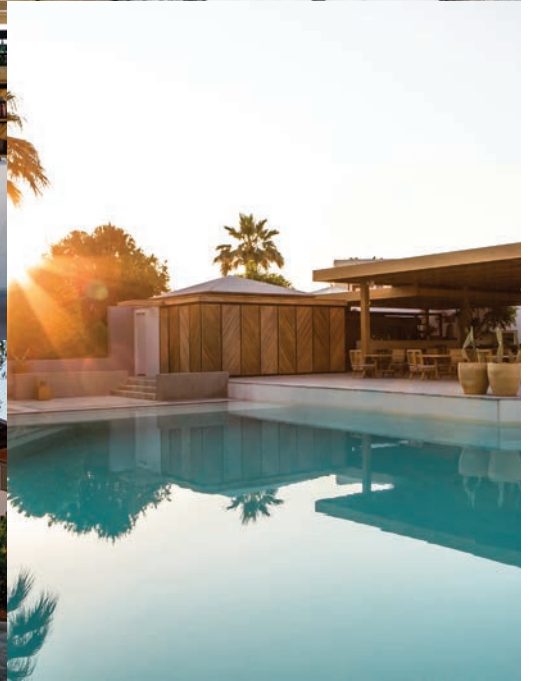




PHĀEA

Sustainability
Report

2022



PHĀEA

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Milestones of our Journey

1973

Yiannis Sbokos establishes
the company

1988

The initial year when
Cretan Malia Park began
operating

2016

Commencement of Sustainable Wine
production in partnership with Futouris
Organization

2021

Phāea Sustainability
Committee is established

1978

The initial year when Agapi
Beach began operating

2003

The initial year when
Blue Palace began operating

2017 - 2019

Participation in 'Crete First Steps Towards
a Sustainable Food Destination' powered
by Futouris and TUI Care Foundation

2022

Cretan Malia Park becomes
a member of Design Hotels

1984

The initial year when Koutouloufari
Village Holiday Club began operating

2004

The Sbokos Hotel Group is founded
in Greece by Yiannis Sbokos

2019

The Golf Residences SA / Sbokos Hotel
Group undergoes a rebranding and
becomes known as Phāea

2022

Phāea is recognised by the European
Foundation for Quality Management as a
5-Star organization using the EFQM Model

2004

Blue Palace becomes a member
of The Luxury Collection

2019

The Phāea Farmers programme
begins

2022

Cretan Malia Park is certified
according to ISO 21401:2018

2006

The initial year when Village Heights
Resort began operating

2020

Overall TUI Global Hotel Awards winner
in the TUI Care Foundation category

2023

Phāea issues its 1st Sustainability
Report for the year 2022



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1973

Founded



4

Hotels



599

Employees

86.8%

Local employees



39,192

Guests



49

Years of experience



370+

Events and initiatives showcasing local culture and environmental appreciation



€140,837.1

Invested in employee benefits



3

Hospitality awards



4

Global hospitality certifications

Women

Owned and female-led business



Message From our CEOs

To our stakeholders,

Our 1st Sustainability Report is a major milestone in our journey towards sustainability. At Phāea, we are proud to embrace philoxenia, a philosophy that emphasises kindness, hospitality, and respect for both people and the planet. Our commitment to sustainability is at the heart of our ethos, as we strive to conserve natural resources, give back to the community, and be conscious custodians of Crete.

For us, sustainability is about more than just reducing our carbon footprint or implementing eco-friendly practices. It's about demonstrating true love for the community and seeking innovative solutions to both local and global challenges. We believe in sharing inspiring stories along the way, celebrating our successes, and learning from the challenges we face.

Our dedication to sustainability is closely tied to our values of tradition and family. We believe in creating concepts and experiences that respect both people and places, while also supporting local economies. We know that there is no greater luxury than the privilege of looking after people and the planet, and we are incredibly proud of what we have achieved so far.

Moving forward, we remain committed to operating sustainably in a socially, ethically, and environmentally responsible way. We engage all team members, guests, and associates to uphold and leverage our core values, ensuring that everyone who interacts with Phāea feels valued, respected, and cared for.

In summary, at Phāea, we believe that sustainability is about much more than just reducing our impacts. It's about generating value, creating a positive impact on our community, promoting our values of kindness and hospitality, and celebrating the unique culture and traditions of Crete. We look forward to continuing to share our journey with you, and we thank you for your continued support.

Our commitments align with our values as a company, but also serve as a critical part of our long-term success. We look forward to working with our guests, partners, and communities to create a more sustainable and equitable future. Thank you for your continued support and partnership.

Agapi & Costantza Sbokou



01





About Phāea

About Phāea: Who we are

Yiannis Sbokos founded the company in Greece in 1973. It was inspired by the integrity of the Cretan soul, crafted with the passion and hard work of a visionary who knew that like-minded people, along with trust and commitment, make true innovation happen. Since its inception, it has remained true to its commitment to offer services of high standards and excellent quality.

The Group was initially named Sbokos Hotel Group and was rebranded in 2019 to **Phāea**, which unveiled a new corporate identity and logo. The Group's vision is reflected in the Greek word "Phāea", which means "light of the eyes" and describes the joy one sees in the eyes of a happy individual.





Phāea currently controls and manages 4 major tourist complexes, Blue Palace, a Luxury Collection Resort, Cretan Malia Park, Village Heights Resort and Koutouloufari Village Holiday Club, all of which are located in the island of Crete, Greece.

Blue Palace Wild beauty. Unrivalled island style		Blue Palace is designed for people who want to spend time relaxing in their private space, offering the kind of profound, understated luxury that is relaxing in a way that mere extravagance can never achieve.	251 rooms 16,539 guests 288 employees
Cretan Malia Park A lifestyle worth discovering		Cretan Malia Park is one of the island's most fertile habitats. The hotel has been recognised as an award-winning responsible tourism operator. It is continually striving to protect and preserve the region's future and all those connected to it.	204 rooms 12,616 guests 179 employees
Village Heights Resort A truly peaceful prospect		The hotel offers elegant, private, self-catered accommodations, as well as an exhilarating 18-hole golf course at the nearby Crete Golf Club, indulgent spa treatments and warm and attentive service.	200 rooms 8,154 guests 87 employees
Koutouloufari Village Holiday Club A charming Cretan getaway		Connect with the old village of Koutouloufari; the hotel combines sympathetically restored stone houses and cottage-style self-catering accommodation scattered among the carob, pomegranate and olive trees.	55 rooms 1,883 guests 9 employees

Standards and Certifications

At Phāea, we strive to establish and maintain a robust and strategic sustainability framework for the hospitality sector that reflects our heritage, focuses on our priorities and helps us manage our impact across our value chain.

To ensure consistent service, high-quality experience standards for our guests, and robust internal systems, our hotels have achieved prestigious certifications.

Travelife		Travelife is a leading training, management and certification initiative for tourism companies committed to reaching sustainability.	Blue Palace, Cretan Malia Park
Blue Flag		The iconic Blue Flag is one of the world's most recognised voluntary awards for beaches, marinas and sustainable boating tourism operators.	Blue Palace, Cretan Malia Park
The Green Key		The Green Key is the leading standard for excellence in environmental responsibility and sustainable operation within the tourism industry.	Blue Palace, Cretan Malia Park, Village Heights Resort, Koutouloufari Village Holiday Club
Bike Friendly		The Bike Friendly label certifies hotels and destinations that satisfy a set of internationally established criteria for cyclists.	Village Heights Resort, Blue Palace Koutouloufari Village Holiday Club

Additionally, we procure products with reputable credentials, from fully FSC-certified wood in our furnishings to fair-trade ingredients, Fiberpack paper goods, coffee and tea with Rainforest Alliance and Sustainable Quality Programme AAA marques, Green Seal Certified and EU-Ecolabel endorsed cleaning products.

Management Systems, Compliance and Risk Management

We acknowledge the risks associated with our industry, geographic location, and throughout our supply chain. We have identified regional, supply chain, environmental and social risks, as well as governance risks both at strategic and operational levels. Risks encompassing the wider sphere of sustainability, primarily climate change, human rights, corruption, community development, and social impacts, are addressed as part of our internal systems.

Our core values guide our approach to ethical, responsible and sustainable business and risk management. Our business resilience enables us to adjust our strategy and ensure timely identification, understanding, prioritisation and management of risks.

Our Board is actively engaged in the oversight of sustainability and the administration of the most significant risks. Our CEOs and senior management are responsible for day-to-day risk assessment and mitigation, and report directly to the Board of Directors. Furthermore, the Phāea Sustainability Committee supports management in carrying out its duty to oversee the Company's sustainability-related policies, strategies and programmes.

Management Systems and Standards

The Quality Department is responsible for overseeing the implementation of systems and procedures that all employees must adhere to. We are committed to continuous improvement; through our annual reviews we evaluate the effectiveness of the Quality and Environment Management System, identify improvements and ensure alignment between our systems, corporate strategy, sustainability vision, ethics and values.

Our hotels employ systems that meet the rigorous requirements of internationally recognised standards and frameworks:
ISO 9001, ISO 14000, ISO 21401, HACCP, EFQM

Cretan Malia Park is:



The 1st certified hotel
in Greece

The 2nd certified hotel
in Europe

The 4th certified hotel
worldwide

According to ISO 21401 Sustainability
Management System for accommodation
establishments

(TUV Hellas statistics)



In 2023 all our resorts
will be certified
according to ISO 21401

Management Systems and Certifications		Hotels
ISO 9001	Quality Management System	Blue Palace, Cretan Malia Park, Village Heights Resort
ISO 14001	Environmental Management System	Blue Palace, Cretan Malia Park, Village Heights Resort
ISO 21401	Sustainability Management System for accommodation establishments	Cretan Malia Park
HACCP	Food Safety Management System	Blue Palace, Cretan Malia Park, Village Heights Resort
EFQM	A globally recognised practical framework for organizational change and performance improvement	Phāea (Group)

Financial and Economic Performance

Phāea' financial, social and environmental performance is not only linked to Greek culture, heritage and economy but also the global ecosystem. The pandemic has affected all our operations and activities. Our sector has been heavily impacted by the pandemic, and now, as we recover from a 2-year long recession, we emphasize more on our long-term strategy and the characteristics that make us unique.

In the post-pandemic period, creating meaningful and memorable travel experiences that respects and value the local communities is becoming more critical than ever. Therefore, we invest heavily in our culture and people, rely on family values, devote resources to systems, governance and accountability structures, policies and procedures, as well as embrace innovation.

Key Indicators Relevant to Sustainability 2022 (€)

Revenues
41,965,428.2

Operating costs
28,220,756.1

Employee wages and
benefits
11,203,965.3

Payments to providers
of capital
2,246,891.8

Payments to government/
state
10,542,205.0

Community
investments
46,388.2

Awards and Recognitions

Awards and distinctions might not be a goal per se but they help us improve as well as guide us to set new targets and excel. Our resorts have proudly received numerous awards from prestigious bodies for our steadfast dedication to providing outstandingly high guest satisfaction and a sustainable vacation experience.

Award Body	Hotel	Award Obtained
2022		
EHMA - European Hotel Managers Association Awards	Cretan Malia Park	Sustainability Award
Marie Claire Sustainability Awards	Phāea	Best Sustainable Hotels (National Group)
World Luxury Restaurant Awards	Blue Palace	Anthós at Blue Palace Resort, Elounda– Greek Cuisine– Global Winner
Condé Nast Traveler	Blue Palace	Readers' Choice Awards, Top 10 Resorts Greece
Travel + Leisure Blue Palace 500 Best Hotels in the World	Blue Palace	World's Best Awards, Top 10 Resorts in Greece
2021		
Cretan Taste Awards	Cretan Malia Park	Gold Award in the category: Breakfast Gold Award in the category: Hotel Restaurant
Cretan Taste Awards	Phāea	The Phāea Farmers programme has been awarded the Silver Award in the category: Actions to connect the agri-food and the tourism sector
Greek Hospitality Awards	Blue Palace	Gold Award in the category: Best Greek Beach Resort, Gold Award
Greek Hospitality Awards	Cretan Malia Park	Silver Award in the category: Best Greek Design Resort
TUI Care Foundation Global Hotel Award	Blue Palace Cretan Malia Park Agapi Beach Resort (no longer member of Phāea)	TUI Global Hotel Awards in the TUI Care Foundation category
Condé Nast Traveler	Blue Palace	Readers' Choice Awards
Condé Nast Traveler	Blue Palace	The Gold List
Travel + Leisure	Blue Palace	500 Best Hotels in the World

Memberships

We are members of several associations and industry organizations. Our membership is an opportunity to share our experience and best practices, expand our understanding of regional and global trends as well as support the advancement of Greek tourism. Additionally, our participation in such platforms enables us to actively engage with key stakeholders.

- 1. Greek Tourism Confederation (SETE)**
- 2. Hellenic Chamber of Hotels**
- 3. Economic Chamber of Greece**
- 4. European Hotel Managers Association (EHMA)**
- 5. Cretan Hotel Managers Association**
- 6. Climate Change Hub**
- 7. Global Tourism Plastics Initiative (GTPI - One Planet network - 10YFP)**
- 8. WWF – Hotel Kitchen**
- 9. Zero Waste HoReCa**

Empowering Sustainability in Hospitality

We participate in numerous conferences and events dedicated to hospitality every year to share our expertise with the industry, exchange views with our peers and promote excellence within the hospitality sector. Under this context, we contribute to the public discussion and promote effective dialogue with key stakeholders on topics related to sustainable development in the hospitality sector. In 2022 we participated in the following events:

Event	Organized by
1st Sustainable Hospitality Forum 2022	CSR HELLAS
Retaste – Rethink Food Waste 2022	Hellenic Ministry of Environment and Energy, Hellenic Solid Waste Management Association
Arena	Design Hotels
IDEEA Hospitality Investment Forum	Hospitality Investment Forum

Promoting Innovation in Hospitality

At Phāea, we embrace the rapid changes in the global hospitality industry while simultaneously striving to introduce innovative concepts and products to our business. Doing so, we aim to offer unique experiences that reinvent Greek hospitality and honour responsible living.

Environment

Biodiversity

We promote biodiversity by training local farmers to work sustainably, expanding our organic gardens and seed saving

Energy

Our hotels operate predominantly on clean, renewable energy sources, harnessing power from solar, photovoltaic, and geothermal systems

Indigenous Planting

We boost the landscaping by planting water-saving and endemic plants. They are nourished by organic fertilizers from our kitchens, such as composted scraps, as well

Recycling Cooking Oils

We treat our cooking oils in a special way to produce biodiesel

Bees

Our apiculture initiative, Plan Bee, nurtures Adami honeybees across nine hives

Climate Monitoring

We operate our own meteorological stations in Cretan Malia Park and Blue Palace

Low-Energy Lighting

We replaced all our bulbs with more efficient LED bulbs in 2017

Water Management

In 2023, our pools will transition to an electrolysis system for treatment, eliminating the need for synthetic chlorine disinfection

Seeds

We work to conserve seeds through an ongoing relationship between Phāea farmers, the LFE team and local farmers. We currently have over 180 species in our seed bank

Edible Landscapes

We grow fruits, vegetables and mountain herbs in our gardens

Geothermal Heat Pumps

We have embraced efficient technology to heat our water and power our air conditioning

Plastic

We are signatories to the Global Plastic Tourism Initiative. By 2025, we aim to recycle 100% of our resorts' plastic packaging and items

Worm Composting

We use vermicast to nourish our gardens

Buildings

Building Management
System (BMS)

We use industrial-type Programmable Logic Controllers (PLCs), which provide more design flexibility as they are part of an open architecture system.

Many automation scenarios are implemented to maximize the energy efficiency of all subsystems and units. Our BMS also includes a "Metering Platform", where all electricity and water meters are connected for detailed logging and reporting. This helps us to measure how much energy our utilities use, predict damage and reduce emergencies

Cleaner Cleaning

We use green-as-can-be and plant-based detergents to protect our guests' and our employees' health, without harming the environment

Insulation

We use four-season glass to regulate temperatures in the doors and windows of 90% of our rooms and bungalows.

Our living roofs are planted with water-saving endemic plants, which also act as natural insulators

Procurement

Local Products

We are committed to using all local products and encouraging the creation of new small businesses that can be invited into our supply chain

Animal Welfare

Cat Cafe

We welcome cats at our resorts and support their neutering through a non-profit organization

Sustainable Governance

Sustainability
Committee

Phāea Sustainability Committee was established in 2021, aiming to integrate sustainability into daily operation



02

Sound Governance and Culture



The way we operate has a significant impact on the long-term sustainability of our organization, our reputation and how we are perceived and endorsed by our stakeholders. It also affects the impact we create and the added value we bring to our guests and the communities in which we operate.

“Our wish is to highlight Greek hospitality through experiences that promote the essence of “New Greekness” and create products that show the authentic, timeless side of Greece. This is real innovation.”

Phāea CEO, Agapi Sbokou

Our Achievements

50%
Women representation in BoD

Women-owned
and Female-led business

Dedicated sustainability
committee



Our Approach

Guided by our commitment to offer exceptional guest service as a means to achieving guest satisfaction, strong and sound governance has always been vital to our operation and a way to fulfil our purpose and further strengthen our reputation. As a leader in hospitality, with an undeniable focus on innovation, technology and open engagement, we adhere to the highest standards and develop value-adding management systems, apply clear policies, procedures and codes of conduct, always keeping our stakeholders in mind.

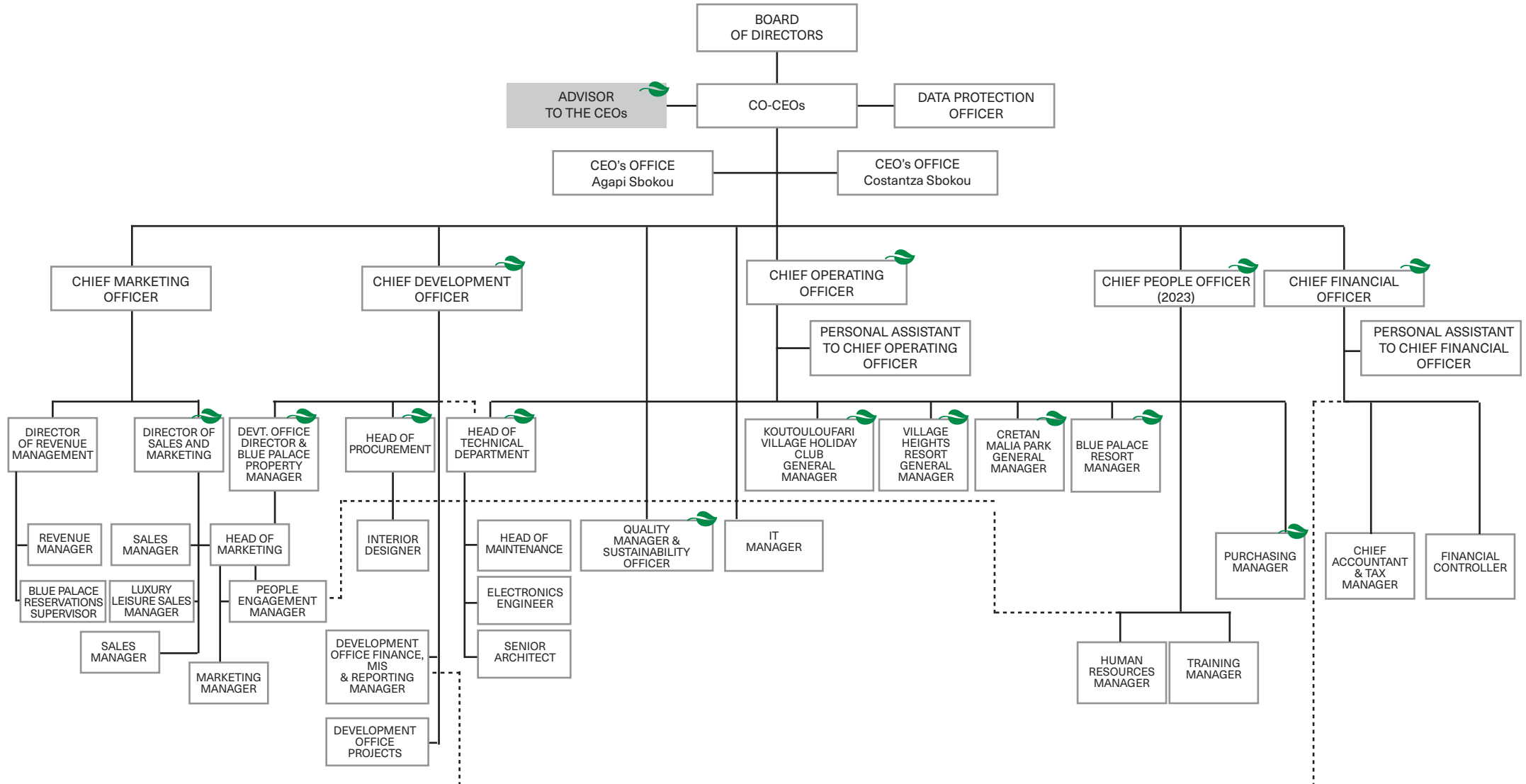
Family Owned and Female-led

The management model of Phāea encompasses the key principles of innovation, sustainability and people. At Phāea, we are committed to creating experiences that address the deepest desires and needs of guests, creating memories that leave a strong imprint on their minds and hearts for as long as they can remember. In 2017 Sbokos' daughters Agapi and Costantza took over the leadership of the organization, and in 2019 the Group entered its second embodiment as Phāea: a trailblazing brand embellished by nearly 50 years of experience and driven by a commitment to generate true innovation. Honoring their heritage, Agapi and Costantza Sbokou are committed to leading their family business into the new era. They aim to redefine luxury through a distinctly sustainable lens, with a holistic approach to the ultimate authentic luxury while showing commitment to their legacy.

Our Structure

The corporate governance structure consists of the Board of Directors (BoD), which transparently oversees any work related to the management of the resorts, their assets and the formulation of their strategy in a way that captures their unique characteristics and competitive advantage. It also participates in the development of the Sustainability Report and provides the final approval.

PHĀEA ORGANIZATIONAL CHART



Composition of Board of Directors

Role	Name	Relationship	Independence	Nationality	Gender (Male/Female)	<30	30-50	50+
Chairman	Costantza Sbokou	Executive Member	No	Greek	Female		•	
Vice Chairman and CEO	Agapi Sbokou	Executive Member	No	Greek	Female		•	
Member	Eftichios Vassilakis	Non-Executive Member	No	Greek	Male			•
Member	Georgios Vassilakis	Non-Executive Member	No	Greek	Male		•	
Member	Glykeria Tsernou	Non-Executive Member	Yes	Greek	Female			•
Member	Charalampos Foskolakis	Non-Executive Member	No	Greek	Male			•

Sustainability Committee

At Phāea, we place sustainability at the core of our existence. In 2021, we formally established our Sustainability Committee which aims to develop a sustainability strategy while addressing ongoing issues and decisions related to sustainability. Moreover, the ambition of the Committee is to influence the culture at all levels and ultimately enable our people to filter all decisions through the principles of conscious travel and sustainable operations.

The Phāea Sustainability Committee assists the management in fulfilling its responsibility to oversee the Group's sustainability-related policies, strategies and programmes, taking the following into consideration:

- a. The suitability of environmental,** social and governance performance frameworks, health and safety topics and management systems
- b. Compliance with applicable sustainability-related** legal and regulatory national and global requirements
- c. The Sustainability Policy** and Group's public positions on key sustainability topics
- d. Sustainability performance,** risks and opportunities for the future

	Sustainability Committee Members	Committee Role	Job Title
1	Charalambos Foskolakis	President	Member of the Board
2	Markos Tzamalīs	Vice President	Chief Operating Officer
3	Danai Antonaki	Sustainability Officer	Quality Manager
4	Maria Krey	Member	Human Resources R Director
5	Vagelis Bikakis	Member	Technical Department Manager
6	Maria Arvaniti	Member	Purchasing Manager
7	Katerina Tzanakaki	Member	Head of Procurement Department
8	Voula Tomara	Member	Special Projects and Personal Assistant to the CEO
9	Sotiris Kremastiotis	Member	Blue Palace General Manager
10	Giorgos Fridas	Member	Blue Palace Resort Manager
11	Aris Skyvalakis	Member	Cretan Malia Park General Manager
12	Pavlos Badouvakis	Member	Village Heights Resort General Manager
13	Manolis Pitarokilis	Member	Koutouloufari Village Holiday Club General Manager
14	Elena Michail	Member	Director of Sales and Marketing
15	George Mouratiadis	Member	Chief Financial Officer
16	Sotiris Bambayouris	Member	External Consultant

Ethics and Culture

We are committed to continuing our legacy of nearly 50 years, as defined by a strong heritage and family values. Our corporate culture and system of ethics and values is based upon our promise to crafting sustainable yet luxurious guest experiences that respect the community and the environment in which we operate. This is achieved by maintaining the highest ethical standards, acting with integrity and conducting our business by going beyond the minimum law requirements.

Under this context, we:

- Develop our employees further, both on a personal and professional level
- Acknowledge our guests' feedback on the quality of our provided service and strive to exceed their expectations
- Invest in innovation and technology as a tool for environmental sustainability and regeneration
- Support entrepreneurship, highlight heritage and culture, make a difference in the community and create positive value
- Fully comply with all relevant regulations and requirements regarding our business activities

Our Commitments

We aim to constantly improve our corporate governance model, management structures and operating principles. We continue to proactively manage existing and emerging challenges of our industry regarding Sustainable Development. Recent initiatives include the establishment of the Sustainability Committee and the issue of our first Sustainability Report for the year 2022. We will be heavily concentrating on digital and organizational transformation. To support this transition, we will onboard a dedicated Chief People Officer.



03

Our Sustainability Approach

At Phāea we lead by example. We integrate sustainability into our day-to-day business. We develop practices, initiatives, policies and actions that put our guests at the core of our work while sustaining the environment, honouring our traditions and actively supporting local communities. Being sustainable isn't about box-ticking for us; it's about doing the right thing in every way we can.

Altogether Kinder Hospitality

At Phāea we are committed to crafting sustainable yet luxurious guest experiences that give prominence to a truer, more timeless Greek experience that is worth to be celebrated. As luxury hotel operators, we are conscious of delivering uncompromising service while focusing on improving our environmental and social impact and keeping people at the heart of our existence. Our model for value creation shows how we transform inputs and investments through our business activities and initiatives into outputs and outcomes in terms of real value to our people, guests and local communities.

How We Create Value

INPUTS

Human Capital

599 employees
324 women employees

Intellectual Capital

7,492 hours in education and lifelong learning programmes
€24,369 invested in training

Economic and Industrial Capital

€7,350 investments in innovation
€28,220,756.1 operating costs
€41,965,428.2 revenues

Social Capital

€46,388.2 invested in community projects
520 local employees
€809,571.8 on local suppliers

Natural Capital

Created pollinator-friendly gardens
250 trees planted in the local area of Plaka Elounda
100% of our landscape is free of synthetic pesticides and herbicides
Installation of green roofs and photovoltaic panels
Strategy aligned with the Global Tourism Plastics Initiative

VALUE CREATION

Our vision

To nourish people's soul with stories that celebrate, a truer, more timeless Greece.

Our mission

Marrying integrity with care, and expertise with passion, Phāea embrace innovation, sustainability and family values to create concepts that respect people, guests and associates alike, and give prominence to a truer, more timeless Greece that is worth celebrating.

Our core brand values

Deeply rooted in a commitment to both our people and settings, our values are strongly aligned with an awareness of both our heritage and the local cultures of each of our hotels. At the heart of this philosophy is a promise to maintain a genuine respect for nature and to uphold the essence of Greek hospitality.

**Consciousness
Innovation
Community**

OUTPUTS

Human Capital

183 new hires
91% would recommend Phāea to a job seeker

Intellectual Capital

370 employees trained
Phāea Academy: dedicated digital platform

Economic and Industrial Capital

€10,542,205 in taxes
64 new jobs

Social Capital

€37,643 Phāea Farmers income
10,110 kg olive oil produced by Phāea Farmers
370+ events and initiatives showcasing local culture and environmental appreciation
14+ organisations supported for social good

Natural Capital

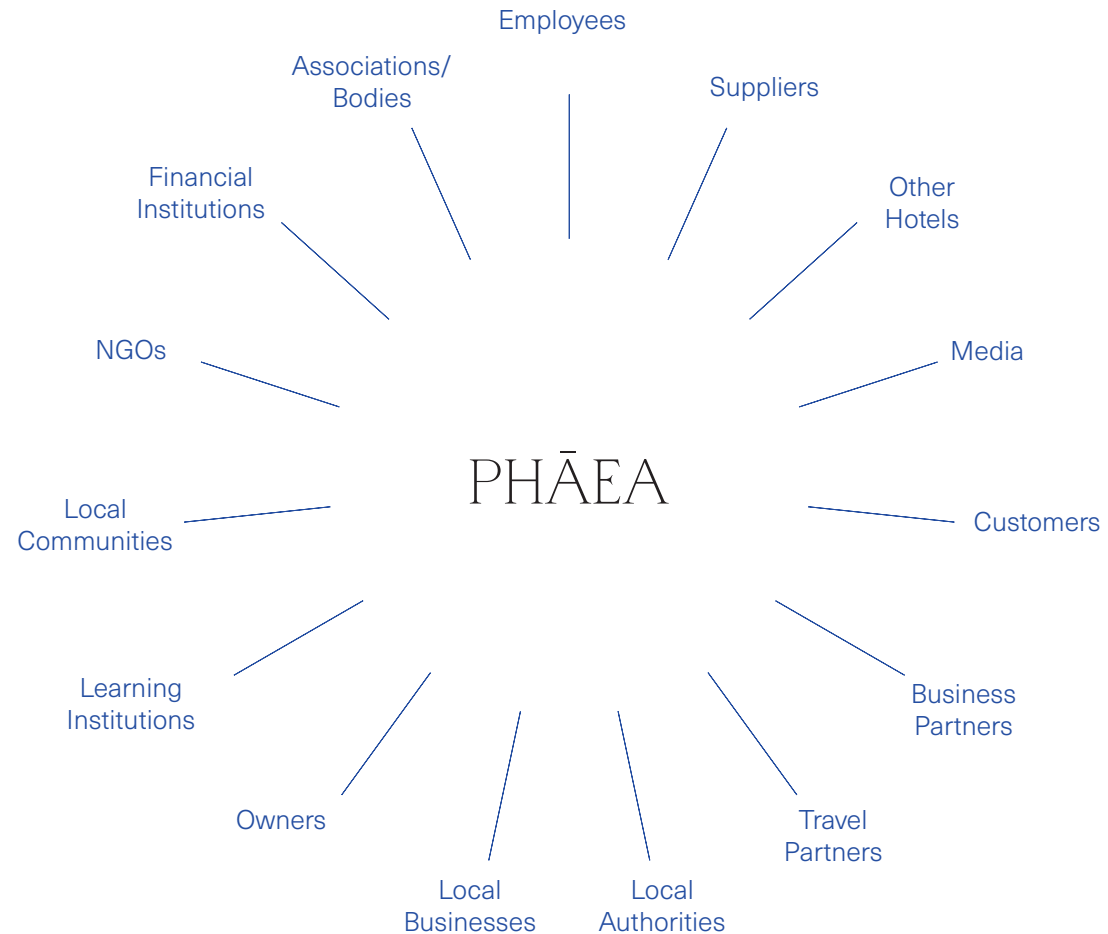
103,080.3 kg of non-hazardous waste diverted from disposal
11% reduction of total energy consumption (compared to 2019)
20% reduction of food waste
Biodiversity enhancement

SDGs



Our Stakeholders

At Phāea we listen to our stakeholders, value their opinions and strive to engage with them actively with the goal of achieving a sustainable business model capable of creating competitive advantages. We understand that our stakeholders have different needs and interests, so we work hard to identify, register, monitor and meet their expectations.



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Stakeholders	Topics of interest	How we respond	Methods of engagement
Employees	<ul style="list-style-type: none"> • Ability to offer the best service to our guests • Skilled and knowledgeable employees • Flexibility (seasonal work environment) • Increased productivity • Performance measurement • Developing new innovative services • Health and safety at work 	<ul style="list-style-type: none"> • Foster transparent and open communication with all employees • Provide fair compensation, benefits and bonus to all • Compliance with Health and Safety policies • Promote gender equality, inclusion and diversity at work • Build a healthy work culture • Design training, mentoring and development opportunities • Develop well-being programmes for employees • Maintain an Open-Door policy with the upper management • Develop a fair and just evaluation of performance 	<ul style="list-style-type: none"> • Employees induction days (Induction Book and Welcome Letter) • One-to-one meetings • Internal newsletters • Internal portal and email announcements • Internal workshops • Internal retreat activities • Human resources days • Employee engagement survey • The Phāea academy • Appreciation and team building events • Phāea book club • Employee of the month • Gift vouchers
Guests	<ul style="list-style-type: none"> • Authentic experiences • Excellent services • Health and safety • Privacy • Credible certifications and standards • Sustainable tourism approach 	<ul style="list-style-type: none"> • Creation of indigenous / unique / conscious experiences • Open communication with our guests to monitor their expectations • Incorporate a series of innovative and distinct programmes promoting local culture and product (i.e., excursions, cooking lessons, awareness activities) • Maintaining standards and procedures • Extend our certifications programmes to improve quality 	<ul style="list-style-type: none"> • Culinary experiences • Newsletter and email • Promotion of local activities • Guest surveys • Website and social media • Interpersonal relationships
Suppliers	<ul style="list-style-type: none"> • Transparent bidding process • Ongoing contracts and cooperation • New business opportunities • Smooth invoicing and payment processes • Supporting local suppliers • Fair and competitive prices 	<ul style="list-style-type: none"> • Effective communication, flexibility and availability • Comply with the terms of agreements and deadlines • Improving relationships and cooperation • Technological upgrading and innovation • Improve resource efficiency across our operations • Promote local economy and local supplier • Fair pricing models 	<ul style="list-style-type: none"> • Exhibitions and events • Business contracts • Direct communication (calls, emails, meetings) • Supplier engagement survey
Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> • Connection to a higher social purpose • Strengthening the social and environmental profile of the Group • Engage with the wider public 	<ul style="list-style-type: none"> • Joint awareness actions • Providing financial support • Participation in volunteering activities • Sponsorships • Donations 	<ul style="list-style-type: none"> • Regular one-to-one communication • Promoting partnerships • Participation in social and environmental initiatives and campaigns
Other Hotels/ Competitors	<ul style="list-style-type: none"> • Benchmark and monitor competition • Promote joint actions to improve trust • Collaboration on social and environmental issues 	<ul style="list-style-type: none"> • Participation in joint events and actions (CSR) • Communication and exchange of ideas Highlighting local customs • Timely response to an emergency 	<ul style="list-style-type: none"> • Participation in social and environmental initiatives and campaigns • Join participation in activities of local associations • Promote dialogue through memberships in prestigious bodies



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Stakeholders	Topics of interest	How we respond	Methods of engagement
Business Partners	<ul style="list-style-type: none"> • Openness and transparency • Good reputation • Financial results • Transparency in the procurement process and governance mechanisms • Improving quality of services and products • Ensuring guest satisfaction 	<ul style="list-style-type: none"> • Promote fair dealings • Compliance with terms of agreement and deadlines • Effective communication • Promote cooperation in critical matters • Support local business, artisans and artists 	<ul style="list-style-type: none"> • Direct communication (calls, emails, meetings)
Tour Operators	<ul style="list-style-type: none"> • Fair dealings • Openness and transparency • Good Reputation • Effective communication • Positive reputation • Improve relationships and promote cooperation • Guest satisfaction 	<ul style="list-style-type: none"> • Offering fair prices • Provide regular discounts and special offers • Forge long-term relationships 	<ul style="list-style-type: none"> • Congresses and exhibitions • One-to-one meetings • Participation in social and environmental initiatives and campaigns
Municipalities / Local Authorities Representatives	<ul style="list-style-type: none"> • Compliance with laws and regulations • Enhance cooperation • Improve reputation 	<ul style="list-style-type: none"> • Provide accurate and transparent information about resort operations • Promote and participate in local initiatives 	<ul style="list-style-type: none"> • Surveys and questionnaires • One-to-one meetings • Direct communication with local authorities
Associations / Bodies	<ul style="list-style-type: none"> • Pursue common interests and common causes • Increase visibility for the Group within a wider range of business stakeholders • Promote sectoral thought leadership 	<ul style="list-style-type: none"> • Cooperation and support in common projects or programmes • Cooperation via our CSR actions • Creation of sector alliances • Promote actions to strengthen relations between academia and the industry 	<ul style="list-style-type: none"> • Exchange views during events • Participation in conferences and seminars
Local Community and Businesses	<ul style="list-style-type: none"> • Effective crisis management • Investing in local communities • Improving cooperation • Contribute to the growth of the local economy • Local employment opportunities 	<ul style="list-style-type: none"> • Support local products and local entrepreneurship • Attract local talent • Strengthen communication with local communities • Engage local communities through our various CSR actions 	<ul style="list-style-type: none"> • Conferences and events • Volunteering activities • Direct communication (calls, emails, meetings) • Media campaigns • Focus groups and surveys
Media	<ul style="list-style-type: none"> • Promotion of the Group's brand • Visibility • Respond to social and environmental challenges • Promotion of the Group's initiatives and events • Credible information • Avoiding misinformation and greenwashing 	<ul style="list-style-type: none"> • Invite key media representatives to our CSR initiatives • Maintain open and honest communication 	<ul style="list-style-type: none"> • One-to-one communication (calls, emails, meetings) • Press conferences • Interviews • Press releases • Advertising campaigns • Digital (social media) • Personal invites to events



Our Strategic Priorities

We work tirelessly to create new experiences for our guests in a way that positively impacts communities and the environment. That's why our strategic priorities focus on five key elements that are the centerpiece of Phāea strategic approach:

Corporate Governance

- | | | | |
|---|--|---|---|
| 1. Corporate Governance, Ethics and Culture | 3. Innovation and Technology | 5. Responsible Communication,
Marketing and Reputation | 6. Security and Protection of Personal Data |
| 2. Risk Management and Sustainable
Business Models | 4. Management Systems and
Compliance with Legislation | | 7. Stakeholder Engagement |

Our Commitments

- | | | | |
|--|--|--|---|
| We strive to minimize
our impact and preserve natural capital
through our initiatives and responsible
operation | We support
the personal and professional development
of our people | We are committed
to sustainable yet luxurious experiences
for our guests | We actively encourage
and contribute towards social development
via social initiatives and the support of
everyone in our supply chain |
|--|--|--|---|

Our Priorities

Our Environment

- Energy, emissions and climate change
- Waste management, plastic waste and food waste
- Environmental investments
- Water management
- Biodiversity
- Healthy and safe food
- Environmental footprint and pollution
- Environmental procurement practices

Our People

- Human rights
- Corporate volunteering
- Fair, respectful and inclusive work environment
- Welfare, well-being, training and employee development
- Internal communication and work environment
- Attraction and retention of employees and creation of new jobs
- Health and safety of employees and guests

Our Community

- Social development, and promotion of local culture
- Suppliers' practices• Health and safety of employees and guests

Our Guests

- Health and safety of employees and guests
- Guest experience





Materiality Assessment

Material topics are the basis of our sustainability report and strategy. They reflect Phāea' economic, environmental and social impacts. For the purpose of developing our sustainability strategy and our sustainability report, we have designed a comprehensive methodology that helped us roll out a tailor-made materiality assessment process with the view to:

- Align our business strategy with the topics that matter now, and in the future
- Create long-term value for our business and stakeholders alike
- Ensure the longevity of our planet

The materiality assessment ensures that our business is aligned with the priorities of the overall sector, the expectations of our stakeholders as well as the global trends and developments. Under this context, we conducted a series of workshops, interviews, online surveys and extensive benchmarking exercises that led us to identify 25 material topics. A total of 122 internal and external stakeholders, including guests, took part in our first materiality exercise.

Our **materiality assessment methodology** included the following steps:

- Identification of potential material topics
- Stakeholder research and prioritisation
- Topics validation and report update
- Continuous communication and feedback through multiple channels

Step 1

Identification of Potential Material Topics

We identified a wide list of important topics via research, benchmarking, standards' requirements and internal consultations

We conducted a series of workshops, interviews, online surveys and extensive benchmarking exercises

Step 2

Stakeholder Identification and prioritisation of Material Topics

We identified our key stakeholders and took into consideration their significance and potential impact upon our business

Representatives from all stakeholder groups participated in the process of prioritising the materiality topics

We prioritised the most important topics based on their impact on our business, our stakeholders and wider Sustainability

Step 3

Topics Validation and Report Update

We proceeded with the validation of the topics, so that the content of the report:

- reflects the significant economic, environmental and social impacts
- allows all interested parties to evaluate the organization's performance
- facilitates strategic sustainability decisions

Step 4

Continuous Communication and Feedback through Multiple Channels

Finally, we communicate the outcomes with all stakeholders via our Sustainability Report and other available channels

We continue to seek feedback, through the Sustainability Report and multiple other corporate channels

The materiality matrix reflects the validated outcomes and is a consolidation of the results of the entire materiality exercise.

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Material Topics

Environmental

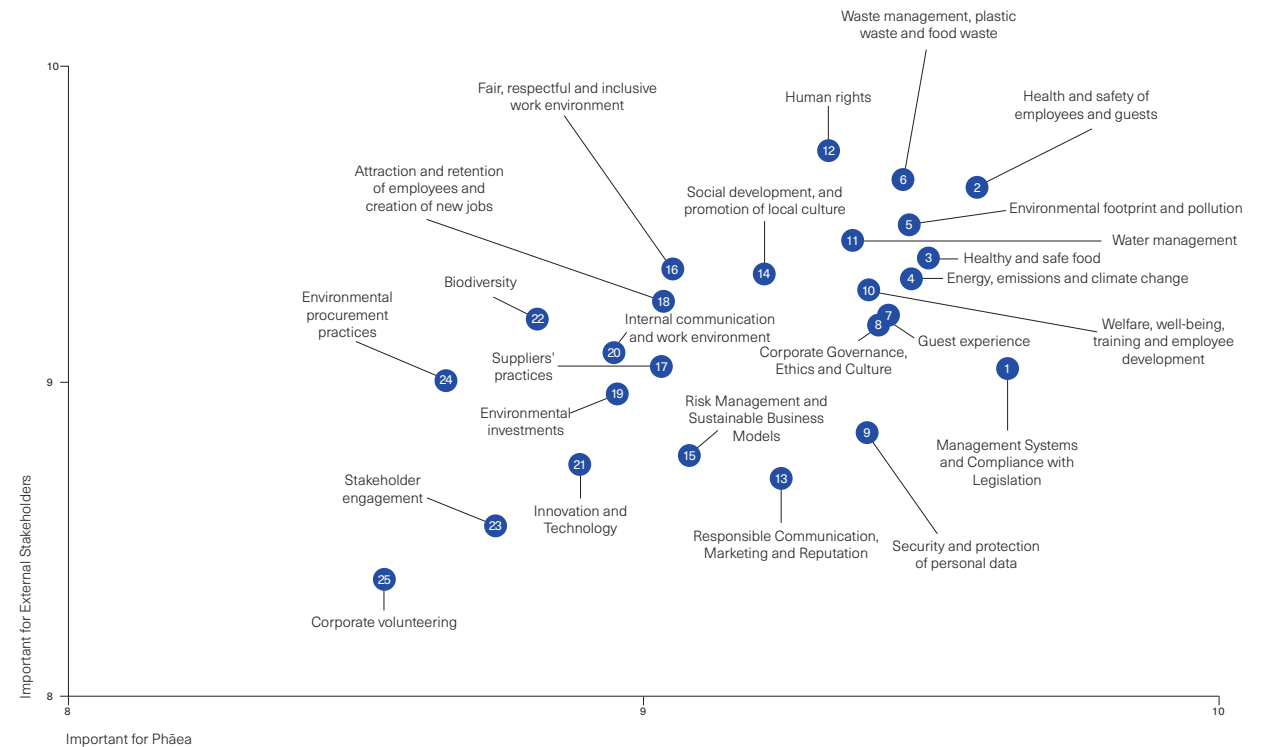
- 3. Healthy and safe food
- 4. Energy, emissions and climate change
- 5. Environmental footprint and pollution
- 6. Waste management, plastic waste and food waste
- 11. Water management
- 19. Environmental investments
- 22. Biodiversity
- 24. Environmental procurement practices

Governance

- 1. Management Systems and Compliance with Legislation
- 8. Corporate Governance, Ethics and Culture
- 9. Security and Protection of Personal Data
- 11. Risk Management and Sustainable Business Models
- 13. Responsible Communication, Marketing and Reputation
- 21. Innovation and Technology
- 23. Stakeholder Engagement

Social

- 2. Health and safety of employees and guests
- 7. Guest experience
- 10. Welfare, well-being, training and employee development
- 12. Human rights
- 14. Social development, and promotion of local culture
- 16. Fair, respectful and inclusive work environment
- 17. Suppliers' practices
- 18. Attraction and retention of employees and creation of new jobs
- 20. Internal communication and work environment
- 25. Corporate volunteering















The 17 Sustainable Development Goals (SDGs) in our Strategy

Phāea integrates sustainability into everyday practice. The UN SDGs serve as a strategic guide for developing our sustainability priorities, assisting us in advancing our mission of creating meaningful travel experiences for like-minded people, embracing innovation, sustainability and family values while leaving no one behind and making sure we do no harm.

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SDGs	SDG Targets	How we Contribute
	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Sustainable landscape free of Synthetic Pesticides and Herbicides Organic products for guests Ensuring health for employees and guests
	4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	<ul style="list-style-type: none"> • Provide Internal trainings and capacity building opportunities • Invest in the Phāea Farmers Program
	5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	<ul style="list-style-type: none"> • Provide equal opportunities and pay among our female employees • Advance women-owned businesses • Empower women through our social programmes
	8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	<ul style="list-style-type: none"> • Promote and protect our employee and guests' health, wellness and well-being • Implement a Health and Safety Management System • Provide local hiring opportunities, bringing like-minded people together. • Support our employees via the Phāea Farmers Program • Maintain sustainability criteria for food and beverage purchases, i • Commitment to using locally sourced products • Contribution to the development of new, sustainable local businesses that are included in our supply chain
	8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead	
	8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment	
	8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	
	11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage	<ul style="list-style-type: none"> • Host cultural exhibitions in hotels • Organize cultural excursions for our guests • Manage extensive waste treatment systems in all a hotels • Design and implement a plastic free strategy • Design and run food waste initiatives
	11.6: By 2030, reduce the adverse per capita environmental impact of cities, by paying special attention to air quality and municipal and other waste management	

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SDGs	SDG Targets	How we Contribute
	12.2: By 2030, achieve the sustainable management and efficient use of natural resources	<ul style="list-style-type: none"> • Achieve certified organic hotel farming and organic vegetable gardens • Improve soil health through earthworms and organic fertilisers • On-site composting • Phāea Plan Bee project • Recycling programmes (eg espresso capsules) • Waste to landfill initiatives decrease due to onsite composter • Reduce food waste by X since last year • Adopt a plastic free strategy
	12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	
	12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	
	12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	
	12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	
	12.B: Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	<ul style="list-style-type: none"> • Use locally sourced products • Minimization of natural resources intake • Minimization of toxic materials use • Reduction of pollutants generated from our operation • Purchase of animal cruelty-free amenities, certified products, from suppliers with environmental-friendly protocols
	13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	<ul style="list-style-type: none"> • Identification and protection of biodiversity zones in coastal areas in our hotels
	14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	
	16.5: Substantially reduce corruption and bribery in all their forms	<ul style="list-style-type: none"> • Strong ethics • Robust system of policies and procedures
	16.6: Develop effective, accountable and transparent institutions at all levels	
	16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels	
	17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	<ul style="list-style-type: none"> • Being part of public discussions and dialogue around sustainability topics • Engagement with stakeholders • Win-win partnership development
	17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	

How the chapters
in our report
align with the
Sustainable
Development
Goals





04

Our Guests



At Phāea, we give precedence to our guests, striving to create unique, unforgettable experiences by embracing innovation, sustainability and family values. Our goal is to encourage them to develop a solid connection to the land, the surrounding environment and the local culture.

Our Achievements

3	39,192	247,159	14,199 kg
Hospitality Awards in 2022	Guests	Total number of stays (bed nights)	Fruits and vegetables cultivated in our own gardens

Our Approach

As luxury hotel operators, we are conscious of the need to deliver uncompromising service while focusing on minimising our environmental effects, regenerating our planet and creating a positive social impact. With people at the very heart of our operation, enhancing well-being, health and safety is crucially important to us. In the post-COVID era, we feel that luxury travel is being redefined and guests focus on things that matter most such as authenticity, quality and a more personalized traveling experience.

“People want to be part of things. Give rather than take. This is what makes them go back and feel changed, fulfilled and inspired”.

Agapi Sbokou

Experiencing the Greek “Philoxenia”

At Phāea, we are proud of our hospitality and work with enthusiasm to ensure our “philoxenia” is also paying it forward. Inspired by our Greek heritage, we try to create meaningful travel experiences and bring like-minded people together. Meanwhile, we embrace innovation, environmental sustainability and family values to create concepts that respect people.

Our guests can indulge in experiences with a distinctive Greek character infused with the best of local culture and nature. Phāea give many reasons to travelers to add Greece to their dream travel bucket list, as the Group leads in responsible tourism with year-round environmental, cultural and social sustainability programmes extending to every facet of the resorts’ life and beyond.

We aim to offer unique experiences to our guests that include **Cretan Nourishment, Heritage** and exceptional **Design**.



Cretan Nourishment

From traditional recipes to the region's produce, every element of Crete's identity is linked to Cretan Nourishment. At Phāea we aim to offer our guests a nourishment experience that includes menus inspired by old Greek recipes and fresh local products. We also preserve our own certified organic kitchen garden, in which we cultivate different varieties of fruit trees, vegetables and endemic medicinal herbs.



Local Experience and Customs

At Phāea, we appreciate our heritage and we are enthusiastic about sustaining our fascinating heritage and sharing local customs and centuries-old traditions with our guests. Moreover, we offer tailor-made itineraries for cultural excursions performed by a team of expert archaeologists and culture experts.

Architecture and Design

Our design and architecture is a product of the careful study of Greek history, nature and resources. The resorts incorporate local craftsmanship and celebration of architectural heritage where we commission local artists and designers to blend traditional aspects with current trends and forward-looking design. Additionally, we have also incorporated handcrafted Hellenic accessories and homewares in our resort shops.

Guest nights

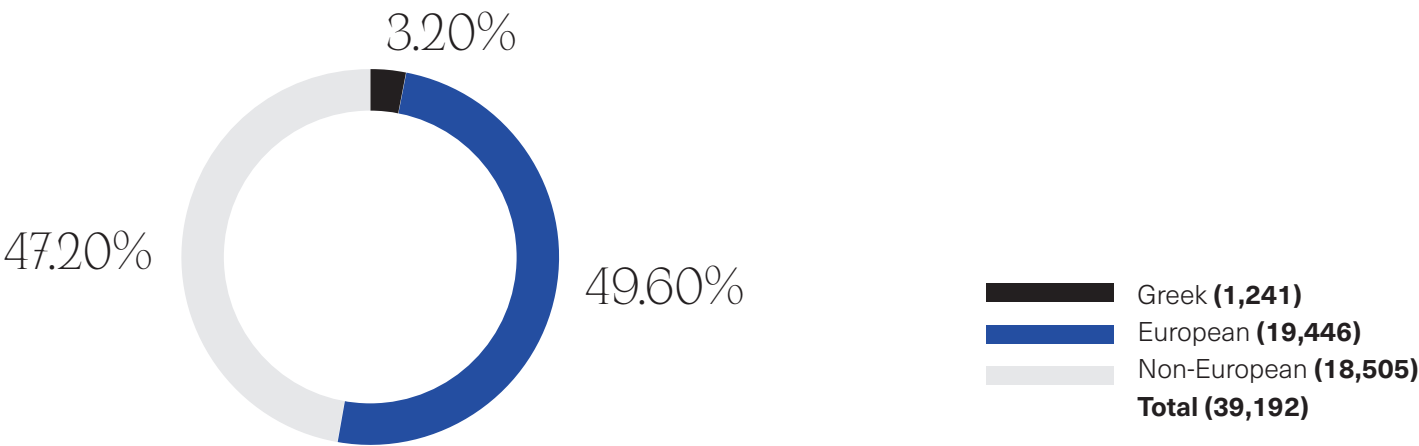


2022:
249,376

2021:
168,446



Guests



Guest occupancy	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club
Number of stays	79,160	90,575	64,872	12,552
Average length of stay	4.7	6.9	7.22	7.06



Exhibition “Womanhood Threads and traces”

In 2021 Cretan Malia Park hosted the exhibition named “Womanhood Threads and Traces”, where the personal collection of Agapi Sbokou (1914-2007), the grandmother of the current Managing Director, was displayed. The collection is comprised of functional works used either for decoration purposes or for household needs. Cretan hand-woven textiles, rich in history and symbolism, were used to create handicrafts.

Agapi Sbpokou being a waver herself, had an entrepreneurial talent as she organized a center of fellow weavers, which birthed a new network of threads and notions. Agapi Sbokou assembled and helped the women in her region access the job market, thus keeping the Cretan art of weaving alive from the 1950s through the 1980s.

43
complaints received
and resolved in 2022

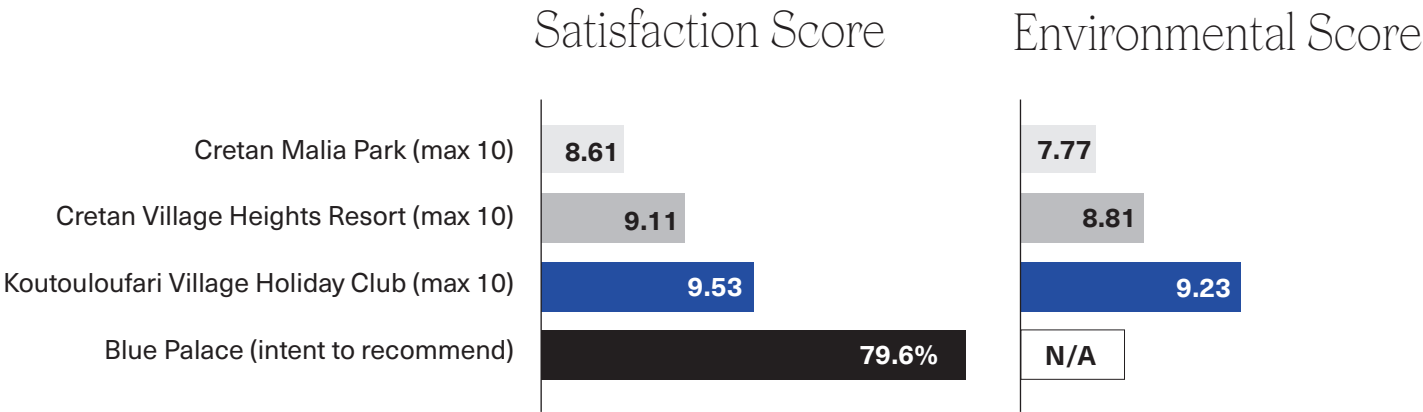
Guest Engagement and Satisfaction

At Phāea we are committed to our guests’ satisfaction and focus on meaningful engagements that create special stories to tell. We aspire to leave our mark on people’s minds, trigger their emotions while nourishing their souls.

Our guests’ satisfaction is also a major driver of loyalty and personal recommendations. A guest experience is a collection of touch points be it a virtual or physical interaction between the guest and the hotel. From the first contact of our guests with our hotels and throughout their whole experience during their stay, we ensure that our guests receive the best possible service, delivered by well-trained, dedicated and conscious employees.

At Phāea we seek and actively listen to our guests’ and stakeholders’ feedback. Following our guests’ stay, we conduct regular surveys to ask for their input, which is extremely important to us as it allows us to improve and create a more coherent culture across the Group.

Guest Rating



Wellness and Well-being

Our guests' wellness and well-being are a priority for us at Phāea. We aim to offer our guests a travel experience that **promotes health, safety, wellness and well-being** through physical and mental activities. Our services focus on aspects of nutrition, health and safety to guarantee mental and physical health.

Nutrition

Our daily menus are prepared with our **guests' nutrition in mind**. We offer local produce sourced from local small-scale farms. Almost all products are locally sourced or locally produced, having some of them produced especially through the Phāea Farmers program. Moreover, some of our products come directly from our own organic gardens and guests can pick them themselves as part of our cooking lessons' activities.





Phāea Olive Oil

The Cretan Olive Oil

At Phāea we use exclusively Cretan Olive Oil. We collect the best oil of Crete from local producers, while we also produce our very own Phāea Olive Oil. It is a Superior category Olive Oil that has been produced according to self-assessed sustainable farming practices within the concept of the “EU Farm to Fork” strategy. The Cretan Olive Oil has a great history, as Cretans cultivated olive trees almost 6,000 years ago, during the Minoan period. More than 30 million olive trees grow today on the Greek island of Crete, and the Cretans make full use of the abundant fruits. Today Cretans eat much more olive oil than anywhere else in the world. The main reasons why the olive oil from Crete is so healthy are the warm climate, no air pollution, and strict rules on the care and pressing of the olives.



Phāea Farmers income
€37,643

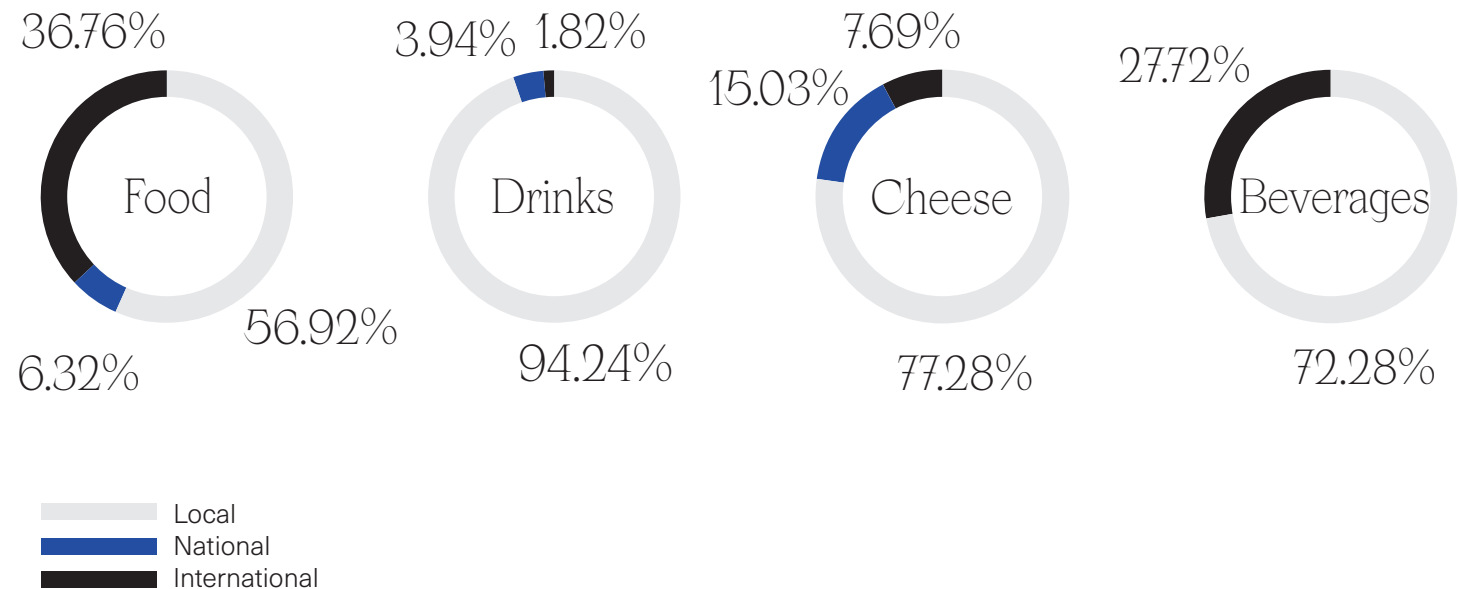
	2022	2021
Olive oil (kg)	10,110	5,140
Fruits and vegetable production (kg)	14,199	7,000
Honey (kg)	790	1,381
Own Beehives honey production (kg)	101	40 (Phāea gave the production back to the bees)
Number of employees in the program	6	4



Rodies Cretan Restaurant at Village Heights Resort

Rodies Cretan Restaurant offers a traditional Crete experience, featuring an authentic menu that emphasises the Cretan diet's greens, vegetables, herbs, and olive oil. Dishes are prepared with high-quality meats and fish cooked using open-fire techniques in an electricity-free outdoor kitchen. The intimate poolside setting, surrounded by pomegranate trees and local flora, showcases handcrafted décor and rustic seating. Indigenous wines and Phāea Olive Oil enhance the authentically Cretan experience.

F&B Sourcing





Health and Safety

Our Health and Safety management system is designed to recognise security risks in an evolving landscape and provide suitable level of control required to reduce critical incidents. Our Health and Security team work closely with our operations team to review and update policies and procedures that will enhance the security in our facilities. This relationship has been especially vital during the pandemic when guests' safety has been at the forefront. During the pandemic, we also took steps to protect their mental health.

How we Protected our Guests during the Pandemic:

- Masks were required in indoor public areas at all our resorts
- More frequent cleaning and disinfecting of high-touch areas
- Complimentary travel-size hand sanitizer in each room
- Enhanced social distancing measures in public spaces
- Meeting spaces accommodate social distancing and virtual attendee

Safe and Clean Premises

We are committed and focused on offering high standards of cleanliness in all our resorts, which is why we have established a long-standing commitment to rigorous cleaning procedures. The pandemic has made disinfecting a top priority and has remained hugely important. This year we continued to train our employees on updated cleanliness procedures and have increased communication to reassure our guests and visitors on this matter. We do not expose our guests to dangerous chemicals, hence we use Green Seal Certified or EU Ecolabel cleaning products.

Recreation

We offer our guests services that nurture their mental and physical health while focusing on refined luxury and slow-paced living. Fully supporting our resort's dedication to relaxation and recreation, a series of spaces is devoted to wellness, retreats of fitness activities, calisthenics workouts, yoga, meditation and pilates sessions. We aim to create a slow-paced, authentic environment that connects our guests with the surrounding scenery and Greece's natural beauty and heritage.



Increasing Awareness about Local Nature

We love learning more and sharing enlightening interesting information with our guests encouraging a more holistic relationship with nature.

Our guests have the opportunity to join head gardeners in tours through the grounds of our hotels and learn the stories behind indigenous species, local flora and explore their medicinal properties. We are committed to developing concepts that redefine the essence of Greek hospitality; hence we offer carefully curated experiences such as cooking lessons, garden tours and dedicated environmental activities through our Kids' Clubs.

In our gardens in Blue Palace our guests will also observe composting piles where we collect organic material to help us enrich the soil in every way we can. Thanks to this and other initiatives, we decreased food waste from leftovers by 20%. Meanwhile we also use this as a natural fertiliser, which is excellent for helping soil absorb and retain moisture.

Responsible Communication

At Phāea we use ethical and responsible communication to deliver our messages to our stakeholders. Taking into consideration the relevant law on Unfair Competition and on Consumer Protection, as well as the Greek Code of Advertising, we can ensure that all our advertising and communication campaigns are true and transparent, guided by objectivity. To ensure the effectiveness of our communication, English is the predominant language used to convey our messages to international guests.

Data Privacy

Our guests place their trust in us when they provide us with their personal information, hence managing privacy and information security effectively is integral to fulfilling our mission of making hotel travel possible for all. To deliver a great experience and build honest relationships and guest loyalty, we ought to respect individuals' choices concerning their personal data, work to ensure it is appropriately protected and be responsive to their information-related requests or concerns.

Our Commitments

Looking after our planet and people is at the heart of our business, which is why in 2023 we will continue to invest in our guests' health and safety as well as enhance our wellness and well-being programmes. Satisfaction and engagement remain our top priorities and we will continue improving the quality of our services.

We are committed to enhancing sustainable hospitality experiences, encompassing everything from sustainable landscaping and advanced pool disinfection technologies to local culinary experiences.



05

Creating Value for Society and Communities



We are committed to protecting our communities and have a critical responsibility to contribute to their development. We commit to using locally sourced products and encourage the creation of new, sustainable local businesses that can be invited into our supply chain.

Our Achievements

86% Of our F&B and consumables packaging is recyclable or reusable	100% Of furniture is purchased from local artisans or certified suppliers	100% Of artwork and accessories are purchased from local artists
100% Natural or Certified Flooring	100% Of the textiles are derived from natural cotton and linen	

Our Approach

At Phāea we are dedicated to driving positive impact across our value chain. Through our commitment to sustainable sourcing, we create positive social and environmental change across our operations, supply chain and eventually our sector. We work together with our suppliers to help them meet environmental and social criteria, safeguard the environment while ensuring ethical sourcing. We proudly and consistently promote this philosophy throughout our organization and for all our relationships.

Responsible Value Chain

Tourism provides a crucial contribution to local development and can be an instrument for regional development. Our supply chain relationships extend from small local family businesses to large-scale international service providers. Our priority is to give preference to locally sourced products. Towards that direction, we strive to contribute to developing new, sustainable local businesses that can be included in our supply chain. Currently, 25.5% of our F&B suppliers originates from Crete.

In addition, we have set several specific criteria for our suppliers. These include a preference for certified organic producers and suppliers that apply environmental-friendly protocols, so we purchase paper and carton products from Fiberpack™ certified suppliers and chemical solutions by suppliers that apply environmental-friendly protocols. We work closely with our suppliers to ensure that a wide range of products and services align with global commitments to environmental, social and governance issues.

Responsible Sourcing

We follow specific sustainable sourcing requirements for certain items, insist on seasonal ingredients, limit purchases of fish species at risk, ensure sustainable certification for wood and fabrics, purchase of animal cruelty-free amenities etc. To promote sustainable consumption, we aim to minimize the intake of natural resources and the use of toxic materials and establish standards that enable achieving present and future economic prosperity, environmental integrity and social equity across our value chain.

Examples of our practices include:

- Purchasing electrical and electronic equipment that complies with the Restriction of Hazardous Substances (RoHS) and the EU directive that deals with the use of certain hazardous substances in electrical and electronic equipment
- Assessing new electrical and electronic equipment according to its energy efficiency
- Conducting life cycle assessment before each purchase and choosing the most efficient option
- Purchasing high-performance cleaning and hygiene products from reputable companies that comply with international environmental policies and sustainability goals
- Prioritising purchases of items in reusable packaging (returned to the suppliers) and recyclable packaging and containers
- Purchasing chemical solutions from international market leaders in industrial water and process treatment, applying environmental-friendly protocols in its operation

Local Suppliers

At Phāea, part of our strategy is to prioritise local suppliers, and we aim to source most of our purchases locally or nationally. Our resorts' design and architecture is a product of the careful study of the island's history, nature and resources. Inspired by the surroundings, we used sustainable materials with a preference for locally sourced ones.

F&B Supplies 2022

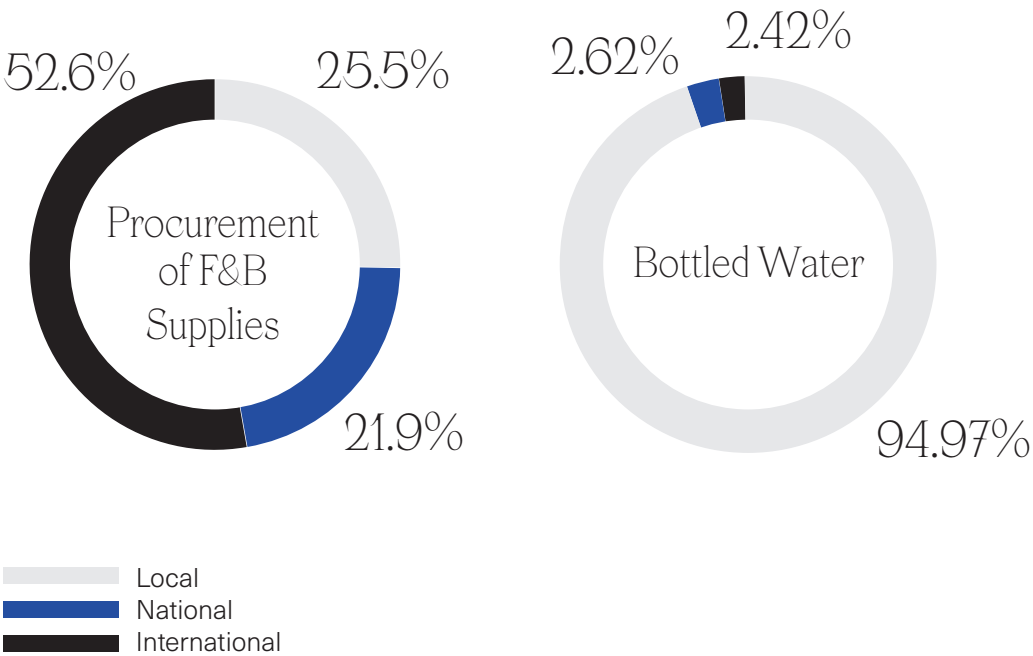
	Local Suppliers	National Suppliers	International Suppliers
Supplies purchased in value	€809,571.8	€696,405	€1,672,839
Number of suppliers	278		



Local and Seasonal Cuisine

In our effort to reduce the greenhouse emissions that arise from transportation and long-term storage, we use local seasonal ingredients in all our restaurants, some of which are locally produced by our employees through the Phāea Farmers program. Through our collaboration with local suppliers and the Phāea Farmers program, we aim to enhance our positive impact on the environment, support our people and offer seasonal, fresh and local products to our guests, which ensure the highest quality local produce for use in the kitchens.

F&B Supplies 2022





Responsible Renovation at Cretan Malia Park

Cretan Malia Park – initially a camping site – is an award-winning responsible tourism destination, integrating the local and Greek identity into a slow-paced living where travellers are offered the opportunity to explore, experience and live. The resort was renovated in 2019 into a minimalist environment, emphasizing the island's architectural heritage balanced by the resort's botanical gardens.

The hotel's approach to sustainability is holistic, focusing on well-being, slow-paced living, environmental responsibility and a dedication to preserve local history and culture. Cretan Malia Park is member of the Design Hotels™, which represents and markets a curated selection of over 300 independent hotels in more than 60 countries across the globe.

To renovate the Cretan Malia Park, we collaborated with local and certified suppliers who meet our standards for eco-design and sustainable sourced products. To achieve our responsible sourcing goals, we extended our collaboration with prominent Greek artists and local producers to honor the island's artisanal roots and the contemporary Cretan design concept. We cautiously chose natural-sourced materials and certified locally produced products to minimize our environmental impact as well as enhance our contribution to the local community. We used 100% natural or certified products for the flooring, and all furniture was from local artisans or certified suppliers. All textiles are from natural linen and cotton and all lobby carpets are made from natural materials (ABACA). We also equipped our mini bars with low-energy consumption products that were certified according to relevant standards (ISO 9001, ISO 14001 and ISO 50001).

370+
Events and
initiatives
showcasing
local culture and
environmental
appreciation

Local Community Development

Caring for our community can be manifested in a variety of ways. From consciously supporting small firms and local brands, to donations to people in need, charities or foundations that support the vulnerable and participation in social causes, at Phāea we remain true to our overall purpose of contributing to the development and well-being of our communities where we operate.

Local Events and Initiatives

Throughout the year, we organize numerous events aimed at showcasing our local culture to guests, fostering stronger connections with local communities, actively supporting regional initiatives, and enhancing appreciation for Cretan flora, natural environments, and heritage.

At Cretan Malia Park, we hosted the annual Design Hotels Members Conference (Arena) and organized approximately 100 events. These included multiple visits to the Phāea Farmers farm, wine and olive oil tastings, Bostani Pop-up events, Cretan Soul Events, beekeeping presentations, beach clean-ups, International Day of Tourism celebrations, and various sustainable activities at the mini club.

At Village Heights Resort, we conducted over 160 events, featuring garden tours, Greek language and cooking classes, a bazaar showcasing Cretan products, Cretan music performances, kids' eco days, and tree planting.

At Koutouloufari Village Holiday Club, we organized traditional Cretan nights and provided support for all events organized by Village Heights Resort. Blue Palace was highly active in 2022, organizing over 110 events and initiatives

**€46,388**

Total Investments in
monetary and in-kind
donations in 2022

Donations

Our approach encompasses both in-kind and monetary donations to support local, native and international social care causes, including local hospitals, schools, nursing homes, foundations and charities. Our in-kind donations, such as hardware, linen, and food, aid the efforts of local hospitals and nursing homes. We target our food and monetary donations toward children's charity organizations and local animal welfare organizations.

We have supported (indicative):

- Make a Wish Greece
- Diversey" (Linens for Life program)
- SOS children's villages
- KEA – "Hara" – A residential home for Children with Special Needs,
- Make a Wish
- ARCHELON (Sea Turtle Protection Society of Greece)
- The Heart of the Child"
- PIERRA CRETA
- NGO "Solidairty" FOR ALZHEIMER'S DISEASE AND HEALTHY AGING in Heraklion (NGO)
- IDEAN ROUTES
- Greek Tourism Confederation (SETE)
- Local Municipalities
- Local hospital: Reconstruction and renovation of hospital wing for the Development of Endoscopic Digestive Unit
- in Blue Palace €1 per receipt in the a la carte restaurants is donated to the non-profit organization Desmos

Volunteering

At Phāea, we actively promote volunteerism and encourage all employees to participate. Examples of our initiatives include planting trees and growing potatoes to donate to families in need. We also host annual environmental awareness events at our resorts for local elementary schools and participate in marathons and local sporting events such as Run Greece. Our activities further encompass cleaning coastal and underwater areas of the Greek shores and afforestation of local mountainous regions. What we have achieved:

Tree planting:

250 trees were planted in the local area of Plaka Elounda

Potatoes planting:

Approximately 200kg from the organic garden of Blue Palace were donated to local families in need in 2017 and 2020

Our Partnership with Local Elementary Schools

We collaborate with local elementary schools to offer engaging environmental and wellness lessons through interactive beach cleanups, recycling initiatives, educational hotel tours, and cooking classes. Our support for local schools is ongoing and responsive, even during challenging times like the pandemic when we provided tablets to facilitate distance learning.

Animal welfare is a priority at our hotels. Our Cat Cafés, a dedicated outdoor space separate from the hotels' main buildings, allows guests to interact with and feed our friendly feline residents at any time of day, in a peaceful setting. All of the cats are neutered and sterilized. In addition to the Cat Cafés, our hotels actively support animal shelters by hosting events on the premises, as well as providing sponsorships and donations. At Crete Malia Park, we have completed neutering procedures for 9 stray cats, ensured their medical needs were met, and provided the assistance of a dedicated veterinarian.

Our Commitments

We are committed to developing a responsible value chain by supporting the work of local suppliers and selecting products that are sustainable with the minimum societal and environmental impact; be it now or in the future. Simultaneously, we also invest in community support actions such as volunteer programmes for our employees that consistently deliver actual results for our fellow islanders.



06

Our Environmental Responsibility



As luxury hotel operators, we are conscious in delivering uncompromising service while focusing on minimizing our environmental impact. We strive to reduce our resorts' environmental impact and provide eco-friendly accommodation options for our guests. We are committed to promoting environmental sustainability and protecting the natural resources that support our resort operations.

Our Achievements

91%	100%	57%
Of our total energy consumption derives from renewable sources	Natural or environmentally certified flooring	Decrease of waste to landfill per guest night compared to 2019
20%	100%	1,720 m ²
Decrease in food waste (guest meals) - WWF's "Hotel Kitchen: Food has Value" programme	Our landscape is free of synthetic pesticides and herbicides	of our landscape is certified organic gardens
~4 tons	Most of the chemical cleaning products used by Housekeeping are Green Seal Certified or EU Ecolabel	11%
of seasonal vegetables and herbs cultivated in our gardens		Decrease of total energy consumption compared to 2019

Note:

Due to the COVID-19, the 2020 and 2021 resort's environmental data cannot be compared to previous seasons. The COVID crisis has led to a significant decrease in guest nights, shorter operating periods, and has considerably increased consumption of single-use items for hygiene reasons.

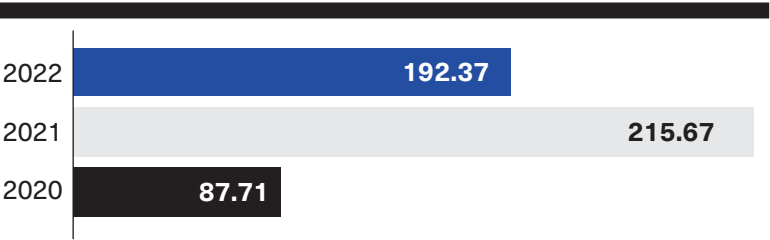
Our Approach

At Phāea we recognise our critical responsibility to protect our planet so that it remains healthy and vibrant for future generations. We focus on practices designed to reduce our greenhouse gas (GHG) emissions and environmental footprint as a whole. All our hotels monitor, measure and report on their GHG emissions. We take measurable actions to reduce waste production, divert waste from landfills, increase recycling and food composting and achieve plastic-free operation. We also implement a series of water and energy management initiatives with the vision to create a healthier environment for future generations.

Water Management

Water management initiatives include the development of procedures, the installation of water-saving devices, the improvement of the efficiency of landscape watering and the control of water leakage. The collection of solid data on water consumption, allows us to make comparisons, implement direct interventions, make significant savings and improve our overall performance on the long run.

Water Consumption (Ml)



Water Interactions	
Water withdrawal (Ml)	192.37
Water storage (Ml)	0.80
Annual water saving (Ml)	12.39
Water withdrawal per guest (litres)	676 (Average)

Our Key Achievements since 2020:

Group level

- Implementing water management plan
- High pressure tests before opening to ensure pipe safety
- Training employees on water saving procedures
- Educating guests about the importance of saving water

Cretan Malia Park

- Connecting all new water meters to BMS Metering platform
- Installing water meters with pulse output
- Using smart and rain sensitive watering system for gardens
- Installing touchless faucets in all public restrooms
- Using native plants to reduce our irrigation needs
- Locating and repairing leaks
- Installing cisterns with regulated water flow
- Installing push button public shower

Blue Palace

- Installing a new irrigation system at Beach and Spa gardens
- Connecting all new water meters to BMS Metering platform
- Installing water meters with pulse output

Village Heights Resort

- Locating and repairing leaks

Our Strategy to Tackle Plastic Consumption and Waste until 2025

As signatories of the Global Tourism Plastics Initiative, we aim to achieve 100% of recycling of plastic packaging and items in our resorts by 2025. We already follow EU regulations by reducing non-essential single-use plastics and have an ongoing partnership with Nespresso to recycle coffee capsules.

Strategy roadmap

In the framework of the Global Tourism Plastics Initiative (UNWTO), we commit to:

2021

Conducting an auditing & recorrdng study on site to identity problematic single use plastics per department as well as priotiry operations for discontinuation, reduction and replacement of plastic use.

2023

Removing or eliminating problematic & unnecessary plastic items and packaging from all ralated to guests services (based on the EU Directive 2019/904).

2024

Introducing - wherever possible - alternatives, reusable or of better environmental perfomance, safe for the public health during their use and for the environmental after their disposal.

2025

Taking actions to move towards 100% of plastic packaging and items to be recyclable, or with higher recycled content or biodegradable / compostable if the local infrastructure meets their respective composting standards for all the back of the house operations.

Our operation pillars

Waste Management & inderect GHG emissions

Health & safety pressure due to covid-19 pandemic

Legislation

Safeguarding the beauty of tourism destinations & vititors experience



Staff's Training



Communication action plan & guests engagement

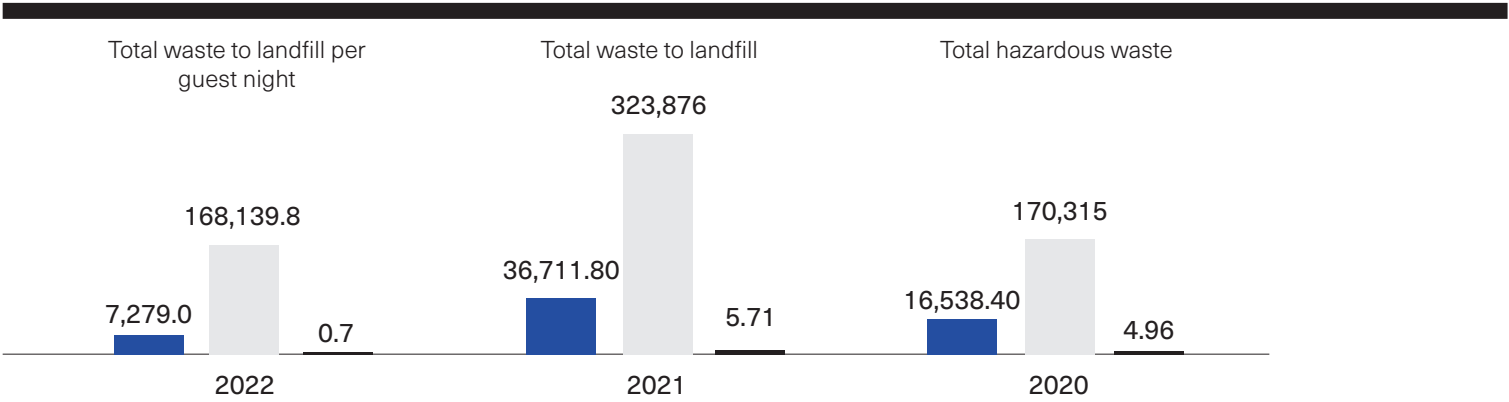
However, our vision is much greater, and we now work based on our plastic reduction roadmap for eliminating unnecessary consumption. Our road map is aligned with the respective EU directive, adopted in 2019 and its starting point is the identification of the single-use plastic items across all resorts and their departments.

Waste Management

We have embarked on an ambitious plan to reduce the use of plastics and adopt new alternatives into our daily operations. We are committed to reducing our waste, the amount of solid waste in landfill and enabling principles of the circular economy. We collaborate with partner organizations accredited per ISO 9001, ISO 14001, ISO 18001, ISO 39001 and ISCC EU standards to support best practices for waste reduction and recycling and per the legislation’s requirements.

Due to COVID-19 protective measures, we had to use single-use items during 2021 to reassure our guests and employee protection.

Waste Management (kg)



103,080.3 kg
Non-hazardous waste
diverted from disposal

Waste (kg)	2022
Hazardous waste	7,279.0
Non hazardous waste	271,220.1
Total amounts of waste	278,499.1

The 2020 and 2021 data are not representative and are not directly comparable with those of previous years, due to the different operating conditions after the pandemic outbreak, including much shorter operating period and less guest nights (reduction by 67.5% in 2020).

Food Waste

We are aware that food waste is a prominent problem in the hospitality sector that negatively affects the environment and society. Therefore, we are working to reduce food waste through a series of measures and initiatives, such as the “Food for Feed” pilot project to convert our food waste into animal feed.



Hotel Kitchen: Food has Value

Cretan Malia Park is one of the 11 hotels in Greece, that participates in WWF's “Hotel Kitchen: Food has Value” initiative, that aims to limit food waste generated by the hospitality industry. Through our participation in the programme in 2021, we managed to decrease the food waste from our guests' dishes at the buffet by up to 20%.

At Phāea we aim to improve our landscape and towards that direction we use organic fertilisers such as composted scraps from our kitchens, as well as vermiculture to nourish our certified-organic garden. Some of the organic waste produced by the hotels is treated through natural composting with earthworms (vermicast). The compost produced is used in our Certified Organic Garden.



Minimising Food Waste at Phāea

At Phāea, we are deeply committed to sustainability, and we continuously strive to minimise our ecological footprint. One of our key initiatives focuses on reducing food waste throughout our operations. In our ongoing efforts to combat this global issue, we have adopted zero food waste techniques and recipes in our kitchen. By incorporating innovative approaches, we ensure that every ingredient is maximised, minimising unnecessary waste.

Furthermore, we recognise the importance of proper training and education. Our dedicated kitchen staff undergo comprehensive training programmes that emphasise the importance of reducing food waste. Through these initiatives, we empower our team members to implement sustainable practices in their daily routines, ultimately making a significant impact on our overall waste reduction goals.

To address food waste at its source, we have implemented natural composters on our resort's premises. These composters utilise the power of earthworms to break down organic waste efficiently. This on-site solution allows us to handle food waste in an environmentally friendly manner, minimising the need for off-site waste disposal. We are proud to share that in 2022 alone, our composting efforts successfully treated and transformed 27 tonnes of organic waste, diverting it from landfills and turning it into valuable compost.

Phāea remains steadfast in our commitment to sustainable practices, and our ongoing efforts to minimise food waste reflect this dedication.

Energy Management

We utilize the latest technology systems to achieve high levels of efficiency in energy use.

Our 3-step loop for energy efficiency includes:



Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives

9% Blue Palace	13% Cretan Malia Park	12% Village Heights Resort	5% Koutouloufari Village Holiday Club
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Energy Consumption per Guest Night (kWh/ Guest Night)	2022	2021	2020
Electricity	115.12	169.13	141.83
Cooking gas	9.54	14.6	11.83
Diesel	0.96	1.51	1.76
Average	41.87	61.75	51.81

Energy Consumption 2022	Total
Electricity from renewable sources (kWh)	8,177,814.70

Total Fuel Consumption 2022	Total
Diesel (litres)	20,573.10
Gasoline (litres)	22,721.70
LPG (Cooking gas) (kg)	107,458.90



Our Key Achievements since 2020:

- Implementing Energy Management Plan (Group level)
- 100% of the electricity supplied to the hotel is from renewable sources (Blue Palace, Cretan Malia Park, Village Heights Resort, Koutouloufari Village Holiday Club)
- Installing energy analyzers for Electric Energy Quality Monitoring (Blue Palace, Cretan Malia Park, Village Heights Resort)
- Installing electric car chargers encourages guests and employees to use environmentally friendly vehicles (Blue Palace, Village Heights Resort)
- Replacing all conventional lights with LED bulbs (Blue Palace, Cretan Malia Park, Koutouloufari Village Holiday Club)
- Installing a flexible and configurable Building Management System (BMS) that provides detailed data and can be used to design and implement automation scenarios that increase efficiency of our systems (Blue Palace, Cretan Malia Park)
- Using geothermal energy to increase the efficiency of hot water production and air conditioning machines (Cretan Malia Park)

Sustainable Landscape Management

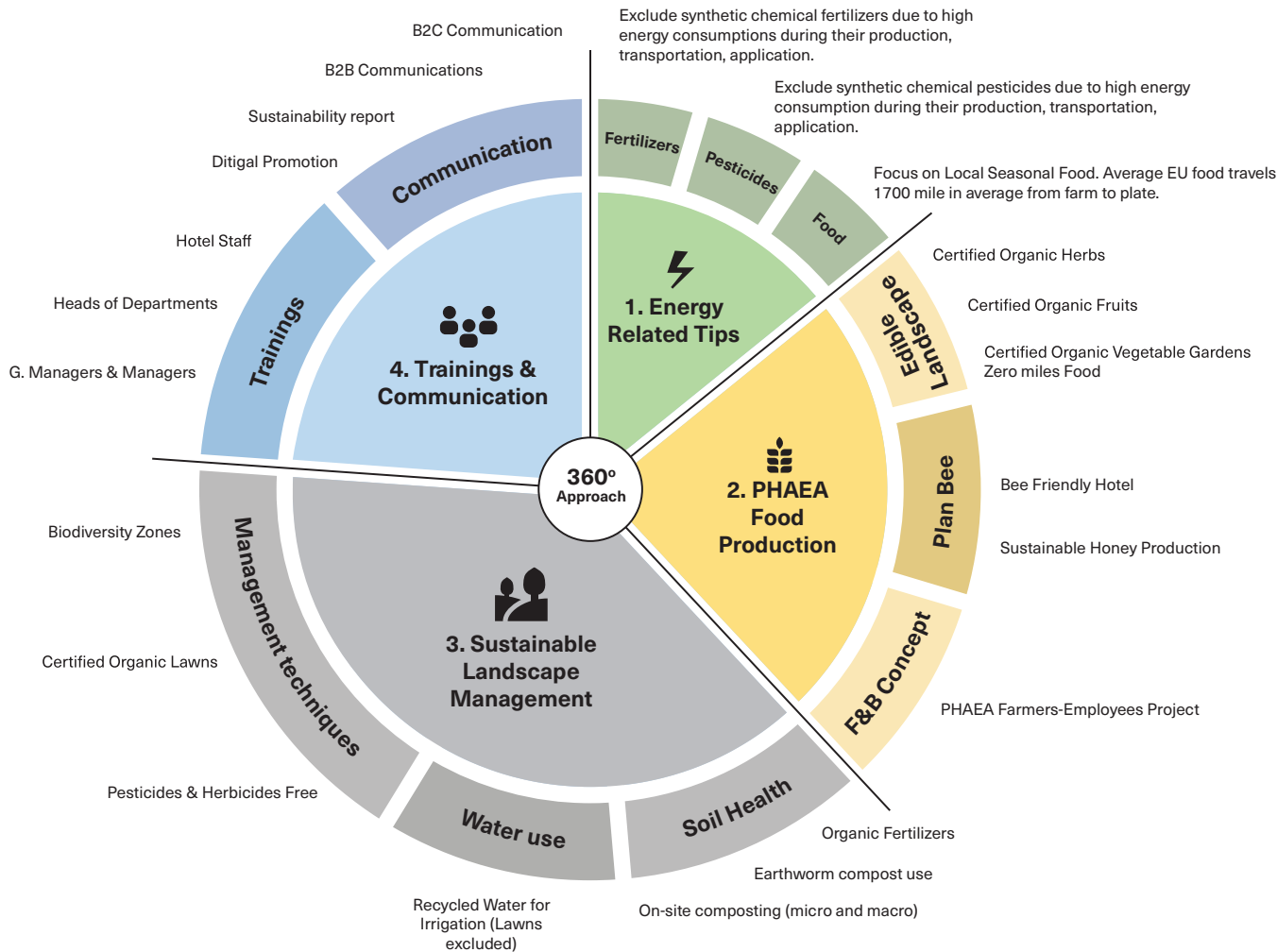
In 2021, we launched the Phāea Sustainable Landscape Management Program, designed to implement best practices, improve soil health, mitigate climate change and increase landscape energy efficiency.

Our Key Achievements:

- Landscape 100% free of synthetic pesticides and herbicides
- Soil health improvement through earthworms and organic fertilisers
- 1,720 m² of certified organic gardens (750 m² in Cretan Malia Park, 970 m² in Blue Palace)
- 3,900 kg of production of seasonal vegetables and herbs
- Our edible landscaping (fruits and herbs) and organic grass are certified by DIO (non-profit public benefit organization), inspection and certification organization of organic products
- Beneficial herbs for bees and other pollinators are planted throughout our hotels as part of the Phāea Plan Bee project
- Biodiversity zones in coastal areas have been identified and protected accordingly in Cretan Malia Park

Our next steps include the expansion, the identification and protection of coastal and landscape areas in all our properties by 2023.

For the needs of the program, we developed the 360° Sustainable Green Hotel Guide Phāea and the 360° Roadmap on PHĀEA Sustainable Landscape Management.



The Phāea Certified Organic Hotel Farming

Through our Phāea Certified Organic Hotel Farming program, we raise awareness of the benefits of organic farming and promote sustainable agriculture in Crete. We operate organic gardens on an area of 1,720 m², cultivating different fruit trees, vegetables and aromatic herbs that are endemic to the island with a production process certified organic by DIO. Our gardens are grown by a team of local gardeners. They have produced over 25 kinds of vegetables, fruits and herbs in the past years sourced to our hotels' kitchens. The organic kitchen gardens are open to visitors, while curated awareness activities and experiences for children and adults are organized throughout the season.



The Phāea Plan Bee

Our resorts are working towards implementing a series of actions that will enable bee pollination; with year-round blooming plants, diverse agriculture and Crete's warm climate, bees can forage and colonies grow all year. To do so, Phāea partner with like-minded organizations to find inclusive, sustainable hospitality solutions. The Phāea Plan Bee initiative is based on the need to strengthen the pollinators, specifically bees, the greatest pollinators in Europe.

Quick Facts about the Program

We:

- Installed private beehives in selected hotels and maintain water points for pollinators
- Created pollinator-friendly gardens by planting plants with intense flowering throughout the year
- Increased awareness for the programme by training our employees and involving our guests through relevant actions
- Installed beehive cameras to collect data on bees' behavior

DID YOU KNOW?

Protecting Pollinators is Essential, since they:

- Help 75% of crops producing fruits and seeds to pollinate
- Increase biodiversity
- Increase food production
- Provide micronutrient-rich foods
- Maintain ecosystems

In 2022:

101 kg

production of honey from our own beehives

20%

of our production will be given back to the bees. The remaining will be served for breakfast at Anθos restaurant

In 2021:

40 kg

production of honey for own beehives. 100% was given back to the bees



Phāea Roofs

We have a total of 1,757 m² of green roofs in Cretan Malia Park. We have activated 71% of our roof tops and we aim to activate 100% of them in 2024.

Our planted roofs host native plants requiring very low watering and offer insulation: a green roof can reduce a building's cooling demands by about 30% and its heating by 15% on an average day.

We have installed solar- energy-generating photovoltaic panels and coupled with additional actions, we expect a 20% reduction of our total energy consumption in 2023, compared to 2019.

Through planted roofs and installation of photovoltaic panels, we ensure that we achieve valuable energy and demonstrate environmental consciousness, as part of our holistic sustainability strategy.

Environmental Awareness for our Guests

We seek to promote responsible travel through environmental awareness, preserving natural ecological and cultural heritage while providing a more enjoyable and meaningful experience for our guests.

We support local initiatives such as the “World Tourism Day” celebration and the “Cretan Street Food” festival. We regularly organize environmental workshops as part of our sustainability and conservation ethos.

Our Clubs’ eco-awareness activities include clean-up activities, mini organic gardening etc. All our activities and practices focus on engaging our younger guests. Finally, we offer an electric vehicle charging station on the hotel premises, while various types of electric and hybrid cars are available to our guests through collaboration with our partners.

Garden Tours

Cretan Malia Park offers guests the opportunity to learn about the island's floral heritage. The visitor can join head gardener on a tour through beautiful grounds and learn about a world of hundreds of indigenous species of the island of Crete.

Cleaning Products

At Phāea we pursue to minimize the use of toxic materials, accordingly we manage the waste and pollutants generated from our operations according to the best available environmental options. Our practices include purchase of animal cruelty-free amenities, paper and carton products from Fiberpack™ certified suppliers and chemical solutions by suppliers that apply environmental-friendly protocols etc.

Most of the chemical cleaning products used by Housekeeping are Green Seal Certified or EU Ecolabel which resulted to the minimize of our environmental impact.

Our Commitments

At Phāea, we remain committed to reducing our environmental impact at the local level, while strengthening our recycling program, managing effectively our water and electricity plans and moving towards plastic-free resorts by 2025.

By 2023, we aim to secure ISO 50001 Energy Management certification for Blue Palace, Cretan Malia Park, and Village Heights Resort. Also, by 2025, 100% of plastic packaging and other items will be recyclable, as per our commitment to Global Tourism Plastic Initiative. In 2024, we plan to utilize all of our available rooftop space by installing 714 m² of photovoltaic panels.



07

Our People



Our employees are at the heart of everything we do; they shape who we are, what we achieve and what we believe. Our employees are essential to achieving our strategy and vision, which is why we continually invest in them and aim to build a culture of recognition and respect while maintaining a safe, fair and inclusive workplace.

Our Achievements

599

Employees, of which 324 are women

8.64%

Women in management roles

€140,837.1

Invested in employee benefits

86.8%

Local Employees

We made 183 new hires

106

Trainings conducted

7,492

Hours in education and lifelong learning programmes

Our Approach

All our employees, regardless of gender, nationality or age, are treated with the utmost respect and dignity. Our commitment is to provide a safe working environment that provides equal opportunities for all. Towards that direction, at Phāea, we do not allow any harassment behaviors because of race, religion, national origin, age, gender, sexual orientation or abilities.

At Phāea, we:

- Provide a fair and equal work environment for all
- Protect human rights
- Provide a safe and healthy work environment
- Eliminate child exploitation
- Eliminate discrimination in the workplace
- Promote diversity and inclusion in the workplace
- Train employees and provide equal opportunities for professional advancement
- Implement performance appraisal systems
- Maintain an open-door policy

45.9%
275
Male employees



54.1%
324
Female employees

Our People

	Administration		Blue Palace		Cretan Malia Park		Village Heights Resort		Koutouloufari Village Holiday Club		Total
	number	%	number	%	number	%	number	%	number	%	
Men	10	27.8%	124	43.1%	92	51.4%	46	52.9	46	52.9	275
Women	26	72.2%	164	56.9%	87	48.6%	41	47.1	41	47.1	324
Total	36	100	288	100	179	100	87	100	87	100	599

Local Talent

We hire local people and ensure that our resorts live and breathe local cultures. We pride ourselves on reaching over 85% of local talent employed in our Group.

Local Employees per Hotel	2022	2021
Blue Palace	83%	87.5%
Cretan Malia Park	90.5%	93.6%
Village Heights Resort	100%	100%
Koutouloufari Village Holiday Club	100%	100%
Total Average	86.8%	95.3%



Quick Facts

We produced

14,199 kg fruits and vegetables
(7,000 in 2021)

790 kg honey (1,381 kg in 2021)

101 kg honey from own beehives

10,110 kg olive oil (1,340kg in 2021)



€37,643
income (€36,900 in 2021)



6 employees
in the programme (4 in 2021)



23 land parcels
reaching a total of **12 local communities** around Crete



22% of fruits and vegetables from Phāea Farmers program & own organic gardens



54% of honey from Phāea Farmers program & own production

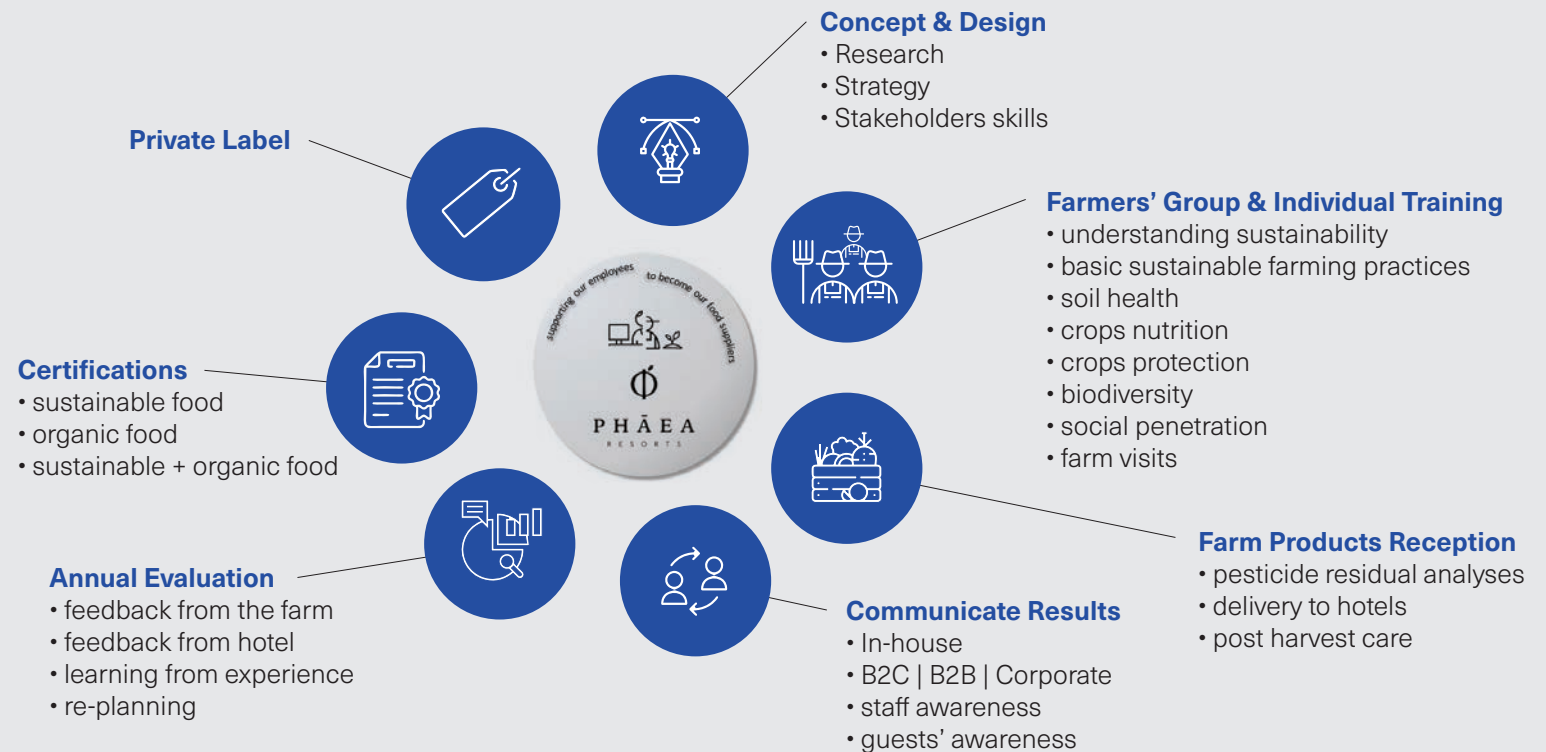


81% of extra virgin olive oil from Phāea Farmers program

Phāea Farmers Programme

The Phāea Farmers Programme promotes our employees' agricultural activities.

As Crete is an island known for its agriculture, many of our employees are also seasonal farmers during the low season, when hotels are closed. Under this context, at Phāea, we have designed the "Phāea Farmers Program" to support our people's agricultural efforts utilizing a network of local food experts and agronomists. Through these critical collaborations, our farmers are trained in sustainable and organic farming methods and sustainable land use. The programme creates value for our employees and improves the quality of the products, which we purchase directly from them. In addition, we offer our guests with premium quality, fresh, seasonal, organic produce and offer unique local experiences at our farms and organic gardens.



A Culture of Wellness and Well-being

The wellness and well-being of our people are a priority for us at Phāea since they constitute the foundation for our success. We pride ourselves on creating a respectful, professional and inclusive workplace for everyone.

Throughout 2022, we also continued initiatives such as Culture Day and HR Days, where we stimulated our organizational culture while interacting with the employees taking feedback from them and recording their needs and considerations. We also develop our parental leave policies and evaluate and review them to ensure they support our people to be at their best. Another key focus area for us is protecting our employees' mental health and work-life balance.

Our actions towards employee well-being include initiatives dedicated to our people, such as the organization's Culture and Human Resources Day. During those days, we also offer comprehensive benefit programmes and resources, which include:

Best Employee per hotel linked to Daskalakis Award	Gift Voucher to employees' children who admitted in universities and for employees who are becoming parents	Book Club
Gift Voucher and low rates at Phāea to employees at the end of the season and in special occasions	Credit Facility/ Loan for employees	Kids Party per hotel for employees' children before the beginning of the school year
Wedding Gift	Blood bank	Financial Aid in case of any serious disease, accident or any other problem in employees' families
Me & My Family rates to Phāea	Medical Insurance	Associate Appreciation week

The Phāea Book Club

Phāea and its partnering publishing company invest in creating a seasonal reading list for its employees. The Phāea Book Club aims to improve team members’ communication, advance diversity and inclusion initiatives, broaden perspectives and strengthen interpersonal relationships through meaningful discussion.

Employee Engagement

At Phāea, employee engagement is at the heart of our business strategy. We seek to create an environment where employees captivate our family culture and remain engaged while experiencing job satisfaction, job commitment and cultural engagement throughout their employment.

The Employee Engagement Survey takes place every year. It allows employees to share their views on key topics relating to our culture, flexible working and health and well-being. We present below some indicative results of the 2022 Survey:

Employee Engagement Survey in 2022

% represents agreement with the statement and includes aggregated responses from all hotels and the Head Office

91% I would recommend Phāea to a job seeker	88 % I am proud to work for Phāea	81% Phāea fulfills the promises it makes to its employees	72% Phāea inspires me to give my best	70% I would stay with Phāea even if I was offered a similar position in another company
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Diversity and Inclusion

Phāea is committed to offering an inclusive workplace that values all employees for their individual skills and strengths. For that reason, we embrace people with disabilities and provide them with equal opportunities to succeed, learn and advance while also being fairly compensated. Our disability inclusion programme contributes to talent recruitment and better employee retention while offering all the tools to our employees to succeed.

Gender Equality

Gender balance is a vital part of our Sustainability strategy. We strongly believe that maintaining a gender balance is the right thing to do and fundamental for our guests' connection with our sustainability approach and values. With two female CEOs overseeing all management and operations, we are proud to fly the flag high for equality and lead by example. At the same time, we look beyond the 50:50 ratio among our employees. We focus on the career development opportunities provided to women at the management level as well as empowering women at the lower levels of the organization.

In Phāea, apart from the housekeeping roles - where the representation of women is almost absolute -the percentage in managerial positions is constantly rising.

Human Resources by Gender and Rank 2022	Number			%	
	Men	Women	Total	Men	Women
Board Members (executives)	1	2	3	66.7%	33.3%
Managers	42	28	70	40.0%	60.0%
Non-managers	232	294	526	55.9%	44.1%
Total	275	324	599	54.1%	45.9%

Training and Development

We consider our team members' career development a top priority and a key to our long-term success of attracting, rewarding and retaining the best people in our organization. We seek to identify and develop new talent and provide various learning experiences and flexible delivery methods for a diverse learning audience. This includes on-the-job practice, coaching and counselling, effective performance appraisals and honest and timely feedback, as well as development methods such as:

€24,369

Training investment
in 2022

Training and Development methods at Phāea

Online training portal (Digital Learning Zone of Marriott in https://mgs.marriott.com/) Applicable in Blue Palace Resort	Marriott's Digital Learning Zone offers access to various training resources and programmes for the Management Team and Front Liners at Blue Palace. They must complete these on an annual basis.
The Phāea Academy (https://elearning.Phāearesorts.com/)	The Phāea Academy is a digital resource that provides remote access to a wide range of training materials and resources for all associates. It includes videos, presentations, manuals, progress tracking, testing, and content sharing. Its purpose is to gather theoretical training resources and employee manuals in one accessible location for HR Department and Department Managers.
Human Resources workshops	Our HR workshops led by experienced consultants focus on teaching high-level associates and managers the skills they need to manage and support the workforce. They include interactive elements such as group discussions, role-playing exercises, and case studies to apply concepts to real-world situations. Topics covered are recruitment, performance management, employee relations, compensation & benefits.
New hire orientation	Our HR workshops led by experienced consultants focus on teaching high-level associates and managers the skills they need to manage and support the workforce. They include interactive elements such as group discussions, role-playing exercises, and case studies to apply concepts to real-world situations. Topics covered are recruitment, performance management, employee relations, compensation & benefits.

Number of Trainings

	2022	2021
Blue Palace	45	39
Cretan Malia Park	17	20
Village Heights Resort	28	20
Koutouloufari Village Holiday Club	5	20
Total	95	119

*excludes Administration

Employee Training 2022

	Number of participants
Men	176
Women	194
Total	370
Training topics	106

Training Hours by Rank 2022

	Men	Women	Total
Board members	10	45	55
Managers	1,274	647	1,921
Non-managers	2,122	3,394	5,516
Total	3,406	4,086	7,492

Example of training topics include: Standards, Sustainability Duties, Emergency Procedures, Child Protection, Standard Operation Procedures per Department, Fire Safety, Food Safety and Allergens, Accidents and Illness Handling.

Ensuring Health and Safety for Our People

Creating a culture of health and safety in the workplace is an important priority for us. We operate a comprehensive policy framework combined with specialized training that focuses on proactive hazard identification, risk assessment, reduction and control as well as investigation to implement appropriate corrective actions when an issue arises. Moreover, we implement a health and safety management system which is based on ISO 45001.

Our Occupational Health and Safety teams across all our hotels are assigned the following tasks:

- Reporting health and safety-related issues
- Developing accident-prevention programmes
- Taking part in workplace inspections



Health and Safety Indicators 2022

Number of hours worked	808,293
Number of recordable work-related injuries	22
Number of fatalities as a result of work-related injury;	0
Number of high-consequence work-related injuries (excluding fatalities)	0

Indicative Training on Health and Safety 2022

	Topic	Participants	Total training hours
2022	Swimming pool security supervisor	16	64
	Fire safety	48	144
	Allergens	192	384
	Fire drill and evacuation	354	708
	POSI (Prevention Of Spread of an Infection)	584	1,168
	Health&safe workplace	584	1,168
	First aid	15	75
	Emergency manual procedures	584	1,168
Total		2,377	4,879
2021	First aid	24	120
	Covid protocols	508	1,016
	Allergens	173	346
	Use of chemicals	508	508
	Fire drill and evacuation	294	588
	Emergency manual procedures	508	1,016
Total		2,015	3,594

Our Commitments

At Phāea, we are committed to maintaining a healthy and safe workplace that values all employees and promotes diversity and inclusivity. Additionally, we pledge to bolster the Phāea Farmers Program by expanding its reach and strengthening its support for local farmers. By 2024 we will procure 100% of olive oil and honey for Phāea Food Chain from the Phāea Farmers Program.



08



08

Sustainability
Performance

Guests

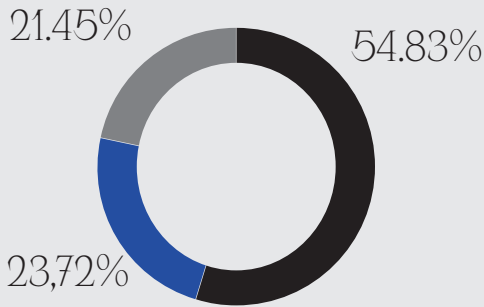
Guests by region	Blue Palace		Cretan Malia Park		Village Heights Resort		Koutouloufari Village Holiday Club		TOTAL	
	Number	%	Number	%	Number	%	Number	%	Number	%
Greek	475	2.90%	332	2.60%	350	4.30%	84	4.50%	1,241	3.20%
European	6,543	39.60%	8,207	65.10%	3,469	42.50%	1,227	65.20%	19,446	49.60%
Non-European	9,521	57.60%	4,077	32.30%	4,335	53.20%	572	30.40%	18,505	47.20%
Total	16,539	100%	12,616	100%	8,154	100%	1,883	100%	39,192	100%

Certified Waste Management Partners

Waste Category	Certifications
Light Bulbs	ISO 9001, ISO 14001, ISO 18001, ISO 39001
Club cars' Batteries	ISO 9001, ISO 14001, ISO 18001, ISO 39001
Batteries	ISO 9001, ISO 14001, ISO 18001, ISO 39001
Electrical and Electronic equipment	ISO 9001, ISO 14001, ISO 18001, ISO 39001
Cooking oils	ISCC EU
Lubricants	ISO 50001, ISO 9001, ISO 14001
Metals	ISO 9001, ISO 14001, ISO 18001, ISO 39001
Glass	ISO 9001, ISO 14001, ISO 18001, ISO 39001

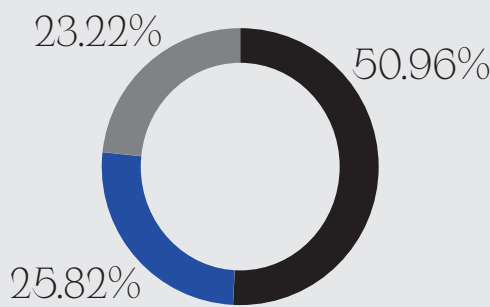
F&B Supplies Financial Balance 2022

Blue Palace



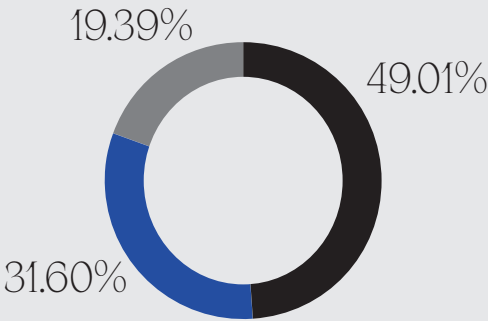
- Local
- National
- International

Cretan Malia Park



- Local
- National
- International

Village Heights Resort



- Local
- National
- International

Environmental

Water Interactions 2022	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Total water withdrawal (Ml)	103.47	33.69	51.69	3.52	192.37
Water storage (Ml)	0.4	0.15	0.2	0.05	0.80
Annual water saving (Ml)	5.23	1.52	5.59	0.03	12.39
Water withdrawal per guest (litres)	1,278	38	779	265	(Average) 676

Waste Management 2022 (kg)	Cretan Malia Park	Village Heights	Koutouloufari Village	Blue Palace	Total
Total hazardous waste diverted from disposal	3,654.0	1,944.0	1,678.0	3.0	7,279.0
Total hazardous waste that is NOT diverted from disposal	-	-	-	-	-
Total amounts of hazardous waste	3,654.0	1,944.0	1,678.0	3.0	7,279.0
Total non-hazardous waste diverted from disposal	63,718.4	25,800.2	13,296.0	265.8	103,080.3
Total non-hazardous waste that is NOT diverted from disposal	122,594.9	19,612.2	25,932.7	-	168,139.8
Total amounts of non-hazardous waste	186,313.2	45,412.4	39,228.6	265.8	271,220.1
Total amounts of waste	189,967.2	47,356.4	40,906.6	268.8	278,499.1

Treatment and Recycling 2022

	Waste Category	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Hazardous (kg)	Light bulbs	60	-	40	-	100
	Large batteries	1,046	-	-	-	1,046
	Small batteries	-	38	75	3	116
	Electrical and Electronic equipment	2,520	1,905	1,560	-	5,985
	Toners	28	1	3	-	32
Non-Hazardous (kg)	Metal	945	4,465	6,285	-	11,695.0
	Aluminium	125.0	-	180.0	-	305.0
	Glass	31,030.0	15,450.0	4,430.0	-	50,910.0
	Nespresso capsules	1,195.10	496.3	726.6	-	2,417.9
	Plastic & paper cardboard	1,618.9	1,775.4	1,327.4	265.8	4,987.5
	Cooking oils	2,447.4	855.0	338.0	-	3,640.4
	Solid oils	-	-	-	-	-
	Soap	895.0	-	9.0	-	904.0
	Compost	25,462.44	2,758.5	-	-	28,220.5

Landfill and Incineration 2022

	Waste Category	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Non-Hazardous (kg)	Organic waste	122,590.0	19,606.9	25,928.7	-	168,125.6
	Other	4.9	5.3	4.0	-	14.2

Energy Consumption 2022

	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Electricity consumption (from renewable sources) (kWh)	4,955,526.3	1,352,355.5	1,689,142.9	175,715.0	8,177,814.70
Diesel (litres)	6,706.1	5,293.4	8,573.6	0.0	20,573.10
Gasoline (litres)	4,757.6	10,409.5	7,554.6	0.0	22,721.70
LPG (Cooking gas) (kg)	70,138.2	22,875.2	14,311.0	134.5	107,458.90

Energy Consumption Intensity 2022

	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Energy consumption intensity 1 (kwh/guest night)	67.9	17.1	27.4	13.3	125.70
Energy consumption intensity 2 (kwh/room night)	144.2	42.7	71.1	29.5	287.50
Energy consumption intensity 3 (kwh/m2)	271.2	173.4	113.1	125.3	683.00

Social

Permanent Employees 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	10	24	34	12	12	24	8	1	9	11	0	11	1	0	1
Part-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Board members	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0
Managers	4	13	17	3	5	8	4	0	4	3	0	3	0	0	0
Non-managers	5	9	14	9	7	16	4	1	5	8	0	8	1	0	1

Seasonal Employees 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	0	1	1	99	144	243	78	82	160	35	41	76	2	6	8
Part-time	0	1	1	13	8	21	6	4	10	0	0	0	0	0	0
Board members	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managers	0	1	1	13	4	17	7	4	11	7	1	8	1	0	1
Non-managers	0	1	1	99	148	247	77	82	159	28	40	68	1	6	7

Permanent Employees by Age 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
<30	0	3	3	0	2	2	0	0	0	0	0	0	0	0	0
30-50	8	18	26	8	8	16	5	1	6	9	0	9	1	0	1
50+	2	3	5	4	2	6	3	0	3	2	0	2	0	0	0
Total	10	24	34	12	14	24	8	1	9	11	0	11	1	0	1

Seasonal Employees by Age 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
<30	0	1	1	39	45	84	32	22	54	15	3	18	1	1	2
30-50	0	1	1	62	86	148	38	47	85	15	26	41	1	4	5
50+	0	0	0	11	21	32	14	17	31	5	12	17	0	1	1
Total	0	2	2	112	152	264	84	86	170	35	41	76	2	6	8

Employee Hires by Age 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
<30	0	2	2	18	31	49	11	16	27	10	3	13	0	1	1
30-50	0	2	2	16	18	34	12	20	32	6	9	15	0	0	0
50+	0	0	0	3	0	3	1	2	3	1	1	2	0	0	0
Total	0	4	4	37	49	86	24	38	62	17	13	30	0	1	1

Employee Leaves by Age 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
<30	0	1	1	5	4	9	5	1	6	0	1	1	0	0	0
30-50	1	2	3	4	7	11	5	6	11	0	0	0	0	0	0
50+	1	0	1	1	1	2	4	8	12	0	1	1	0	0	0
Total	2	3	5	10	12	22	14	15	29	0	2	2	0	0	0

Employee Training 2022 (participants)

Number of participants	Administration	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Men	12	96	42	25	1	176
Women	22	103	34	34	1	194
Total	34	199	76	59	2	370

Training Hours by Rank 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Board members	10	45	55	0	0	0	0	0	0	0	0	0	0	0	0
Managers	64	217	281	534	219	753	327	160	487	300	51	351	49	0	49
Non-managers	10	10	20	1,133	2,293	3,426	731	848	1,579	248	235	483	0	8	8
Total	84	272	356	1,667	2,512	4,179	1,058	1,008	2,066	548	286	834	49	8	57

Other Indicators 2022

	Administration	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Trainees	2	36	20	13	0	71
Mother employees	7	59	36	12	3	117
Returning employees	33	223	154	69	8	487
Outsourced employees	2	7	9	7	0	25

Parental Leave 2022

	Administration			Blue Palace			Cretan Malia Park			Village Heights Resort			Koutouloufari Village Holiday Club		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees that were entitled to parental leave	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0
Total number of employees that took parental leave	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0
Employees that returned to work in the reporting period after parental leave ended	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees that returned to work in the reporting period after parental leave ended	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0

Health and Safety Indicators in 2022

	Administration	Blue Palace	Cretan Malia Park	Village Heights Resort	Koutouloufari Village Holiday Club	Total
Number of hours worked	77,480	367,424	241,722	110,084	11,224	808,293
Number and rate of recordable work-related injuries	0	7	7	8	0	22
Number and rate of fatalities as a result of work-related injury;	0	0	0	0	0	0
Number and rate of high-consequence work-related injuries (excluding fatalities)	0	0	0	0	0	0



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About the Report

The 2022 Sustainability Report is the first for Phāea and has been developed in reference to the internationally recognised GRI Standards. The 2022 Sustainability Report presents data from the resorts: Blue Palace, Cretan Malia Park, Village Heights Resort, Koutouloufari Village Holiday Club. The Sustainability Report will be published annually. The 2022 edition refers to the period 1st January – 31st December 2022.

Scope and Boundaries

The report covers the sustainability approach, priorities, activities, performance and achievements of our Resorts during the reporting year. Employees refer to employees at the peak season for every resort (hotel). The report does not include the activities or performance of our suppliers, contractors or partners unless otherwise stated.

Report Content

The content of the Sustainability Report covers the areas that we consider vital to our businesses and stakeholders and extend across governance, social and environmental areas. We are enhancing our strategy to address our most material topics and support sustainable growth. We take a precautionary approach to all decisions and are proactive in our risk management strategies concerning climate change and the environmental impact of our activities on our value chain.

International Standards

The report has been prepared in reference with the GRI Standards and is also aligned with the Sustainable Development Goals (SDGs) initiative.

Support

The report has been prepared with the support of Sustainability Knowledge Group.

External Assurance

We have not commissioned external Assurance for our Report. We have taken into consideration the GRI principles in the preparation of the Report and the content is accurate and correct to the best of our knowledge and abilities. We will continue to invest in our systems, policies, procedures, risk management and strategy integration. Hence, we will be able to more accurately and extensively record and disclose information in the future and further leverage our sustainability reporting.

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GRI content index

Statement of use	Phāea Resorts has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	5, 7, 11, 12, 23, 30, 105
	2-2 Entities included in the organization's sustainability reporting	104
	2-3 Reporting period, frequency and contact point	105, 106
	2-4 Restatements of information	No restatement of information
	2-5 External assurance	106
	2-6 Activities, value chain and other business relationships	12, 30, 58
	2-7 Employees	81, 82, 99, 100
	2-8 Workers who are not employees	101
	2-9 Governance structure and composition	23 - 26
	2-11 Chair of the highest governance body	25, 26
	2-12 Role of the highest governance body in overseeing the management of impacts	25
	2-13 Delegation of responsibility for managing impacts	25
	2-14 Role of the highest governance body in sustainability reporting	23
	2-22 Statement on sustainable development strategy	9
	2-23 Policy commitments	25, 32-34, 53, 58, 81, 85
	2-24 Embedding policy commitments	13-15, 19, 20, 33, 34, 39-41, 89
	2-27 Compliance with laws and regulations	No incidents
	2-28 Membership associations	18
	2-29 Approach to stakeholder engagement	31-33
GRI 3: Material Topics 2021	3-1 Process to determine material topics	35-37
	3-2 List of material topics	36, 37
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	16
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	16, 30, 57-63
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	59, 601, 95
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	No incidents
GRI 302: Energy 2016	302-1 Energy consumption within the organization	73, 74, 78, 98
	302-3 Energy intensity	98
	302-4 Reduction of energy consumption	73, 74

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	19, 67, 68, 96
	303-3 Water withdrawal	67, 68, 96
	303-5 Water consumption	67, 68, 96
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	75, 77
	304-2 Significant impacts of activities, products and services on biodiversity	19, 74, 77, 84
	304-3 Habitats protected or restored	19, 74, 77, 84
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	67
	305-2 Energy indirect (Scope 2) GHG emissions	67
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	66, 68-72, 96, 97
	306-2 Management of significant waste-related impacts	68-72
	306-3 Waste generated	71, 96, 97
	306-4 Waste diverted from disposal	96, 97
	306-5 Waste directed to disposal	96, 97, 98
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	58, 59
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	80, 99-101
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	81
	401-3 Parental leave	85, 102
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	25, 53, 90, 91
	403-5 Worker training on occupational health and safety	91
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	90
	403-9 Work-related injuries	91, 102
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	88
	404-2 Programs for upgrading employee skills and transition assistance programs	83, 87
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	25, 81 - 83, 87, 100
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No incidents
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	62-64
	414-1 New suppliers that were screened using social criteria	58, 61
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	No incidents
	417-3 Incidents of non-compliance concerning marketing communications	No incidents
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	55

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