and storied history that continues to inspire writers and readers alike.

Painting

The history of painting in Crete dates back to the Minoan civilization, where wall paintings depicting religious and secular scenes were found in the palaces of Knossos, Phaistos, and Malia. However, it was during the Byzantine period that Cretan painting emerged as a distinct artistic style.

During the 13th century, the island was under Venetian rule and a significant number of Italian painters and artists migrated to Crete, bringing with them the western artistic traditions. These artists, combined with the existing Byzantine tradition of Crete, gave birth to a new artistic style known as the Cretan School of painting. One of the most famous Cretan painters of the era was Angelos Akotantos, who lived and worked in Heraklion during the 15th century. His work is considered a bridge between the Byzantine and Renaissance periods.

During the Ottoman rule, the Cretan School of painting continued to thrive, with many painters being commissioned to create religious paintings for the local churches and monasteries. The 16th century saw the rise of the most famous Cretan painter, Domenikos Theotokopoulos, who later became known as El Greco. El Greco's work was characterized by its expressionism, elongated figures, and use of light and color to create dramatic effects. The 19th century saw the emergence of a new generation of painters, the most notable of which, was Konstantinos Parthenis, who is considered the father of modern Greek painting.

Today, painting in Crete continues to be a thriving art form with many contemporary artists finding inspiration in the island's rich artistic heritage. The island also hosts several art galleries and exhibitions that showcase the works of both established and emerging artists.

Table 14: Museums of the Region of Crete by Regional Unit

MUSEUMS OF CRETE			
HERAKLION	LASITHI	RETHYMNO	CHANIA
ARCHAEOLOGICAL COLLECTION OF HERAKLION	ARCHAEOLOGICAL COLLECTION OF IERAPETRA	ARCHAEOLOGICAL MUSEUM OF RETHYMNO	ARCHAEOLOGICAL MUSEUM OF CHANIA
HISTORICAL MUSEUM OF CRETE	ARCHAEOLOGICAL COLLECTION OF NEAPOLIS	HISTORICAL AND FOLK ART MUSEUM OF RETHYMNO	ARCHAEOLOGICAL MUSEUM OF KISSAMOS
LYCHNOSTATIS CRETAN OPEN-AIR MUSEUM	ARCHAEOLOGICAL MUSEUM OF AGIOS NIKOLAOS	MUSEUM OF ARKADI MONASTERY	BYZANTINE AND POST-BYZANTINE COLLECTION OF CHANIA
MUSEUM OF CHRISTIAN ART "ST CATHERINE OF SINAI"	ARCHAEOLOGICAL MUSEUM OF SITIA	ECCLESIASTICAL MUSEUM OF PREVELI MONASTERY	HISTORICAL - FOLK ART MUSEUM OF GAVALOCHORI

KAZANTZAKIS MUSEUM	ECCLESIASTICAL MUSEUM OF TOPLOU MONASTERY	CHROMONASTERY MILITARY MUSEUM	MUSEUM OF THE MONASTERY OF AG. TRIADA TZAGAROLON
MUSEUM OF CRETAN ETHNOLOGY		MUSEUM OF THE ARCHAEOLOGICAL SITE OF ELEFThERNA	MARITIME MUSEUM OF CRETE
COLLECTION OF ST. MATTHEW OF SINAI			

Gastronomy

Gastronomy represents an authentic cultural element of any given place, and the unique taste of a region's cuisine is often linked to the quality of its society and reveals valuable information about its cultural and economic history.

Cretan traditional cuisine, which is widely recognized as one of the healthiest in the world, has been shaped over the centuries by the wealth and quality of the island's products, resulting in dishes with unparalleled taste, freshness, and authenticity. The rich variety of raw materials available on Crete, combined with the knowledge and expertise of its inhabitants, has given rise to a range of unique flavors that are closely tied to the island's natural environment and seasonal cycles. Cheeses, honey, aromatic plants, herbs, and other products of the Cretan mountains form the foundation of the island's cuisine. The Cretan diet is widely acknowledged by the international scientific community as the most representative and high-quality example of the Mediterranean diet, which is based on a combination of vegetables, legumes, fruits, cereals, and olive oil, and is believed to promote longevity and overall well-being.

Some of the most popular traditional dishes include dakos, small dumplings with mizithra cheese, lamb casserole with stamnagathi, sautéed snails, artichokes in egg and lemon sauce, gamopilafo, pies from the region of Sfakia, lamb antikristo and the most popular drink is tsikoudia. Desserts in Crete are also a must-try, with local delicacies such as kaltsounia, sweet cheese pastries filled with honey and cinnamon, and xerotigana, deep-fried dough drizzled with honey and sprinkled with sesame seeds.

Finally, it is important to mention the role of olive oil in Cretan gastronomy. Olive oil is not only used for cooking but also as a condiment and flavor enhancer. In fact, Cretans consume more olive oil per capita than anywhere else in the world, and this is considered a major factor in their longevity and overall health. Overall, Cretan gastronomy reflects the island's rich history, its abundant natural resources, and the unique cultural identity of its people. Visitors to Crete can immerse themselves in this culinary heritage by visiting local tavernas, trying traditional dishes, and experiencing the warmth and hospitality of the locals. EU quality policy aims to protect the names of specific products to promote their unique characteristics, linked to their geographical origin as well as traditional know-how. PDO and PGI are EU schemes protecting traditional food and drink products. Both schemes promote quality, reputation, and uniqueness of products, supporting their communities. A plethora of Cretan products have succeeded in obtaining PDO and PGI products, such as olive oil and wine. The following is a record of all PDO and PGI products of Crete.

Table 15: PDO & PGI products of Crete

PDO Products		PGI Products
<u>Olive Oil</u> Viannos Irakliou Kritis Peza Irakliou Kritis Arxanes Irakliou Kritis Messara Kritis Vorios Mylopotamos Rethymnis Kritis Kolymvari Chanion Kritis Apokoronas Chanion Kritis Exeretiko Partheno Eleolado Selino Kritis Exeretiko Partheno Eleolado Thrapsano Sitia Lasithiou Kritis	<u>Wine</u> Arxanes Dafnes Malvasia Candia Sitia Malvasia Sitias Peza <u>Other</u> Portokalia Maleme Chanion Kritis Throumpa Ampadias Rethymnis Kritis Pefkothymaromelo Kritis (in all 4 regions)	<u>Olive Oil</u> Chania Kritis Olive Oil Kritsa Lasithiou Olive Oil <u>Wine</u> Chania wine Rethymno wine Kissamos wine Kriti wine Iraklio wine Lasithi <u>Other</u> Kritiko paximadi Stafida Soultanina Kritis (in all 4 regions) Tsikoudia
<u>Cheese</u> Graviera Kritis (in all 4 regions) Xynomyzithra Kritis (in all 4 regions) Xygalo Siteias Pichtogalo Chanion		



Science - Education

Beyond all the aforementioned information, Crete is a hub of scientific and technological innovation, with a thriving academic community centered around the University of Crete.

The University of Crete is a public research university that was founded in 1973. It is located in the city of Heraklion. The university has three campuses, including one in Rethymno and another in Chania, and offers undergraduate and graduate programs in a variety of fields, including science, engineering, social sciences, and humanities.

One of the areas where the University of Crete has made significant contributions to science and innovation is in the field of **biotechnology**. The university has a number of research groups that focus on developing new treatments for diseases, such as cancer, and on understanding the molecular mechanisms behind these diseases. The university also has a strong focus on environmental and agricultural sciences, with research groups working on topics such as **sustainable agriculture, climate change, and water management**.

In addition to its research activities, the University of Crete has also played a key role in **promoting innovation and entrepreneurship** on the island. The university has a number of programs and initiatives that support start-ups and help to bring new technologies to market. For example, the university's Innovation and Entrepreneurship Unit provides support to students and researchers who are interested in starting their own companies, while the Science and Technology Park of Crete provides a range of services to help start-ups grow and succeed.

The University of Crete serves as a center for scientific and technological advancement, promoting economic growth on the island. Regardless of your area of interest, whether it be biotechnology, environmental science, or entrepreneurship, the university offers a wide range of opportunities for both students and researchers.

Points of Interest – Activities

Table 16: Points of Interest – Activities in Crete

Blue Flags	In the region of Crete, 120 beaches were awarded the blue flag in 2021.
Diving Destinations	<ul style="list-style-type: none"> • Organized and guided dives to 91 shipwrecks and airplanes. • The shipwrecks attributed to the diving community of the region of Crete are 7. • Many diving centers operate throughout Crete (mainly in the north of the island) that can serve divers of all levels, all year round.
Trekking	<ul style="list-style-type: none"> • The European Long-Distance Path E4 includes a large network of trails with significant cultural, natural, and historical value. • It has been marked by the European Ramblers Association and connects Kissamos with Zakros after crossing all the major mountain ranges of Crete. • In addition to the E4 trail network, there are dozens of hiking trails.
Climbing Fields	In the region of Crete, we come across a plethora of climbing fields for climbing enthusiasts.
Mountain Refuges	<ul style="list-style-type: none"> • Crete has shelters in all three of its major mountain ranges. • These shelters are maintained by mountaineering clubs on the island.
Speleology	The main caves of the Region of Crete are Melidoni or Gerontospilios cave, Dikteon Andron cave, Idaion Andron cave, Milatos cave, and Sfendoni Zonianon cave.
Natural Thermal Springs	The Greek State, through the Special Committee for the Protection of Natural Mineral Resources of the Ministry of Tourism, has recognized 80 Natural Mineral Resources. Specifically, in the Region of Crete, one Natural Mineral Resource has been recognized: Temenia Tzanoudiana Spring, Municipality of Kantanos-Selino, Chania.
Golf Courses	<ul style="list-style-type: none"> • In the region of Crete, there are two golf courses. • One is located in the Heraklion Unit, 15 km east of the Heraklion International Airport and 7 km south of Hersonissos Port. It is one of the best golf courses in Greece, meeting championship standards. • The second golf course, is located in Elounda in the Lasithi Unit.

New International Airport of Heraklion Crete

The construction of the new international airport in Heraklion Area, Crete represents a significant investment in infrastructure that covers all phases of the project, from design and construction to operation and maintenance. This investment is anticipated to have a significant positive impact on the local and national economy, without causing any detrimental effects on the natural environment and society.

The new airport has been meticulously designed to accommodate up to 18 million visitors annually, placing it second in terms of traffic among Greek airports. In addition, the airport aspires to become an essential regional hub between Asia, Europe, and Africa, as it is the only airport expected to be constructed in the Southeastern Mediterranean within the next two decades. The financing of infrastructure projects to connect the airport with the Northern and Southern Road Axis of Crete is also in progress at the moment.

The primary objective of this airport's sustainable development is to promote environmental and social responsibility through a holistic approach to all its activities by adopting sustainable development principles such as the United Nations Sustainable Development Goals (SDGs). In this regard, becoming a Green Airport with Green Buildings is another goal, achieved through sustainable design and infrastructure operation, and obtaining Leadership in Energy and Environmental Design (LEED) certification.

The airport's Corporate Social Responsibility (CSR) Strategy is tailored to the needs of the airport as well as the local community, aiming to achieve the sustainable development goals. As a result, the airport has adopted sustainable development principles to promote responsible behavior and contribute to a better world.

B. CSR Framework

The concept of CSR involves the deliberate inclusion and implementation of ethical, social, and environmental standards and regulations within an organization's fundamental strategy. Such a strategy should be tailored to cater to the demands and expectations of all stakeholders, and it should aim to identify, prevent, and alleviate any potential adverse effects that may arise from the company's operations. The European Commission with its Communication COM (2011) 681 on 25/10/2011 has defined corporate social responsibility (CSR) as "the responsibility of businesses for their impact on society".

CSR concerns everyone – the public, organized groups, employees, customers, entrepreneurs, businesses and organizations of all types and sizes, whether they belong to the private or public sector.

Businesses and organizations that incorporate the principles of CSR into their strategies and operations tend to exhibit consistent and responsible behaviour as a social citizen. Such entities demonstrate the following indicative characteristics:

- Establish stable relationships of mutual trust with their customers.
- Care for and protect the natural environment.
- Strive to improve the quality of life for both their employees and customers, as well as society in general.
- Contribute to healthy, long-term economic development of their country.
- Conduct themselves ethically in all their dealings and maintain compliance with laws and regulations.
- Foster and reward volunteerism.
- Defend human rights.
- Maintain transparent procedures in their operations and decision-making processes.

Businesses and organizations that consistently demonstrate such responsible behaviour tend to become competitive and innovative entities with a loyal and growing customer base, as well as significant long-term financial benefits.

Incorporating these needs and expectations into decision-making and aligning them with business policy and strategy contributes to two very important directions:

- a) Strengthening the broader goal of sustainable development:** The concept of sustainable development is characterized by its ability to address present needs without compromising the ability of future generations to meet their own needs, according to the Brundtland Report of 1987. CSR, on the other hand, is a dynamic concept that continuously evolves to reflect the concerns and challenges of society. While immediate solutions are necessary to address current challenges, a future-oriented approach is also essential. In this context,

CSR is considered the driving force behind sustainable development, serving as a powerful tool to achieve long-term objectives.

- b) Viability of the business/organization:** The primary objective of businesses is to generate wealth while complying with the laws and regulations of the societies in which they function. Nonetheless, businesses and organizations exist within the market, and their association with stakeholders within the social context is a crucial aspect that influences their ability to operate proficiently. The concept of CSR delineates this relationship and determines how embracing its principles and values can work effectively for the benefit of all involved.



Figure 1: What is and what is not CSR

The absence of a single, universally accepted definition of CSR is closely related to the various philosophies, levels of socio-economic development, and historical paths of individual countries. Additionally, each business operates in a unique sector of the economy, with varying sizes and adaptability within their respective environments size, and adaptability within their operating environment (i.e., ACI).

The prevailing definitions of CSR often portray it as:

“the responsibility of businesses for the impact they have on society” (*European Commission - Communication - Oct. 2011*)

"the concept according to which companies voluntarily integrate social and environmental considerations into their business operations and their dealings with their stakeholders" (*European Commission - Green Paper - 2001*).

"the continuous commitment of businesses to contribute to economic development while simultaneously improving the quality of life of employees and their families, as well as communities and society in general" (*World Business Council for Sustainable Development - 1998*).

Corporate Social Responsibility (CSR) in Europe

In 2014, the EU, recognizing the importance of voluntary commitment to corporate social responsibility and the need of stakeholders for broader and clearer information about how businesses deal with sustainability challenges, such as climate change, but also social inequality, the increase in poverty and corruption, which today is a global phenomenon and reduces the prospect of sustainable development at every level, adopted the Directive on the Mandatory Disclosure of Corporate Information for the sustainability and diversity.(EU Non-Financial Reporting Directive and Diversity, NFRD).

In particular, for this purpose, the mandatory reference to the policy followed by the company to ensure diversity in the top management is provided to promote this dimension in leadership and in the methodical management of diverse risks that include the - financial capital, human capital and the natural environment.

The 17 Sustainable Development Goals of the United Nations (UN)

At the UN summit on September 25, 2015, more than 150 world leaders approved the new Agenda for Sustainable Development until 2030, while adopting the 17 global sustainable development goals (SDA - SDGs - Sustainable Development Goals). The new Agenda is a blueprint for achieving a better future for all, with a focus on eradicating extreme poverty, fighting inequality and injustice, protecting the planet and ensuring prosperity for all. Corporate Social Responsibility (CSR) strategies have a crucial role to play in achieving sustainable development goals. Companies are increasingly being called upon to reduce their negative impacts on the ecosystem, and the SDGs serve as a roadmap for all actions, policies, and strategies related to corporate responsibility.



Picture 2: UN Sustainability Development Goals

Corporate Social Responsibility (CSR) in Greece

In Greece, CSR appeared for the first time officially and organized after 2000, with the establishment of the Hellenic Network for Corporate Social Responsibility (EDEKE). The NFRD Directive was adopted by Greece with Law 4403 / 2016 (Official Gazette A 125/7-

7-2016) Adaptation of Greek legislation to the provisions of articles 19, 20, 29, 30, 33, 35, 40 to 46 of Directive 2013/34/EU and to the provisions of Directive 2014/95/EU of the European Community of Greece and the Council (EU L 330/1 of November 15, 2014).

The Directive partly preserved the voluntary nature of undertaking commitments and the publication of specific information about the policy followed by the company for the protection of human rights, the protection of labor rights, such as health and security, but also the participation of women in the highest administrative bodies, the protection of the environment and the fight against corruption.

The non-disclosure of this information as foreseen by the Directive from the annual reports of the Board of Directors. or special Reports which are declared by the companies as "Corporate Social Responsibility Report", or "Sustainable Development Report" or with some other relevant title and include in their content information related to issues defined in the content of the Directive as mandatory reporting fields, required relevant documentation according to the "comply or explain" principle.

From Voluntary to Mandatory Reporting

The EU Directive 2014/95/EU mandates certain large companies and public-interest entities to disclose non-financial information, including social and environmental information, with the aim of promoting sustainable economic development. The Corporate Sustainability Reporting Directive (CSRD) is a proposed update to the existing Non-Financial Reporting Directive (NFRD) of the European Union, which aims

to increase the quality, comparability, and reliability of sustainability reporting by companies. The CSRD will expand the scope of the NFRD to include more companies and require them to report on a wider range of sustainability topics, including social and human rights issues. It also aims to promote the use of digital tools for reporting and establish a centralized EU-level system for storing and accessing sustainability reports. The proposal is currently being discussed by the EU institutions and is expected to become law by 2024, with a phased implementation starting in 2024 for those already subjects to NFRD. European Commission estimates that the CSRD will apply to around 49,000 companies across the European Union.

EU Taxonomy

The EU Taxonomy is a classification system that helps companies and investors identify “environmentally sustainable” economic activities to make sustainable investment decisions. Environmentally sustainable economic activities are described as those which “make a substantial contribution to at least one of the EU’s climate and environmental objectives, while at the same time not significantly harming any of these objectives and meeting minimum safeguards.”

The EU Taxonomy is not a mandatory list for investors to invest in. It does not set mandatory requirements on environmental performance for companies or for financial products. Investors are free to choose what to invest in. However, it is important to note that over time, the EU Taxonomy is expected to encourage a transition towards sustainability in order to achieve the EU’s climate and environmental goals.

Taxonomy Regulation (02/02/2022): Article 8 of the Taxonomy Regulation (EU) 2020/852 requires companies to disclose non-financial information, which was applied for the first time in the 2021 annual financial reports (within the management report of the board of directors).

Taxonomy Regulation was disclosed in the annual financial report of large listed companies (i.e., those that exceed the average number of 500 employees during the financial year and their total assets exceed €20 million or their total net sales exceed €40 million on the date of their balance sheet) and specifically in the annual management report of their Board of Directors, in a separate section entitled Non-Financial Statement or Consolidated Non-Financial Statement.

Integration of the SDGs in the Greek National Framework

The 2030 Agenda and the SDGs lie at the core of one of the most overarching, dynamic and inclusive national strategic documents the National Reform Plan (NRP). The Greece 2.0 Recovery and Resilience Plan, submitted to the European Commission on 27 April 2021, encompasses a comprehensive and coherent package of forward-looking reform measures and investment actions. Its aim is to accelerate the country's transition towards a more sustainable and inclusive growth model, while enhancing its economic, social, and institutional resilience. The plan is consistent with the specific

objectives and targets set out in the 2030 Agenda, as confirmed by an analysis performed by the EU Joint Research Centre in 2020. Emphasis is given on crucial systemic issues, including healthcare system sustainability and economic productivity, which have become more prominent during the COVID-19 pandemic, while serving all Sustainable Development Goals (SDGs) considerably. The Greek Recovery and Resilience Plan is organized around four key pillars, which are closely linked to the SDGs' core priorities and objectives: *green transition, digital transition, employment, skills, and social cohesion, as well as private investment and economic and institutional transformation*. Notably, the national RRP will allocate 37.5% of its funding to climate-related objectives and 23.3% to digital transformation.

Pillars of Sustainability

Sustainability establishment can be reached through the adoption of CSR principles. Sustainable Development defines a dynamic and evolving process of change and not something static, with the aim of satisfying the needs of the present, without reducing the possibility of future generations to satisfy their own needs, through the balanced and equal pursuit and the three pillars of sustainability: Economy - Environment - Society.

Environmental Sustainability: refers to consuming natural resources at a sustainable rate and limiting harmful activities. All organizations and businesses interact with the environment as they rely on natural resources to produce goods and services, produce waste, and are affected by climate change. Consequently, they need to adapt their activities in a way that reduces their environmental footprint to contribute to environmental sustainability.

Social Sustainability: refers to the ethical practices followed by an organization based on a framework of values and how they contribute to society. Social sustainability also plays an important role for the organization itself, as it cannot thrive in an unfavorable social environment. On the contrary, it benefits from every positive change that occurs in society. Therefore, it should aim for practices that ensure the well-being of employees, customers, and local communities.

Governmental and Economic Sustainability: is the efficient use of resources by the organization to maintain its activities in the future and achieve economic development contributing to the local and national economy, without harmful environmental effects.

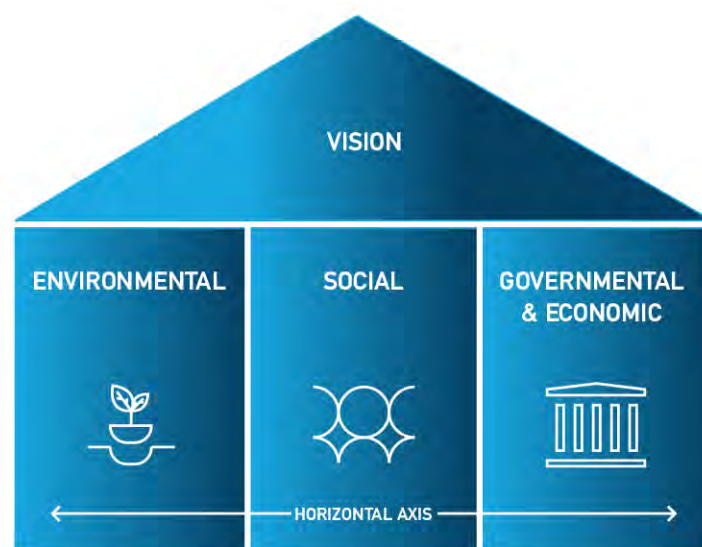


Figure 2: CSR Strategic Framework

Sustainability in Airports Management

The aviation industry shows continuous growth and provides a wide range of economic and social benefits. Today, there are more than 1200 international airports operating around the world serving more than 4 billion passengers annually, making every corner of the world accessible within 24 hours. The development of aviation has been one of the main factors in reducing travel time, but it also contributes significantly to the degradation of the environment at various levels.

Aviation is responsible for 2-3% of global human-caused carbon emissions, and airport infrastructure accounts for about 2% of the total global share (according to the Intergovernmental Panel on Climate Change - IPCC). With the passenger's traffic being steadily increasing, efficient management methods are required, through the development of airport facilities. Climate change is now a global issue and dealing with it requires airport facilities to become energy-neutral and reduce the sector's contribution to global warming.

Therefore, airports need to comply with conditions, beyond the legal framework, such as the United Nations Framework Convention on Climate Change (UNFCCC) and the most recent Paris Agreement. The long-term temperature goal is to keep the rise in mean global temperature to well below 2°C, by reducing greenhouse gas emissions into the atmosphere, to a level that will prevent the dangerous effect on climate change.

ACI (Airports Council International) embracing a relevant study (Long-Term Carbon Goal Study for Airports) established the following goal: "ACI member airports worldwide are committed to reach the goal of net zero carbon emissions by 2050 (Net Zero Carbon emissions by 2050) and urge governments to provide the necessary support to this venture." For the above goal to be achieved all members should align with the Intergovernmental Panel on Climate Change (IPCC) goal of limiting global warming to 1.5 °C.

Global CSR Policies

In developing a comprehensive sustainability strategy, it is crucial to consider various frameworks, standards, and policies that address sustainability issues at different levels. For this proposed Sustainability Strategy, a range of global, regional, and national initiatives have been examined. For the proposed CSR Strategy, we have considered the following.

- United Nations Universal Covenant
- 2030 Agenda for Sustainable Development – 17 Goals
- European Commission Strategy for CSR -CSRD
- International Civil Aviation Organization (ICAO)

- National Strategy for CSR
- CSR Europe- CSR Hellas
- CSR policies (of) Business partners (TERNA, GMR) CSR policy, vision and particular goals for the project
- Sustainability Strategy for Airports Worldwide, ACI (Airports Council International), Report 2021
- Transparency International – IT
- Disclosure Standards; GRI, SASB, IFC, TCFD, UNGC, IR, CDP, PRI, CDSB
- ETHOS, Greek Standard for Certification of CSR (creation of EUROCERT HELLAS in collaboration with the CSR HELLAS network, member of the European CSR network)

The implementation of the Sustainable Development strategy followed by IAHC S.A. is oriented towards achieving the Global Sustainable Development Goals and is directly linked to its business goals and is expressed through the following strategic priorities:

- Addressing climate change
- Ensuring safe & productive employment
- Minimizing the Environmental Footprint
- Increasing Social Impact
- The support of innovation and sustainable industrialization and
- Strengthening the principle of prevention and precaution in the context of its activities.

ETHOS Framework

The assessment of the above-mentioned priorities may be conducted and evaluated on a constant basis throughout the proposed “**ETHOS**” **framework**, which is a Corporate Social Responsibility Assessment Standard for businesses, jointly prepared by CSR HELLAS (Hellenic Network for Corporate Social Responsibility) and EUROCERT, focusing on the basic principles of Corporate Social Responsibility, Responsible Entrepreneurship and Sustainable Development.

The proposed framework ETHOS, is recommended as it is the most updated and easy to use tool to support management and of the Sustainability Strategy; Additionally, is it an original and multi-level evaluation method of a Greek Beneficiary namely EUROCERT HELLAS, member of the CSR EU network, that can add value with regards to the principles of sustainability and social responsibility and better information management and implementation of reporting systems .Thus the selection of choice is strategic and lies in;

- Improving sustainability performance
- Emergence of a social profile
- Creating credibility for the Management's commitment to complying with the principles of Corporate Social Responsibility, Responsible Entrepreneurship and Sustainable Development
- Monitor progress against the 7 pillars of the standard

- Improving internal and external communication on corporate responsibility issues
- Strengthening relationships with stakeholders
- Enhancing employee engagement
- Providing a comparative advantage in the market

Global Risks into Opportunities for Sustainable Growth

An organization's sustainability strategy must take into account the potential impact of global risks, that can pose significant impact on the organization's performance. These risks can range from natural disasters, pandemics, to political instability and economic crises, among others, and due to their interconnected nature, they can cause a domino effect that undermines progress towards sustainable development. To mitigate the impact of global risks on sustainability strategies, it is essential to adopt a proactive approach. This involves identifying potential risks and their interdependencies, assessing their likelihood and impact, and developing contingency plans to address them.

In a proactive CSR strategy, risks can be viewed as opportunities. While global risks can have a significant impact on sustainability strategies, it is essential to identify and address them proactively to minimize their negative effects. By doing so, a company can transform these risks into opportunities for positive change and long-term sustainability. This requires a forward-thinking approach that goes beyond compliance with regulations and instead focuses on identifying emerging risks and trends that can affect the business and the broader community. By identifying and responding to these risks, a company can gain a competitive advantage and demonstrate its commitment to sustainability. Thus, it is critical to have a proactive CSR strategy in place to manage and mitigate global risks, turning them into opportunities for sustainable growth and development.



Figure 3: Sustainability Global Highlights

Global Risks Horizon

When will risks become a critical threat to the world?

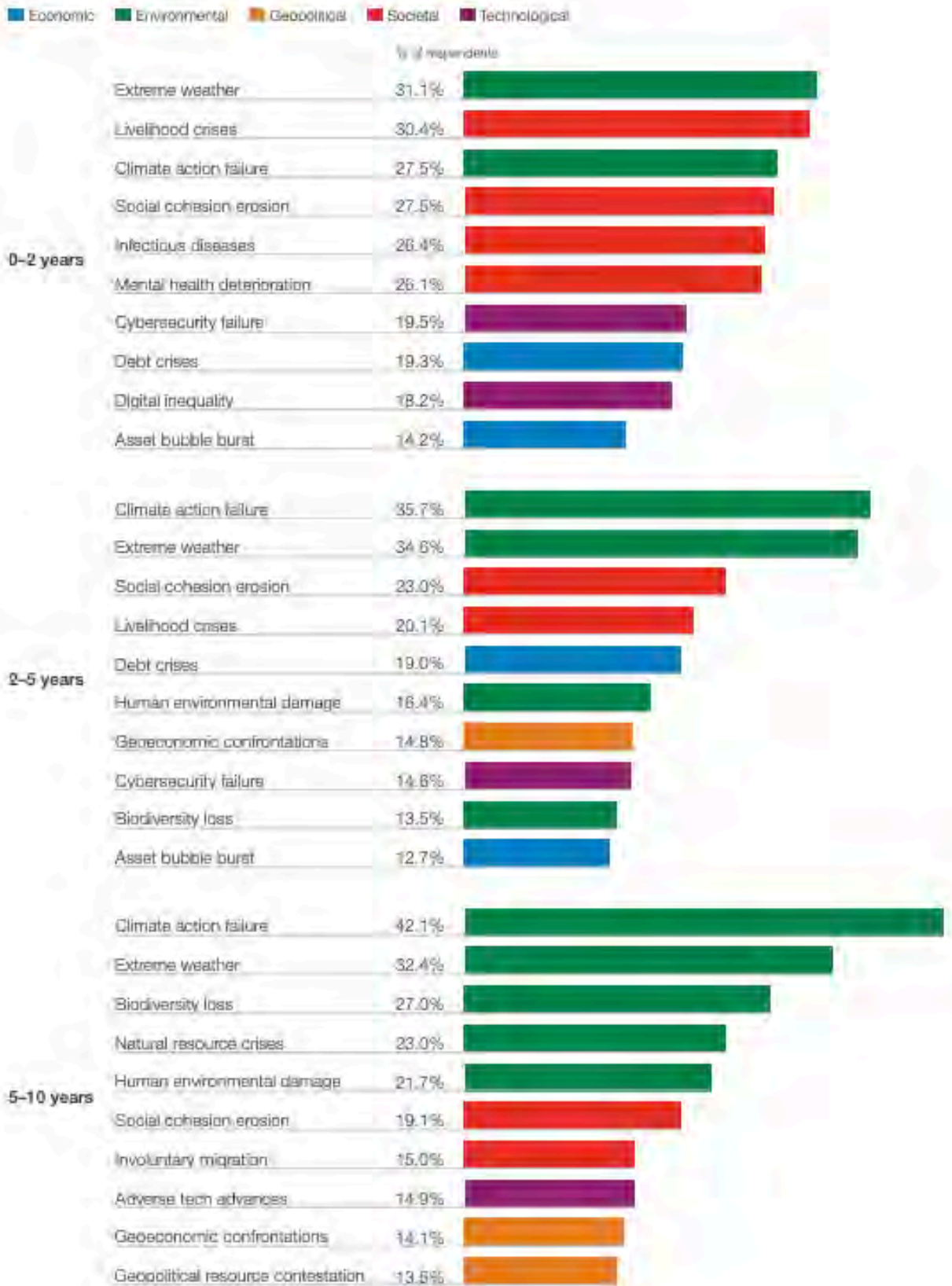


Figure 4: Global Risks Horizon

C. CSR STRATEGY

IAHC's Defining Vision, Mission, Values

The following is a set of recommendations for an organization that aims to become a driving force for sustainable development and promote the well-being of local communities, visitors, and employees in Crete. Our team can assist in formulating a better plan based on these recommendations. By applying these values and principles, the organization can promote Corporate Social Responsibility and become a role model for sustainable practices in the region.

Vision

To become a vehicle for tackling climate change, improving the well-being of visitors, employees and the surrounding communities, as well as promoting the local economy.

Mission

The construction and operation of infrastructure to offer added value in Crete, to improve the living standard of the area by offering high quality services, without any environmental and social burden.

Values

Raising the standard of living and improving the quality of life.
Transport safety and prevention measures.
Highest standards services.
Respect & preservation of cultural heritage.
Biodiversity protection.
Compliance with environmental legislation.
Human resources development & welfare.
Continuous improvement and development, emphasis on communication.
Promoting Corporate Social Responsibility through transparency and application of benchmarked CSR practices.

Corporate Governance

A company's strong core values are reflected in their Corporate Governance. Corporate governance plays a pivotal role in shaping a company's culture and core values. Through effective corporate governance, the company seeks to embed and sustain a culture that will enable to fulfil its mission and achieve long-term strategic objectives, by building durable partnerships and upholding the company's core values of safety, excellence, continuous improvement, respect, and integrity.

In order to reinforce our Corporate Governance Policy, we highly recommend that the company appoint a Chief Sustainability Officer (CSO) to lead and oversee the organization's sustainability efforts. The presence of a dedicated CSO can demonstrate the company's commitment to environmental responsibility and social impact. The CSO will be responsible for developing and implementing sustainability strategies that align with the company's values and goals and ensure that sustainability considerations are integrated into all aspects of business operations. With the appointment of a CSO, the company can establish a dedicated leadership position that is accountable for driving the organization's sustainability agenda. Furthermore, the CSO can help the organization enhance its reputation and credibility in the marketplace, while at the same enhance better cooperation and communication with the CSR Strategy Consultant. Moreover, a strong sustainability governance structure demonstrates to investors, customers, and other stakeholders that the company is committed to responsible business practices, which can increase business competitiveness.

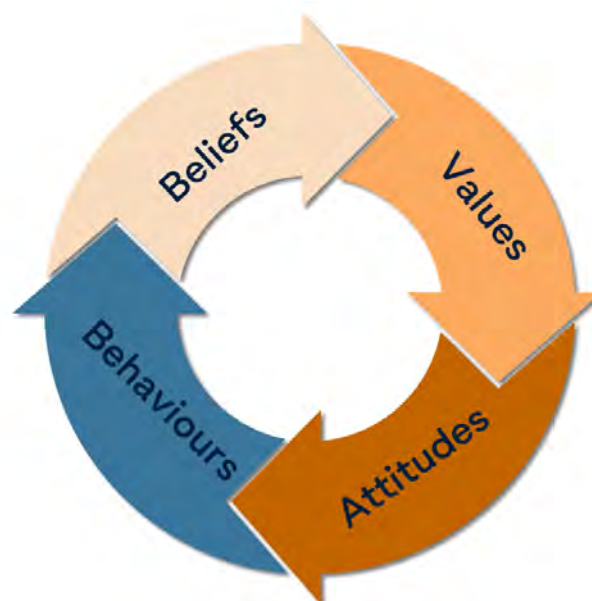


Figure 5: Business Ethics

Business Ethics

Operating ethically, sustainably, and with integrity is our top priority. Our commitment to compliance with the law and other regulatory requirements strengthens our resolve to uphold the highest standards of responsible business practices. We firmly believe that by adhering to ethical principles and sustainable practices, we can create long-term value for our stakeholders while minimizing any adverse impacts on the environment and society.

Code of Conduct (CoC)

A company's code of conduct is a crucial tool for promoting ethical behavior, setting standards for decision-making, and fostering a positive workplace culture. It outlines the expectations for employee conduct and sets forth the values and principles that the company stands for. Having a code of conduct can help establish a framework for addressing ethical dilemmas and conflicts that may arise in the workplace. It can also provide guidance to employees on issues such as confidentiality, conflict of interest, and appropriate use of company resources. Moreover, a code of conduct can demonstrate a company's commitment to ethical behavior and corporate social responsibility. It can help build trust with stakeholders such as customers, investors, and the community by showing that the company takes its obligations seriously and holds itself accountable to high standards. A well-written code of conduct can also help prevent legal and reputational risks, as it can serve as a reference point for compliance with laws, regulations, and industry standards. In summary, having a code of conduct is vital for a company's success and sustainability. It promotes ethical behavior, sets standards for decision-making, fosters a positive workplace culture, and demonstrates a company's commitment to ethical behavior and corporate social responsibility.

IAHC's Areas of Focus

The Airport Company has identified key areas of focus that are critical to achieving their sustainability goals. These areas include environmental stewardship, collaboration with the local community, economic growth, operational excellence, and leading their people through employee empowerment. By committing to these areas of focus, IAHC aims to contribute to the achievement of several Sustainable Development Goals (SDGs) such as Climate Action, Sustainable Cities and Communities, Decent Work and Economic Growth, and Quality Education. This approach demonstrates IAHC's commitment to sustainability, and the importance of partnerships and collaboration in achieving sustainable development.

Table 17: IAHC's Areas of Focus

Area of Focus	Description	SDG
Environmental Stewardship	We are dedicated to managing our operations in a manner that minimizes our environmental impact to the greatest extent possible.	
Collaboration with Local Community/ Community Partnership	We strive to foster strong relationships with our local stakeholders and communities by engaging with them and working together to build meaningful partnerships.	 
Economic Growth and Operational Excellence	We aim to maximize our economic contributions while maintaining fair and respectful relationships with our suppliers and business partners.	
Leading Our People/ Employee Empowerment	We invest in our employees by providing them with the necessary skills, tools, and support to foster an environment of informed decision-making	

The CSR Strategy is cognisant of the lessons learned from other Companies.

Corporate Social Responsibility (CSR) is the responsibility of an organization to act in the best interest of society and the environment. In developing a CSR Strategy, valuable lessons can be learned from the experiences of other organizations that have implemented similar programs. These lessons can be used to inform the development of an effective CSR Strategy that is tailored to specific needs and goals of an organization. By leveraging these lessons, effective and sustainable CSR programs can be developed that align with core business activities and create shared value for both the organization and society.

These lessons include:

CSR is only one part of a holistic approach to maintaining social license to operate. It cannot replace good practice in the other interfaces between Airport and external stakeholders, such as worker behaviour policies and local content procedures.

CSR is not designed to mitigate or 'compensate' for the impacts of construction; neither does it prevent community grievances.

Stand-alone infrastructure investment is usually wasted money, without a robust exit strategy and a focus on sustainability. When part of a broader capacity building initiative, for example to facilitate skills building, it can be worthwhile.

Good project management includes developing realistic project objectives, outcome (as well as output) monitoring, and the measurement and communication of results.

Investments can generate conflicts between communities competing for benefits. Ad hoc response to community requests does not work. The process of selecting and implementing projects must include the demonstration of community support and generate ownership of the outcome in the local community.

Communities will continue to ask for more. Setting up a transparent framework and boundaries supports the mitigation of this risk

CSR Strategy Outlay

Assessment and Analysis

Evaluation of the organization's corporate social responsibility (CSR) framework to identify any shortcomings and opportunities for enhancement. This assessment should encompass a comprehensive analysis of the organization's social, environmental, and economic impacts, and an analysis of the needs and expectations of stakeholders.

Materiality analysis helps identify the most significant sustainability issues for the organization, both in terms of impact on the environment and society and in terms of the organization's business operations. In parallel stakeholder analysis can be undertaken to identify and prioritize stakeholders based on their interest and influence in the identified material sustainability issues.

Goal Setting -

Upon the conclusion of the assessment, it is imperative to establish SMART goals that are specific, measurable, achievable, relevant, and time-bound. These goals must align with the organization's overarching strategy, vision, and mission while also being in harmony with the United Nations Sustainable Development Goals (SDGs).

Strategy Development

In order to effectively address the identified gaps and achieve the set goals, a comprehensive CSR strategy must be developed. This strategy should outline specific actions and initiatives aimed at addressing the identified gaps and advancing the organization's social, environmental, and economic impacts, and also be aligned with the organization's overall strategy.

Implementation and Integration

After developing the CSR strategy, it is vital to integrate it into the organization's operations, policies, and procedures. This will establish CSR as an essential aspect of the organization's culture and business model, rather than being viewed as a mere isolated initiative. This integration can involve embedding CSR considerations into the organization's decision-making processes and incorporating CSR principles into the organization's daily operations.

Monitoring, Feedback and Evaluation

Establishing a monitoring and evaluation system is crucial to track progress towards the CSR goals and identify areas for improvement. This system should include regular reporting of CSR performance and impact to stakeholders such as customers, employees, suppliers, and investors. This ensures that the CSR strategy remains in alignment with the organization's overall strategy, vision, and mission, while also delivering the intended social, environmental, and economic impacts. ‘

Continuous Improvement

Achieving excellence in CSR is an ongoing process, and an organization should continuously seek to enhance its performance and impact. This requires regular reviews and updates of the CSR strategy and goals (suggested trimester or semester update), and active engagement with stakeholders to identify emerging issues and opportunities. To ensure the continued effectiveness and relevance of the CSR strategy, it is essential to update it annually. This will enable the Airport's organization to track its progress, measure its success, and make any necessary adjustments to the CSR program (and that leaves no one behind or not included). With a commitment to continuous improvement, the organization can maximize its positive impact on society and the environment while delivering long-term value for its stakeholders.

Reporting & Disclosure

Reporting and disclosure are crucial aspects of a CSR strategy, providing with the opportunity to communicate CSR performance and impacts to stakeholders, to enhance transparency and liability. The process involves collecting, analyzing, and presenting data on the organization's social, environmental, and economic performance in a clear and concise manner as well as updates to the delivery of the action plan. It is recommended to follow established reporting frameworks to ensure the quality and credibility of the report.). At the moment the most respective frameworks are GRI, SASB, TCFD, CDP etc., which are soon to be replaced by European Sustainability Reporting Standards- ESRS) Furthermore, disclosure is an important aspect of the reporting process. organizations should provide relevant information regarding their CSR performance to its stakeholder (i.e., investors, community etc.). This information is documented in detail in the Company's Annual Sustainability Report which is publicly available throughout the Company's' website. Furthermore, remarkable highlights will be diffused to press, portals investments community etc. By providing transparent and comprehensive information, the Company can demonstrate its commitment to responsible business practices, communicates CSR performance and build relationships of trust.

CSR WORKFLOW AND PROCESSES

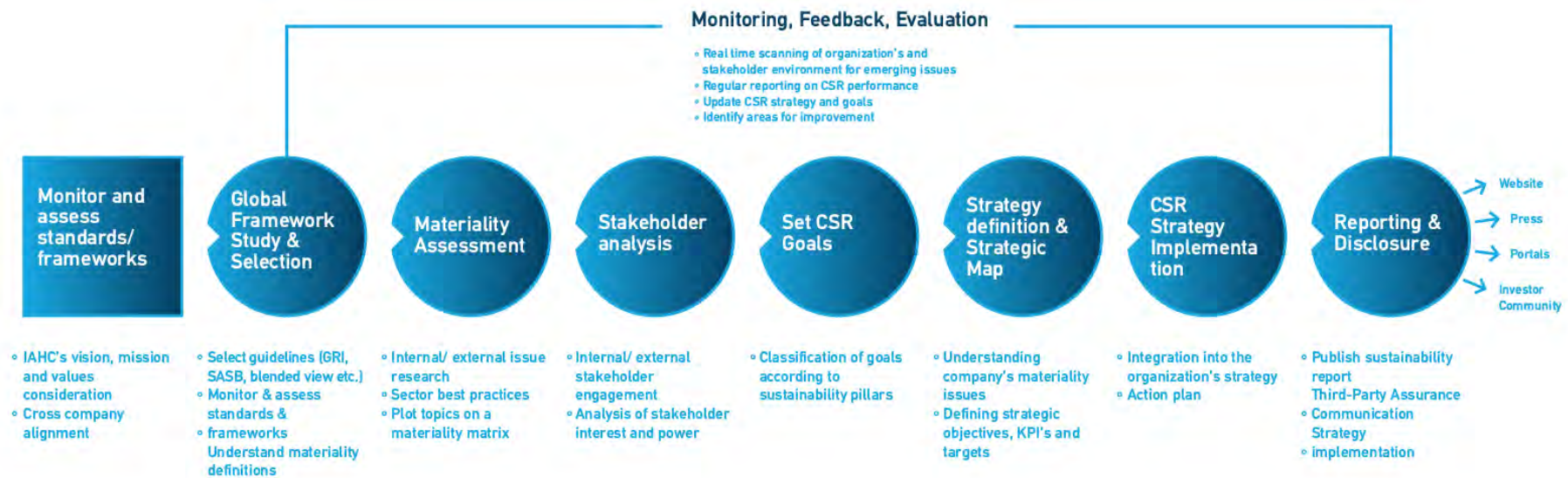


Figure 6: CSR Workflow and Processes

D. Assessment

In this session, the focus will be on stakeholder management and engagement, which is an essential component of successful CSR. The session will explore various techniques such as stakeholder analysis, identification/mapping, and engagement principles. The importance of effective communication planning to keep stakeholders informed and engaged throughout the project's lifecycle will also be discussed. Additionally, the session will delve into the concept of double materiality assessment/matrix and its significance in sustainability reporting.

Relationships with different stakeholder groups decisively affect sustainable development of the organization. CSR Strategy considers the needs and expectations of stakeholders, through a process of communication and engagement and integrates them into the existing strategy. CSR Strategy aims to promote orderly and efficient operation, based on an integrated strategic plan, which leads to the desired results by fulfilling the strategic goals. Thus, a sustainable path for the organization is ensured which benefits all those involved within its internal and external environment.

Stakeholder Analysis

Recognizing the groups of stakeholders that interact and influence the airport project, both in direct and indirect way, is essential for CSR strategy formulation. The systematic analysis of their needs and expectations, through a continuous dialogue, as well as the integration of the results into the strategic objectives, leads to a balanced strategic plan approach.

Stakeholder analysis is based on the power and influence they have over the project, as well as their substantial interest in its course and outcomes. Stakeholders may vary depending on the phase of the project, while moving from the construction phase to the operational period.

The active involvement and continuous engagement of stakeholder groups in the process of analyzing material issues and establishing objectives, helps in gathering specific information and suggestions from those who know the issues to a greater extent. It also leads to building trusting relationships with stakeholder groups and ensuring their acceptance and support.

Furthermore, it is essential to define the nature of stakeholder engagement in advance, including whether their role will be consultative or more participatory. This decision should be based on the organization's objectives and the level of input required from stakeholders. Additionally, the organization should consider the extent to which they are willing to modify their strategic plans based on the feedback received from

stakeholders. This approach demonstrates a commitment to engaging with stakeholders in a meaningful way and can lead to improved stakeholder relationships and more effective CSR strategies.

Stakeholder Identification

The stakeholder identification process aims to capture the variability of stakeholders throughout the airport's construction and operational phases. It recognizes that the Airport Company's stakeholders and their relationships evolve over time, and their interests and concerns may differ depending on the phase of the airport's lifecycle. In this regard, we provide a concise overview of the various stakeholders present in the airport's internal and external environment during both the construction and operational phases. We have classified the stakeholders in a power/interest grid to assess the level of engagement required for each stakeholder, taking into account their varying interests and influence in different phases of the airport's lifecycle. This initial assessment will guide us in determining the appropriate engagement approach to ensure meaningful interactions with all stakeholders, throughout the construction and operational phases of the airport. The following graph outlines the process of Stakeholder Analysis.

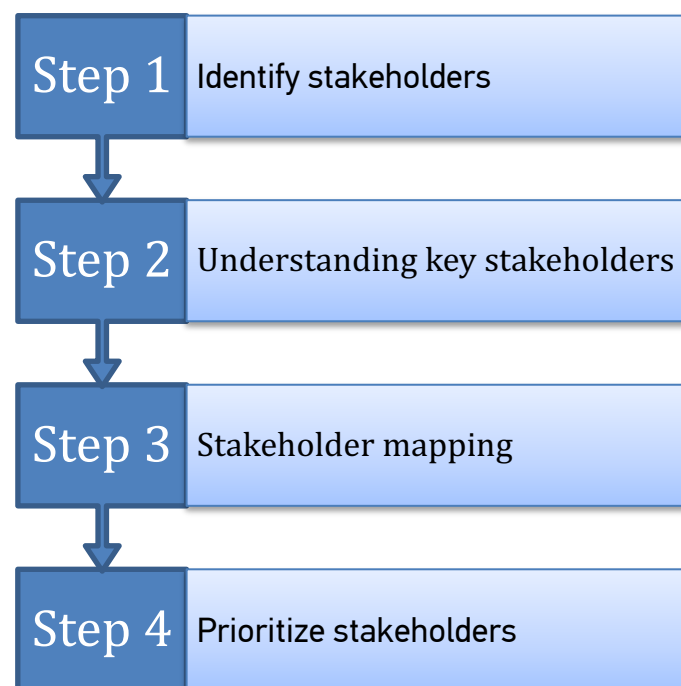


Figure 7: Stakeholder Identification Process

Step 1: Identify stakeholders

Stakeholder identification is a crucial first step in any project, as it lays the foundation for effective stakeholder engagement and management. The following Table provides a stakeholder identification framework that can be used to identify and categorize stakeholders based on their perspectives and criteria.

Table 18: Stakeholders Key Stakeholders Groups, Perspectives and Criteria

Key Stakeholders Group	Stakeholder Perspective	Criteria
Community Local residents living near Airport Media Politicians Airport Visitors Economic Associations Foundations Government and other regulatory authorities Local Authorities NGOs	Values generation and engagement in the regions. Noise abatement.	Donations, sponsorships (NGO, cultural events like sport, artistic etc.) and charity- Philanthropy Education Support Actions against local unemployment Dialogue communication with local/Complaints' management) Quality of life support ("green local development") Enhance Economic Development of Local Community Additional Support to locals (non-categorised)
Economic enhancement Airlines Passengers Business Partners 3 rd party Associates (Suppliers/Contractors and Subcontractors) Shareholders Administration Bank representatives Analysts Investors	Profitability Growth and development Group Ideas and innovation	Turnover Total Assets Dividends ROE Asset Portfolio Business Ethics Corporate Governance Code Code of Conducts Code of Conducts for Suppliers
Employees Labor Unions Employees Employee Representatives	Attractive and responsible employer Occupational Health and Safety	Equal opportunities for employees/ no discrimination in work environment/ values related to human rights. Training – education Employment Conditions Employees participating in charity and activities related to social improvement (environment, culture etc.) Open Dialogue/ Communication with employees Health and Safety Additional support to employees
Environment NGOs Science	Climate Protection Protection of environment and nature Air Quality	Emissions Water Energy Management Waste/Recycling Eco-diversity/fauna-flora protection

Customers	Customer Satisfaction Affordable and High-quality transport services Safety & Security Accessibility	Provision of services or facilities for families/kids Provision of services or facilities for persons with special needs Provision of services or facilities with respect to religion belief and nationality-language-culture Complain Management/customers' opinion share.
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Typical stakeholder groups involved in transport projects

The table below identifies the typical stakeholder groups that are involved in transport sector projects, including government and authorities, businesses and operators, communities and local neighborhoods, and others. These stakeholders can have a significant impact on the Airport's activities, either positively or negatively, depending on their interests, needs, and concerns. By analyzing the stakeholder categories relevant to the transport sector, targeted engagement strategies can be developed to address the concerns of each stakeholder group and ensure the project's success.

Table 19: Stakeholder categories relevant to the transport sector

Stakeholders in the Transport Sector			
Government / Authorities	Businesses / Operators	Communities / Local Neighbourhoods	Others
Ministry of Infrastructure and Transportation	Transport operators/providers	National environmental NGOs	Research institutions
Other national ministries	Transport consultants	Motorist associations	Universities
Regional government and Local authorities	Car sharing companies	Trade unions	Training institutions
Local transport authority	Bicycle rental operators	Media	Experts from other cities
Other local transport bodies	Other mobility providers	Local authority Forums	Foundations
Other local authority bodies	National business associations	Local community organizations	
Politicians	Major employers	Local interest groups	
Other decision-makers	Private financiers	Cycle/walking groups	
Partnering organizations	International/national business	Public transport user groups	
Project managers	Regional/local business	Transport users	
Professional staff	Local business associations	Citizens	
Emergency services	Small businesses	Visitors	
Health & safety executives	Retailers	Citizens in neighbouring cities	
European Union	Utility services (e.g. electric, telecoms)	Disabled people	
Neighbouring cities	Engineers/contractors	Landowners	
Traffic police		Transport staff	
		Parents / children	
		Older people	

Step 2-Understanding key stakeholders

Understanding stakeholder power and interest is critical for effective stakeholder management. Analyzing stakeholders' power and interest helps prioritize engagement efforts, allocate resources effectively, and build strong relationships, leading to successful project outcomes. The following table explores some factors to consider that help understand the concept of power and interest in stakeholder management.

Table 20: Questions to help understand stakeholder power and interest

Questions to help understand stakeholder power and interest	
Power	Interest
Who has political responsibility to approve or object (E.g. mayors or councillors)? They need to be managed carefully	What do they currently think of your transport activities and projects in the cities? Do they see you positively or negatively?
Who has the financial resources to invest (public and private funds) to help with scaling up the size of a measure?	What are their current priorities / business plan? Do these complement or conflict with the measure?
Who has the skills and expertise to draw from to help implement the measure (public administrations, universities, tourist sector, IT, media, private sector)?	What financial interest do they have in the outcome of the measure (positively or negatively)? E.g. increased retail footfall from improved accessibility
Who carries out major transport activities with whom partnerships will need to be sought? (Freight operators, port authorities, car clubs, airports, etc.)?	Who will be affected – positively or negatively by the Measures? Put yourselves in their shoes

Step 3-Stakeholder Mapping

IAHC's Stakeholder Mapping - Construction Phase



Figure 8: Stakeholder Key Groups Mapping

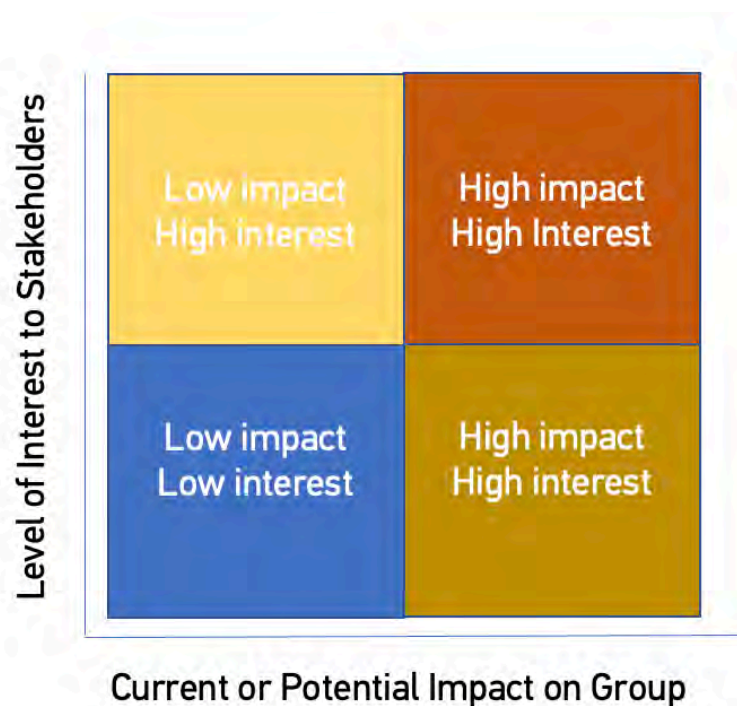
Step 4: Prioritize stakeholders

The following indicative power interest grid is a useful tool for assessing stakeholders based on their level of interest and influence over a company's operations. However, it is important to note that this classification is not set in stone and may require revision as the stakeholder engagement process progresses.

Stakeholder engagement involves actively involving stakeholders in the decision-making process and soliciting their feedback and input. Through this process, a company can gain a deeper understanding of their stakeholders' perspectives, concerns, and priorities. As a result, some stakeholders who were previously classified as having low interest or power may emerge as more influential and engaged than originally anticipated. Conversely, some stakeholders who were originally classified as having high interest and power may turn out to be less influential or less engaged than initially thought.

Therefore, it is essential to regularly review and revise the stakeholder classification based on the insights gained from the stakeholder engagement process. The current work is not final and will be revised after the completion of the two-way communication process between the stakeholders and the company.

Figure 9: Stakeholders' classification according to interest and power of influence



Stakeholder Engagement

To successfully implement a Corporate Social Responsibility (CSR) Strategy within the organization, it is crucial to secure the support and commitment of all stakeholders towards the strategy's objectives. The lack of cooperation between stakeholders is often cited as a key reason for underperformance in the aviation industry. Conversely, the proposed engagement framework aligns with IAHC's strategic objectives, aiming to improve the quality of its performance and better meet stakeholders' needs. The framework provides stakeholders with a deeper understanding of IAHC's decision-making processes.

In this context, the Airport Company **promotes two-way communication** and develops a **continuous dialogue** with them, to achieve a practical response to the expectations, concerns, and issues of all interested parties. Such a process could serve as a catalyst for creating even better shared solutions for the airport of the future, through constructive dialogue with airlines, businesses, residents, and other relevant partners.

Furthermore, this requires establishing an **open and honest communication** framework to convey and consult with both **internal and external partners** regularly. Internally, an organization needs the active support and commitment of its personnel and administration. Additionally, engaging with external stakeholders, such as customers, suppliers, investors, regulators, and the wider community, is crucial to gain support. Lastly, partnerships with external stakeholders play a crucial role in enhancing the impact of the organization's CSR initiatives.

Engagement Principles

The engagement principles described below are intended to guide IAHC's approach to stakeholder engagement and are aligned with IAHC's key values.

Authenticity

Authentic stakeholder engagement is essential to Corporate Social Responsibility (CSR) activities. To ensure that engagement is not just an ad hoc exercise but is deeply embedded in the Company's processes, the Airport Company has enlisted the help of a third-party consultant, namely **ena Development Consultants**, to assist with the initiation assessment, communication, and planning of our CSR activities.

This engagement can only be effective when it maximizes value for both the Airport Company and stakeholders alike, and when it helps to shape the outcome. Transparency in the engagement process is a priority. The goal of this collaborative effort is to clearly identify when and how contributions from stakeholders can be made.

By working together in a transparent and inclusive manner, we can create sustainable solutions that benefit both the Airport Company and its stakeholders. We are committed to creating an open and collaborative engagement environment that facilitates meaningful dialogue and fosters constructive relationships with our stakeholders.

Inclusiveness

Engagement with local communities is a critical aspect of the airport industry, and its significance is fully recognized and embraced. The commitment is to engage with these communities in a way that is meaningful, inclusive, and respectful. A broad mandate exists to engage with a wide range of civil society actors, including local community members, to ensure that different voices are heard and provided with the opportunity to contribute to this effort. This enables gaining a comprehensive understanding of stakeholder needs and priorities while promoting sustainable development. The approach ensures inclusivity and responsiveness, strengthening relationships with communities and achieving the mission in the Airport industry.

Targeting

The importance of engagement as a strategic process that optimizes the effective use of diverse interests and expertise of stakeholders is recognized by IAHC. In leveraging the diverse knowledge and resources of its stakeholders, IAHC seeks to promote sustainable development while considering their limited resources. To achieve this, a targeted approach to engagement is suggested to be employed that involves a thorough understanding of stakeholder power and interests, which generates mutual value and promotes sustainable development. This targeted approach also fosters stakeholder flexibility to adapt to evolving priorities and emerging issues in a dynamic environment, throughout both the constructional and operational phases of the project.

Enrichment

The stakeholder engagement principle refers to the practice of involving and collaborating with stakeholders in decision-making processes that affect them. Effective stakeholder engagement principles involve identifying and prioritizing stakeholders, communicating transparently with them, seeking their input and feedback, and incorporating their perspectives and concerns into decision-making processes. The goal of an enriching strategy is to create long-term value and positive impact, both for the business and for society.

The Airport Company is collaborating with *ena Development Consultant* in order to support with the management of three project types (namely, grants-based requests, local community and strategic regional development initiatives) across the four thematic areas of IAHC's CSR development areas:

- Socioeconomic development;
- Quality of life of local communities;
- Environment;
- Education and training

After a detailed recording of all stakeholder groups, there follows a targeted and periodic communication with most of them, to discuss the relevant material issues. Each stakeholder group offers important information on one or more issues, and raises concerns and makes suggestions, which are to be considered and evaluated in order to be incorporated into existing strategies.

Methodology for Stakeholder Engagement

On a community engagement level, continuous interaction with authorities and their representatives facilitates the double materiality analysis for the identification of the material issues as well as the prioritization of challenges and opportunities through a perspective of mutual trust and understanding. Moreover, such a method employs an integrated approach which considers and combines several different dimensions (vertical, horizontal, territorial, and balanced investment). Overall, this method recognizes that sustainable development is driven by action-oriented strategies, which are co-created and implemented with local people.

Table 21: Levels of Government in Stakeholder Engagement Methodology

Levels of Government	
Vertical	Vertical Cooperation between all levels of government and local players
Horizontal	Horizontal Cooperation among policy areas and departments of municipality
Territorial	Vertical Cooperation between neighborhoods, nearby municipalities , rural areas, and regions
Balance	Balance between hard and soft investments ('hard' meaning infrastructure and 'soft' focusing on the human factor.)

Stakeholder Communication Plan

In line with the strategic objectives contained within IAHC's Strategy 2023, the overall purpose of the framework for IAHC's stakeholder engagement is to enhance accountability communication and program management, and to provide an indicative communication plan where the methods and frequency of communication are to be determined per stakeholder group. The table below provides an overview of the Communication Plan with regards to the key stakeholders group.

Table 22: Communication Plan

Stakeholder	Engagement approach	Frequency	Project Phase
Employees	Meetings, Consultations	Daily	T1 & T2
	Intranet (i.e., emails, newsletters, announcements etc.)		
	Website and Social Media		
	Corporate Events	Occasionally	
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Local Authorities	Website, Social Media and Press releases,	Regularly	T1 & T2
	Emailing / Newsletters		
	Corporate Events	Occasionally	
	Meetings (on site or online)		
	Public Consultation and Surveys		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Suppliers/ Contractors/ Subcontractors	Emailing / Newsletters	Frequent	T1 & T2
	Meetings (on site or online)		
	Public Consultation and Surveys		
	Publications (Financial Report and Sustainability Report)		
Customers	Grievance Mechanism	Regularly	T1 & T2
	Website, Social Media and Press releases		
	Meetings (on site or online)		

	Corporate Events	Occasionally	
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Government and Regulatory Authorities	Website, Social Media and Press releases	Regularly	T1 & T2
	Emailing / Newsletters		
	Corporate Events	Occasionally	
	Meetings (on site or online)		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Local Community	Website, Social Media and Press releases	Regularly	T1 & T2
	Emailing / Newsletters		
	Corporate Events	Occasionally	
	Participation in Conferences and Events		
	Meetings (on site or online)		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Media	Website, Social Media and Press releases	Regularly	T1 & T2
	Emailing / Newsletters		
	Corporate Events	Occasionally	
	Participation in Conferences and Events		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Economic Community	Website, Social Media and Press releases	Regularly	T1 & T2
	Emailing / Newsletters		

	Participation in Conferences and Events	Occasionally	
	Meetings (on site or online)		
	Corporate Events		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
NGOs	Website, Social Media and Press releases	Regularly	T1 & T2
	Emailing / Newsletters		
	Meetings (on site or online)	Occasionally	
	Public Consultation and Surveys		
	Participation in Conferences and Events		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Entrepreneurial Community	Website, Social Media and Press releases	Regularly	T1 & T2
	Participation in Conferences and Events, Synergies Oriented	Occasionally	
	Public Consultation and Surveys		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Independent Evaluation and Control Organizations	Website, Social Media and Press releases	Occasionally	T1 & T2
	Participation in Conferences and Events, Synergies Oriented		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	
Scientific Community and Academia	Meetings (on site or online)	Occasionally	T1 & T2
	Participation in Conferences and Events, Synergies Oriented		
	Public Consultation and Surveys		
	Publications (Financial Report and Sustainability Report)	Quarterly, Annually	

Materiality Analysis

A materiality analysis is a crucial process that involves identifying and prioritizing sustainability issues that are most relevant to an organization and its stakeholders. It helps the company determine which CSR parameters should be addressed as a priority based on its objectives, functions, and available resources, as well as the critical issues and opportunities for improvement. The insights gathered from a materiality analysis can inform the development of sustainability strategies and reporting. This analysis is an integral part of sustainability reporting, as it ensures that the reports accurately reflect an organization's most significant environmental, social, and governance (ESG) impacts.

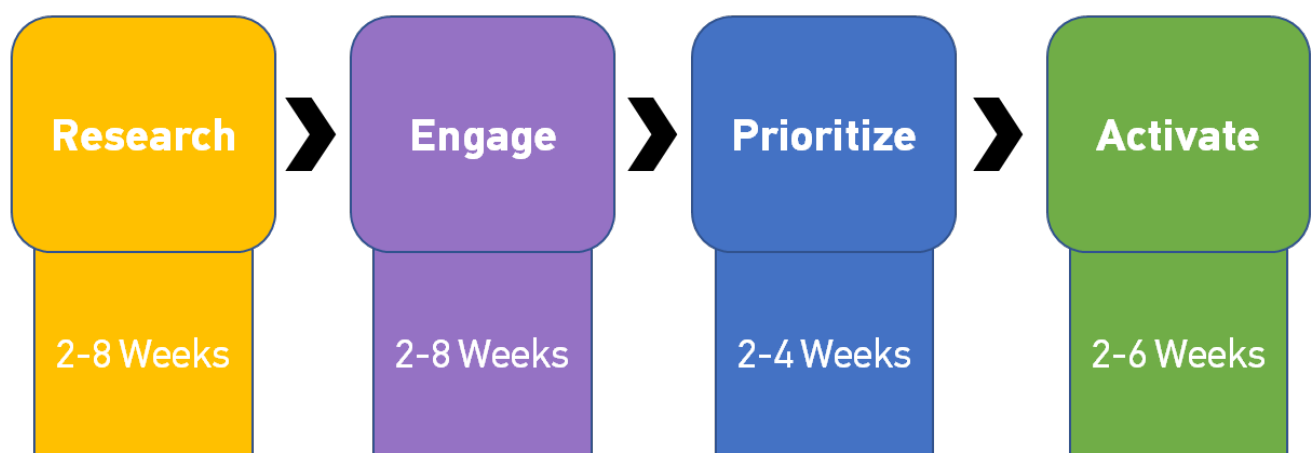
Materiality Analysis Methodology

The materiality analysis identifies the most important issues (material issues) that affect the organization in all its areas (ESG), as well as its stakeholders. The material issues are developed based on the following criteria:

- The impact (positive-negative) on sustainable development of the organization.
- The importance of each issue to the stakeholders.

Materiality Analysis Methodology

Focus on the Topics that matter the most to the stakeholders.



*The mentioned time periods are indicative.

Figure 10: Materiality Analysis Methodology

Material Issues

An issue is characterized as "material" if its omission or poor implementation affects the economic impact, consumer choices, the ability of the business/organization to increase its economic, environmental, and social impact. Overall, the materiality/importance of the issues the Airport Company should be concerned with can be assessed based on two criteria/axes, namely the impacts on sustainable development and relevance for the stakeholders. Below is a classification of the most frequently occurring material issues concerning airports based on the pillars of sustainability.

AIRPORTS CSR MATERIAL ISSUES

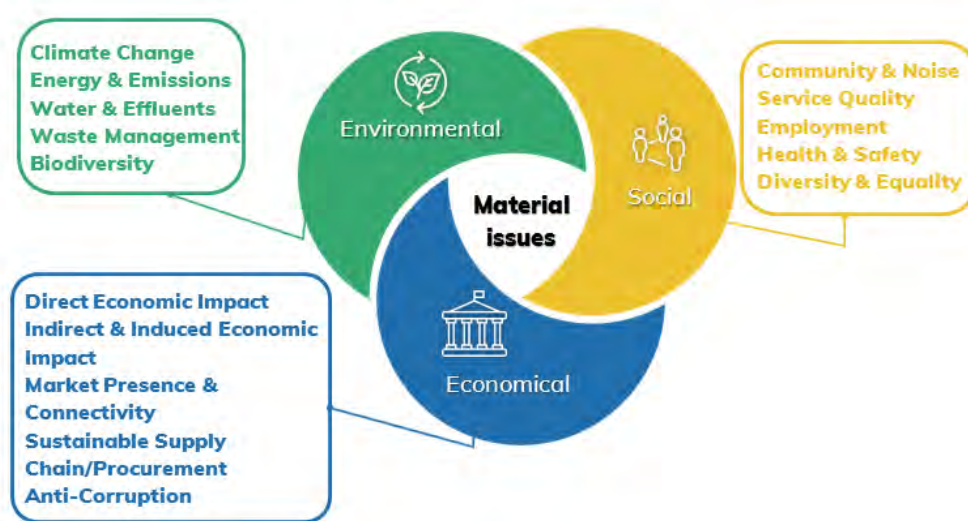


Figure 11: Airports CSR Material Issues

Additionally, a brief description of each material issue is provided in the tables below according to Airports Council International, Sustainability Strategy for Airports Worldwide.

Environmental Material Issues	
Climate Change	Minimizing harmful emissions from both direct and indirect airport activities.
Energy & Emissions	Minimizing use of energy, use of energy from renewable and sustainable sources
Water & Effluents	Minimizing water usage, water saving technologies, improving water quality.
Waste Management	Waste management and establishment of processes for controlling, reduce, reuse, recycle.
Biodiversity	Protecting local habitats and limiting the impact on local flora and fauna.

Social Material Issues	
Community & Noise	Engagement with the local community and management of noise levels.
Service Quality	Providing an optimal customer experience to all airport users
Employment	Attracting suitable human resources to ensure smooth and reliable operation. Creating conditions for employee satisfaction, with the aim of high staff retention and reduction of mobility.
Health & Safety	Ensuring the safety and wellbeing of staff and other airport users.
Diversity & Equality	Ensuring equal opportunities for all airport employees and users, and a diverse workplace.

Governamental/ Economical Material Issues	
Direct Economic Impact	The direct contribution of the airport operation to sustainable growth of the local economy.
Indirect & Induced Economic Impact	The airport's contribution to the wider economy, in particular through its supply chain
Market Presence & Connectivity	Opening of global markets to support competition and free movement of goods and workers.
Sustainable Supply Chain/Procurement	Use of responsible procurement practices and assessment of suppliers in terms of sustainability.
Anti-Corruption	Fighting corruption that undermines social and economic growth globally.

Aligning IAHC's Material Issues with Global Standards and SDG's

Selected airport certifications, standards and guidance can help airports ensure legal compliance, obtain recognition, and overall improve sustainability performance. They include, amongst others, ISO 9001 for quality management, ISO 14001 (EMAS) on environmental issues, ISO 50001 on energy management, ISO 45001 on health and safety, ISO 41000 on facilities management, ISO 26000 on social responsibility, and ISO 20400 on sustainable procurement. Utilizing the overview of how ISO standards contribute directly to the UN Sustainable Development Goals (SDGs) and to ETHOS framework, we propose the gradual implementation of the above table;

Table 23: IAHC's Material Issues, Global Standards and SDG's

Material Issues	IAHC's Material Description	IAHC's TARGETS	Additional Proposal	SDG's
Health & Safety	Ensuring the construction site is secured and safety protocols are in place to prevent accidents and ensure the safety of workers, passengers, and visitors.		ISO 45001 ISO 31000	SDG 3 SDG 8 SDG 16
Energy & Emissions	Considering and minimizing the environmental impacts of airport construction, such as noise and air pollution and land use changes.	ISO 14001 ISO 14064 ISO 50001 ACA		SDG 3 SDG 7 SDG 11 SDG 13
Construction Costs	Ensuring the project is completed within budget and without any construction delay risk.		ISO 21500	SDG 8 SDG 9
Infrastructure & Facilities	Designing and constructing sustainably the Airport infrastructure and facilities .	LEED BD+C	ISO 55001 ISO 9001	SDG 8 SDG 9
Protection & promotion of cultural heritage	Promote the antiquities that will be found from the excavation process during the construction phase, but also protect and promote the monumental olive trees of the area by replanting them in specific spots in the new Airport and in the region.		ISO 37101	SDG 11
Regulatory Compliance	Complying with various regulations and guidelines, including building codes, safety standards, environmental regulations, and aviation regulations.	ISO 9001	ISO 19600 AA1000AP ISO 26000	SDG 12 SDG 16
Sustainable Supply Chain	Ensuring the supply chain management is efficient and effective to avoid delays and disruptions during the construction phase.		ISO 20400	SDG 1 SDG 8 SDG12 SDG 16

Material Issues	IAHC's Material Description	IAHC's TARGETS	Additional Proposal	SDG's
Stakeholder Engagement	Engaging with stakeholders, such as airlines, passengers, local communities, and government agencies, to address concerns and ensure project success.		ISO 10001, ISO 10002, ISO 26000, ISO 37101 AA1000SES	SDG 17

E. Strategic Goals

Strategic goals play a critical role in a company's sustainability strategy as they provide a specific and measurable target for the organization to work towards. These goals enable the company to concentrate its efforts on the areas that have the most significant impact on the environment, society, and the economy. Moreover, these goals should align with the company's overall vision and mission, ensuring that the sustainability strategy is not an afterthought but is integrated into the core strategy.

Strategic goals cover a range of areas that are essential for achieving sustainability, such as environmental impact reduction, social outcomes, and economic performance. For example, reducing greenhouse gas emissions by a certain percentage by a specific year, or implementing a zero-waste program by a specific year. These goals should be clear, specific, measurable, and achievable, with a set timeframe to achieve them.

The benefits of strategic goals go beyond merely providing a roadmap towards sustainability. By monitoring and reporting progress, the company can track its progress and identify areas of success and opportunities for improvement. Regularly reviewing progress towards the set goals enables us to make adjustments to the company's CSR strategy, ensuring it remains on track towards achieving the overall sustainability goals.

In conclusion, strategic goals are essential components of the company's sustainability strategy. They enable companies to focus on specific areas that have the most significant impact on sustainability, align sustainability with overall strategy, and track progress towards achieving goals. By setting clear and achievable goals, companies can take significant steps towards achieving sustainable outcomes and contribute to a more sustainable future.

After considering all the previously analysed information as CSR Consultants we recommend the adaptation of the Strategic goals listed in a table on the next page.

CSR STRATEGIC GOALS




		
Governance	Environmental	Social
Enhancement of transparency in finance and CSR information.	Environmental and Social Management System (ESMS); development and implementation.	Community-oriented improvements for enhancing sustainable quality of life.
Building relationships of trust and good will to support construction/operations and reduce construction delay risk.	Climate change mitigation measures; development and implementation.	Employee skill reinforcement through professional training.
Risk prevention through a CSR mechanism and global best practices study.	Environmental noise monitoring system installation.	Cultural heritage protection and promotion.
Maximize return on investment through Good Management Practices.	Solid and liquid waste management program implementation.	Airport wastewater treatment plant serving local communities.
Increase workforce morale and productivity (CoC).	Air quality and gas emissions monitoring system installation.	Grievance mechanism development.
Health and safety assurance.	Wildlife Management Program development, aiming to protect and preserve habitats.	Stakeholder communication plan development.
Stakeholder protection through inclusive growth attainment.	Biodiversity protection; implementation of a Biomonitoring Program for recording ecosystems at the Airport and the surrounding area, including their components, (fauna, flora and habitats).	Cultural exchange promotion: India-Greece for holistic regional development.
Commercial development through revenue-enhancing airport services.	Implementation of best energy-saving practices in the buildings and infrastructure.	Stakeholder communication plan development.
Regional hub emergence: Asia-Europe-Africa connectivity.	Renewable Energy Sources development.	

Figure 12: CSR Strategic Goals

F. Strategy Definition and Implementation

Strategic Map

The process of developing a strategic map, is a crucial step in aligning an organization's strategic goals with its vision and mission. The process requires a systematic approach and the involvement of different departments to ensure the objectives are aligned with the overall goals of the company. The following figure demonstrates the rationale of this process.



Figure 13: Strategic Map Process

In the beginning of developing a strategic map it is important to identify the key objectives of the organization. This should involve different departments, including senior management, to ensure that all relevant objectives are captured.

After the objectives' identification, they should be prioritized based on their importance in achieving the company's vision and mission. Additionally, the cause-and-effect relationships between the objectives need to be defined, which involves determining how one objective affects the other. This process requires input from different stakeholders to ensure the relationships are well-defined and well-understood.

Once objectives have been established and planes have been developed in order to reach them in a sustainable manner, it is time to define which indicator measures (KPIs) will be comprised and to what extent the objectives will be reached. As part of the strategic mapping process, it is essential to analyze the information gathered and identify the key actions necessary to integrate it into the company's daily operations. By aligning these actions with the company's overall goals and objectives, the organization can ensure that the information is leveraged to drive growth and success. This process involves identifying the most critical information, defining the necessary actions, and developing a plan to implement these changes effectively. Through strategic mapping, the company can create a roadmap for success that leverages critical information and drives continuous improvement. All the proposed actions are

linked to a variety of UN principles and Sustainable Development, therefore, all of them contribute to some extent to the Sustainable Development Goals and Agenda 2030.

CSR Project Framework

The CSR Strategy will be structured around three distinct project types, which are further elaborated on below. Our recommendation is to give emphasis on optimizing investment in Regional Development Initiatives, while minimizing expenditure on donations.

Table 24: CSR Action Types

	Donations	Quick wins / Local Community Projects	Regional Development Initiatives
Objectives	Meet community expectations for visible immediate benefits; build relationships quickly; limited link to long-term business objective.	Focussed on area of direct impact and local stakeholder priorities.	Long term, sustainable benefit; Airport Reputation & long term legacy; Projects strategically selected to support both development outcomes and Airport's business objectives.
Scale and Scope	Adequate number of small budget, short timescale projects.	Approximately half a dozen projects per year during T1. Each project up to 6 months timescale.	Low volume, larger budget, multi-periods timescale.
Process	Eligible applications assessed against investment principles.	Pragmatic implementation model to ensure reasonable management time.	Strategic selection by Airport's management team, according to measurable benefits vs risks, development priorities and implementation options.

Table 25: Actions' selection criteria

Criteria	Definition	Examples
Eligibility criteria	Must be met to be considered for funding	<ul style="list-style-type: none"> · Compliance tests – no conflicts of interest; reputable organization; is the money going where intended; · Organization capacity – incorporated; demonstrated experience with similar works and budgets; management capacity · Geographic Location – stakeholders within project area · Clear exit strategy – where Airport's obligations end
Selection criteria	Projects better fitting these criteria will be prioritised over and above others	<ul style="list-style-type: none"> · Capacity building · Demonstrated stakeholder support (Government, community) · Community contribution · Sustainability – how will the benefits be maintained after project funding ends · Infrastructure supported as part of a broader initiative <ul style="list-style-type: none"> - Parity across eligible locations · High probability of strong, positive outcome · Demonstrated quality of project management

Action Plan

Corporate Social Responsibility (CSR) is becoming increasingly important for companies as they seek to balance their economic goals with social and environmental responsibilities. At its core, CSR is about integrating sustainability into business operations and decision-making processes. As a result, companies are expected to not only focus on their financial performance but also consider the impact of their actions on the environment and society.

This **CSR action plan** outlines a series of recommended sustainability actions that the Airport Company can take to contribute to enhance its sustainability efforts. These recommendations are based on a study of global best practices as well as the unique needs and circumstances of the local community. The recommended actions are organized around key sustainability pillars and Sustainable Development Goals (SDGs), which generally provide a framework for companies to evaluate their impact and progress.

The following sections of the action plan present a summary of each recommended action, along with its corresponding sustainability pillar and SDG. It is important to note that the recommended actions presented in this CSR action plan are not exhaustive, and IAHC Company is encouraged to tailor its sustainability efforts to its specific circumstances and priorities. However, by following these recommendations and integrating sustainability into its operations, the Airport Company can not only improve its environmental and social impact but also enhance its reputation and competitiveness in the long run.

To maintain document coherence, the full action plan can be found on **page 74**.

G. Monitoring – Evaluation – Feedback

The monitoring and evaluation system for the effective implementation of Corporate Social Responsibility (CSR) strategy in the Airport's Company can be designed as follows:

- ⇒ Identify Key Performance Indicators (KPIs): The first step is to identify the KPIs to measure the progress and impact of the CSR strategy. These KPIs can be both quantitative and qualitative, such as energy consumption, waste reduction, community engagement, employee satisfaction, etc.
- ⇒ Establish Baseline Data: The next step is to collect baseline data on the identified KPIs to establish a starting point for measuring progress. This data can be gathered through surveys, audits, and other relevant sources.
- ⇒ Set Targets: Once the baseline data is established, set targets for each KPI that align with the Company's CSR strategy and objectives. The targets should be challenging but realistic and achievable.
- ⇒ Establish a Monitoring Plan: Develop a plan for collecting data regularly on the identified KPIs. A monitoring plan is developed to track progress towards achieving goals and objectives of a project or program. It involves identifying indicators, data sources, and data collection methods, as well as responsible parties and frequency of monitoring. A data management system is established for data storage, analysis, and reporting. Results are analyzed and reported with a process for feedback and improvement.
- ⇒ Conduct Regular Evaluation: Analyze the data collected to evaluate the progress of the CSR strategy against the established targets. This evaluation should be done regularly, such as monthly, quarterly, or annually, depending on the Company's structure.
- ⇒ Review Strategy Periodically: Conduct periodic reviews of the CSR strategy, in collaboration with Chief Sustainability Officer (CSO), to ensure it remains aligned with the Company's operational, tactical, and strategic framework. This review can be done monthly, quarterly, or annually, depending on the Company's structure.
- ⇒ Use Feedback to Improve: Use the feedback obtained from the monitoring and evaluation process to suggest improvements or changes to the CSR strategy. This feedback can be used to improve existing procedures and ensure the CSR strategy remains relevant and effective.

By implementing this monitoring and evaluation system, the Airport's Company can continuously assess the impact of its CSR strategy and make improvements to enhance its performance, reputation, and contribution to society and the environment.

H. Reporting – Disclosure

Report Responsibly

It is imperative that the sustainability reports of the Airport's Company adhere to globally recognized frameworks, providing direction for the implementation of the Corporate Social Responsibility (CSR) strategy. As discussed earlier, it is highly recommended that these reports are conducted in accordance with the European Sustainability Reporting Standards (ESRS) which will soon become mandatory for European companies. It is advisable to adapt earlier to ensure smooth and seamless compliance with the regulatory requirements.

A framework widely followed around the world is the GRI Standards of the Global Reporting Initiative (GRI Standards). The GRI develops guidelines for the reporting of information on sustainable development, with the aim of establishing the practice of disclosure of this information, providing guidance and support to companies in order to disclose their wider economic, environmental and social impacts.

Additionally, the United Nations Global Compact (UNGC) is a Corporate Sustainability framework created in 2000 by the United Nations calling on businesses to align their strategies and operations with the 10 Universal Principles relating to human rights, working conditions, the environment and the fight against corruption, while since 2015 they are also encouraged to undertake actions that promote the Global Sustainable Development Goals (Sustainable Development Goals - SDGs). The UNGC functions more as a vehicle for promoting dialogue and less as a regulatory framework.

Third-party assurance

In addition, it is recommended to use Independent Sustainability Report Assurance services, as it is important for the Company to ensure that the Corporate Social Responsibility (CSR) reports follow certain standards and provide credibility assurance. These services are provided by independent third-party auditors who review and verify the accuracy and completeness of the sustainability report.

Through the assurance process the Company can demonstrate commitment to transparency, accountability, and responsibility towards its stakeholders. This process typically involves an examination of the report's data and underlying procedures, including data collection and analysis methods, to ensure that they are in line with accepted standards and methodologies.

Moreover, the assurance service providers can offer recommendations and identify areas for improvement to help organizations enhance the effectiveness of their CSR reports. Overall, Independent Sustainability Report Assurance services can be an essential tool for organizations to strengthen their CSR reporting process and provide stakeholders with reliable and credible information about their sustainability performance.

Communication Strategy

The development of a comprehensive communication strategy for Corporate Social Responsibility (CSR) results is crucial to inform and disseminate information about CSR actions to all stakeholders. This includes creating all necessary information materials and using appropriate means of communication such as publicity, public relations, events, and digital media to promote the action plan.

It is recommended to create reporting material that can effectively communicate the CSR actions and results to stakeholders. This can include annual reports, sustainability reports, and other relevant materials.

Additionally, participating in certification/award contests can enhance the organization's credibility and recognition for its CSR efforts.

The communication strategy should be designed to engage stakeholders and raise awareness about the organization's commitment to CSR. This can involve developing targeted messages and using various channels to reach different audiences. The strategy should also consider feedback mechanisms to facilitate dialogue with stakeholders and allow for continuous improvement.

In summary, a well-crafted communication strategy can help organizations effectively communicate their CSR actions and results, build credibility, and trust among stakeholders, and enhance their reputation as a socially responsible organization

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Action Plan

Save Lives	
Sustainability Pillar	SDGs
Society	3, 11



The action aims to enhance public safety and emergency response in Heraklion and surrounding communities with the **installation of Public Access Defibrillators (PAD)**. AEDs, or Automated External Defibrillators, should be placed in easily accessible locations to ensure rapid use in emergency situations, which can significantly improve survival rates.

To implement this initiative, we recommend:

- Donating defibrillators to schools, public buildings, and sports facilities throughout the region to ensure wide coverage and availability in high-traffic areas.
- Providing CPR training to all staff and community members involved, in collaboration with humanitarian organizations that offer free training as part of their activities. This can empower individuals to take action and potentially save lives.
- Registering defibrillators in national maps and online apps to inform local populations and rescue teams of their location, enabling more efficient emergency response and potentially saving critical time in life-threatening situations.

Nursery Schools Upgrade	
Sustainability Pillar	SDGs
Society, Environment	7, 11, 13

Implement an **energy upgrade of nurseries in Heraklion** and neighboring communities. This will involve providing technical services to facilitate the **renovation** of daycare spaces and the **renewal of equipment**, contributing to increased energy efficiency and reduced carbon footprint.

To implement this initiative, we recommend:

- Conducting an assessment of energy consumption in nurseries to identify areas for improvement.
- Providing technical services to upgrade the energy efficiency of nurseries through the installation of energy-saving equipment and the implementation of sustainable practices.
- Renovating daycare spaces and renewing equipment to further enhance energy efficiency and sustainability.

Benefits:

- **Reduce energy consumption and greenhouse gas emissions**, contributing to a more sustainable future for the region.
- Improving the energy efficiency of nurseries can result in **cost savings**, providing an opportunity to reinvest funds into other areas of the community.



Green School Upgrade in Kastelli	
Sustainability Pillar	SDGs
Society, Environment	4, 7, 11, 13

The proposed sustainability action involves the selection and **full upgrade of a school located in Kastelli** with the objective of becoming a “**model green school**”. The initiative includes both building renovations and equipment upgrades aimed at promoting environmentally friendly practices within the school community.



Access to all / ver.1	
Sustainability Pillar	SDGs
Society, Environment	3, 7, 10, 11, 13, 17

Provide **electric vehicles suitable for people with disabilities**, which will be available for free use within the city of Heraklion (upon agreement).



To implement this initiative, we recommend:

- Identifying the specific needs of people with disabilities in terms of transportation and selecting appropriate electric vehicles that can accommodate those needs.
- Developing a system for reserving and accessing the vehicles, which could include an online platform or a dedicated phone line.
- Establishing partnerships with local disability organizations and advocacy groups

to raise awareness of the program and ensure its accessibility to those who need it.

Promote **sustainable transportation** practices while also **improving mobility and independence** for those individuals. This initiative can also help to **reduce greenhouse gas emissions** and **improve air quality** in the city of Heraklion.

Access to all / ver.2	
Sustainability Pillar	SDGs
Society, Environment	3, 10, 11, 13, 17

The proposed sustainability action involves the **deployment of a manned electric mini bus that is suitable for individuals with disabilities**. The mini bus will be offered free of charge or at a low cost and will transport them to various points of interest within the city of Heraklion.

Collaboration between local organizations, disability advocacy groups, and the city of Heraklion is essential for the successful implementation of this initiative, highlighting the **importance of partnerships** for achieving sustainable development goals.



Benefits:

This initiative will promote **sustainable transportation** and improve **accessibility for individuals with disabilities**, ultimately contributing to a more **inclusive and equitable**

community.

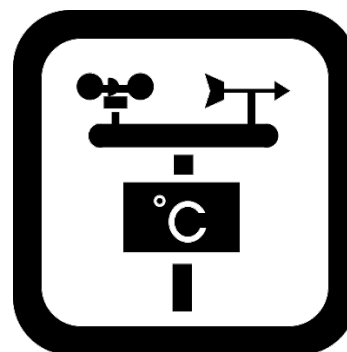
Free meteorological data	
Sustainability Pillar	SDGs
Environment, Governance/Economy	2, 8, 10, 13, 15

Provision of **free meteorological data from the airport systems for use by farmers and fishermen** in the wider area. This can be a valuable sustainability action for farmers and fishermen in the wider area because they rely heavily on weather patterns and conditions to make informed decisions about planting, harvesting, and fishing.

By having access to real-time weather information, they can make more accurate predictions about weather patterns and adjust their operations accordingly.

Benefits:

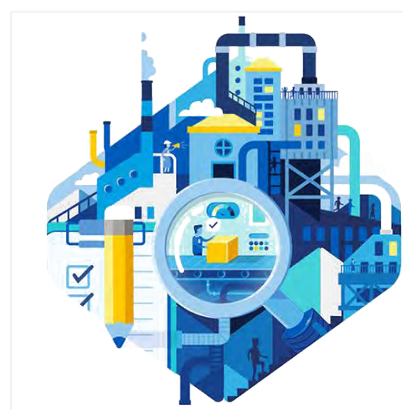
- More efficient resource management, reduced waste, and increased productivity.
- Better preparation for extreme weather events. This helps to **reduce their carbon footprint** and contribute to global efforts to **mitigate climate change**.
- Promote **social and economic sustainability** in the region. By helping these groups to improve their yields and profits, support their families and contribute to the local economy. This can also help to promote **social cohesion** and **reduce inequalities** in the community.



Technological Park	
Sustainability Pillar	SDGs
Governance/Economy	9, 17

Establishment of a **Technological Park** in collaboration with universities and research centers, aimed at promoting technological ideas and utilizing research and innovation produced by these organizations.

The Technological Park will be a dedicated area which brings together companies, research institutions, and universities to create an environment that promotes collaboration, innovation, and entrepreneurship. By creating such a park in collaboration with universities and research centers, it would be possible to leverage their expertise and resources to promote sustainable technological solutions and drive economic growth.



Benefits:

- Promote **innovation and technology** transfer.
- Create new **job opportunities**.
- Encourage the **development of sustainable technologies** by providing a platform for collaboration between universities, research centers, and private sector companies.
- Drive **economic growth**.

"Icarus" Aviation-themed Museum	
Sustainability Pillar	SDGs
Environment	4, 9, 12

One potential sustainability action to consider is the creation of an **Aviation-themed Museum** that highlights the history of human flight, including the myth of **Icarus**. The museum could feature exhibits that showcase the evolution of aviation technology, from the first human attempts at flight to modern-day innovations in sustainable aviation.



The museum could **incorporate sustainable practices** such as using eco-friendly materials for the exhibits, implementing energy-efficient lighting, and utilizing renewable energy sources.

In addition, the outdoor **installation of a decommissioned aircraft** for school visits could also serve as an opportunity to educate the public about the importance of sustainable aviation practices.

The installation could be accompanied by a **flight simulator** that uses **renewable energy** to provide an interactive experience for visitors, while also promoting the benefits of eco-friendly technology.

Overall, this sustainability action would not only provide a valuable educational resource but also serve as a reminder of the human desire for flight and the need to **pursue this aspiration in a sustainable and responsible manner**.



Benefits:

- Promote education and awareness.
- Demonstrate the potential for sustainable practices within the aviation industry.

Traffic Garden	
Sustainability Pillar	SDGs
Society	3, 4, 11, 13

Establish a “Traffic Garden” i.e. a Traffic Education Park. This park would serve as an educational tool to improve the awareness of school-aged children about **road safety**, **sustainable transportation practices**, and **responsible use of vehicles**.

- The park could feature a variety of **educational activities** such as interactive exhibits, driving simulators, and road safety workshops, all aimed at teaching children about road rules, pedestrian safety, and the environmental impact of transportation.
- Additionally, the park could promote sustainable transportation practices such as biking, walking, and public transportation.
- To ensure the sustainability of the park, **eco-friendly materials** could be utilized in its construction, while **energy-efficient lighting and renewable energy sources** could be implemented for park operations.
- The park could also serve as a **community hub**, hosting events and workshops.



Child Safety Center	
Sustainability Pillar	SDGs
Society	3, 4, 16

Child Safety City is an educational program aiming to cultivate a culture of safety among children. In a controlled, simulated environment, best practices in each field of safety are taught, so that children can gain valuable knowledge and skills that can be applied in their daily lives. More specifically the program provides education on proper **transportation safety**, **fire safety**, **personal safety**, and **violence prevention**.



Benefits: The goal of this program is to promote a **safe learning environment** and instill a **culture of safety** among children in the community. By doing so, a safer and more **sustainable future** for generations to come can be ensured.

Cretan Little Guides	
Sustainability Pillar	SDGs
Society	4, 12, 15

The suggested action is to create tour programs that involve **groups of children** acting as **tourist guides**. The program will incorporate **eco-tourism principles** by emphasizing the importance of preserving the natural environment and promoting eco-friendly practices during the tours.



The children will be trained to guide visitors to important historic sites and **promote Cretan culture**. Specifically, for each selected site, after conducting research and consulting with local authorities (museums, squares, etc.), a group of children will be trained to represent the site and be supervised by a coordinator (teacher or parent).

During the tours, the child guides can highlight the **significance of the local flora and fauna**, and encourage visitors to practice **responsible tourism**, such as minimizing waste and respecting the local environment.

In parallel, a platform will be created where interested tourist groups can access the availability of the child-guided tours at their desired site.

In summary, this action includes:

- The participation of children in cultural and tourist events in the area.
- The effective and organized promotion of important historic sites in the area and the culture of Crete.

Beautiful Minds	
Sustainability Pillar	Material Issue/ SDGs
Society	8, 10

The proposed action aims to provide **specialized training for persons with disabilities (PWDs)** for employment opportunities both within the airport and the surrounding region. The program will be conducted in two phases:

In the first phase, a **consortium of businesses** will be established to ensure sufficient employment opportunities are available for the trained individuals. This will be followed by an **educational seminar** in the chosen specialties, with successful candidates matched with businesses expressing an interest in participating in the program.

In the second phase, the program will be expanded to include additional specialties, allowing PWDs to obtain employment within the airport.



In order to promote sustainability, the program can prioritize training individuals in **green job positions** such as solar panel installation, electric vehicle maintenance, or sustainable waste management. By doing so, the airport can reduce its carbon footprint and contribute to the preservation of the environment. Additionally, businesses involved in the program can be encouraged to **adopt sustainable practices**, such as energy-efficient lighting and recycling programs, to further contribute to the airport's sustainability efforts.

Art for Sustainability	
Sustainability Pillar	SDGs
Environment	12, 13, 14, 15

The suggested action aims to promote sustainability through recycling by using a more creative approach and **utilizing art**. The primary objective of the action is to **raise awareness** and encourage a shift in mindset towards waste management among all **personnel** and **visitors** to the airport. More specifically:

1. The first step will be to **educate personnel** about the benefits and importance of recycling, creating a culture of active participation.
2. Collaboration with local artists and cultural centers can follow to create **works of art using recyclable materials**.
3. The artworks can then be **installed in strategic locations** around the airport, serving as visual reminders of the importance of recycling and its positive impact.
4. To facilitate the collection of recyclable materials, **recycling bins** would be placed alongside the artworks, promoting a more accessible and convenient way for individuals to dispose of their waste properly.
5. The collected materials will be delivered to a local Social Cooperative Enterprise (SCE) for **reuse and recycling**, contributing to the local economy and enhancing the airport's sustainability efforts.



By using art to promote sustainability, the airport can create a more **engaging and memorable experience** for visitors, while also fostering a **culture of responsible waste management** among personnel.



Energy Steps / Power Walking	
Sustainability Pillar	SDGs
Environment	7, 11, 13, 17

The suggested action is about the development and installation of electricity generators on specific surfaces within the airport, which generate electricity from the vibrations produced by people moving over them.

The primary objective of this action is to **reduce the airport's dependence on non-renewable energy sources** and **decrease its carbon footprint**.

The generators can be installed on high-traffic surfaces, such as walkways and escalators, and can convert the kinetic energy from the vibrations into electrical energy through the piezoelectric effect. This promising sustainability action has numerous



advantages. First, it is a **clean and renewable energy source** that does not produce harmful emissions. Second, the system is **self-powered**, requiring **minimal maintenance** and generating electricity continuously as long as people are moving over the surfaces. Third, it can serve as a showcase for the **airport's commitment to sustainability**, enhancing its reputation and encouraging other organizations to follow suit.

My Business World	
Sustainability Pillar	SDGs
Governance/ Economy	8, 9, 12, 17

A **competition for emerging alternative businesses** is proposed as a sustainability action. Participants will present their business ideas and innovative aspects in a specially designed space open to the public. Ideas will be evaluated by a committee based on specific criteria and by the wider online community. Three (3) winners will receive a fully funded travel package to meet with entrepreneurs and learn about sustainable business practices in other countries.

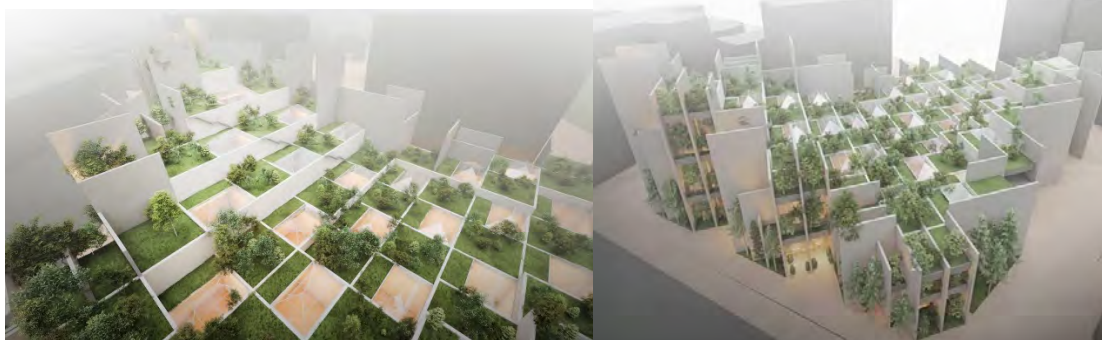


This sustainability action also provides an opportunity to spread awareness and **encourage sustainable business practices globally**. Through the winners' exposure to sustainable practices in other countries, they can implement and adopt these practices in their own businesses and communities, ultimately leading to a more sustainable future.

Cretan Plant Valley	
Sustainability Pillar	SDGs
Environment	8, 9, 12, 17

The action aims to create a biodiversity greenhouse at the airport of Crete, where all the endemic plants of the island will be cultivated and displayed in an **exhibition** for airport visitors. This greenhouse can also serve as a **research center** for these plants, collaborating with scientists to develop research programs focused on their preservation and sustainability

By showcasing the unique flora of Crete, we can raise awareness of the island's **natural heritage** and promote the importance of **biodiversity conservation**. Additionally, we can encourage visitors to take actions towards protecting the environment, such as reducing waste and supporting local conservation efforts.



Green Business Camp	
Sustainability Pillar	SDGs
Governance/ Economy	12, 15

The action aims to highlight the local characteristics and business opportunities of Crete and connect them with modern international entrepreneurship. Its goal is to attract mainly young people who want to learn about and do business in rural areas.



The action involves the establishment of a **Green and Startup Entrepreneurship Camp** where young people can learn about local entrepreneurship, successful

practices and business models from other areas, as well as talk to successful entrepreneurs and experts in fields related to this specific environment. The Camp will take place in the form of **stations in the forest**. Each station will be located in a different area and will have a theme that young people will be able to explore.

The purpose of this approach is for young people to come into direct contact with the environment of the area and be inspired by its unique characteristics. The young people who will participate in the Camp will have the opportunity to camp in an area that will be arranged for this purpose. In this way, they will be able to get closer to each other, network, exchange ideas, and even achieve business agreements.

The project could prioritize sustainable practices and environmentally-friendly initiatives. For example, the camp could be designed with sustainable materials and energy-efficient technologies, and participants could be encouraged to reduce waste and minimize their environmental impact. By prioritizing sustainability, the project can help promote a more environmentally friendly and socially responsible approach to entrepreneurship.

Cretan Olive World	
Sustainability Pillar	SDGs
Environment	2, 12, 13, 15

The proposed sustainability action pertains to the **establishment of an Olive Festival**, aimed at showcasing the olive and all its derivatives. The festival will feature a range of activities including: a **conference, exhibition, B2B meetings**, and the creation of innovative informational and promotional material.

The organizers of the Olive Festival could encourage the use of **sustainable practices** in olive production, such as organic farming methods and the use of renewable energy sources.



They could also educate attendees on the **benefits of sustainable agriculture** and promote local, small-scale olive production.

Additionally, the festival could minimize its own environmental impact by implementing **waste reduction measures**, such as recycling and composting, and using eco-friendly products and materials.

This initiative will raise awareness about the significance of the olive industry in promoting sustainable agriculture practices and preserving biodiversity, while also fostering economic growth and entrepreneurship in the sector.

Eco Fly	
Sustainability Pillar	SDGs
Environment	7, 9, 13

The proposed sustainability action involves implementing a pricing policy towards airlines based on the emissions of their aircraft. Specifically, it aims to reduce the costs charged to airlines that operate More Electric Aircraft (MEA), which are more environmentally friendly.

This action is a positive step towards encouraging airlines to reduce their carbon footprint and promote more sustainable air travel. By providing incentives for airlines to invest in and operate more electric aircraft, this action can help to reduce greenhouse gas emissions from the aviation industry.



Furthermore, this pricing policy can encourage innovation and competition among airlines to develop and use more sustainable technologies in their aircraft. This could lead to a shift towards more sustainable aviation practices and a reduction in the overall environmental impact of the

industry.

Overall, this sustainability action has the potential to create a significant impact on the aviation industry's environmental performance, promoting the transition towards more sustainable and environmentally friendly practices.

Cretan Natura	
Sustainability Pillar	SDGs
Environment	12, 14, 15

The project entails the creation of a **brochure on the Natura areas located in Crete**. This brochure will be available to visitors at the airport and aims to **raise awareness** and inform the public about these areas. The brochure will contribute to the promotion of these naturally beautiful areas for tourism purposes, while also supporting their further protection. As a sustainability action, the project seeks to **educate and engage tourists and locals** alike on the importance of preserving the unique biodiversity and ecosystems found in the Natura areas of Crete.



My Fly Partner	
Sustainability Pillar	SDGs
Society	8, 9, 11

This action aims to **improve customer experience** at the airport by establishing a customer service facility, a **Help Desk**, that will not only assist visitors but also manage their complaints effectively. This initiative aims to enhance the airport's services by ensuring quick and efficient assistance to its visitors. By providing better services to airport visitors, we aim to reduce frustration and encourage more sustainable travel practices. This will lead to a more positive impact on the environment as well as the local community, promoting sustainable tourism.



Ancient Vision	
Sustainability Pillar	SDGs
Society	4, 11, 12



The project entails the promotion and preservation of **significant archaeological finds** unearthed during the construction of the airport. It encompasses the careful study and construction of an appropriate **exhibition** space for showcasing these artifacts, alongside the development of VR visualizations to enhance visitors'

understanding and engagement with the rich cultural heritage of the region.

By providing visitors with an immersive and educational experience through this exhibition, the action aims to foster a greater appreciation for the historical significance of the area, thereby encouraging more **responsible tourism practices** that contribute to the **preservation of our shared heritage for future generations**.



Crete's Beauty	
Sustainability Pillar	SDGs
Governance/ Economy	8, 12, 14, 15

In this action, a **sustainable tourism video competition** will be organized to promote Crete's cultural and natural heritage, encourage sustainable tourism practices, and showcase the island's unique features. The winning video will be publicly displayed on the screens of the airport, providing a platform for responsible tourism and supporting the local economy.

By promoting sustainable tourism, we will contribute to the **preservation of Crete's natural and cultural resources** while providing **economic benefits** to the local communities.

have earned the region a protected designation of origin (PDO) classification of superior quality in Crete, under the name "Dafnes."

Furthermore, in order to promote sustainability, the "Dafnes Wine Festival" initiative could **encourage sustainable practices** through the promotion of eco-friendly alternatives for packaging and reducing waste.

New Generation Tech	
Sustainability Pillar	SDGs
Governance/ Economy	4, 9, 13

As a sustainability action, this project aims to **provide schools in Crete with technological equipment**, such as projectors, interactive boards, tablets, and laptops, to upgrade their digital capabilities and modernize their operations. By integrating technology into the learning environment, schools can **reduce paper waste** and other physical resources, **promote e-learning**, and **reduce their carbon footprint** by minimizing travel and transportation needs for students and staff. This initiative also supports the **development of digital skills and knowledge**, preparing students for a more sustainable future.

Be the Minotaur	
Sustainability Pillar	SDGs
Environment	3, 11, 13

The project aims to create a **strength, endurance, and speed competition** that promotes **sustainable practices** and encourages participants to prioritize their **health and well-being**.

Additionally, the event can incorporate **eco-friendly practices** such as:

- Using sustainable materials for equipment (e.g. reusable water bottles, biodegradable food containers, and recyclable event signage)
- Implementing waste minimization strategies to reduce environmental impact.
- Educating participants on sustainable lifestyle choices.
- Collaborating with local organizations to promote sustainable transportation options for participants and attendees.

"Bee" Clever	
Sustainability Pillar	SDGs
Environment	2,3,12,13,15

The protection of bees is a crucial issue as it affects biodiversity, food production, and the environment. This sustainability program aims to protect bees while promoting the further development of beekeeping in Crete. The program includes the following actions:

- Creating a **modern map of bee species richness in Crete** to better understand their distribution and habitat needs.
- Developing a **training program** for young beekeepers to encourage more people to take up this important work.
- **Raising awareness** among the public about the importance of protecting bees and their habitats through education and outreach initiatives.
- Organizing an **exhibition** of beekeeping products and plants to showcase the importance of bees and the benefits of beekeeping.
- **Collaborating with schools** to create a flower path with plants that are friendly to bees, promoting pollinator-friendly practices and educating students about the importance of bees in the ecosystem.

By implementing these actions, the program aims to protect bees and their habitats while promoting beekeeping as a sustainable practice in Crete. This program not only benefits bees and the environment but also **supports local communities** by creating opportunities for young beekeepers and promoting eco-tourism through the exhibition and educational initiatives.

Green School Corners	
Sustainability Pillar	SDGs
Environment	4,15,12

The sustainability action involves the creation of **botanical gardens** in schools across the region of Crete. The gardens will be designed to showcase **indigenous herbs and scarce plant species** found in the region and provide a **hands-on learning experience** for students. The action will enhance experiential learning in schools, while helping children to learn about the uniqueness of these species in their area.

A book will also be created, detailing the characteristics and care instructions for each plant species. This will not only help to **raise awareness** of the importance of biodiversity and plant conservation but also **promote sustainable practices** such as composting and water conservation.

Water Conservation in Schools	
Sustainability Pillar	SDGs
Environment	4,6,12

The suggested action aims to raise awareness among students about water conservation by reducing water consumption in schools.

To implement this action, we recommend:

- Conduct a survey to determine the amount of water consumed in school.
- Educate students about the importance of water conservation and how to conserve water.
- Empower students to take action to reduce water consumption in school by repairing, replacing, or modifying plumbing fixtures.
- Document the progress of the project and its impact on water consumption.

- Publish the students' action in school newsletters, neighboring schools, and the local community.
- Provide training and resources for teachers to incorporate water conservation into their curriculum.
- Monitor and evaluate the project's results and use the data to inform future water conservation efforts.

The sustainability action described above has several benefits. Firstly, it helps **raise awareness** among students about the importance of **water conservation** and the impact of **excessive water consumption** on the environment. Secondly, it promotes the **development of important skills in students**, such as measuring, monitoring, and evaluating the results of their actions. Finally, the action can lead to significant **cost savings** for the school and the community by reducing water bills and promoting sustainable practices.

Supporting Animal Husbandry	
Sustainability Pillar	SDGs
Environment	1,2,8,12,15

This sustainability action involves the procurement and distribution of **animal feed to local livestock farmers**. The selection process will be based on specific criteria, after a procedure of applications for participation in the project.

In addition to **supporting local animal husbandry**, this action also aims to promote **sustainable agriculture practices** by ensuring the availability of high-quality and affordable animal feed. By providing this support, livestock farmers can maintain healthy and productive animals while minimizing their environmental impact.

Local Products Branding	
Sustainability Pillar	SDGs
Environment	8,12,13,17

The suggested action will establish a **competition** to select **local products** and promote them under a **common sustainable brand**. The selected products will participate in large exhibitions and events, **showcasing their sustainability** and highlighting the **benefits of supporting local producers**. Through branding and promotion, the action will raise consumer awareness and encourage the use of locally sourced products, ultimately reducing carbon emissions associated with long-distance transportation and promoting local economic development.

International Trade Mentoring for Sustainable Development	
Sustainability Pillar	SDGs
Environment	8,9,12

This project aims to **promote sustainable international trade** by establishing a **network of mentors** who will provide guidance and training to small and medium-sized enterprises (SMEs) in the region, as well as young entrepreneurs looking to expand into foreign markets. The **mentoring program** will focus on exporting, with the goal of enabling businesses to increase their presence in global markets while also ensuring their operations align with sustainability principles. This will not only contribute to the **growth of local businesses** but also **reduce the environmental impact** of long-distance transportation, leading to a more sustainable and equitable global economy.

Festival of Kastelli	
Sustainability Pillar	SDGs
Society	11, 12

Supporting the Folklore Association of Kastelli in organizing the festival held during the celebration of the patron saint of Kastelli, Agia Marina. The aim of this action is to develop relationships with the local community and involve the organization in cultural events, promoting community engagement and sustainable cultural development.

Smart Shelter	
Sustainability Pillar	SDGs
Society, Environment	8,9,10,11

One way to contribute to a sustainable future is by implementing **Smart Shelters** to replace conventional bus/train stops. The Smart Shelters will incorporate features such as sustainability, accessibility, technology, IoT facilities, security cameras, modern seating, vending machines, electricity providers, emergency health kits, solar panels, route maps, weather/air quality reports, and garbage bins. Our aim is to promote **active travel and connect cities**, acting as hubs across Crete, with technology to promote **public transport as a clean, safe, and sustainable option**. Smart Shelters may be equipped with a range of features that promote sustainability and accessibility. These may include:



Sustainability: The shelters will be designed to be environmentally sustainable, with features such as solar panels, Sedum roofs to attract pollinators and contribute to environmental initiatives and biodiversity loss, and garbage bins for proper waste management.

Accessibility: The shelters will be designed to be accessible to everyone, including people with disabilities, the elderly, and families with young children. This will include modern seating and facilities such as sanitary vending machines, SOS/panic buttons, and mini vertical gardens.



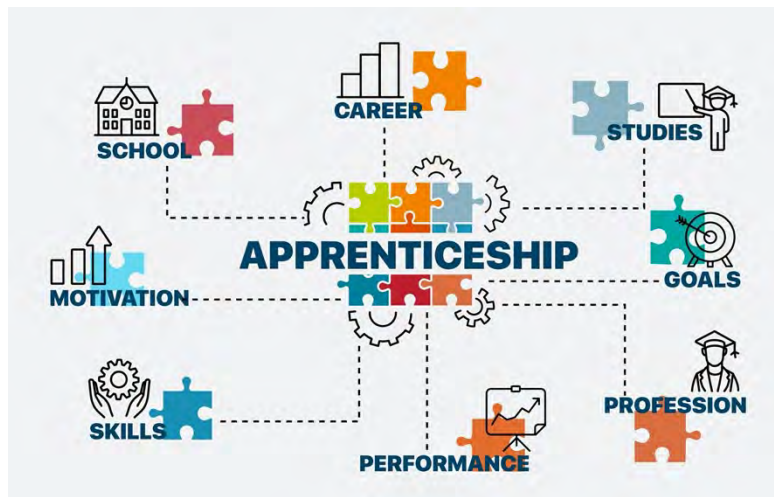
Technology: Smart Shelters may be equipped with **IoT facilities, security cameras, and electricity providers for charging electronic devices.** They will also have route maps, weather/air quality reports to keep passengers informed and connected.

Sanitary vending machines, SOS/panic buttons, mini vertical gardens, and e-vehicle charging facilities may also be included. The

shelters promote active travel and connect cities, acting as **hubs across Crete** with technology to promote public transport as a clean, safe, and sustainable option. Additionally, the installation of Sedum roofs can attract pollinators and contribute to environmental initiatives and biodiversity loss.

Offering Apprenticeships	
Sustainability Pillar	SDGs
Society	4, 8, 9

The Airport Company can take a leadership role in sustainability by establishing an **airport apprenticeship program** in partnership with **community colleges** and **universities**. Apprenticeships provide a great opportunity for people of all educational backgrounds to either get into the **world of work**, or to **make a career change**. Moreover, they offer a unique prospect of working in a busy and growing aviation business. All this means that the apprentices can get the very best out their careers while **helping the Company’s success** through **continued innovation** and **access to valuable human capital**.



The program aims to provide students with **work-based learning opportunities** in the aviation industry, with a curriculum that aligns with industry needs and standards.

Apprenticeships will cover various aspects of airport operations

offering a unique chance for students to gain valuable knowledge and experience in a professional environment. This also serves as a talent pool for the Airport Company to recruit skilled and motivated candidates for future job openings. To promote the program, the Airport Company can work with educational institutions to advertise the apprenticeship and utilize various communication channels to reach a broader audience. The apprenticeship program covers several areas, such as;

Apprenticeships Scheme;

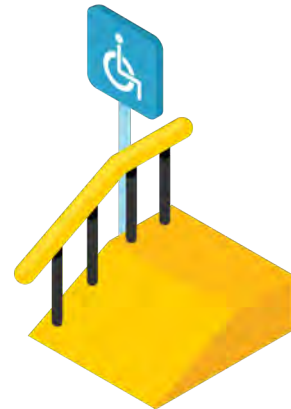
- Procurement Apprenticeship
- Cyber Security Apprenticeship
- Operational Firefighter Apprenticeship
- Data Protection and Data Governance Apprenticeship
- Ground Maintenance (Klark-drivers etc)
- Project Controls Apprenticeship
-

Additionally, apprenticeship scheme can be divided **to focus areas;**

- i. Customer (Customer Service)
- ii. Business (Business Professional Apprenticeships, Data science, Leaders)
- iii. Operations (Aircraft Operations, Airport Operations)

Ramps all around	
Sustainability Pillar	SDGs
Society	9,10,11

Installing ramps at key locations is an important sustainability action that can help make urban spaces more accessible for everyone. By installing ramps, individuals with mobility impairments can easily navigate through the city and access important points of public, cultural, and commercial interest, such as museums, parks, shopping centers, and other public spaces.



This not only enhances their quality of life but also promotes a more inclusive and equitable society. Additionally, the installation of ramps can help reduce the risk of accidents and injuries, making urban areas safer for all pedestrians.

Starlight Path	
Sustainability Pillar	SDGs
Society, Environment	3, 7, 11,13

The Airport company can establish a sustainability project by creating an environmentally friendly and **illuminating bike path**. The bike path can be made of a material that absorbs energy from the sun during the day and emits light for ten hours at night, utilizing synthetic particles called luminophores. The path will enhance safety for cyclists and pedestrians by illuminating the area and making it easier for them to see and be seen. The bike path's exclusive use will be reserved for non-motorized transportation modes, including cycling and walking, promoting active travel and reducing carbon emissions. This project also has the added benefit of being aesthetically pleasing and contributing to the Airport Company's sustainable image.





The illuminated bike path will serve as a **symbol of innovation** and progress in environmental sustainability.

The creation of an environmentally friendly and illuminating bike path is an innovative solution that can greatly

enhance the safety of cyclists and pedestrians, while also promoting **active travel** and **reducing carbon emissions**. This project is particularly relevant for the Airport Company, as they have a responsibility to minimize their environmental impact and contribute to sustainable initiatives.

Sunflower Program (Hidden Disabilities)	
Sustainability Pillar	SDGs
Society	3,10,11,17

The Hidden Disabilities Sunflower is a powerful tool for promoting **inclusivity and accessibility** within our airport community. This initiative provides people with non-visible disabilities a discreet way to signal that they may need extra assistance, patience, or understanding during their travel experience. With approximately 1.3 billion people, or 1 in 7, living with a disability globally, it is important to recognize that disabilities come in many forms and not all are visible.

These can range from physical and cognitive impairments to mental health conditions, respiratory and chronic conditions, and more. By acknowledging and accommodating these **hidden disabilities**, we can create a more **welcoming** and **supportive** environment for **all passengers**.





The Sunflower project aims to assist passengers with invisible disabilities (health issues)**to travel independently** by providing them with the option to indicate that they require support, assistance, or extra time without having to disclose their condition. By wearing a sunflower lanyard, staff members can identify these passengers and provide them with the necessary support without the need to verbally declare the disability. Many airports have also introduced accessible changing benches and facilities, which ensure that non-ambulant persons can use toilets safely and comfortably, while maintaining their dignity.

To ensure the success of the Sunflower project, it is important to **educate and train people** on how to identify and assist passengers with invisible disabilities.

Pedestrian Traffic Lights Upgrade	
Sustainability Pillar	SDGs
Society,	3,9,10, 11,13

Improving pedestrian traffic lights is a crucial step towards realizing the sustainability objective of inclusivity in society. By making pedestrian crossings accessible to everyone, regardless of their abilities, we can promote a more equitable and inclusive society. While different parts of the world use various systems to **aid the visually impaired and blind in crossing the street**, the need for **universal accessibility** remains. Fortunately, modern technology can address various issues, such as acoustic



performance, ease of use, customized information, noise pollution reduction, and maintenance simplicity, to enhance accessibility and inclusivity for all at pedestrian crossings.

To further enhance accessibility, a suggestion is to use **traditional melodies**, instead of the typical signaling sounds, as an alternative for pedestrian crossings, similar to what is done in Japan.

Smart Traffic Light	
Sustainability Pillar	SDGs
Society	9,10,11

The "Smart Pedestrian Crossing" (SPC-S & SPC-M) is a sustainability project that integrates **innovative technology** to create a **safe crossing for pedestrians** while serving as a station for collecting and analyzing traffic and environmental data. This project represents a significant step towards achieving sustainability goals by **optimizing traffic flow**, reducing congestion, and lowering greenhouse gas emissions. The real-time data collected by the SPC-S & SPC-M can be used to implement measures to improve **urban sustainability**. For example, the technology can gather environmental data, such as air quality and noise levels, to inform decisions that can improve the health of the environment. By prioritizing the needs of pedestrians and the environment, the SPC-S & SPC-M creates **a safer and more sustainable urban environment for everyone**.

Smart Pedestrian Crossing	
Sustainability Pillar	SDGs
Society	3, 9,10,11

To **promote sustainable transportation** and **create safer communities**, it is important to encourage the installation of smart pedestrian crossings in busy areas. These crossings utilize sensors to detect movement and immediately light up LED panels on the floor to alert



drivers of pedestrians crossing. This technology can reduce the number of accidents involving pedestrians by increasing visibility and awareness for both drivers and pedestrians. Working with local governments and transportation authorities to prioritize the installation of these crossings in high-risk areas and implementing public awareness campaigns to educate pedestrians can promote pedestrian safety and sustainable transportation

Milk- Vending Machine (Locally Sourced)	
Sustainability Pillar	SDGs
Society/ Environment	2,8,12,13



Organize the cooperative **local milk** producers to offer pasteurized milk that can be **sold through automatic vending machines** located in various points of the city, including the **airport site**. This initiative can decrease the **carbon footprint associated with transporting milk** from rural areas to urban centers, while also promoting the **consumption of fresh and locally sourced products**. The milk can also be used by local businesses, such as coffee shops and bakeries, further encouraging the use of sustainable and locally sourced ingredients. By providing access to locally sourced milk through vending machines on the airport site and throughout the city, the Cooperative Local can promote sustainable consumption and support

the local economy, while at the same time provide benefits to small producers.

Electric Transportation	
Sustainability Pillar	SDGs
Environment, Society	7 ,9, 11,13, 17

We understand that transportation is a significant contributor to greenhouse gas emissions, and reducing this impact is critical for us to achieve our carbon-neutral goals. To this end the following sustainable transportation options, may be considered for implementation. By implementing these **sustainable transportation options**, we can significantly **reduce the carbon footprint** of our organization while promoting healthier and more eco-friendly commuting options. The benefits of these actions are numerous, including reducing harmful emissions, promoting sustainable transportation, and improving the health and well-being of staff and visitors. Moreover, The Airport Company may promote public transportation usage **by offering discounts on transit fares** and providing information on transit options to passengers.

Electric Buses and Taxis: One of the most eco-friendly options is to switch to electric buses and taxis. This will significantly reduce **emissions from ground transportation** while also promoting sustainable transportation options. Electric vehicles are becoming more common, and this is an excellent opportunity for us to lead the way in promoting this sustainable technology.



Bicyclists go Light	
Sustainability Pillar	SDGs
Environment, Society	3,7, 11,13, 17

Bike Sharing Program: A bike-sharing program for both staff and visitors is another effective way to promote sustainable transportation. This program has been implemented in many airports worldwide and has proven to be a great success. By providing bikes for people to use, we encourage sustainable commuting options that are also healthy and affordable.



Another initiative would be to link light passengers to rent free bicycle rental.

Public Bike Pumps: Placing public bike pumps throughout the area will encourage people to use bicycles as their mode of transportation. These pumps will give cyclists complete work stands and air inflation facilities, making it easier for them to use their bikes as a primary mode of transportation.

Our Local Airport (Farm to Table)	
Sustainability Pillar	SDGs
Environment, Society	1, 2,8,12,13

In recent years, there has been a noticeable increase in interest among restaurant owners and diners alike in the origins of their food. The **farm-to-table** movement, also known as farm-to-fork, has gained traction as a social movement that emphasizes **transparency** in the sourcing of restaurant ingredients from **local farms**, often through direct acquisition from farmers. In this way boosts the local economy also helps to **support local farmers**. While conventional restaurants typically obtain their produce from other regions of the country or even from overseas, resulting in long shipping distance and other adversities, Farm-to-fork restaurants, prioritize obtaining their ingredients from local farms which enables them to serve food, locally sourced that is picked at peak freshness and bursting with natural flavors and nutrients. The



popularity of the farm-to-table trend means that associating a restaurant with it can generate excitement and bring in customers.

Additionally, serving farm-to-table food provides the opportunity to make local and organic food more available to the community. Furthermore, farm-to-fork restaurants offer fresh, flavorful, and nutrient-rich cuisine that prioritizes local sourcing, and provides environmental and economic benefits by **reducing the carbon footprint of the supply chain**. Also, they provide a host of **environmental and economic benefits**. By sourcing from local farms, they reduce the carbon footprint of their supply chain, which is typically longer for conventional restaurants. Additionally, this sourcing method supports local farmers and their communities, as well as encourages the preservation of regional agriculture.

Rainwater Harvesting	
Sustainability Pillar	SDGs
Environment	6,9, 13

Rainwater harvesting can be an effective tool for airports to reduce their water consumption and increase their sustainability practices. Harvested rainwater can be used in a variety of applications. Most commonly, harvested rainwater is used for non-potable applications such as: Toilet and urinal flushing , Vehicle wash, Dust suppression, Cooling tower makeup, Ornamental Pond and fountain filling, Landscape irrigation.

In addition to providing alternative water, harvesting rainwater can also potentially prevent stormwater from entering waterways, helping agencies meet federal requirements for stormwater management. Reducing stormwater eases flooding and erosion by slowing runoff and allowing it to soak into the ground, turning stormwater problems into water supply assets. Less runoff also means less contamination of surface water from sediment, fertilizers, pesticides, and other pollutants that runoff might transport. Here are some tools that can be used for rainwater harvesting in airport applications:



1. **Rainwater Collection Systems:** These systems can be installed on the roof of airport buildings to collect rainwater as it falls. The collected rainwater can then be stored in tanks or cisterns for later use.
2. **Permeable Pavement:** Airports can install permeable pavement in areas like parking lots, runways, and taxiways. Permeable pavement allows rainwater to filter through the pavement and be collected in a storage tank below.
3. **Green Roofs:** Installing green roofs on airport buildings can help with rainwater harvesting. The plants on the roof absorb rainwater and release it slowly over time, reducing the amount of runoff.
4. **Bioswales:** Bioswales are shallow ditches or channels that are designed to slow and filter rainwater runoff. They are often planted with vegetation that can help absorb and filter pollutants.
5. **Rain Gardens:** Rain gardens are landscaped areas that are designed to collect rainwater runoff from roofs, parking lots, and other surfaces. The collected water can be used to irrigate plants and landscaping around the airport.
6. **Rain Barrels:** Rain barrels are small, portable containers that can be placed under downspouts to collect rainwater. The collected water can be used for a variety of purposes, such as watering plants or washing vehicles.

Food Donation Programs	
Sustainability Pillar	SDGs
Society	2, 12, 13, 17

Many airports have started food donation programs to reduce food waste and help those in need. Restaurants and kiosks only want to stock the freshest product on their shelves for their customers, so they rotate their foods out daily. Through a Food Donation program, high quality perishable and prepared food that is perfectly safe to eat can feed hungry people instead of going into the landfill. Donated food includes whole wheat bread, salads, sandwiches, whole pizzas, macaroni and cheese, frozen fish, and pastries. Basically, any **unsold or unused food is donated to local food banks** or charities, reducing waste and supporting the local community. Airport tenants may also donate to food **Community Banks**.



“Liquid Gold”	
Sustainability Pillar	SDGs
Society	12, 13, 17

Implementing a waste recovery program that recovers and repurposed organic waste and used cooking oil generated by its terminal operations and restaurants will help The Airport Company to reduce its environmental impact, support local businesses and



communities, and demonstrate its commitment to sustainability. The program will also help the airport comply with **waste reduction** and recycling regulations and potentially reduce waste **disposal costs** . In this vein, a waste recovery program that recovers and repurposes organic waste and used **cooking oil** generated by its terminal operations and restaurants may enhance a **variety of benefits**.

A waste recovery program that focuses on organic waste and used cooking oil recovery is a valuable opportunity for the New International Airport of Heraklion to reduce its environmental impact, support local businesses and communities, and demonstrate its commitment to sustainability. The program will also help the airport comply with waste reduction and recycling regulations and potentially reduce waste disposal costs.

Provide Education and Training to Tenants: Work with airport tenants to educate them on the importance of waste recovery and how to properly sort and dispose of their organic waste and used cooking oil. Providing them with training and resources on waste reduction and recycling practices will help them contribute to the success of the program.

Partner with Local Composting and Biodiesel Producers (SDG17)

Identify and partner with local composting facilities and biodiesel producers to recover and repurpose the organic waste and used cooking oil generated by the airport. The composting facility can transform the organic waste into nutrient-rich soil additives for use in local gardening and construction projects. The biodiesel producer can recycle the used cooking oil into biodiesel, which reduces carbon emissions and black soot in the airport's vehicles and equipment.

Sustainable Packaging	
Sustainability Pillar	SDGs
Environment	12, 13, 14, 15, 17

The Airport Company can work with airlines and tenants to develop and implement sustainable packaging and waste management practices. This can involve the adoption of packaging solutions that are environmentally friendly, such as the use of **biodegradable or compostable materials**, and the implementation of efficient waste management practices, such as recycling and composting.

Additionally, the airport can encourage and incentivize airlines and tenants to adopt sustainable packaging and waste management practices. This can include offering financial incentives or recognition for those who demonstrate a commitment to sustainability through their packaging and waste management practices.

Furthermore, the airport can work with local waste management companies to ensure that waste is properly disposed of and recycled and



COMPOSTABLE



can also explore the possibility of generating renewable energy from waste. By taking these actions, the airport can demonstrate its commitment to sustainability and encourage airlines and tenants to do the same, ultimately contributing to a greener and more sustainable future. **Such product may be developed in collaboration to Universities, or NGOs .**

Free the Refills	
Sustainability Pillar	SDGs
Society, Environment	6, 12, 13



There was a time when free-to-use drinking fountains were found in every place of public gathering. Airports around the world reincorporate such practices and are leading the way on plastic reduction by rolling out drinking water facilities. It is important to note that those planning new terminals or buildings, may include public water provision at the design stage. While plastic waste is an issue that is not going to go away, we hope that we continue to see forward-thinking airlines and airports making bold decisions to help hydrate people whilst they're on the move – **without the need for single use plastic.**

In terms of sustainability reporting, airport authorities can track the number of bottles saved from ending up being bought and thrown away by using the device installed in the fountains and refill stations – an effective way of demonstrating the impact to passengers and key stakeholders.

“Aircycle”	
Sustainability Pillar	SDGs
Environment	12, 13

AirCycle is a proposed design concept solution that may enable the Airport Company to reduce airport terminal waste and eliminate landfill or incineration-bound waste. AirCycle provides a structured approach to airport retail waste management, including non-recyclable/recyclable waste segregation, utilizing different bin designs, color coding, harmonization of waste colors, improving instructions and signage, and staff training. It also involves installing more liquid disposal and donation stations. By leveraging AirCycle, airports can achieve greater



efficiency and cost-effectiveness in terminal waste processing, **leading to higher waste diversion** from incineration and landfill towards recovery. This will subsequently help airports reach their net-zero targets while demonstrating their commitment to sustainable practices and reducing waste within the aviation industry.

By design, the proposed action is closely linked to key airport stakeholders, including airport concessionaires and shops, passengers, and restaurants. This ensures that all parties involved are aware of and committed to implementing the waste management practices laid out by the action plan. The close collaboration and involvement of these stakeholders will help to maximize the effectiveness of the program, leading to greater efficiency and cost-effectiveness in terminal waste processing, as well as increased waste diversion from incineration and landfill towards recovery. Ultimately, this will enable airports to achieve their net-zero targets and demonstrate their commitment to sustainability and reducing waste in the aviation industry.

Finally, waste information provides baseline information that can be used to identify recycling, reuse, and waste reduction opportunities and priorities, and gauge program effectiveness over time.

Mediterranean Dish	
Sustainability Pillar	SDGs
Environment	8, 12,14,17

Reducing the use of single-use plastics is a crucial strategy for reducing environmental impact. This involves a commitment to innovation and research aimed at protecting the planet. To achieve this goal, reducing the use of virgin plastic and replacing single-use packaging with sustainable, recyclable, or recycled materials is critical.



Experimenting with **new compostable materials** for cutlery, take-away packaging, glasses and straws means constant research and development and a strong focus on the food safety/

As consumer awareness regarding sustainability grows, it has become imperative to find innovative solutions that not only align with new national and

international regulations, but also fulfill the needs of environmentally conscious individuals.

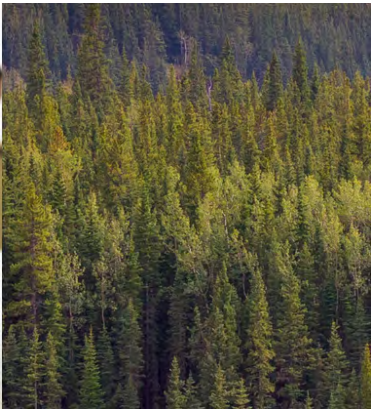
To achieve this, it is crucial to optimize packaging usage and reduce the utilization of virgin plastic by incorporating more sustainable materials. Seaweed has emerged as a promising alternative source of such materials, especially given its abundance along the **Mediterranean shores** where it is often regarded as waste. Therefore, exploring the use of seaweed as a sustainable packaging material is a step towards achieving a more eco-friendly and responsible approach to packaging.



The proposed action involves partnering with an NGO to deliver this new product, utilizing seaweed previously defined as waste. This would not only stimulate the local economy but also **help maintain shorelines** and **restore marine biodiversity**. To meet the growing consumer demand for sustainability and comply with new national and international legislation Company may engage with other to create innovative solutions to optimize packaging use and **reduce virgin plastic** by using more sustainable materials

Seed Cups	
Sustainability Pillar	SDGs
Environment/Society	12, 13, 15, 17

As part of the Company’s sustainability action plan, the introduction of cups that come **embedded with seeds** to promote **reforestation and greener practices**, may be considered. These eco-friendly cups may be available at Airports participating stores and will feature seeds, or specific location based on the location of the store. After use, customers can either plant the cups themselves or return them to be planted by the Company at designated locations like the Airports Garden or elsewhere. To add a unique touch, the cups will also feature depictions of memorable locations in Crete, serving as a form of advertising while encouraging people to plant them in those locations. Through this initiative, we aim to promote sustainability, raise awareness



about eco-friendly practices, and contribute to a greener future for our planet.

In addition to promoting sustainability, these cups with embedded seeds can also serve as an educational tool for consumers.

Each cup can feature the identity of the seed embedded within it, providing valuable information about the plant's importance and properties. We can also choose to feature **endemic plants** to promote their preservation and to showcase the **unique flora of the region**. By providing this information, we hope to encourage a deeper appreciation for the environment and the role we can all play in protecting it.

Workwear Reborn: Revitalizing Textiles for a Sustainable Future	
Sustainability Pillar	SDGs
Environment	12, 13, 14, 15 & 17

Recycling old workwear that has reached the end of its useful life is a sustainable and responsible action that offers several benefits. Firstly, it helps to **reduce the environmental impact of textile waste** by diverting it from landfills and incineration. This, in turn, saves water and reduces carbon emissions. Additionally, the fibres of recycled garments can be repurposed as insulation for buildings, further contributing to environmental benefits.



Moreover, recycling old workwear also protects the **brand image** and reputation of the company. Just as branded workwear can enhance the image of a business, old workwear falling into the wrong hands, being dumped, or resold can quickly have the opposite effect. By recycling old

workwear, companies can ensure that their brand is not associated with negative environmental practices or **ethical issues**.

By implementing a workwear recycling program, companies can demonstrate their commitment to sustainability and **responsible consumption and production**. It can also help companies achieve their sustainability goals while promoting a more **circular economy**.

Coffeelizer	
Sustainability Pillar	SDGs
Environment	12, 13, 14, 15, 17

Greece is among the top 10 countries in **coffee consumption**, ranking 9th and generating over 25,000 tons of waste. Based on studies that support the theory that **used coffee grounds are valuable ingredients for fertilizing crops**, there is potential for a new product development.



Coffeelizer's main objective is to tackle the issue of daily coffee waste produced in the food and quick beverage industry of the Airport Area. Instead of allowing this waste to end up in landfills or waste bins, Coffeelizer **collects and recycled and repurposes** it, creating a sustainable **alternative to composting**. By doing so, the company aims to reduce the quantity of materials that would otherwise become waste.

Through a systematic and organized collection process, Coffeelizer transforms the waste into an organic fertilizer. By applying specific techniques and environmental standards to the coffee waste, the **fertilizer is of high quality** and suitable for use as a soil conditioner in specific types of crops. This not only promotes a more sustainable approach to agriculture and waste management but also contributes to a greener future.

Coffeelizer's regenerative product can be sold at the sites of the collected coffee waste, promoting circular practices utilized by the seller. This way, Coffeelizer creates an opportunity to raise awareness of the importance of sustainable waste management practices and encourages individuals and businesses to adopt them.



Summer Camp- Agri Creta	
Sustainability Pillar	SDGs
Environment, Society	2, 12, 13, 15, 17

The aim of this project is to establish an Agri-Summer Camp program that will **educate participants on both traditional and sustainable farming practices** to promote environmentally sustainable and socially responsible farming practices. In addition to educating participants on the importance of traditional farming practices for sustainable agriculture, the project also seeks to introduce modern technologies and methods for smart farming and precision agriculture practices. Moreover, by fostering a community of "farmers" committed to promoting sustainable agriculture in their own communities, the impact of the project can extend beyond the summer camp and contribute to the long-term promotion of sustainable agriculture practices.

The project can collaborate with a university to organize the Agri-Summer Camp program, which will include **workshops, lectures, and field visits to local farms**. This collaboration will provide **hands-on experience** and an opportunity for participants to **learn from experts**



in the field. By inviting experts in traditional farming practices and sustainable agriculture to speak and conduct workshops, participants may gain **access to cutting-edge knowledge** and **practical guidance on sustainable agriculture**.

Ultimately, the expected outcomes of the project are an increased knowledge and understanding of traditional farming practices and sustainable agriculture among participants, the development of **a network of farmers** committed to promoting sustainable agriculture in their communities, an increased awareness and interest in sustainable agriculture among young people, and the promotion of environmentally sustainable and socially **responsible farming practices**. Through the Agri-Summer Camp program, participants can develop practical skills, access to knowledge, and a supportive community to promote sustainable agriculture practices in their communities.

HydroHarvest	
Sustainability Pillar	SDGs
Environment	2, 6, 9,11, 12, 17

One sustainability action proposal incorporating hydroponics could be to establish a hydroponic farming system within the airport company's premises. This would involve setting up an **indoor hydroponic garden** to grow fresh produce such as vegetables, herbs, and fruits in a controlled environment without using soil, using nutrient-rich water instead. This system can be designed to optimize water and nutrient use while minimizing waste, and it can be used to provide fresh, healthy food options for airport employees, travelers, and nearby communities.

This sustainability action proposal could have **several benefits**, such as reducing the environmental impact of traditional farming, reducing food transportation emissions, and promoting sustainable food systems. Additionally, it can demonstrate the airport **company's commitment to sustainability** and provide an **opportunity to educate the public about the benefits of hydroponic farming**.

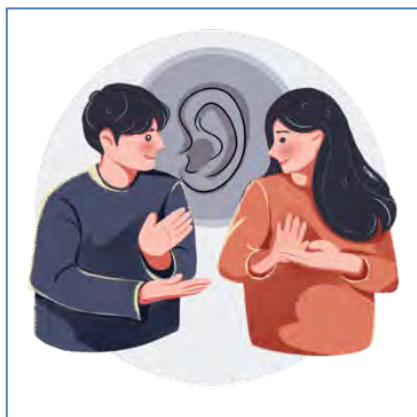
Moreover, the hydroponic farming system can also provide opportunities for education and community involvement, such as offering workshops on hydroponic gardening or partnering with local schools or community groups to provide fresh produce. Thus, an nice suggestion would be to collaborate with a university to deliver this project efficiently.

This project can be combines with the rainwater harvesting to create synergies.



SIGNAL IT	
Sustainability Pillar	SDGs
Society	4,10

To promote **inclusivity and accessibility**, the airport company can offer training to its employees to communicate in sign language. The proposed sustainability action involves providing sign language training to airport personnel, and other relevant staff



members. Additionally, the training can also be extended to customer-facing staff such as flight attendants, to enhance the customer experience. This training program can also be extended to **professionals in the tourism** industry such as the **transportation sector**, tourist guides, and HORECA, to make them more accessible to people with hearing impairments. The training program will be designed to equip personnel with the necessary **skills and knowledge to communicate effectively** with individuals who use **sign**

language. It will cover basic vocabulary and sentence structures, as well as the ability to understand and interpret common gestures and facial expressions. In addition, a map of places and activities that are friendly to people with hearing impairments can be developed and provided as part of the project. To ensure the highest quality of training, the airport company can partner with a reputable organization that specializes in providing sign language training.

Wildlife Conservation Awareness Campaign	
Sustainability Pillar	SDGs
Environment	12, 15, 16

Organizing a **campaign or conference** focused on raising awareness of the impact of wildlife trafficking on ecosystems and the economy, and the **importance of preventing this illegal activity** is a proactive step that can be taken by an airport company. The campaign or conference can target a range of stakeholders, including the general public, policymakers, law enforcement agencies, and NGOs, and involve various communication activities such as social media, public events, and media outreach to spread the message about protecting wildlife.



To complement the awareness-raising efforts, training can also be delivered to stakeholders such as law enforcement agencies and customs officers to enhance their

capacity to identify and prevent wildlife trafficking. This can include training on relevant laws and regulations, wildlife identification, and investigation techniques.

In collaboration with competent authorities, direct action can also be taken to address wildlife trafficking. This can involve developing and implementing strategies to disrupt the illegal trade of wildlife, such as targeted enforcement actions, cooperation with other law enforcement agencies, and international cooperation.

Reforestation Activities	
Sustainability Pillar	SDGs
Environment/ Society	8, 13, 15, 17

The proposed sustainability action involves organizing reforestation activities to support the reduction of carbon footprint and contribute to the UN SDGs addressing **climate change**. These activities can involve planting trees in local forests or participating in programs that support reforestation efforts in regions affected by deforestation.

In addition to the environmental benefits, reforestation activities can also have positive social impacts by boosting **employee morale** and demonstrating the company's commitment to sustainability to investors and customers. The company can also use this opportunity to engage with **local communities** and **raise awareness** about the importance of reforestation and its impact on the environment.



To ensure the success of the reforestation activities, the company can partner with local organizations, governments, and other stakeholders to coordinate and implement the project effectively. The project can also be integrated

into the company's broader sustainability strategy and communicated to stakeholders through various channels, including social media, newsletters, and sustainability reports.

Future Aviators	
Sustainability Pillar	SDGs
Society	4, 8, 9, 17

The airport company can establish an **Aviation Career Education Program to work with local schools and aviation organizations to provide educational opportunities** for students interested in pursuing a career in aviation. This program can include partnerships with local schools to provide tours of the airport, aircraft hangars, and aviation facilities. Additionally, the airport company can work with aviation organizations to provide **hands-on experiences for students**, such as flight simulations, aircraft maintenance demonstrations, and career development workshops. Furthermore, this project can contribute to **promoting innovation** and infrastructure by providing educational opportunities and hands-on experiences for students interested in the aviation industry, which can help to develop new technologies and promote growth in this sector.

Through this program, the airport company can contribute to the **education and development** of the next generation of aviation professionals, while also promoting sustainability and environmental responsibility in the aviation industry. This initiative can also enhance the company's reputation as a socially responsible and community-oriented organization.



Safety Week	
Sustainability Pillar	SDGs
Society	SDG 3, 8, 11, 12



To promote a **culture of safety** and awareness among employees and stakeholders, and to ensure that the company is well-prepared to handle emergencies and prevent accidents. This sustainability action involves dedicating a week-long period to raise **awareness** and **educate employees** on safety issues, risk management, and

emergency response protocols. During the safety week, the company can conduct safety audits and provide training sessions to employees, including customer service representatives, security personnel, and other relevant staff members. The safety

audits can be used to identify potential hazards and assess the effectiveness of current safety measures. The training sessions can cover a range of safety-related topics, such as emergency response procedures, hazard identification and risk assessment, personal protective equipment (PPE) usage, and safety culture.

Moreover, to complement this safety week campaign, the company can implement a solid risk management plan, which can involve ongoing safety audits, continuous safety training, and regular review and update of emergency response plans. The risk management plan can be designed to prevent accidents and minimize the risk of injuries or fatalities, ensuring the safety of employees and customers.

Additionally, during the safety week, the airport company can engage schools and other community stakeholders to raise awareness and educate them about safety measures. This can include **organizing safety demonstrations and simulations**, providing safety tips and guidelines, and conducting safety-related workshops and training sessions. The involvement of **community stakeholders** can help to ensure that safety awareness extends beyond the company and promotes a culture of safety in the wider community. Furthermore, this can help to establish partnerships and build relationships with local schools and organizations, which can lead to other collaborative sustainability initiatives in the future.

Fuelling Education	
Sustainability Pillar	SDGs
Society	1, 4, 8

A sustainable action proposal to reach out to **communities that lack traditional educational advantages** could involve providing **educational resources and equipment to remote populations**. One way to accomplish this is by utilizing a mobile van equipped with laptops, internet connectivity, and other necessary tools to facilitate remote learning.

The program can be designed to collaborate with **local community** leaders and organizations to identify remote areas that lack access to education and provide educational resources to bridge the gap. The van can be staffed by educators and volunteers trained to use the equipment and conduct educational activities, including online courses, virtual field trips, and interactive learning experiences.

This approach not only provides educational opportunities to those who lack traditional access but also reduces the carbon footprint associated with building new schools and infrastructure. Additionally, it **can create opportunities** for local community members to engage in the program, develop new skills, and **become advocates** for education in their communities.

By empowering these communities with educational resources and opportunities, this sustainability action can help promote **lifelong learning**, support economic development, which aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Gastronomical Map of Crete	
Sustainability Pillar	SDGs
Society	8, 12, 13,15

Sustainability Pillar	SDGs
Society	8, 12, 13,15

The goal of this sustainability action is to **promote sustainable tourism in Crete** by highlighting its unique culinary heritage and supporting local food producers and businesses.

The airport company can collaborate **with local food producers**, restaurants, and other businesses to create a gastronomical map of Crete. This map will showcase the various **local ingredients**, and the **stories behind the food**, as well as recommend restaurants and markets where visitors can experience these foods first-hand ensure the sustainability of this project and support the local community, the airport company can prioritize working with small, locally owned businesses and food producers. They can offer support and resources to help these businesses improve their sustainability practices, such as waste reduction, composting, and energy efficiency.

In addition, the airport company can provide **training and workshops** to local businesses and food producers to enhance their skills and knowledge on sustainable practices. These training programs can cover sustainable farming practices, food preservation techniques, and reducing food waste.



Finally, to promote this project, the airport company can collaborate with local tourism organizations and include the **gastronomical map as part of sustainable tourism packages**. They can also leverage social media, local press, and other marketing channels to raise awareness about the map and promote it to visitors and locals alike.

Winds of Change	
Sustainability Pillar	SDGs
Environment	7,9 ,12, 13

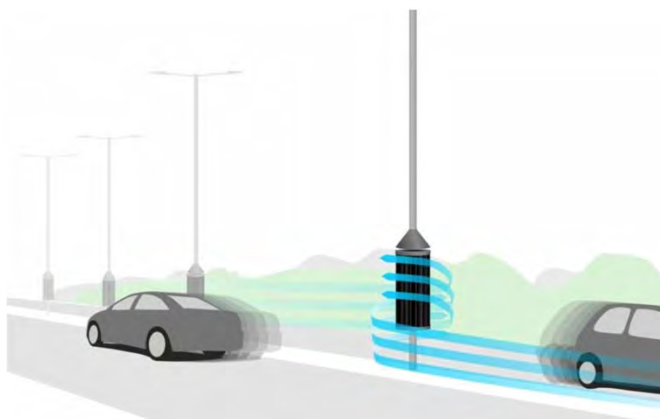
The airport company can take advantage of the **latest clean energy breakthrough** by installing **wind turbines** along busy highways or roadways near the airport. By **harnessing the power of traffic**, these turbines can **generate electricity** and reduce the **carbon footprint of transportation**.

To ensure that the installation of wind turbines is sustainable and has minimal impact on the environment, the airport company can work with experts to conduct thorough studies and assessments. They can choose areas that are suitable for the installation of wind turbines and design them to have minimal impact on the surrounding environment.

The electricity generated from these turbines can be used to power **the airport's operations** or be fed back into the grid to **support the local community**. This can help reduce the airport's reliance on traditional fossil fuel-based sources of electricity, lowering the airport's carbon footprint.

To further promote the use of clean energy, the airport company can offer incentives to airlines or other companies that use renewable energy sources. For instance, they can **offer discounts on landing fees** or other airport services.

Overall, this sustainability action can help the airport company reduce its carbon footprint, support the use of clean energy, and contribute to a more sustainable future.



Spin to Power	
Sustainability Pillar	Material Issue/ SDGs
Society	4, 7, 13,17

The objective of this sustainability action is to promote clean energy and sustainability while engaging children in a fun and interactive way. The Airport Company can partner with local schools to install a generator on a playground merry-go-round. This generator can harness the energy generated by the kids as they play on the merry-go-round, **converting it into electricity** that can be used to power the school. This sustainable energy source can **help reduce the school's reliance on traditional energy sources**, thereby lowering their carbon footprint.

To ensure the success of this project, the airport company can collaborate with local engineers and renewable energy experts to design and install the generator.

Additionally, the company can provide training and educational resources to the school to promote energy efficiency and sustainability practices. This project can also serve as **a means to educate the children** about **renewable energy** and the importance of sustainability. The airport company can organize workshops and activities to raise awareness about renewable energy sources and their benefits.

Furthermore, the airport company can use this project to establish partnerships with local schools, demonstrating their commitment to sustainability and community development. This can help build a positive reputation for the airport company and foster stronger relationships with the local community.

Overall, this sustainability action can help promote sustainable energy use, support local schools, and educate the younger generation about the importance of sustainability.

Eco Wonderland	
Sustainability Pillar	SDGs
Environment/Society	4, 6, 7, 12,17

The Airport Company can promote sustainability by delivering an Environmental Education and Recycling Park. This park aims to increase environmental awareness and recycling participation among young people and families. The airport can support this initiative by funding the installation of Automatic Recycling Machines within the park, and by providing resources for the Environmental Education Center and Artistic Environmental Education Workshop. Additionally, the airport can encourage the use of the park's Environmental Games Space and Amphitheatre for educational events and performances. To further promote sustainability, the airport can also contribute to the park's Botanical Garden, which features over 100 species of Greek plants and an ecological lake, as well as the Community Garden, which encourages local residents to grow their own organic produce.

MediATM	
Sustainability Pillar	SDGs
Society	3, 10,11,17

The primary goal of this project is to enhance healthcare accessibility in remote areas by leveraging technology and minimizing the need for physical travel. To accomplish this, we aim to establish ATMs equipped with telemedicine facilities, enabling individuals to receive virtual healthcare services who would not otherwise have access. These ATMs will be equipped with cameras, screens, and other necessary tools for remote consultations with doctors. Moreover, they will have the capability to dispense medication for common illnesses and ailments, making healthcare more accessible to those in need.

To assist individuals in need of medical advice or assistance, we will establish a dedicated phone line. By utilizing technology, this project aims to break down barriers to healthcare in remote areas, providing individuals with increased access to medical



care. Our vision is to make healthcare more accessible and affordable, enhancing the quality of life for individuals in remote areas.

Something to 'bee' happy about (v.1)	
Sustainability Pillar	Material Issue/ SDGs
Society	SDG 3, 10,11,17

Creating pollinator gardens or habitats is a great way to acknowledge the crucial role that bees play in maintaining local biodiversity and the environment. By planting bee-friendly plants in airport areas, visitors can enjoy vibrant and colorful landscapes while also ensuring that pollinators have a source of food throughout the year. In addition, observation hives located in airport waiting areas allow visitors to watch the bees at work behind glass, spreading awareness and appreciation for these important insects through word of mouth. Moreover, a native garden could provide the means for education on local species and biodiversity awareness.

World Bee Day (20th of May)

Recognizing the dimensions of the pollination crisis and its links to biodiversity and human livelihoods, the Convention on Biological Diversity has made the conservation and sustainable use of pollinators a priority.

Action; We would like to recommend the organization of a sustainability-focused event with the aid of an NGO that prioritizes biodiversity conservation, with a particular

emphasis on bees and pollinators. This event aims to foster community engagement while also educating individuals of all ages on the significance of sustainability through a range of activities, including games, beekeeping presentations, honey tastings, and creative workshops. By collaborating, we can work together to create a brighter future that is abundant with pollinators and helps to reduce biodiversity loss.

Figure: Snapshot of the Diversity of Wild Pollinators



Something to ‘bee’ happy about (v.2)	
Sustainability Pillar	SDGs
Environment/Society	3, 10,11,17

“Airport apiaries help bee colonies take flight”

Beekeeping has a long history in Greece, and Crete is no exception. Bee colonies in Crete are known for producing high-quality honey, which is a popular export product (and in turn could enhance economic activity). Beekeeping can also provide significant benefits for both the environment and the economy. Beekeeping can increase crop yields and improve crop quality by providing additional pollination services. Honey, beeswax, and other hive products are also valuable commodities that can provide additional income for beekeepers.

Over the last decade, beekeepers have experienced significant colony losses; some wild bee populations have also declined. These declines can be attributed to myriad interacting stressors including disease, pesticides, and habitat loss. As more is learned about the threats to bees and other pollinators, it becomes imperative to find new solutions to aid in the recovery and preservation of these critically important species.

Consequently, airports have begun incorporating **pollinator-friendly programs** into their sustainability initiatives. These have included beekeeping programs as well as **habitat development**.

Airport apiaries are playing a crucial role in **reviving bee colonies**, with the assistance of **external beekeepers** and occasional involvement from airport staff. These programs involve hosting honeybee colonies at airports that are primarily managed by external beekeepers, although airport staff may also have some involvement. Beekeeping programs offer a **range of benefits** such as improving public relations, enhancing community engagement, expanding sustainability profiles, and providing educational opportunities for staff and airport users. Collaborating with an NGO can be a great way to deliver such a program. It is possible for the company to own and place beehives but have them managed externally by the NGO. The company can then **brand and sell the honey produced for their own benefit**, and it can be sold on the airport site or **donated as a gift**.



In addition to beekeeping programs, airports can establish pollinator habitat programs to **preserve and enhance the landscape** around the airport and provide food and habitat for pollinators like bees. This type of program not only provides **positive public relations** opportunities but also establishes the airport as an environmentally responsible land manager. Moreover, these programs have the potential to reduce maintenance costs. Habitat and forage improvement benefits both wild pollinator species and managed honeybee hives, making it a complementary program to beekeeping.

1. The main reason this is done is to recognize the contribution of bees to local biodiversity and the environment in general.
2. The reason is the training that airport staff and the local community can receive on sustainable development issues. Also, apiaries at airports can, with the appropriate conditions, be used as training centers and for various social groups in the local community looking for a second professional opportunity. (Pensioners, unemployed etc.)

3. The beehives placed in the airports can give us continuous **data to count gas emissions** and heavy metals in the atmosphere. Over time we will have data on the course of the local



environment. The DNA analysis of the honey also gives us information about the biodiversity of the area.

4. The beehives provide us with honey in return that can be packaged in jars with the logos of the airports for the narrative of these actions.
5. Planting bee plants in airports can provide beautiful colorful images to visitors and at the same time ensure food for pollinators all year round,
6. In airport waiting areas, visitors can see the bees working in observation hives through glass and the story of the operation is spread by word of mouth.

Free Wifi for all	
Sustainability Pillar	SDGs
Society	9, 11, 17

One potential sustainability action that the Airport Company in Heraklion could take is to install free Wi-Fi hotspots in various public areas throughout the city, such as parks, bus stops, and community centers. By providing free **Wi-Fi access to residents and visitors**, the Airport Company could contribute to the **city's overall economic and social development**, while also enhancing the quality of life of its citizens.

To implement this action, the Airport Company could partner with local internet service providers or technology companies to install and maintain the Wi-Fi infrastructure. The company could also work with community organizations to identify areas in the city where free Wi-Fi would be most beneficial and prioritize the installation of hotspots in those locations. Additionally, the Airport Company could promote the availability of free Wi-Fi to the public through advertising and outreach campaigns, encouraging residents and visitors to take advantage of this **valuable resource**. Finally, an interesting point would be to install fixed devices to various check points where people could connect to the internet without having to carry their own electronic device (cell-phone, tablet etc) .

Electronic Revive	
Sustainability Pillar	SDGs
Environment	12,13,17

The Airport Company has the potential to make a positive impact on the environment by launching a campaign to **collect old PCs and other electronic devices for recycling**. Electronic waste, or is a growing problem worldwide, and recycling electronic devices can help reduce the environmental impact of electronic waste and conserve valuable natural resources.

To put this plan into action, the Airport Company could collaborate with local recycling companies or non-profit organizations that specialize in electronic waste management. They could establish



collection points at the airport and other public locations throughout the city and encourage residents and visitors to donate their old electronic devices for recycling. To spread the word about this campaign, the Airport Company could use various communication channels such as social media, email newsletters, and posters at the airport and in public spaces. Additionally, the company could collaborate with schools, universities, and other organizations to **raise awareness** about the importance of electronic waste recycling.

Waterwise Farming Initiative	
Sustainability Pillar	SDGs
Society, Environment	2, 6,8,12,15, 17

The Airport Company has the potential to make a positive impact on the environment and local communities by implementing a sustainability project to **reuse treated sewage water for irrigation purposes**. This project not only improves the growth rate of plants but also reduces the cost of chemical fertilizers, while promoting sustainable agriculture.

The project will involve the establishment of an irrigation system that distributes treated sewage water to designated areas within the airport property and to nearby agricultural businesses with special focus on the settlements of; ***Thrapsano, Archaghelos, Galeniano, Sklaverochori, Evaggelismos, Lilianon, Agia Paraskevi, Roussochoria, Kastelli***. The Airport Company could collaborate with local water treatment facilities to obtain treated sewage water that meets the required quality standards for irrigation. The Airport's Sewage Treatment Plant will receive

inflows from thirteen surrounding settlements, thereby supporting the local communities by providing them with a sustainable outlet for their wastewater.

Furthermore, it would be possible to lead the way in sustainability by implementing an agricultural operation on airport grounds. This initiative includes reusing sewage water for on-site agriculture and collaborating with universities for sustainable agriculture practices. The produce grown on the airport grounds can then be used in airport catering.

To ensure the success of this project, the Airport Company can partner with local universities and agriculture experts to develop a sustainable agriculture plan. This plan may include the use of recycled sewage water for irrigation and the adoption of sustainable farming practices that reduce the need for chemical fertilizers and other harmful substances.

In addition to reducing the **amount of freshwater consumption** and lowering the cost of chemical fertilizers, this project could generate additional revenue streams for the Airport Company by selling treated sewage water to agricultural businesses in the surrounding area. This could create economic opportunities for both the Airport Company and local farmers while promoting sustainable agriculture practices.

To promote this project and educate the public about the benefits of treated sewage water reuse for irrigation, the Airport Company could **engage with the local community** through various channels, including social media, educational programs, and informational pamphlets. Additionally, the company could host public events and workshops to raise awareness about the importance of water conservation and sustainable agriculture.

Airport Autism Access Program	
Sustainability Pillar	SDGs
Society	3, 4, 10

To promote social inclusion and accessibility, the Airport Company could establish a program that provides individuals on the autism spectrum, as well as their family members and caretakers, with the **opportunity to tour the airport and familiarize themselves with its procedures before their trip.**



To implement this project, the Airport Company could collaborate with **autism advocacy** organizations and local support groups to develop a specialized airport tour program that caters to the needs of individuals on the autism spectrum. This program could include a **guided tour** of the **airport facilities**, a mock security checkpoint, and **a walk-through of boarding and deboarding procedures.**

The program could also include training for **airport staff to better understand the needs** of individuals on the autism spectrum and how to provide appropriate assistance during their travel. This would help create a welcoming and accommodating environment for individuals on the autism spectrum and their families.

By offering this program, the Airport Company can reduce stress and anxiety for individuals on the autism spectrum and their families, promote a more inclusive and accessible travel experience, and enhance the airport's reputation as a socially responsible and community-oriented organization.



Accessible Relaxation Areas (Airport site)	
Sustainability Pillar	SDGs
Society	3,8, 10

The Airport Company can **promote social inclusion and accessibility** by creating a



sensory room or a caring corner in the airport area to provide a relaxing and comfortable environment for passengers with disabilities and conditions.

To implement this project, the Airport Company can collaborate with **disability advocacy** organizations and local support groups to design and develop a space that caters to the needs of individuals with sensory processing disorders, autism, anxiety, and other conditions.

The **sensory room or caring corner** can be equipped with comfortable seating, calming lighting, and sensory aids such as weighted blankets, noise-cancelling headphones, and tactile toys. The airport can also offer a range of activities, such as coloring books, puzzles, and games, to help **passengers relax and pass the time**. By providing a safe and welcoming space, the Airport Company can help to reduce stress and anxiety for passengers with disabilities and conditions and create a more positive travel experience. This can also demonstrate the **airport's commitment to social responsibility and community engagement**.

To promote the program, the Airport Company can use various communication channels, such as social media and email newsletters, to inform passengers about the sensory room or caring corner. The company can also work with disability advocacy organizations to spread the word and encourage passengers to take advantage of this service.

Energy-efficient Upgrades for Public Buildings	
Sustainability Pillar	SDGs
Environment	7,9 11,13

The Airport Company can promote **energy efficiency** by implementing an energy upgrade project for public buildings. This project can include the installation of energy-efficient equipment such as solar panels, heat pumps, and smart building systems, as well as the retrofitting of existing buildings with better insulation and lighting.

To ensure the success of this project, the Airport Company can collaborate with local government agencies and energy efficiency experts to conduct a thorough energy audit of public buildings. Based on the audit findings, the Airport Company can prioritize the **buildings that require the most attention** and develop a detailed plan for their energy upgrade.

In addition to public buildings, the Airport Company can extend this **project to schools**, nursing homes, and hospitals by providing low-energy equipment such as LED lighting and energy-efficient appliances. This can help to **reduce energy consumption** and save costs in the long run, while also promoting a sustainable and environmentally responsible culture.

Digital Empowerment for Schools	
Sustainability Pillar	SDGs
Society	4,11

The Digital Empowerment for Schools project aims to provide schools, especially experimental and second chance schools, with **digital equipment to enhance their teaching and learning experience**. This includes the provision of digital tools such as 3D printers and other technical equipment to **improve the digital footprint** of schools and reduce their carbon footprint.

The project will also include training programs for teachers to effectively integrate these tools into their **teaching methods** and ensure that students are equipped with the **necessary skills to succeed** in a **digitally advanced world**.

By providing digital equipment and training, the project will enhance the educational experience for students, increase their exposure to technology, and **promote sustainable practices by reducing paper and other non-digital resources**.

APPENDIX

Recommended ISO to be adapted by IAHC

International Standards linked to SDG's and Ethos Pillars

International Standard	SDG's	ETHOS pillar
SA Standard 8000:2014, Principles of international human rights norms	5,8,10,16	1,2,3,6
ISO 26000:2010, Standard for Corporate Social Responsibility	1-17	1-7
ISO 9001:2015, Quality Management System	1,9,12,14	1,4
ISO 14001:2015, Environmental Management System	1-4,6-9,12-15	5,
ISO 45001:2018, Occupational Health and Safety Management System	3,5,8-11, 16	3,1,5,7
ISO 50001:2018, Energy Management System	7,11-13	5
ISO 27001:2022, Information Security Management System	16	1, 6
ISO 37001:2016, Anti-bribery Management System	1,8	6
ISO 19600:2014, Compliance Management System	8,11,16	6
ELOT 1439:2013, Organization friendly to citizens with disabilities	10,11	1,4
ISO 28000:2022, Supply Chain Security Management	11,12,16,17	1,2,5,6,7
ISO 37301:2021, Compliance Management Systems	8,16,11	6
ISO 20400, Sustainable procurement – Guidance	1,2,12	1,6
ISO 37101:2016, Sustainable development in communities	3	7
ISO 44001, Collaborative business relationship management	17,11	7
ISO 15392, Sustainability in building construction	7,9,10,12,13	1,4,5
ISO 37000:2021, Guidance for the governance of organizations	8,11,16	1,2,6,7
ISO 14064-1: 2018, Greenhouse gases	9,13	
Airport Carbon Accreditation (ACA)	9, 13	

*blue colour indicates certificates already acquired/ or currently under implementation by IAHC.

ISO 26000:2010, Standard for Corporate Social Responsibility

One of the overarching standards directed at helping businesses and organizations contribute to sustainable development is ISO 26000, Guidance on social responsibility. ISO 26000 provides guidance on how businesses and organizations can operate in an ethical and transparent way that contributes to sustainable development while taking into account the expectations of stakeholders, applicable laws and international norms of behaviour. How much an organization contributes to sustainable development and its impacts on society and the environment is known as “social responsibility” and is becoming a critical measure of performance.

ETHOS

ETHOS is a pioneering Greek management and CSR standard that encompasses a broad spectrum of business parameters related to the application of international principles and best practices. The standard focuses on three main areas of sustainability and responsibility, including corporate governance, the impact on people and society, and environmental concerns.

Adherence to this standard is evaluated through an independent audit, and compliance can lead to certification. This certification attests to the company's commitment to ethical business practices and their efforts to promote sustainability and responsibility. In summary, the ETHOS standard provides a comprehensive framework for businesses to improve their social and environmental impact while enhancing their reputation and stakeholder relationships.

ISO 9001:2015, Quality Management System

ISO 9001 is defined as the international standard that specifies requirements for a quality management system (QMS). Organizations use the standard to demonstrate the ability to consistently provide products and services that meet customer and regulatory requirements. It is the most popular standard in the ISO 9000 series and the only standard in the series to which organizations can certify.

SA Standard 8000:2014, Principles of international human rights norms

SA8000 measures social performance in eight areas important to social accountability in workplaces, anchored by a management system element that drives continuous improvement in all areas of the Standard. It is appreciated by brands and industry leaders for its rigorous approach to ensuring the highest quality of social compliance in their supply chains without sacrificing business interests. The Standard reflects labor provisions contained within the Universal Declaration of Human Rights and International Labour Organization (ILO) conventions. It also respects, complements, and supports national labor laws around the world, and currently helps secure ethical working conditions.

ISO 14001:2015, Environmental Management System

ISO 14001:2015 specifies the requirements for an environmental management system that an organization can use to enhance its environmental performance. ISO 14001:2015 is intended for use by an organization seeking to manage its environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability. ISO 14001:2015 helps an organization achieve the intended outcomes of its environmental management system, which provide value for the environment, the organization itself and interested parties. Consistent with the organization's environmental policy, the intended outcomes of an environmental management system include:

- enhancement of environmental performance;
- fulfilment of compliance obligations;
- achievement of environmental objectives.

ISO 45001:2018, Occupational Health and Safety Management System

Reduce your organizational risk and promote occupational health and safety (OHS)

An Occupational Health and Safety Management System (OHSMS) is a fundamental part of an organization's risk management strategy. Implementing an OHSMS enables an organization to:

- Protect its workforce and others under its control
- Comply with legal requirements
- Facilitate continual improvement

ISO 45001 is the internationally recognized standard for an OHSMS. While it shares some content and requirements with its predecessor, OHSAS 18001, the ISO 45001 standard adopts the Annex SL top-level framework of all new and revised ISO management system standards. ISO 45001 can be aligned with other management systems standards, such as ISO 9001:2015 and ISO 14001:2015. ISO 45001.

ISO 50001:2018, Energy Management System

Like other ISO management system standards, certification to ISO 50001 is possible but not obligatory. ISO 50001 is based on the management system model of continual improvement also used for other well-known standards such as ISO 9001 or ISO 14001. This makes it easier for organizations to integrate energy management into their overall efforts to improve quality and environmental management. ISO 50001 provides a framework of requirements for organizations to:

- Develop a policy for more efficient use of energy
- Fix targets and objectives to meet the policy
- Use data to better understand and make decisions about energy use
- Measure the results
- Review how well the policy works, and
- Continually improve energy management.

ISO 27001:2013, Information Security Management System

This ISO supports business and government in their efforts to build integrity and combat bribery. By instilling an anti-bribery culture within organizations, it helps reduce the large gaps in wealth that are a major cause of poverty in many countries around the world

ISO/IEC 27001:2013 specifies the requirements for establishing, implementing, maintaining and continually improving an information security management system within the context of the organization. It also includes requirements for the assessment and treatment of information security risks tailored to the needs of the organization.

ISO 37001:2016, Anti-bribery Management System

Transparency and trust are the building blocks of any organization's credibility. Nothing undermines effective institutions and equitable business more than bribery, which is why there's ISO 37001.

ISO 19600:2014, Compliance Management System

ISO 19600:2014 provides guidance for establishing, developing, implementing, evaluating, maintaining and improving an effective and responsive compliance management system within an organization.

ISO 28000:2022, Supply Chain Security Management

ISO 28000:2007 specifies the requirements for a security management system, including those aspects critical to security assurance of the supply chain. Security management is linked to many other aspects of business management. Aspects include all activities controlled or influenced by organizations that impact on supply chain security. These other aspects should be considered directly, where and when they have an impact on security management, including transporting these goods along the supply chain.

ISO 28000:2007 is applicable to all sizes of organizations, from small to multinational, in manufacturing, service, storage or transportation at any stage of the production or supply chain that wishes to:

- a) establish, implement, maintain and improve a security management system;
- b) assure conformance with stated security management policy;
- c) demonstrate such conformance to others;
- d) seek certification/registration of its security management system by an Accredited third-party Certification Body; or
- e) make a self-determination and self-declaration of conformance with ISO 28000:2007.

ELOT 1439:2013, Organization friendly to citizens with disabilities**ISO 37301:2021, Compliance Management Systems**

ISO 37301 is a Type A management system standard which sets out the requirements and provides guidelines for establishing, developing, implementing, evaluating, maintaining, and continually improving a compliance management system (CMS).

ISO 20400, Sustainable procurement – Guidance

helps organizations develop sustainable and ethical purchasing practices that also benefit the societies in which they operate. It includes guidelines for implementing ethical processes throughout the supply chain.

ISO 37101:2016, Sustainable development in communities

ISO 37101:2016 establishes requirements for a management system for sustainable development in communities, including cities, using a holistic approach, with a view to ensuring consistency with the sustainable development policy of communities.

The intended outcomes of a management system for sustainable development in communities include:

- managing sustainability and fostering smartness and resilience in communities, while taking into account the territorial boundaries to which it applies;
- improving the contribution of communities to sustainable development outcomes;
- assessing the performance of communities in progressing towards sustainable development outcomes and the level of smartness and of resilience that they have achieved;
- fulfilling compliance obligations.

ISO 37101:2016 is intended to help communities become more resilient, smart and sustainable, through the implementation of strategies, programmes, projects, plans and services, and demonstrate and communicate their achievements.

ISO 44001, Collaborative business relationship management systems

Provides a common platform to maximize the benefits of collaborative working and assist companies in establishing healthy business relationships, both within and between organizations.

ISO 15392, Sustainability in building construction

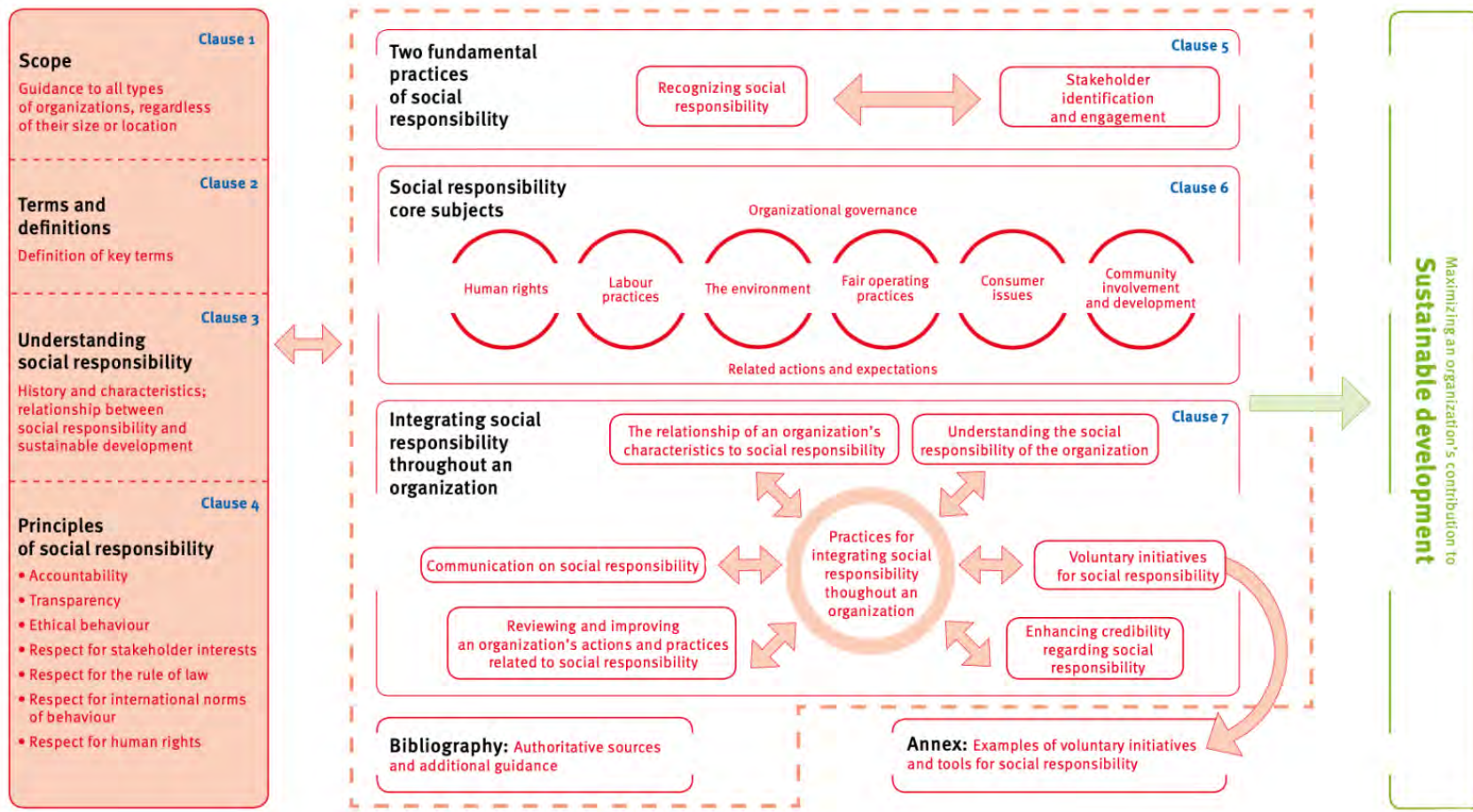
General principles, identifies and establishes general principles for sustainability in buildings and other construction works throughout their whole life cycle, from inception to end of life.

ISO 37000, Guidance for the governance of organizations (currently in development),

Which encourage good direction and control of organizations of all types and sizes.



Schematic overview of ISO 26000



Stakeholder Register

The following stakeholders Register is indicative. A more detailed record of IAHC's key stakeholders will be established, and this document will be updated accordingly.

Local Government

CRETE REGION		
DECENTRALIZED ADMINISTRATION OF CRETE		
CRETE PREFECTURES	HERAKLION, CHANIA, LASITHI, RETHYMNO	
MUNICIPALITIES OF CRETE	HERAKLION	Archanes-Asterousia, Faistos, Gortyna, Heraklion, Hersonissos, Malevizi, Minoa Pediada
	LASITHI	Agios Nikolaos, Ierapetra, Itanos, Lefki, Oropedio Lasithiou, Siteia, Sitia
	RETHYMNO	Agios Vasileios, Amari, Anogeia, Mylopotamos, Rethymno
	CHANIA	Apokoronas, Chania, Gavdos, Kissamos, Platanias, Sfakia
SETTLEMENTS IN AIRPORT'S AREA	Thrapsano, Archagheles, Galeniano, Sklaverochori, Evaggelismos, Lilianon, Agia Paraskevi, Roussochoria, Kastelli *These stakeholder's have already been approached by IAHC's Company, as they will be served by the airport's Wastewater Treatment Plant.	

Central Government

LIST OF MINISTRIES OF GREECE			
Ministry of the Interior	Ministry of Education and Religious Affairs	Ministry of Culture and Sports	Ministry of Citizen Protection
Ministry of Finance	Ministry of Health	Ministry of Infrastructure and Transport	Ministry of Digital Governance
Ministry of Foreign Affairs	Ministry of Labor and Social Affairs	Ministry of Shipping and Island Policy	Ministry of Immigration and Asylum
Ministry of National Defense	Ministry of Development and Investment	Ministry of Agricultural Development and Food	Ministry of State and Government Spokesperson
Ministry of Justice	Ministry of Environment and Energy	Ministry of Tourism	

Education & Science

Education Directorates

- Regional Directorate of Primary and Secondary Education in Crete
- Directorate of Primary Education Heraklion
- Directorate of Secondary Education of Prefecture of Heraklion

Academic & Research Institutions

UNIVERSITY OF CRETE	
RETHYMNO	School of Philosophy School of Education School of Social Sciences
HERAKLION	School of Sciences & Engineering School of Medicine

TECHNICAL UNIVERSITY OF CRETE
School of Production Engineering and Management School of Mineral Resources Engineering School of Electrical and Computer Engineering

HELLENIC MEDITERRANEAN UNIVERSITY
School of Engineering School of Management and Economics Sciences School of Electrical and Computer Engineering School of Agricultural Sciences School of Music and Optoacoustic Technologies

OTHER INSTITUTIONS
Foundation for Research and Technology - Hellas (FORTH) Mediterranean Agronomic Institute of Chania Advanced (Higher) School of Tourism Education of Crete (ASTEK) Institute of Marine Biology, Biotechnology and Aquaculture (IMBBC) Hellenic Centre for Marine Research Institute of Olive Tree, Subtropical Crops and Viticulture

Environment

Environmental Association of Crete
Unified Waste Management Association of Crete (ESDAK)

Culture & Tourism

Association of Cretan tourism & travel agencies (ACTTA)
Professional Tourist Guide Association of Crete & Thera
Association of Tourist Enterprises of Crete
Association of Tourist Transport Coaches
Cultural Association of Crete
Tourist industry professionals

Museums Of Crete

HERAKLION	LASITHI	RETHYMNO	CHANIA
ARCHAEOLOGICAL COLLECTION OF HERAKLION	ARCHAEOLOGICAL COLLECTION OF IERAPETRA	ARCHAEOLOGICAL MUSEUM OF RETHYMNO	ARCHAEOLOGICAL MUSEUM OF CHANIA
HISTORICAL MUSEUM OF CRETE	ARCHAEOLOGICAL COLLECTION OF NEAPOLIS	HISTORICAL AND FOLK ART MUSEUM OF RETHYMNO	ARCHAEOLOGICAL MUSEUM OF KISSAMOS
LYCHNOSTATIS CRETAN OPEN-AIR MUSEUM	ARCHAEOLOGICAL MUSEUM OF AGIOS NIKOLAOS	MUSEUM OF ARKADI MONASTERY	BYZANTINE AND POST-BYZANTINE COLLECTION OF CHANIA
MUSEUM OF CHRISTIAN ART "ST CATHERINE OF SINAI"	ARCHAEOLOGICAL MUSEUM OF SITIA	ECCLESIASTICAL MUSEUM OF PREVELI MONASTERY	HISTORICAL - FOLK ART MUSEUM OF GAVALOCHORI
KAZANTZAKIS MUSEUM	ECCLESIASTICAL MUSEUM OF TOPLOU MONASTERY	CHROMONASTERY MILITARY MUSEUM	MUSEUM OF THE MONASTERY OF AG. TRIADA TZAGAROLON
MUSEUM OF CRETAN ETHNOLOGY		MUSEUM OF THE ARCHAEOLOGICAL SITE OF ELEFThERNA	MARITIME MUSEUM OF CRETE
COLLECTION OF ST. MATTHEW OF SINAI			

Transportation

BUS TRANSPORTATION
Heraklion Urban Bus S.A. HERAKLIO - LASITHI S.A. Public Bus Service Chania-Rethimnon S.A.

TAXI

Panhellenic Federation of Taxi Drivers (POEIATA) - Regional council of Crete

HORECA

INDICATIVE LIST

Hellenic Hoteliers Federation (HHF)
Hellenic Chamber of Hotels (HCH)
Association of Greek Tourism Enterprises (SETE)
Panhellenic Federation of Restaurant Owners (POESE)

Agriculture

Agricultural Union of Heraklion

Group of Livestock Producers of Crete "Kritika Mitata"

Association of Professional Livestock Breeders of Heraklion Prefecture (SEKNI)

NGOs

INDICATIVE LIST OF NGOs IN CRETE

Social Solidarity Network
Heraklion Regional Department - Greek Red Cross
Union of Women Associations of Heraklion Prefecture
Crete For Life
Hellenic Society for the Protection of Nature (HSPN)
Cretan Quality Agreement (CQA)

Entrepreneurship

Exporters Association of Crete

CHAMBERS OF CRETE

Chania Chamber of Commerce and Industry
Rethymno Chamber of Commerce and Industry
Heraklion Chamber of Commerce and Industry
Lasithi Chamber of Commerce and Industry

Civic and Social Organizations

General Confederation of workers of Greece (GSEE)

Federation of Air Transportation Employees

Foreign Airline Employees

Civil Aviation Employees' Union

Heraklion Labour Centre

Private Sector Employees Union



3rd km Xanthi - Kavala | Zip: 67100 Tel: 25410
83370

