







# **SUSTAINABILITY REPORT 2016**

Evolution, based on the principles of sustainability and driven by values, people and the "Technology, Innovation, Entrepreneurship" triptych, is the core of the Quest Group's philosophy and strategy, and governs the way in which the Group's companies operate and grow.

## Regarding the sustainability report

This is the 3rd Annual Sustainability Report of the Quest Group. Its publications aims at providing our stakeholders with comprehensive information on the strategy and the main sustainability matters of the Group for the period from 1.1.2016 until 31.12.2016.

The previous report of the Quest Group was issued in December 2016 and covered the period 1.1.2015 - 31.12.2015.

The Annual Sustainability Report 2016 was drafted in accordance with the core selection of the Global Reporting Initiative (GRI) Standards on Sustainability and has received external assurance, as mentioned on page 97. We would also like to point out that information that was published in a previous report and which refers to the corresponding matters has been reformulated. Any significant changes in the Subject or the Matter Limits, compared to previous reporting periods, are presented in Chapter 2.

The 2016 Report includes Group companies with a total turnover of over 5% of the consolidated turnover in the past two years, that were also included in the Report of previous years. Consequently, this report includes Info Quest Technologies, Uni Systems, iSquare and ACS are included, while Quest on Line, iStorm, Cardlink and Quest Energy are not included.

For any queries regarding the Sustainability Report for 2016 you can contact the Press Office of the Quest Group on 211 999 1494 or at pr@quest.gr.

We would like to extend our warmest thanks to Ernst & Young for the cooperation and support during the preparation of the Sustainability Report 2016.

# Chairman's message

Despite the difficulties faced by the Greek economy, 2016 was a relatively good year for the subsidiaries of the Quest Group. Once more, we faithfully followed our basic principle to create value, for the shareholders and employees of the Group, as well as for the Greek economy and society, in general, also in accordance with the UN's Sustainable Development Goals.

Specifically, in 2016 the Quest Group:

- Distributed € 6.4 to its shareholders, i.e. € 0.54 per share.
- Paid € 55.2 million in remuneration and contributions for its employees (approximately € 36,500 per employee).
- Increased the total number of employees by 12%; the Group now employs 1,506 persons, compared to 1,341 in 2015. That is, 165 new jobs were created, of which 68 abroad and 97 in Greece.
- It invested more than € 300,000 in training and educating its executives, financing "crash courses" for six managers in the USA, as well as MBA programs for two executives.
- In 2016, 36 executives were selected, from all the Group's companies, who will follow a mini MBA program in Greece. This program will start in early 2017 and will be completed in the same year.

The Group's contributions to the state and society - other than payment of direct and indirect taxes, which amounted to € 77 million - included actions aiming at:

- Offering more opportunities to women
  - 67 new female employees were hired.
  - The Group offered private insurance to 46 employees who became mothers.
- Reduction of energy consumption.
  - Energy consumption decreased by 4.7% compared to 2015, i.e. a decrease of 316 tons of CO2.
- Increased use of recyclable materials.
  - The use of recycled materials (paper, devices, batteries, lubricating oils and printer ink cartridges) increased by 27.5% on average.

Lastly, the Group continued its successful contribution to the development of the entrepreneurship ecosystem by investing a total of  $\in$  350,000 in six start-ups in the area of technology, digital economy and information technology. At the same time, it offered those businesses offices, infrastructure and hundreds of hours of consultancy by experienced, expert executives of the Group. The start-ups that the Group supported created more than 100 jobs, in total.

We hope that, in 2017, the economy of Greece will recover and that our Group will be able to increase its contribution to all stakeholders (shareholders, employees and the society).

Theodoros Fessas
Chairman of the Board of Directors Quest





# Message of the Chairwoman of the CSR Commission

We have remained faithful to our principles and our philosophy for constant development, within the framework of our action and based on the Technology, Innovation, Entrepreneurship triptych. We were thus able to survive a difficult time, which tested our stamina and our ability to adapt to the new Greek reality.

We did not see changes just in the financial data and the restrictions that affected the market and society as a whole, but also in our business obligations and the requirements set by the state, the law and the philosophy according to which the country operates. The crisis proved that the Quest Group has solid foundations and follows sound business principles, with a vision and principles that comply with the model of sustainability and social responsibility that has been proposed by the international community in the past 20 years.

Despite the adverse climate, 2016 was a very positive year for all the Group's companies.

We worked towards the expansion of the Group's governance model, and the continuation of programs for Training and Development of Human Resources. We placed in motion new services and news investments and we intensified our activity abroad.

The financial results emphasize our positive course and the development of new activities and jobs in the Greek and European market. Our priority is that our companies act as a pillar of support for our customers, our employees and society as a whole.

In 2016, the Quest Group expanded its social and communications range, with actions and synergies; we have placed the bar of responsible entrepreneurship high, both concerning our stakeholders and society and the environment. We will continue moving in this direction. We are committed to our responsibilities and to continuing our actions, centered around offering support to young entrepreneurship and the development of new jobs, and the implementation of actions pertaining to professional orientation and the development of digital skills in education.

Lastly, we continuously strive to contribute to the smooth transition of the country and its citizens to the Global Digital Society that is in the process of being formed, with modern infrastructure for the country and digitally savvy citizens.

As a leading Group in our sectors in Greece, we look to the future with optimism, knowing that sound business practices are beneficial to all.

Eftychia Koutsoureli

Vice Chairwoman of the Board of Directors Quest Holdings and Chairwoman of the CSR Commission





# Message of the Chief Executive Officer of Quest Holdings

In 2016, when the Greek economy stagnated and the information technology market saw its fortunes decline, the Quest Group moved upwards and saw improvement in all fields of its activity. By working as a team, with good planning and systematic effort, we were able to double our revenue and our operational and net profits, while we also improved our profit margins. At the same time, in 2016 we improved our loan position significantly, returned share capital to our shareholders and increased jobs.

Through the following actions and achievements in 2016, the Group reached its goals and priorities:

- It completed and implemented the new Organization and Operation methods, in the framework of Corporate Governance, aiming at better organization and the improvement of transparency at all levels.
- It continued and expanded its actions regarding training and development of human resources and its executives, while also setting effective goals.
- It limited loss-making activities or stopper activity altogether in areas with no prospects.
- It made important new investments, which acted as proof of out faith and trust in our activities and our country.
- We separated activities regarding our most significant immovable properties by founding the subsidiary BRIQ Properties R.E.I.C.

In 2017, the Quest Group continues to implement its business plans, setting as a priority the sustainable development of its activities, also aiming at increasing revenue, controlling operational costs, managing/limiting risk, and improving operational cash flows.

The Quest Group's main goals and priorities for 2017 are as follows:

- To maintain and increase its financial figures and organic profit from continued activities
- To turn loss from loss-making activities into profit
- To achieve bigger development in profit-making areas and abroad
- To finalize the listing of BriQ Properties R.E.I.C. in the Stock Exchange.
- To complete the business and strategic development plans of our Group's activities.

Further, the Quest Group has always placed special importance on actions aiming at developing Human Resources, focused on our employees. Our goal is to help them grow and progress, as the Group grows and progresses. Our Group's social contribution is another permanent goal. This Report presents our achievements and the efforts being made towards improving them on all basic Sustainability matters for 2016, as well as our main development plans for 2017.

Our main concern is to raise the Group's value for its shareholders, to provide a safe and dignified working environment for all our employees, and to establish ourselves as a constant for society on all important matters, based on the principles of Sustainability.

Apostolos Georgantzis CEO of Quest Holdings



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# QUEST GROUP

36 YEARS
TECHNOLOGY - INNOVATION - ENTREPRENEURSHIP



# **The Quest Group**

The Quest Group is one of the largest, dynamically developing and financially sound, Greek groups of companies. Quest Holdings, the Group's parent company, is a societe anonyme. It was founded in 1981 as Info-Quest Ltd, has its registered offices in Greece (2A Argyroupoleos Street, 176 76 Kallithea) and has been listed in the Athens Stock Exchange since 1998. A pioneer in Information Technology, in its 36 years the Group has become inextricably linked with the development of the IT market, as well as with the introduction and development of new technologies in Greece. It has always set high quality goals, operates in accordance with the principles of sustainability and is powered by its principles and human resources.

Today the Quest Group is established and continues to evolve in the sectors of retail and bulk sale of Information Technology products, Information Technology services, Electronic Transactions, Courier and Mail services, and the Generation of Energy from renewable sources. The Group's companies employ R.E.I.C. The mother company and the subsidiary, Uni Systems, more than 1,500 highly skilled employees and executives and work with the largest companies on an international level, creating added value. They serve the full range of the market, from large private and public corporations to the final consumer, and have a strong financial base, high expertise and positive prospects, each in its field.

The Group's activities start in Greece and from there expand to the European Union Market and in the wider Central and Northeast Europe area. Particularly, Uni Systems has branches in Belgium, Romania and Turkey, showing significant activity in Belgium, Finland, Cyprus, Luxembourg, Romania, the United Kingdom, Sweden, Germany, Estonia, France, and the Netherlands. At the same time, iSquare shows strong export activity in Cyprus, while ACS is successfully developing in Cyprus and the Balkan region.

Employing a series of successful business moves, the Quest Group is constantly expanding its activities into new areas, integrating into its business form companies that define the market in which they operate.

In 2016, the most significant events for the Group were the following:

- A subsidiary Societe Anonyme for Investments in Real Estate (R.E.I.C. was founded, under the trade name BriQ Properties contributed immovable properties to the new company. This move aims not only to optimize investments and manage the property that will arise from the above property contributions, but also to promote and reinforce the value of the property that has been contributed to it.
- "Quest Energy S.A.", a subsidiary by 55%, active in the Renewable Energy Sources sector, sold two (2) photovoltaic parks, of a total capacity of 17.5MW for the total sum of € 25.2
- ACS decided to proceed with the implementation of phase B of investing in the upgrade of sorting centers in Attica on a plot of land with a total area of 26,600 sq.m. that it acquired in 2015. Phase B mostly centers around the creation of a modern sorting center with higher capacity and sorting capacities, which is planned to be completed in 2019.
- iStorm, which is in charge of the exclusive retailers of Apple products (Apple Premium Reseller - APR), expanded to Cyprus, opening the first and only APR shop in Nicosia.

## Our Vision

## To become leaders in the innovative value creation through entrepreneurial excellence

## Our Mission

To play a leading role in the markets in which we are engaged based on the principles of sustainable development and having as a driving force our people and our values.

- Providing High-Quality Services to Customers
- Continuously searching for business opportunities
- Constantly improving in all areas, with effective management, good corporate governance and accountability
- Attracting, developing and utilizing talent
- Applying the best Technocratic and Meritocratic Practices
- Providing incentives to employees and rewarding them for good performance
- Being committed to a strong value system

## Our Values

The Quest Group develops on the basis of the principles of sustainable development and commitment to a strong value system that expresses the philosophy of its founders and is the core of its culture and philosophy.



#### **Customer Satisfaction**

All the Quest Group's actions aim to fully satisfy our internal and external customers and to provide them with added value. Our continuous pursuit is to build, maintain and constantly strengthen relationships of trust between the Group and the customers.



### Ethos and integrity

Ethos is the complex of behaviors that each of us has in everyday life.
All actions at the Quest Group are driven by respect for human dignity and they are

respect for human dignity and they are characterized by honesty, consistency and a high-quality code of ethics.



#### Teamwork

Cooperation between colleagues, teams, departments and companies in order to share knowledge and information and promote maximum results in productivity and development - both personal and professional development.



## Knowledge - Constant Improvement - Innovation

Promotion of new ideas and implementation of reforms, innovations, novelties that lead to improved services, products and operation, achieving thereby a measurable increase in productivity.

We support constant development of knowledge that contributes to growth, the development of skills and constant improvement.



#### Entrepreneurship

Support and promotion of the value of entrepreneurship and responsible business practices. Connection with technology and innovation, encouraging initiative.



#### **Documentation and Evaluation**

Documentation of decisions with data, measurable objectives and result-based evaluation.

## Corporate Governance

In Quest Holdings and the Quest Group as a whole, Corporate Governance is carried out pursuant to the Greek law and is governed by a rigorous framework of rules. The aim is to ensure the Group's transparency and accountability securing the sustainability of its companies and to safeguard the interests of Shareholders and Stakeholders.

Quest Holdings draws the strategic framework for its companies and execution of decisions made in the context of and sets forth the general guidelines, the policies and the principles governing the operation of all the subsidiaries. The company is structured in a way that facilitates decision-making

implementing the strategy defined by the Quest Group and its

By applying the underlying principles of Corporate Governance, the company has set the following goals:

- Transparency in management and corporate responsibility
- Information and participation of shareholders in important decisions
- Speedy decision-making and efficient administration
- Identification, recognition and mitigation of risks
- Ensuring a quality work environment
- Independence in the exercise of control
- Awareness of the company and its human resources of matters that relate to the relationship with the natural and social environment

Quest Holdings conforms with the special practices prescribed by the Greek Code of Corporate Governance (EKED) for listed companies. Furthermore, it applies Internal Rules of Operation in accordance with the requirements of the law, as well as a special Internal Audit Regulation.

For more information, please refer to http://www.quest.gr/el/the-group/corporate-governance and to independent. the Annual Financial Report 2016.

The Board of Directors is the supreme governing body of the Quest Holdings Group and is responsible for the administration of the company, the management of the company's assets and the achievement of the company's purpose. According to the company's Articles of Association, it consists of five (5) to nine (9) members that can be executive, non-executive and

Quest Holdings Board of Directors 31/12/2015 *					
Executive Members	Inc	ependent Non-Executive Members			
• Th. Fessas Cha	airman	P. Tzortzakis Chairman			
• E. Koutsoureli Vice	e Chairman •	A. Tamvakakis			
<ul> <li>A. Georgantzis</li> </ul>	0	F. Tamvakakis			
<ul><li>M. Bitsakos</li></ul>	•	A. Papadopoulos			
<ul> <li>N. Labroukos</li> </ul>					

<sup>\*</sup>Following the resignation of Mr. Pantelis Tzortzakis, Mr. Apostolos Georgantzis was elected CEO of Quest Holdings by decision of the Board of Directors on 21.12.2015, while Mr. Pantelis Tzortzakis was appointed Vice Chairman - non executive member of the Board of Directors.

The Quest Holdings Board of Directors is assisted in performing its duties by a number of committees, which deal with key corporate governance issues. They have a coordination and

advisory role in relation to the decisions made by the Board of Directors. These committees are as follows:

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**OUEST GROUP** 

The Internal Audit Service refers to the Internal Audit Committee.

In addition, a number of inter-company committees have been established and hold regular meetings in order to improve communication between the Quest Group members and to ensure implementation of the central strategy at all levels. The governance of the Quest Group and its subsidiaries is based on the Group Policies and the Standard Procedures, as described in detail below.

The Group Policies reflect the broad guidelines stipulated by the Group's Board of Directors, which apply to all the Group subsidiaries, employees and associates and govern all aspects of their operation. They ensure that the Group conforms to the legal framework and that it properly incorporates the best practices in its operation and internal homogeneity. Standard Procedures are texts that accurately describe how to apply the guidelines set forth by the Group's Board of Directors for the subsidiaries through the Policies.

Standard Procedures ensure consistency in the way the companies work in respect of similar operations. In addition to the Group Policies, each Quest Group member may, where appropriate, develop and implement other Policies that its Board deems necessary. However, company Policies must be consistent with Group Policies.

The Group Policies and Standard Procedures which applied to the Group members in 2016 are as follows:

- 1. Corporate Governance
- 2. Ethical Conduct
- 3. Combating Fraud
- 4. Intra-group Transactions
- 5. Corporate Social Responsibility
- 6. Environmental Management
- 7. Human Rights
- 8. Personnel Health and Safety
- 9. Development and Investments
- 10. Receivables

- 11. Physical Security
- 12. Information Security
- 13. Quality
- 14. Payments to Suppliers
- 15. Corporate Communication
- 16. Workplace Relations
- 17. Recruitment
- 18. Personnel Training Development
- 19. Personnel Performance Management
- 20. Personnel Remuneration Benefits

All 27 Group Policies and the corresponding Standard Practices will be completed in 2017 and 2018. The new Policies are as follows:

- 1. Risk Management Policy
- 2. Synergy Policy
- 3. Talent Management Policy
- 4. Succession Policy

- 5. Digital Development Policy
- 6. Procurement Policy
- 7. Innovation Policy

## International Initiatives and Joining Institutions

Quest Holdings endorses the 10 Principles of the UN Global Compact for Human Rights, Labor, Environment and Anti-Corruption. At the same time, the management of the Quest Group uses the UN's Global Sustainability Goals as a reference point. Based on the Group's sustainability strategy, subsidiary companies analyze opportunities and risks related to their financial, social and environmental impact and form a strategic opinion on their management with specific actions, monitoring and evaluation.

Participating in the business and developing affairs of the country is of strategic importance for the Quest Group. Quest Holdings executives as well as executives of its subsidiaries have been actively joining National Organizations and Institutions that express opinions and influence the institutions in order to establish a modern and sustainable framework of entrepreneurship.





Institutions and Associations in w	hich the Group Participates	
INSTITUTION - ASSOCIATION	JOINING COMPANY	
<ul> <li>SEV (Hellenic Federation of Enterprises)</li> </ul>	Quest Holdings Uni Systems Cardlink ACS	
<ul> <li>SEPE (Federation of Hellenic Information Technology &amp; Communications Enterprises)</li> </ul>	Uni Systems	
<ul> <li>EVEA (Commercial and Industrial Chamber of Athens)</li> </ul>	Info Quest Technologies Uni Systems iSquare iStorm ACS	
<ul> <li>EEDE (Hellenic Management Association)</li> </ul>	Uni Systems iSquare	
<ul> <li>Hellenic - American Chamber of Commerce</li> </ul>	Quest Holdings	
Hellenic - German Chamber     of Commerce	Quest Holdings	
<ul> <li>EASE         (Association of Chief Executive Officers)     </li> </ul>	Quest Holdings / CFO Info Quest Technologies / CEO Uni Systems / CFO iSquare / CEO	
<ul> <li>Association of Listed Companies</li> </ul>	Quest Holdings	
<ul> <li>CEO CLUB         (The Chief Executive         Officers Club)     </li> </ul>	iSquare / CEO	
CSR Hellas	Quest Holdings	



# Milestones in the Quest Group History

1981 Establishment of Info-Quest. Introduction of the first Personal Computers in the Global Market

1982	1983	1987	1992	1993	1995	1996
Technology						
	The first Stand Alone Personal Computers in Greece	Emergence of the first Computer Networks		Launching of Mobile Telephony in Greece	The first Internet Services in Greece	
Innovation						
Info-Quest: introduced the first Super Microcomputer in Greece, Hawk 32 by Momentum with Unix software  Import and distribution of the first computer accessories and peripherals in the greek market	Info-Quest: introduced Tulip PC, one of the first Personal Computers running Microsoft DOS and with Intel processor Info-Quest: Introduced the first dot matrix printers by Star Micronics		Info-Quest: Quest PC, the first organized PC production line in Greece according to international standards	Q-Phone: Development of Mobile Telephony Services as Service Provider Info-Quest: Development of CRM Business Applications for Mobile Telephony	Hellas on Line: Development of a Private Internet Network and Services	Info-Quest: The first Greek IT company to have ISO 9001 certification for Order Management, Production and Technical Support
Entrepreneurs	ship					
Establishment of Info-Quest	Development of the Commercial Network of Distributors of IT products across Greece Development of Technical Support Department for Services to the IT market	Establishment of COM- QUEST to represent Compaq Representation of other firms	Cooperations with international software and hardware vendors (Microsoft, SCO, SUN)	Establishment of Q-Phone. Merge with Palmaphone, which in 1998 established Unifon, the largest private Telecommunications provider in Greece	Takeover of Hellas On Line, which later was transformed into one of the largest ISPs in the Greek market	

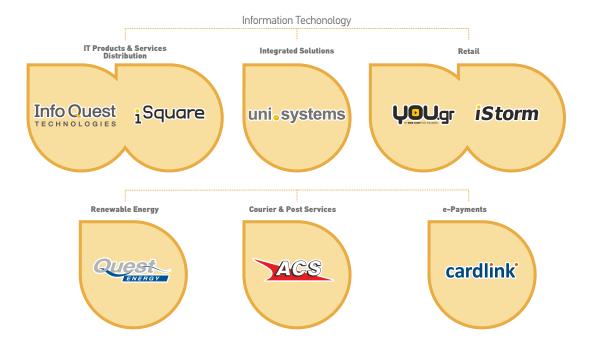
1997	1998	1999	2000	2001	2002	2003
Technology						
			B2B and B2C Services Development  Telecommunications Liberalization		Provision of Fixed Telephony Services by Private Providers	Virtualization Technologies Wireless Access and Telecommunications
Innovation						
Decision: Business Applications Development		Info-Quest: Completed Applications for the Athens Exchange System central system and the for full functioning of Derivatives Exchange	Info-Quest: Launched the QoL B2B, the first Integrated B2B Services Network in Greece with fully automated processes and interface with Enterprise Resource Planning Integrated Management System (ERP/SAP)  Decision: Development of innovative Business Applications (Web enable CRM/HR)		Q Telecom: Developed the First Private Owned Network for Mobile and Fixed Telephony Services	Info-Quest: Provided to the Greek market new pioneering technologies of remote access in Business Applications the Greek market (Application Delivery)
Entrepreneurs	ship					
Acquisition of Decision SA, Software Applications	Listing of Info-Quest SA on the Athens Stock Exchange  Acquisition of ACS, the leading company in the Courier services market			Establishment of Q Telecom, the fourth mobile operator in Greece		

2005	2006	2007	2008	2009	2010
Technology					
	Development of e-Commerce	Apple introduced iPhone, the first Smartphone, a combination of telephony and Internet services			The first Cloud services appeared in the Greek market
Innovation					
Info-Quest: Developed e- Commerce Services with fully automated processes and real time connection to ERP/SAP	Quest Energy: Development of Photovoltaic and Wing-energy Parks	Uni Systems: Acquisition and Creation of the largest Integrated Solutions provider in Greece, which had a new corporate identity after the merger of: Info-Quest Business Unit, Decision and Uni Systems  ACS: Implementation of ACS Connect, a new, innovative solution for on-line and real time customer interface	Uni Systems: Created a Data Center for the provision of hosting services (Hosting) to major customers  ACS: Introduced new innovative IT services by using online mobile PDA terminals		Info Quest Technologies: First Cloud services to provide Office Applications by Microsoft in the Greek market
Entrepreneurs	ship				
Sale of Q Telecom, with the subscription being 10% of the market	Establishment of Quest Energy, to produce energy from Renewable Sources Launching You.gr and establishing the U stores network all across Greece	Acquisition of Uni Systems, a company founded in 1964 under another legal form	Uni Systems: Launch of business in the European Union	Establishment of iSquare, Authorized Distributor of Apple products in the areas of Greece and Cyprus	iSquare: Development of Apple Premium Reseller (APR) network, exclusively for Apple products iStorm: The first APR store for Apple products opens in Greece

2011	2012	2013	2014	2015	2016
Technology					
	Cloud Infrastructure Development in the Greek Market	Liberalization of Postal Services		AppeWatch marks Internet of Things applications	The need for digital transformation becomes apparent
Innovation					
ACS: Web Business Tools, innovative web tools for customer interface through the ACS electronic platform Info Quest Technologies: Developed a wide range of private products under the brand name of Bitmore	Info Quest Technologies: Added Value Services in product distribution Uni Systems: Uni Cloud, Launching of Cloud laaS, PaaS and SaaS Services	ACS: Provided new upgraded ACS-ABP postal services Info Quest Technologies: Q. Cloud, development of innovative Infrastructure to provide Cloud services in the market		Cardlink: Development of e-payment services ACS: Development of Smart Points Network	Info Quest Technologies: Cloud Applications  Uni Systems: Development of pioneering DevOps applications  ACS: Development of Business Tools applications
Entrepreneurs	ship				
Quest Holdings SA: Conversion into a holding company and transfer of IT activities to Info Quest Technologies		Establishment of Uni Systems Turkey	Acquisition of 20% of Impact, engaged in e-Invoicing	Acquisition of Cardlink, a company that operates within the electronic markets  Purchase of ACS building  Decision to establish the Real Estate Investment Company SA (REIC)  iSquare started distributing iPhone products in Greece and Cyprus	Important expansion of Uni Systems overseas  Expansion of iStorm in Cyprus Info Quest Technologies: Extension of cooperation in the Mobility and IoT sector  Uni Systems strengthens its position in the European Mark Incorporation of BriQ  Properties Real Estate Investment Company (REIC)

## **Quest Group subsidiaries**





## Info Quest Technologies. IT Products and Services

Info Quest Technologies was founded in 1981 and is active in the provision of Information Technology and Communications products, solutions and services. For 36 years it has been the main point of introduction of new ICT technologies in the Greek market. Uniquely focused on utilizing new technologies, aiming at creating value, competitive advantage and business success for all its customers, the company keeps pace with the international trends, technological advancements and the particularities of the Greek market, and develops a multifaceted activity that combines the distribution of a wide range of products, solutions and services through multiple and alternative distribution and support channels. The company is a strategic partner of more than 100 leading global technology companies, among which IBM, HP, Apple, Dell, Lenovo, Microsoft, Intel, Cisco, Symantec and Unify, and has invested systematically in the provision of cloud solutions and services, by creating the www.QuestonCloud.com ecosystem, which aims at contributing to the direct and efficient integration of cloud services throughout the market. It also sells a wide range of own-brand technological products, Quest PCs and the Bitmore range of products.

Recently, the company started deploying Q-Zone, the innovative commerce management cloud solution, which offers Greek businesses and customers access to the entire range of advanced products, solutions and services that the digital age requires. The company has an extended network of resellers and also operates as authorized repair center for the largest manufacturers, offering high-quality product support services. In 2016 Info Quest Technologies, in recognition of the important developments in the mobility and smart/interconnected devices market, started a collaboration with Xiaomi, one of the largest and most innovative manufacturers in the sectors of mobility and of the Internet of Things.

Info Quest Technologies is one of the main points of introduction of new products and technologies in the Greek market. More specifically, in 2016, as part of the company's activity, more than 20,000 different types of equipment were sold, from 257 different manufacturers/firms in 248 subcategories of equipment.

For more info, visit www.infoquest.gr



#### **Product Categories**

- Computers & Update Accessories
- Mobile & IoT Devices (Smartphones, Tablets, smart devices)
- Audiovisual Products (televisions, cameras, etc.)
- Peripherals, Accessories & Consumables
- Networking, Security & Storage Products
- Software & Cloud services

In 2016 Info Quest Technologies received four important awards, indicating its commitment to innovation and constant improvement.

- In 2016 Info Quest Technologies received four important awards, indicating its commitment to innovation and constant improvement.
   Cisco Distributor Partner of the Year 2016 for the South EMEAR region
- Boussias Communications and the E-Business Research Center (ELTRUN) of Athens
   University of Economics and Business, Lighthouse E-volution Awards B-B Application for
   Electronic Commerce & Electronic Business Nominee www.Questonline.gr, QoL App &
   www.QuestonCloud.com: "Complete e-shopping product experience and service Cloud
   for resellers of Info Quest Technologies" Gold Award.
- IT Europa European IT & Software Excellence Awards, Distributor of the year, nomination via Precicom for the B2B portal Quest OnLine Finalist.







## uni.systems

## Uni Systems, Integrated IT Solutions

Uni Systems is one of the largest companies engaged in designing, implementing and supporting Integrated IT and Telecommunications Solutions in Greece, with the vision of becoming one of the most powerful IT companies in Europe.

The company provides solutions and services for large enterprises engaged in the Financial, Public and Private sector as well as in the sector of Telecommunications, covering thereby the entire spectrum of modern needs of the large companies and organizations in IT and telecommunications integrated solutions and services. Furthermore, it supports a complete Uni | Cloud service portfolio in a privately owned Data Center. While Greece is the principal place where it provides its services, the company also carries out its activity in Central and Southeastern Europe as well as in the European Union market, with customers in more than 30 countries.

The main business objective of Uni Systems is to implement solutions that incorporate cutting edge technologies, change everyday life, enhance the dynamics of its customers and create competitive benefits. To achieve this objective Uni Systems develops strategic partnerships with leading high-tech firms. It maintains long-term partnerships with leading foreign firms, it constantly seeks for new cooperations and innovative solutions

within and across the borders, while at the same time it internally develops software and integrated solutions to meet its customer targeted needs through custom-made implementations. The numbers of the authorized suppliers of the company now is now 600, while the freelancers of the technical department are more than 120.

Uni Systems provides more than 150 integrated solutions, ranging from company infrastructure (hardware and telecommunications) to specialized vertical business

ranging from company infrastructure (hardware and telecommunications) to specialized vertical business applications that cover enterprises and organizations from the entire market spectrum. In addition, it provides network security and IT systems solutions, enterprise and application management, maintenance and support services that complement the portfolio.

In 2016, 4,500 product codes were moved, yet great emphasis is placed on the provision of value added services - almost 80% of the company's turnover originates from the provision of services- the portfolio of which includes consulting services, assessment and system integration, software development, project management services, cloud services, DevOps services, infrastructure and managed services, support and quality management services.

For more info, go to www.unisystems.com



# cardlink

## Cardlink. Financial Transactions

Cardlink is active in the e-payments sector, specifically in accepting and managing card transactions, in both in-shop and e-commerce. The company operates the largest network of POS terminals in Greece, with more than 150,000 installed terminals (December 2016), offering secure and speedy services to businesses and consumers in their everyday transactions. The company provides businesses and freelancers with POS terminals and covers all their payment needs, both in the shop

and en route; it also provides terminals for e-commerce companies.

Cardlink follows the developments in the e-payment sector and adopts the latest technologies, thereby creating innovative products and services that constantly improve the trading experience both in in-shop trade and e-commerce. For more info, go to www.cardlink.gr

In 2016, Cardlink was awarded an important award

 Boussias Communications and the E-Business Research Center (ELTRUN) of Athens University of Economics and Business, Lighthouse E-volution Awards -Mobile Electronic Business - Silver Award.





## Quest on Line, E-Commerce

Quest on Line specializes in e-commerce. It develops and supports the online store that sells technology and living products, www.you.gr. Constantly seeking to make e-shopping easier, more simple and fun than it ever was and to be established as the first online shopping choice for modern consumers, you.gr currently displays at its "electronic shelves" more than 15,000 technology products, daily care products, household and hobby products, DIY and baby products, while it constantly expands into new product categories.

To ensure the best possible support of the online shop's customers, the company keeps on investing in technological

infrastructure, designs innovative services, such as alternative payment and delivery methods - at the point of choice, on the same day within Attica, at selected pick up points - and provides organized call center of support services, creating thereby a comprehensive, excellent user experience.

Today, you.gr is one of the most popular and reliable Greek eshops and according to the user ratings, as collected by Reevoo a leading company in ratings collection services, as 98% of the customers state that they would choose again the e-shop to go shopping.

For more info, go to www.you.gr

# **i**Square

## iSquare, Authorized Distributor of Apple products

iSquare is the authorized distributor of all Apple products in Greece and in Cyprus. It is also active in the design, implementation and provision of integrated solutions based on Apple's pioneering products and technologies, offering high added value services, while it complements the Apple ecosystem with software and peripherals by well-known foreign manufacturers.

iSquare leads the way by creating and offering an integrated system of Apple products and services; its strategic aim is to bring Greek consumers closer to Apple's philosophy. For this reason, it invests in an extended sales network covering the entire country and has developed a pioneering network of

shops exclusively for Apple products, modeled on Apple Premium Resellers. Apple products include the highly popular iPhone, iPad, Mac, Apple Watch, Apple TV, iPod, Beats as well as the accessories and peripheral devices. The company moves in total about 1,300 different codes every year.

The company focuses specifically on the very important area of Education with the "an iPad for every student" ("iPad 1:1") program. Already more than 25 participating schools lead the way, turning the learning journey into a modern and unique experience, with the help of the iPad.

For more info, go to www.iSquare.gr



In 2016, iSquare received important awards:

Boussias Communications and the E-Business Research Center (ELTRUN) of Athens
 University of Economics and Business, Business IT Excellence Awards - Actions of
 Corporate Social Responsibilities - Nominee "Digitization of School Textbooks: The first
 step towards a Teaching Experience through the Apple Ecosystem" - Silver Award.



- International MBA of the Athens University of Economics and Business and Center for Sustainability and Excellence CSE, 1st Annual Sustainability Summit Distinction for the action "Digitization of School Textbooks".
- RSM- European Business Awards Entrepreneur of the year National Champion.



## iStorm, Apple Premium Reseller shop chain

iStorm is active in the development and operation of innovative shops exclusively for Apple products in Greece and in Cyprus. It is the only Apple Premium Reseller (APR) for the two countries and is ranked among the 10 best Apple Premium Reseller Stores in Europe. iStorm stores offer the best experience of Apple's ecosystem, as they offer all Apple products a wide range of peripherals and accessories, excellent service and technical support, free seminars and expert personnel. Furthermore, by using the innovative and pioneering application, iStorm App from the App Store, the consumer can

better navigate through the stores and discover special offers and surprises, while s/he can enjoy many privileges and presents through collecting points.

The application has already received special awards for being innovative and offering this unique experience.

At the moment, the company has seven (7) iStorm stores of which four (4) are in Athens, two (2) in Thessaloniki, and one in the center of Nicosia, in Cyprus.

For more info, go to www.istorm.gr



## Quest Energy, Renewable Energy sources

Quest Energy is active in the sector of Renewable Energy Sources, specifically in the development, construction and operation of Renewable Energy Sources electricity generation stations. At the same time, the company takes utilizes new technologies and markets in the electricity sector, which are gradually evolving and are expected to play an important role

in the next 5 years, both in the way electricity is used and in the way it is managed. In 2016 Quest Energy sold two (2) photovoltaic parks of a total capacity of 17.5MW. In December 2016 the company had at its disposal three (3) photovoltaic parks of a total capacity of 0.7MW and is preparing its next steps and investments.



## **ACS Courier & Postal Services**

ACS has been active in the Greek market since 1981 and is the largest and most modern Greek company in the courier field, while in the last years it has dynamically entered the field of Postal Services.

The company has the largest courier network in Greece, with more than 600 service points (in Greece, Cyprus, Albania and Bulgaria), 3,000 specialized employees, more than 30,000 sq.m. of operational and storage areas, and an ISO 9001 and ISP

14001 certification. Constantly investing in infrastructure, Every year ACS manages more than 50 million of shipments and covers 100% of the country with its own National store network, while for overseas shipments it has established collaborations with large international companies. In addition, ACS works with international courier and transport networks in order to handle shipments, either in Greece acting as agent or abroad.



Aiming to offer its customers the best possible service, ACS has put in place the best organization and know-how in its sector, with the most modern infrastructure

in computer equipment and automated system for the sorting/monitoring of deliveries. The company constantly invests in infrastructure and the design of new pioneering services and products, both for the Courier and the Post market, aiming at covering the daily communication needs of hundreds of thousands of businesses and individuals, fast, securely and reliably.

For example, within the courier services market ACS provides a

large number of various Domestic and Foreign Courier services addressed to the whole market, while within the postal services market it provides upgraded Simple Mail services to large companies and organizations. In the Courier Services market the integrated services provided include the supply of special standard packages for documents and parcels, as well as bottles for liquid transport (wine, oil, etc.). Furthermore, it provides additional bill payment and online money transfer services in its stores.

For more info, go to www.acscourier.gr

In 2016, ACS received very important awards for its innovative services and efficient operation:

- Association of Greek Advertising and Communication Companies (EDEE) Ermis Awards 2016 -Ermis Ad/Radio Advertisements/Services - Bronze Award.
- Boussias Communications and the E-Business Research Center (ELTRUN) of Athens University of Economics and Business, Lighthouse E-volution Awards - Mobile Applications (Apps) - Silver Award.
- Boussias Communications and the E-Business Research Center (ELTRUN) of Athens University of Economics and Business, Lighthouse E-volution Awards - Transport & Distribution Services - Silver Award
- Smartpress, e-BIZZ Awards 2016 e-BIZZ Awards 2016 «Logistic Solution of the Year».
- Boussias Communications and Marketing Week, Responsible Business Awards Emergency Response - Nominee "ACS actions for the support of refugees and vulnerable social groups" - Gold
- Award Supply Chain Institute and Boussias Communications, Transport & Logistics Awards -Microdistributions and Couriers - Nominee "Automatic Delivery and Pick-Up Points 'ACS Smart Point" - Gold Award.









## BriQ, Societe Anonyme for Investments in Real Estate

BriQ Properties R.E.I.C. is a Societe Anonyme for Investments in Real Estate (A.E.E.A.P.), whose exclusive objective is the acquisition and management of real estate and investments, as foreseen by Article 22 of Law 2778/1999. The company was founded in 2016 as a 100% subsidiary company of Quest Holdings and is the possessor and owner of seven (7) immovable

properties, as special successor of the societes anonymes Quest Holdings S.A. and Uni Systems S.A., which contributed their immovable properties at the time of the company's foundation. It is expected that the company will separate and be listed in the Athens Stock Exchange in 2017.

For more info, go to www.briqproperties.gr

## Awards received by Quest Holdings/the Quest Group

In 2016, Quest Holdings, the mother company of the Group, received the following awards:

- Ethos Events and HRIMA magazine, Chrima Business Awards, Best MID-SMALL CAP company - 2nd place
- Boussias Communications and Marketing Week, Responsible Business Awards - Long-Term Local/Regional Investment - Nominee "Main actions of the Quest Group for Education"
- Boussias Communications and Marketing Week, Responsible Business Awards - Long-Term National Investment - Nominee "The Quest Group supports start-ups with the IQbility incubator" - Gold Award









## Markets served by the Quest Group

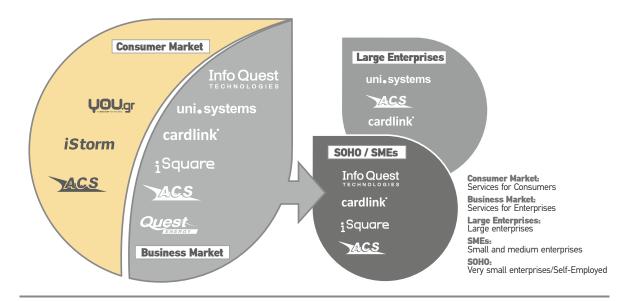
Each Quest Group member addresses specific market areas. Together, they cover the entire market spectrum by providing services, products and solutions to consumers and small companies, as well as to large organizations of the private and the public sector. Precisely, the markets addressed by each company are as follows:

Info Quest Technologies supplies IT services and products to the entire market spectrum, either directly to selected enterprises or through a network of resellers who address consumers, small enterprises and local markets.

Uni Systems mainly offers solutions and services to large banking companies of the private and public sector in Greece and in Europe by designing and implementing large-scale IT projects.

iSquare is the authorized distributor of all Apple products in the region of Greece and Cyprus and supply those products and the value added services to stores and large retail store chains. ACS addresses individuals and enterprises of any size in respect of the Courier services and to enterprises in respect of Postal Services.

### Market areas to which the Quest Group members address



## Responsible Procurement

The Quest Group members are part of a long supply chain of products and services that connects manufacturers with customers. Therefore, the quality, credibility and support of these products and services is affected by the suppliers and associates ability to successfully meet the standards set.

Procurement practices exert a great deal of influence on the companies of the Quest Group that have many suppliers, such as Info Quest Technologies and Uni Systems; the nature of these companies' activities requires cooperation with a large number of suppliers. iSquare's almost sole supplier is Apple, while ACS exclusively offers services. Its suppliers are active in equipment and technical infrastructure, which contribute to further improvement, automation and saving of costs for the operation of the company.

The Group's companies, given their leading position in the market and the fact that they constantly aim to provide products and services at the cutting edge of technology, choose established product suppliers, who enjoy a good reputation globally and who are strongly committed to good labor practices, which apply to both the companies and their suppliers. Microsoft, Apple, HP, IBM, DellEmc, Cisco, and Oracle are among the biggest suppliers of the Group.

Service providers are also selected based on their good

GRI 102-6

reputation and their leading position within the relevant market. So that Group members may be safer, Policies determining the relationship between the companies and their suppliers and associates have been established, as well as Procedures based on which the selection and the annual assessment of suppliers and associated is made, pursuant to ISO 9001: 2008 standards. These Procedures include product and service quality standards, as well as test of reputation and position of the supplier in the relevant market. The Assessment Procedure also includes the ways of treating cases of low assessment (improve performance or end cooperation).

The Group, in recognition of the importance of the adoption of policies of Sustainability and Responsible Entrepreneurship by its main suppliers, studied (in 2016) and will implement (in 2017) criteria to be applied during the choice of suppliers covering 70% of turnover, as well as to critical supporting supplier. These criteria will cover mainly matters of safety of buildings and infrastructure, cleanliness and maintenance, sustainability, human rights and labor practices, in accordance with the principles of the UN's Global Compact, while, at the same time, it will develop a Supplier Ethics Code.

#### The assessment shall include:

- Human rights and labor practices
- Meritocracy and the most objective possible evaluation of the employees
- Safe work conditions (according to the nature and subjectmatter of the products/services provided)
- The absence of no discrimination of any type, such as based
- on race, sex, religion, etc., respect for the employee's personality, etc.
- Moreover, a request shall be made for affirmation that no children are employed and no forced labor is imposed in any activity of the suppliers/associates in question.

## The Quest Group's Philosophy of Quality

For the Quest Group, quality if a daily priority and business culture. It permeates all activities, from the production and provision of products and services and procurement, to the relationships with clients and associates, the way of operation, audit and constant improvement.

The management of the Group's companies adopts the Total Quality approach.

The main tool on the way to Total Quality is Quality

Management, in accordance to the international standard ISO

9001:2008, which establishes and monitors companies' Quality Certification processes.

The Group's companies already apply this standard; in 2017 and 2018 they plan to become certified with the latest version (ISO 9001:2015).

At the same time, the Group's companies are certified and operate in accordance with more standards and certificates, according to their activity and always aiming to offer the best possible service to their customers and to improve constantly.

### Activities of the Quest Group members with certifications

#### Info Quest Technologies

#### **Quality Management System Certification of Conformity EN ISO 9001:2008**

- Design, development, maintenance and provision of IT and Telecommunication solutions and applications
- Computer Production Assembly Distribution and Technical Support of computer systems and networks Support of service network of IT and telecommunication systems

#### Uni Systems

#### **Quality Management System Certification of Conformity EN ISO 9001:2008**

- Design and provision of Systems Integration Services
- Sales and Support of IT Systems and Networks
- Software Design, Development and Support
- Data Center Services
- Training Services and Support at the time of working
- Material Digitization, Processing and Documentation services

#### Security Certification ISO/IEC 27001:2005

- Cloud Services, Platform and Software as a Service (laaS PaaS SaaS)
- IT and Telecommunication Hosting Systems and Company Data Center services Design, installation, management and Support of IT and Telecommunication systems

#### **Quality Management System Certification of Conformity EN ISO 9001:2008**

- Romania branch: Consulting, implementing and maintaining services for integrated IT systems

#### ISquare

### Quality Management System Certification of Conformity EN ISO 9001:2008

- Marketing of Apple Products, Software and Peripheral devices

#### ACS

#### **Quality Management System Certification of Conformity EN ISO 9001:2008**

- Carriage of documents, small parcels and packages within 24 and 48 hours.
- Carriage of high security documents.
- Carriage of Blood samples and other Biological Substances and radioactive materials.

### **Environmental Management System Certification of Conformity EN ISO 14001:2004**

- Carriage of documents, small parcels and packages within 24 and 48 hours







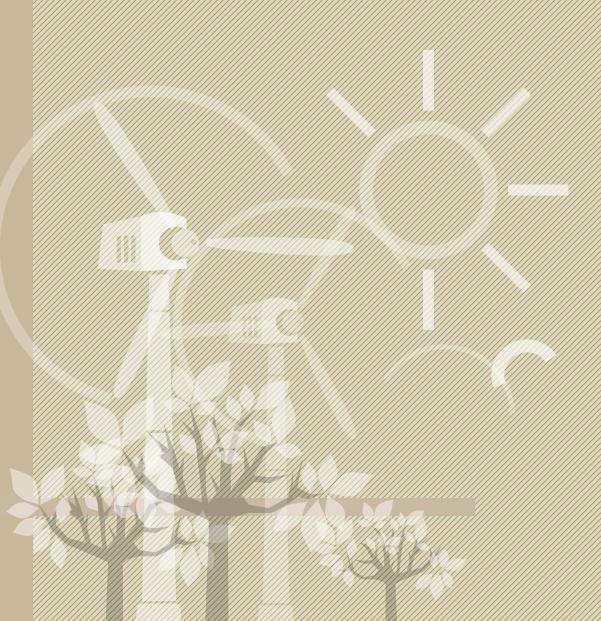


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QUEST GROUP

# 2 SUSTAINABILITY MANAGEMENT

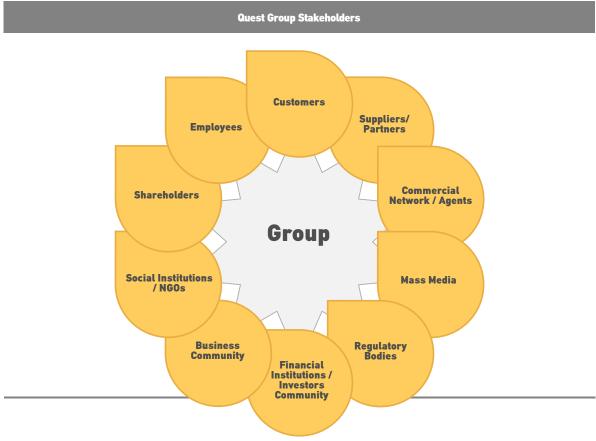
**CONQUEST OF THE FUTURE** 



# **Sustainability Management**

## Consulting the Stakeholders

In the context of its activities, Guest Group communicates, cooperates and interacts with various social groups, its Stakeholders.



The main Stakeholder groups of the subsidiaries-members of the Group arose from the combination of the extent of the effect that the various society groups have on their operation and sustainability and of the effect that the subsidiaries' operation has on the society groups

Group Quest - Stakeholders Effect						
Stakeholder influence on Quest Group operation	Stakeholder dependence on Quest Group operation					
	High	Medium	Low or none	Unknown		
High		ain	Stakeholders	ers of high-risk		
Medium	Stakeholders		for the Group			
Low or none	Stakeholders Stakeholders that need special treatment of Low Priority		Stakeholders			
Unknown						

The Quest Group's Stakeholders, who were characterized as main and participated in the consultation for the drafting of this Suppliers/Associates and the Commercial Network/Agents.

Sustainability Report, are Shareholders, Employees, Customers,



Main Stakeholders	Key topics and concerns & Quest Group's response	Type of Engagement	Frequency of Engagement
SHAREHOLDERS and FINANCIAL INSTITUTIONS	Shareholders are interested in the development and growth of Quest Group, in the increase of the value and profits of its members.	- Shareholders Support Department - Annual General Meeting - Annual Financial Report	Annual
	Response: Investments, new systems and improvement of organizational structures to audit and protect the companies as well as to offer growth and profitability opportunities.	- ATHEX Announcements - Websites of Quest group and its members	Constant
EMPLOYEES	Employees look for a safe working	- Employee Satisfaction Survey	Διετής
	environment, competitive salaries and development opportunities within the	- Internal meetings of Directors, Managers, Chiefs - Events	Annual
	company as well as the best possible economic performance of the Group.	- CEO meetings - Inter-company meetings	Monthly
	Moreover, they wish to be informed about the Quest Group activities and to participate in Group's actions.	- Here we are - Website addressed to the employees - Kyros (e-Bulleting Board)	
	Response: Enhancement of the training mechanism for the Development of Human Resources. Right to participate, meritocracy, skills development, improvement of the working environment.	<ul> <li>Personnel department emails</li> <li>Orion, e-program for Employee Development and Evaluation</li> <li>Electronic submission of ideas and suggestions</li> </ul>	Constant
CUSTOMERS  Customers demand high quality products and services at competitive prices. In addition, they look for respect, quality, credibility and support in respect of all areas		- Websites of Quest group and its members - Press Releases - Advertising Campaigns - Customer Support Department / Call Centers - Help Desk Technical Support - Complaints Department	Constant
	Response: To systematically monitor and keep a record of complaints. Customer	- e-contact- Newsletters	Monthly
	satisfaction surveys. Statistic reports with	- Image Surveys - Customer Satisfaction / Support Surveys	Annual
	qualitative and quantitative data to support the efficiency of the each company's operation.	- Meetings - Training programs / Events	Case-by-case basis
SUPPLIERS / ASSOCIATES	Suppliers seek for excellent in all aspects cooperation with the Quest Group. They also expect new products and services, know-how transfer and leadership, customer support and satisfaction, qualified employees, safe infrastructure and the best possible economic performance of the Group.	- Meetings / Events - e-contact Constant - Press Releases - Advertising Campaigns	/case-by-case basis
	Response: Consistency and cooperation with the Suppliers. Adoption of international practices and systems as regards any profitable cooperation. Systematic supplier assessment.		
DEALERS NETWORK / AGENTS	The Dealers Network of the Quest Group members (Business Partners, Agents), requires constant updating, guidance and support regarding both commercial and technical issues. Good financial terms of service are required and new products	- Meetings with Account Managers / company Age - Events / Presentations - Training programs - Press Releases Constant - Dealers Intranet - E-contact	ents /case-by-case basis
	and services as well.  Response: Systematic support and training		

<sup>\*</sup>Stakeholders: "Employees, Shareholders, Participations, Customers, Associates/Suppliers, Overseas Competitors, Domestic Competitors, Potential Employees, Institutional Bodies, NGOs, other pressure groups, Media, Education community, Environmental Organizations".



## Identification of the Material Sustainability Issues

For 2016, the determination and prioritization of the Material nature of the Quest Group's recognized issues was carried out in accordance with the New GRI Standards, was based on the United Nations' 17 Sustainable Development Goals (SDGs) and took into account the particularities of the sociopolitical environment and of the sectors in which the Quest Group and its subsidiaries are active, as well as their strategic planning for the next five years.

This process, which was carried out with the participation of the

main Stakeholders, revealed the material issues, which influence their judgments and decisions, as well as the issues that have important financial, social and environmental effects and which require management on the part of the Group's Companies in order to achieve the related Sustainable Development Goals hat they influence. In the context of the procedure to identify and prioritize the Material Issues in respect of the Group Quest, the following steps were followed in detail:



#### Identification of the important issues

Taking into account the complexity and diverse nature of the Companies of the Quest Group, following internal meetings and ascertainment procedures conducted by external sources, some issues were raised that are either associated with the impact that the Group and its subsidiaries have on the stakeholders located within and outside the Organization, or that have economic, social and environmental impact on the Group's

sustainability and which ouch upon the UN's 17 Sustainable Development Goals. This process was based on the GRI Principles of Stakeholder Inclusiveness and of the Sustainability

This process raised 24 recognized issues, which required further analysis and attention and which are mentioned in the Materiality Table below.

### Prioritizing and determining the Material issues

The second step was to prioritize and recognize the Material Issues to be included in the Quest Group's Sustainability Report and will form the basis for the Group's strategy, in accordance with the evaluations of the Main Stakeholders and according to

the significance of their impact on the implementation of the Group's vision and strategy.

More specifically, the recognized issues were prioritized according to the GRI Principles of Stakeholder Inclusiveness and Materiality against the following criteria:

- The significance of their impact on the UN's Sustainable Development Goals.
- The significance of their impact on the Quest Group's business model, reputation and ability to achieve its goals.
- The extent to which they exert a significant influence on the stakeholders' judgment and decisions.

The top 10 of the assessment and ranking list were selected as the Material Issues to be elaborated on by the Report.

- Customer service and satisfaction
- Financial performance and responsible management of the consequences of the financial crisis
- Regulatory compliance
- Development and innovation of services and products
   Infrastructure security and business continuity
- Protection of personal data
- · Development in new markets and maintenance
- of the leading position of the Group's companies in the market
- Health and safety at work
- Training and development of employees
- Human rights at work

Impact Limits were determined for these issues, i.e. where the impact applies, as well as how the Organization is involved with such impact, either at Group or subsidiary level.

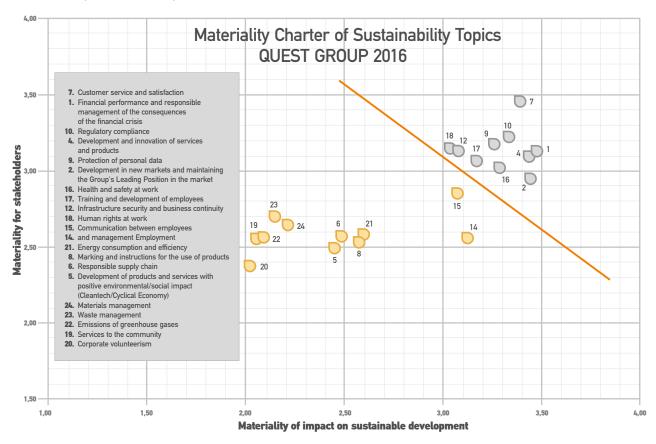
• It is noted that, during the approval of Material Issues that followed, the Group's and the Companies Management chose the following: (i) the material issues "Financial Performance" and "Responsible management of the consequences of the financial crisis" are to be presented together under the title "Financial performance & Responsible management of the consequences of the financial crisis"; (ii) the issues "Development in new markets" and "Maintenance of the leading position of the Group's companies in the market" are to be presented together under the title "Development in new markets and maintenance of the leading position of the Group's companies in the market"; and (iii) the section that presents material issue "Regulatory Compliance" is to include an analysis of the issues "Responsible competition practices" and "Combating corruption".



#### **Approval of Material issues**

The Material Issues were approved by the Group's Management and the Management of Info Quest Technologies, Uni Systems, iSquare and ACS, who participated in this Report, aiming at a balanced presentation of the Material Issues and ensuring that both their negative and positive effects will be presented.

Subsequently, the Coordination Team prepared and communicated to the company groups the procedures and the information system to be adopted, as well as the necessary clarifications on Disclosure of Management Approach and Indices to be presented in the Report.



## Sustainable Development Goals

The 17 Sustainable Development Goals of the 2030 Agenda for Sustainability, which were adopted by world leaders in September 2015 at a historic UN Summit, came officially into force on 1st January 2016. Through these Goals, which apply to everybody, countries will try to eradicate all forms of poverty, to combat inequalities and address climate change, while ensuring that nobody is neglected.

These 17 Goals formed the reference framework for the prioritization of the issues according to their impact on the Group's and its Companies' Sustainable Development.

# SUSTAINABLE GUALS DEVELOPMENT GUALS











































## **Market**

## Customer Service and Satisfaction

Materiality

Customer satisfaction is one of the main ingredients that can guarantee the long-term course and success of the Group and the prosperity of its companies.

Other than the significant impact of customer satisfaction and service on the Group's business model, reputation and ability to achieve its goals, it is of great interest to the Group's stakeholders and further creates wider impact on the sustainable development of the markets and countries where the Group's subsidiaries are active.

the provision of innovative solutions, products and services, the The Group's companies import and place on the national constant improvement of infrastructure that leads to operational excellence, the strict quality control to cover products and services specifications, the achievement of the highest level of security, the measures for the protection of the environment and the provision of full and responsible information to customers. The Group contributes more widely to sustainable development through its impact on digital transformation and the principles of responsible production and consumption.

market high-quality solutions and services, offering Greek consumers, businesses and organizations the possibility to get to know and utilize the highest development of the global market to their advantage, so that the environment, as a whole, may be upgraded and become modern and of high quality and so that quality of life and competition may be improved.

## How we manage the issue

The Quest Group members invest in improving customer service and satisfaction through a number of policies, principles, commitments and procedures. These policies and principles originate from the Group's Quality Policy and are described in the section on "Corporate Governance". Each company follows a different approach regarding the issue depending on the type of the services or products provided, yet the common denominator is always the best possible customer satisfaction. Every company conducts regular inquiries to ascertain the customers' needs and desires by means of everyday contact, complaint management systems and satisfaction surveys. Thus, we can collect and analyze information and thereby redesign products, services and procedures with the aim to offer a better

experience of the customer - company relationship. The Governing bodies of the companies commit to the quality of products and services provided as stipulated by the Quality Policy and they apply a quality assurance system in accordance with ISO 9001: 2008. For the quality level of support services to be maintained, it is also very important to take care of the training and development of Human Resources. Every Group member constantly seeks to upgrade the provided customer support services and systems. To this end, certain actions were carried out in 2016 that are related to:

- The improvement of related processes
- Regular Customer Satisfaction Surveys.



#### **New solutions and services**

Info Quest Technologies, from its position as the biggest gateway for the import of new technologies to Greece, contributes significantly to the digital transformation of the local market. By aiming at the best possible response to the new digital economy data, the company plans, develops and markets new series of products, solutions and services, focusing on the modern pillars of mobility, cloud and big data.

#### **Added Value in Infrastructure and Operation**

The main concern of Info Quest Technologies towards Operational Excellence is the constant improvement of its infrastructure.

The company utilizes an integrated SAP ERP platform, uses electronic B2B stores for the supply of products

(www.questonline.gr) and a service Cloud (www.questoncloud.com), while it utilizes a Decision Support platform through Business Intelligence. The year 2016 saw significant investment in applications, upgrading the level of service. The following were implemented:



- Upgrade of the B2B e-store www.questonline.gr, aiming at faster product search and order completion, and multiple reporting possibilities.
- Enrichment of the functions of www.questoncloud.com, aiming at maximizing and simplifying the flow of orders and the monitoring of subscription services.
- Implementation of a CRM system, for the better management of the customer list and a personalized customer service.
- Implementation of an EDI platform, to Customers and Suppliers, aiming at fully automating and digitizing the order and accounting process.

#### **New Communication Channels**

By enhancing the personalization and the personal element of communication, the company in 2016 utilized modern Business Social solutions, such as Microsoft Yammer and Microsoft

Teams; Collaboration solutions, such as Microsoft SharePoint and Skype for Business; and solutions for the dynamic management of relationships, such as Microsoft Dynamics.



#### **Technical Support**

Technical Support is an important advantage for Info Quest Technologies and part of the integrated service that it offers to its customers. On its premises in Kifisou Avenue, in Aghios Ioannis Rentis, the company has a fully organized Technical Support Department, that operates as the Authorized Repair Center of the larger manufacturers - such as Apple, HP, Lenovo-while it has a large number of technicians certified by the manufacturers and has received awards many times in the past for the high-level cooperation between them and the department. In 2016, the Technical Department expanded its

activities and became the authorized service center for the support of Canon's small printers, as well as for the support of Xiaomi products; a total of 44,384 product repairs were carried out. During the same period, the customer reception in the building of 125-127 Kifisou Avenue was radically renovated, thus further improving the level of service.

Info Quest Technologies' Technical Services have received several awards at European level for the credibility and the ability to quickly address a problem.

#### Responsible consumption and production

Info Quest Technologies cooperates with famous and established suppliers, who provide high-quality products of international specifications, which ensure responsible consumption. In addition, the design and production of own-

brand products places great importance on responsible consumption and the safe use of the products by consumers, by focusing on the following axes:

- Full compliance of the products with current safety, ergonomic, low consumption of power and quality specifications requirements.
- Greek user guides and clear warranty terms for each product.
- Operation of a high-specification repair center.
- Provision of technical support services.

It should be noted that during the production of the Quest PCs, thorough compatibility and quality tests are carried out in respect of the production line that has the ISO 9001: 2008 certification and the products are certified by Microsoft and Intel for excellent use in the new technological platforms/operating systems. Moreover, the company makes sure that the production, packaging and documentation are environmentally friendly: RoHS free & 80 plus efficient power supply for low power consumption. Likewise, as far as the

Bitmore products are concerned, a quality control per production is conducted by SGS, an independent organization, and an Inspection Report is issued, regular checks are performed by the qualified personnel of Info Quest Technologies in the production plant in order to check production, CE Safety Certification of electromagnetic radiation and safety certification of electrical equipment is issued by an independent provider named KEMA.

# uni.systems

For Uni Systems, efficient customer service and satisfaction are a direct priority; this is one of the main reasons for which the Company is famed for its reliability in the markets in which it is active. Through the years, the company has developed and continues to develop a dynamic operation framework, which includes the following objectives:

- Committing the Management to a long-term framework.
- Establishing a framework of principles and values that govern the Company customer relationship and the relations among employees.
- Developing policies and procedures to ensure that the Company's services are designed and provided in a systematic way.
- Developing strategic relations with internationally recognized and creditworthy suppliers.
- Constantly adjusting to new technological platforms and solutions aiming at its customers' digital transformation.
- Providing targeted education and training programs to employees.
- Providing the human resources and infrastructure required to implement the Company's strategic goals.
- Developing methods and procedures to measure the efficiency of the processes and identify
  the actions required to further improve the Company.
- Complying with internationally recognized standards, such as ISO 27001: 2013 and 9001:2008.

# **Square**

iSquare operates pursuant to the Group's general Policies and guidelines in relation to customer service.

The company regularly monitors a number of elements seeking to offer to its customers the best possible experience and the maximum satisfaction with the provided products and services provided which confirm its reputation and the quality that characterizes Apple products.

Customer service is carried out by specialized employees with experience and education on this particular field. Moreover, there are specific procedures in the context of the company's Quality Management System (e.g. complaints handling) concerning customer service, while additional goals and specific indices have been set to achieve a better management

of the issue.

In this light, during 2016, as every year, a customer satisfaction survey was conducted, the results of which has helped the company to improve and provide quality services to its customers.



Customer service is an important factor in the courier and postal services sector, in order not only to satisfy the needs of the existing customers, but also to attract new customers. Professional handling of customer service helps build relationships of trust. The company monitors specific quality indices related to delivery times of shipments, counting and recording of customer service requests and assessment of results (after the management). Based on the findings, it adopts corrective measures that mainly focus on:

- Providing immediate and full information to the customer on the process of his/her order.
- Improving Customer Experience through combined services (change in the date or time of delivery, possibility of payment by credit card, etc.).
- Improving delivery times.
- Improving arrival times of the carried shipments to local stores.
- Improving systems of communication with the customer with the study for a new call center which will support an advanced IVR system, CTI and integrated communication channels (Omni channel).
- Study for the installation of a new CRM for the support of integrated communication with the customer.

## How we assess our performance

The investments and actions carried out systematically and constantly in the area of customer service and satisfaction, which originate from the Group's Quality Policy, have cultivated the same instincts to the human resources of all the Group's companies, who always act in ways that offer the best

experience to the customer. This is proven by the limited number of complaints, the high percentages of customer satisfaction (as evidenced by customer surveys), and the actions taken in 2016 for the improvement of services offered.



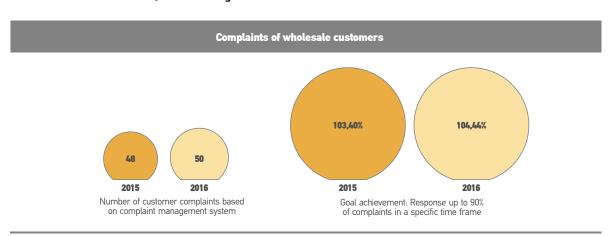
The company uses indices to measure its processes, so as to monitor and improve customer satisfaction, including:

- Complaints measurement and analysis.
- Surveys of wholesale customers.
- Monitoring Abandoned Calls in Call Centers of Wholesale and Technical Support.
- Average repair time at In House Service.
- Surveys of technical support customers by manufacturers, such as Apple.
- QlikView: Adoption of an online tool for the presentation of indices and results, connected to the Company's computer system.

In addition to the daily monitoring and assessment carried out by the officials and the Chiefs pursuant to the Procedures of the Quality Management System (QMS), we also carry out:

- Inspections throughout the year, conducted by Internal Audit.
- Inspections of the Technical Department conducted by the collaborating manufacturers, e.g. Apple and HP.
- Internal annual inspection.
- Inspection conducted by an external body on an annual basis.

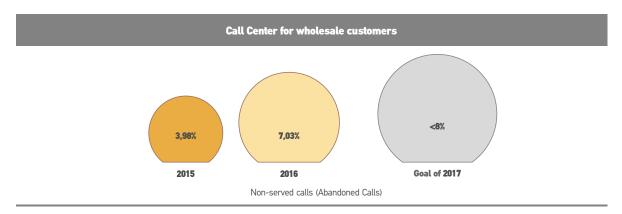
#### **Performance indices for Info Quest Technologies**



We have observed that the number of complaints is slightly higher compares to 2015 (by 4%), due to complaints to the technical department that followed a manufacturer's recall program, which multiplies incoming requests.

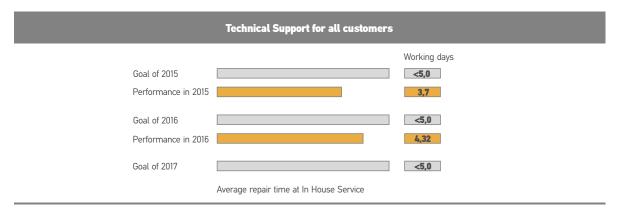
Please note that, for this particular index, the goal is to respond

in one business day and to have resolved the issue within 10 days for at least 90% of complaints. The goal has been achieved in very satisfactory fashion, with an improvement compared to the previous year. The same goal is set for the year 2017.



account the significant increase in incoming calls to the Call Center. As for 2017, the goal is set to 8%. Moreover, in 2017 we

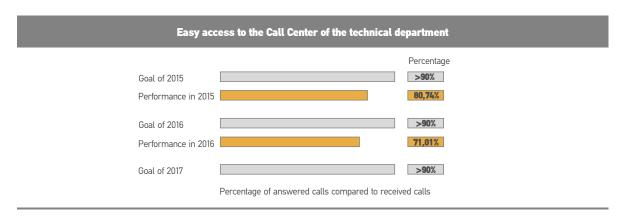
The result for 2016 is deemed to be satisfactory, also taking into will continue the training actions of the department, aiming at serving the customer directly and more quickly.



Based on results, there was a slight increase of 0.6 business days organized the roles at reception, aiming at faster service. We of repair time, as products to be repaired increased by 2%, with the same human resources. The goal will be the same for next

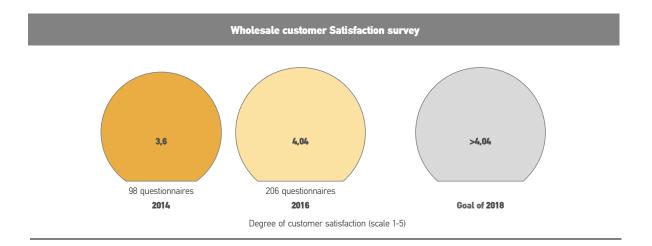
Further, in 2016 we implemented the radical renovation of the reception areas of technical support customers, and we realso placed a technician at reception for the provision of immediate service.

Aiming at constant improvement, we improved automation with the use of computer tools and automated Reports, in a desire to improve productivity without an increase in cost.



In this area, there is a slight decrease in the ease of access, which was due to the significant increase in calls and their management. The increase in calls, in turn, was due to the implementation of the special program "Replacing Apple batteries". We aim to maintain the numbers of employees at the Call Center and we estimate that the volume of calls for the

specific program will remain stable; our goal for 2017 remains the same and we will consider actions for improvement. At the same time, next year we will examine the causes in relation to the months during which there is a great divergence between those results and the average service percentage, so as to take the appropriate measures to support operation.



The wholesale customer satisfaction survey is conducted by electronic means every two years. The survey was last carried out in 2016 and is scheduled to be implemented again in the last quarter of 2018. The scale used is from 1 to 5 - with 5 being the best grade.

Based on the customers' view and the assessment of the 2014 data, in 2016 there has been an increase of the degree of

satisfaction by 12%.

The highest grades (>4) are awarded to the criteria that relate to customer service, communication and the know-how of the human resources, as well as matters pertaining to deliveries, packaging and Logistics. The company aims to maintain the results and improve them.

## Other areas of improvement

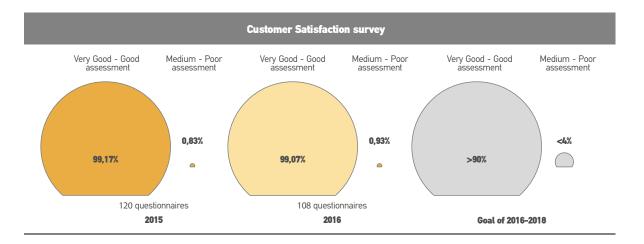
For the years 2017 - 2018, improvements in the following areas have been identified and planned

- A new call center with more service capabilities.
- Expansion of the CRM system.
- Expansion of the EDI platform.
- Upgrade of the Cloud Services supply platform www.questoncloud.com

## uni.systems

For customer satisfaction to be identified on time and for relevant actions to be taken to this end, the following mechanisms have been developed:

- Customer satisfaction survey by means of structured questionnaires to assess the level of services provided.
- Regular Inspections of the company's works and operations conducted by the Quality Management Department.
- Determining the customer satisfaction rate on contact in the context of the works.



The customer satisfaction survey for 2016 was conducted on a sample of 29 major customers of Uni Systems, from who 108 responses were collected. The sample size is regarded

satisfactory, given that the company addresses large organizations by establishing long-term relationships due to the nature of the projects implemented.

The questionnaires were sent by the Business Managers in order to measure the degree of customer satisfaction in respect of the following criteria:

- Meeting the customer's demands/needs
- The abilities of the Human Resources
- Cooperation with the Human Resources
- Regular Communication and Information

Our aim is to make sure that the number of "Very Good/Good assessment" replies is higher than 90% and the number of

"Average/Bad assessment" replies is lower than 4%.

According to the results, the company's aims have been achieved and they remain the same for 2016.



During 2016, 15 complaints were made relating to the Field Services department and mainly concerned the replacement of spare parts. In all those cases, the effective cause was examined in respect of every complaint and care was exercised when

managing the complaint, so as to restore customers' trust. In addition, the employees were reminded of the procedure in order to make sure that all complaints are recorded and assessed.

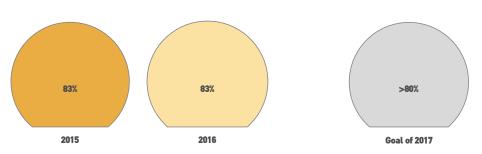
## Square

The customer satisfaction survey is carried out annually by the Marketing Department of the company. There were 14 questions in total, concerning the degree of customer satisfaction in relation to the company as a whole, as well as to

the Service of Apple products.

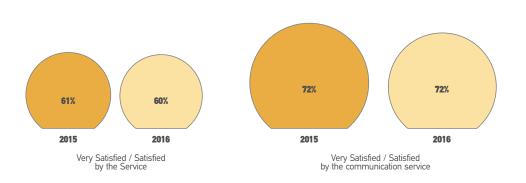
Satisfaction for 2016 was at the same level as in the previous year (83%) and the target for 2017 shall remain the same.

#### **Customer Satisfaction survey**



Very Satisfied / Satisfied by the company as a whole

### Customer Satisfaction survey / special indicators

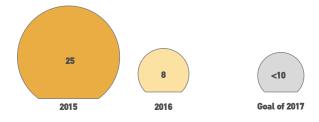


Note: The 2015 Report erroneously mentioned that the percentage of customers "Very Satisfied/Satisfied with communication" was 83%, instead of the correct 72%.

The survey is sent to a large number of recipients, customers and potential customers of the company. As regards 2016 for example, the questionnaire was sent to more than 36,800 recipients with the response percentage being 10% (3,766

responses), a percentage particularly high in surveys with such a large sample, which, in combination with the high degree of satisfaction at all levels, shows the quality and the constant improvement of the company.

### **Customer Complaints**



There is a great decrease in the number of complaints; goal 2-16 has been achieved (<20 complaints). The aim for 2017 is for less than 10 complaints.

The company's goals, as a whole, for the year 2017 is to continue improving the services and the added value provided to the Greek market to the maximum extent.





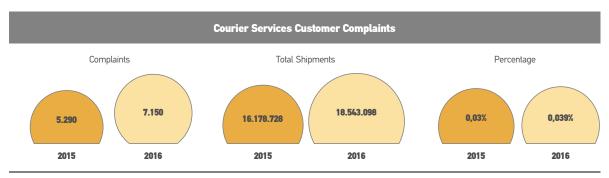
depending on the results, it proceeds with special actions, including conducting phone surveys of recipients to assess the quality of the services provided and the customer experience. In 2016, ACS carried out, as it had in 2014, two telephone

surveys for the services it offers to its two customer groups, businesses (B2B services) and individual customers (B2C services).



Customer satisfaction from services provided.

The scale is from 1 to 10, with 10 being the best grade.



The goal for the year 2017 is to achieve a percentage of <0.04% of shipments.



The goal for the year 2017 is to maintain a percentage of <0.04% of shipments.

Both the retail customers and the enterprises-customers are to a great extent satisfied by the company's services. In addition, the total number of complaints follows a downward trend, especially in respect of Post Services.

The company's goal for 2017 is to continue improving the services and the added value provided to the Greek market to the maximum extent. Furthermore, due to the large number of shipments, in 2016 ACS created a new assessment tool by means of an online questionnaire (QR Code), through which it would be able to easily send the questionnaire (via email or SMS) to the user of the services (the recipient or sender) and

receive the customer experience online.

From the total of replies that ACS received in 2016 from the survey sent to customers, 78% of customers (out of a total of 1,127 questionnaires) were satisfied; these are essentially the customers who would be willing to recommend ACS based on their service experience (= promoters).

For 2017, we have planned to expand the aforementioned electronic satisfaction survey to the electronic messages that ACS sends to the recipients (via sms and Viber), to the cash receipts that all customers receive, and to the electronic signature tablets available at all ACS stores.

## Financial Performance and Responsible Management of the Consequences of the Financial Crisis

Materiality issue

By focusing on innovation and business opportunities, the mission of the Quest Group members is to create sustainable value for the Shareholders, Employees, Customers and Society as a whole.



The year 2016 was a particularly poor year for Greek economy and enterprises. The capital controls that were imposed on the country in 2015 continued to have a negative impact on the country's financial figures, and had dire consequences for business activities and the job market. The restriction in the movement of capital (Capital Controls) affected both in-country transactions and transactions with suppliers and creditors, also changing transaction credit terms.

The continuous development and expansion of activities, with respect for the law and the principles of healthy business, a dynamic business involvement in novel and innovative activities with the corresponding investments and the rapid digital transformation of the companies, so that they are able to respond to the new demands of the market, are of primary importance for the development of the Quest Group.

Other than the significant impact of Financial Performance on the Group's business model, reputation and ability to achieve its goals, it is of great interest to the Group's stakeholders and creates a wider impact on the sustainable development of the markets and countries where the Group's is active.

Specifically, the Group's companies are healthy business units that developed from Greece, by creating added value, promoting the country's market, creating jobs, disseminating know-how and contributing to the upgrade of society and the environment. The companies are evolving - most of them have been following an upward curve for years - and continue to aim for constant progress, evolution and improvement of all material indices, which they also achieved in 2016, despite the fact that the macroeconomic and financial environment of Greece continued to be particularly variable.

## How we manage the issue

Taking into account the fact that, in 2016, approximately 86% of the Quest Group's revenue originate in Greece, the Greek financial environment in which the Group does business has a significant impact on its results. Given the existing state of the Greek economy, the Quest Group has adopted all necessary measures and is monitoring developments closely, aiming to protect capitals, to ensure merchandise and financial payment terms with foreign suppliers, to protect the companies in terms of sales and payments received. At the same time, the Group set as a strategic priority the expansion of its activities - especially those of Uni Systems - abroad, aiming to increase the percentage of its revenue from foreign markets. The Quest Group continues to implement its business plans by setting as its top priority to increase revenue, to restrict/maintain operational cost, to mitigate the credit risk arising out of sales on credit and to produce and steadily improve positive operating cash flows.

The Quest Group's main goal and priority for 2017 is to increase profitability from continued activities by maintaining the figures and developing works in all sectors. The main actions to be taken in order to achieve this goal include to further control the operating costs, try to achieve higher growth rates for the areas with higher profit margin and reverse the course or limit damages from loss-making activities. As for the Group prospects for the year 2017, growth is mainly expected to result from IT Services provided Overseas (European Union), Postal Services and e-transactions. Despite the unstable environment and subject to the fact that no other adverse macroeconomic issue arises, it is expected that in 2017 Group Quest as a whole will show growth in the key financial figures and the positive operating cash flows.

Each one of the Group's companies, depending on its activity, has developed and has been implementing an action plan, aiming at the best management of the consequences of the financial crisis. More specifically:



In 2016, Info Quest Technologies continued to set as a priority the minimization of credit losses, the best possible utilization of available capitals, the protection of its Strategic Partnerships, the search for opportunities/new co-operations and the constant effort for the adjustment of its operational cost to the constantly changing conditions of the market. In addition, it has continued to implement the strategy drew in the last years to

move away from areas with low Return on Employed Capital and enhance its operations in respect of solutions and value added services. The company managed to achieve its profitability goal, despite the continued financial crisis and the imposition of restrictions to capital flow, parameters that have a significant impact on the company's activity.



## uni systems

In 2016 Uni Systems, whose main aim was the further expansion of its activities abroad, increased its turnover by 18.7% compared to 2015, thus consolidating its position as the leading Provider of IT Services on the Greek market, also according to studies conducted by foreign Organizations. The parent company increased its revenue in Greece by 10%, an

increase that originated mainly from the Banking and Telecommunication sector. The increase of revenue in foreign markets was also significant, as it reached 49%. The company's main foreign market is the organizations of the European Union.

## **i**Square

In 2016, iSquare continued to pursue the goals of minimizing business and financial risks, maintaining profitability and improving operational structures. The company's sales increased by 8% compared to 2015, continuing their upward course. This increase as mainly based on iPhone products,

which the company started distributing in March 2016, in both the Greek and the Cypriot market. In addition, the company designed and introduced to the market new innovative services and programs, rendering the experience of the use of Apple products even more unique.



In 2016, ACS followed a consistent strategy, with an emphasis on increasing sales, restraining expenditure, managing risk efficiently and producing positive financial flows. The company's course in 2016 was very positive: it developed all its activities, while its total revenue increased by 10.9% compared

to 2015. In addition, the company is undertaking an important upgrade of its computer infrastructure and new solutions, as well as the development of its network of points so as to better serve its e-commerce customers' needs, aiming at increasing its share of this market.

## How we assess our performance

The Group constantly assesses its members' performance, mainly in the following ways:

- By means of regular, daily and monthly reporting, depending on the nature of the works
- Via an Integrated Communications System and its related Reporting
- System, which includes summary and detailed results and a large number of Key Performance Indicators (KPIs)
- With regular detailed presentations of the results every three months to the Management of Quest Holdings and to the Board of Directors of each company

Furthermore, the Group monitors whether its members operate in a proper way and whether they conform with the corporate governance rules agreed and the policies and procedures, through audit procedures in the following main ways:

- With audits conducted by the Independent Service of Internal Audit under the supervision
  of the Audit Committee of the Board of Directors.
- By implementing a risk management procedure.
- By utilizing the audits conducted by Chartered Accountants.

#### **Performance indicators**

In 2016, despite the ongoing economic distress in Greece, the Group's consolidated sales amounted to €388.2 million compared to €353.4 million in 2015, showing an increase of 10%. The consolidated profits before reduction of Taxes, Interest, Amortization and Investment activities amounted to €31.8 million, while the consolidated profits before reduction of

Taxes amounted to €17.3 million. It is worth noting that, in 2016, the total number of the employees of the Group members was 1,506.

The following table presents the Group's net loan liabilities and the leverage on 31/12/2016 & 31/12/2015, respectively:

#### **Group Net Loan liabilities & Leverage**

Quest Holdings (Consolidated data) (€ x 1,000)

	31/12/2015	31/12/2016
Total loan liabilities	74.399	46.073
Minus Net cash	(53.311)	(65.931)
Net loan proportion / cash	21.089	(19.858)
Total equity	167.835	165.956
Total capital employed	188.923	146.098
Leverage	11,16%	-13,59%

The amounts listed in the table are expressed in thousands of euros

#### Direct Economic value generated and distributed

Consolidated Data	(€x 1.000)¹	2015	2016	
Economic value generated	Revenues <sup>2</sup>	356.793	391.079	
	Operating costs <sup>3</sup>	310.035	329.689	
	Employee salaries and benefits <sup>4</sup>	51.775	55.157	
Economic value distributed	Payments to providers of capital	4.193	4.785	
alott ibatoa	Payments to government⁵	8.161	8.202	
	Community investments <sup>6</sup>	382	662	

<sup>&</sup>lt;sup>1</sup>The amounts listed in the table derive from the Quest Group's consolidated financial statements for the year 2015 and include all the companies. Moreover,  $these \ amounts \ have \ been \ calculated \ in \ accordance \ with \ the \ requirements \ of \ the \ G4-EC1 \ index \ and \ they \ are \ expressed \ in \ thousands \ of \ euros$ 

- 1. The amounts listed in the table derive from the Quest Group's consolidated financial statements for the year 2016 and include all companies. Moreover, these amounts have been calculated in accordance with the requirements of the GRI 201-1 index.
- 2. Revenues from sales, accessory activities, dividends, interest, rent, foreign exchange differences and derivatives are included.
- 3. Sales expenses, administration expenses, sales costs, capital expenditure are included.
- 4. Operating costs are not included.
- 5. VAT, withholding taxes and Single Property Tax (ENFIA) are not included.
- 6. Donations, sponsorships and startups development costs (IQbility activity) are included.
- 7. Line items for depreciation of investments or the buying out of subsidiaries/associated companies are not included.





The total of the Quest Group's Social Contribution in commercial value of products, services and cash for 2016 amounts to €1,289,776 compared to €1,105,933 in 2015.

Revenues from sales, accessory activities, dividends, interest, rent, foreign exchange differences and derivatives are included

Sales expenses, administration expenses, sales costs, capital expenditure are included

Operating costs are not included

<sup>§</sup> VAT, withholding taxes and Single Property Tax (ENFIA) are not included § Donations, sponsorships and startups development costs (IQbility activity) are included

#### **Payment of Taxes and Contributions**

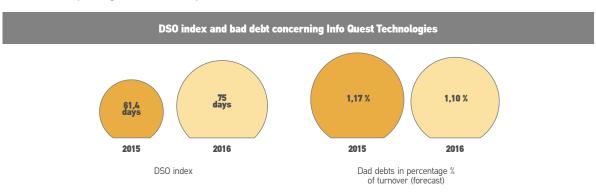
Consolidated Data ( $\in x$ 1,000)	2015	2016	
VAT	35.801	48.872	
Social Security contributions	14.132	15.084	
Payroll tax (FMY)	5.404	6.091	
Other taxes	2.254	7.589	
Total	57.591	77.636	

The amounts listed in the table are expressed in thousands of euros

Given the difficult market conditions in 2016, the Group's results accordingly. are satisfactory. The main changes in the Group's results for 2016, compared to the fiscal year 2015, were the increase in sales by 10% or €34.8 million, mainly due to the increase in sales of the subsidiary "Cardlink", which is active in the management of e-transactions, and also to the general increase in sales of almost all the Group's companies.

As a result, the operating costs of the Group increased

As a result, the operating costs of the Group increased accordingly. The Annual Financial Report for the Year 2016, which is posted on the parent company's website (www.quest.gr), includes detailed tables of all subsidiaries and their results for the years 2016 & 2015 and an analysis of the individual funds.



These indices are important for the assessment of the Company's progress and for risk management. The DSO increase is due to the significant increase of the company's sale to large customers. These sales are secure to a large extent.

## Development in New Markets and Maintenance of the Leading Position of the Group in the Market

The Group's leading position and dynamic and sustainable development are the top priority of the strategic goals set by its members, with emphasis on enhancing competitiveness, developing innovation and expanding theirs' activities to both existing and new markets. Maintaining the leading position of the Group members has positive effects on their operation as it gives the motivation and secures the necessary tools and resources to further develop new services. The majority of Quest Group members dominate the markets in which they are engaged.



The Quest Group, given the financial situation of the country, strategically aims at strengthening its presence in foreign markets. Under this perspective, all the companies, and Uni Systems in particular, seek to expand their activities overseas

allow it - is a significant boost for the position of the companies vis-a-vis their suppliers and customers. The outward outlook of the Group's companies, especially in the technology sector, is of particular importance, both for the Greek market, as it

showcases in the best possible way the abilities and the value of Greek IT businesses, and for the country in general, as one of the country's goals is to promote and export Greek know-how.

Additionally, it acts as a damper to the phenomenon of brain drain, by utilizing excellent Greek professionals, and transfers and disseminates knowledge to the local market.

## How we manage the issue

#### Investing in Know-how

The galloping rhythms of technological developments, the digital transformation via the timely utilization of new applications and systems, the technological partner, each company's competitiveness and the systematic and constant investment in know-how play a major role in the development of the technology sector. Design and solution implementation teams, as well as the technical departments of the Quest Group

companies, in particular those of Uni System and Info Quest Technologies, invest heavily in know-how, new solutions and services and have at their disposal a large number of certified engineers, who possess the high technological specialization offered by the biggest technology enterprises around the world, through training in Greece and abroad.

Uni Systems is an IT solutions service provider and its know-how derives from more than 300 qualified engineers that work at its Technical Departments and provide high value added services. The Technical Services provided by the company cover all stages, from the design of solutions to Customer support after implementation of the project.

In 2016, 3,915 hours of training took place, of which 1,560 hours elated to technological training. Uni Systems' engineers were awarded 111 new certifications, while in total they hold 577 certifications focusing on the technologies:

- certifications focusing on the technologies:

  Info Quest Technologies has a team of qualified engineers that provides services of design and implementation of IT solutions services for SMEs. Furthermore, through the Technical Support
- Center it provides support and repair services for all the products of the manufacturers with which it works.

  The Technical Service Center employs 32 people, is authorized and certified by the largest international manufacturers Apple, HP, Lenovo, Canon, Xiaomi while it provides support service

- Hardware Products (HP, IBM, Cisco, Dell EMC, Huawei, Unisys and others).
- Software Platforms (Citrix, Genesys, Imprivata, ISACA, Linux, Microsoft, NetApp, Symantec, Splunk, VMware and others).
- Application Platforms (Java, Oracle, SAP, Siebel, TOGAF, IBM DB2, CompTIA A+, MS SQL, Peoplesoft, MS SharePoint and others).
- Project Management (PRINCE2, ScrumMaster, PMI).
- Other (Business Analysis, ITIL).

for a number of products-peripherals, drives, memories etc.- by a variety of manufacturers.

In 2016 the engineers employed by Info Quest Technologies received 31 new certifications. The certifications of the company's engineers are in total more that 185 with the main fields of know-how being the platforms by Microsoft, IBM, Apple, Kentico, HPE, Unify, Symantec, Citrix, Odin & Erply.

#### Development in new markets

## Info Quest

Info Quest Technologies has invested heavily in monitoring the world markets regarding the perspectives offered and changes brought about by new technologies. Further, it has analyzed the needs of the Greek markets and systematically develops and markets new innovative products, solutions and services. The following areas has been set as main sectors for the Company's development: Mobility- Internet of Things & Cloud Computing. In the first pillar of development, Mobility, the Company has expanded its partnerships significantly, by offering Greek consumers a wide range of choices, aiming at expanding its market share in the sector. In December 2016, the company started cooperating with Xiaomi, one of the leading international manufacturers of mobility products, focusing especially on Smartphones and one of the most complete ecosystems of interlinked products. This partnership is expected

to give a leg up to the company in this new era of "smart" interlinked devices. In addition, the Company has expended significantly the families of own-brand consumer products - Bitmore and Jelly - in the categories of tablets, wearable devices, accessories and other smart devices; its has expanded the Quest PC range with new series of laptops, such as 2-in-1 models, de-touchable and Cloudbooks and is expanding its activities in new sectors, such as the TV market and the STEM (Science, Technology, Engineering, Mathematics) market. In the second pillar of development, the company, a steady leader as a technological gateway to the new tendency for the provisions of Managed Services on the Cloud, continues to invest in the automated Cloud supply platform of multiples sources and alternative supply networks that its has created. The QuestonCloud.com platform, which is fully operational,

offers a multitude of Cloud solutions by leading companies, such as Microsoft (Office 365, Microsoft Azure), IBM/Softlayer and Symantec,

while an important number of the company's associates have been certified in the provision of cloud solutions to their customers

In addition, it is preparing the cloud commerce management solution Q-Zone to be marketed in 2017. It is an integrated solution aimed at commercial enterprises and service provision businesses and offers the ability to manage one or more store cash desks, either physical or online.

In a continuous effort to improve the competitiveness of its customers, Info Quest Technologies is constantly expanding the solutions and services it offers in the areas of its specialization, focusing on Data Centers with new solutions by IBM, Dell EMC,

Lenovo, HPE, IP telephony with solutions by Cisco since 2016 and Unify and interlinked M2M devices.

Taking into account the company's purpose, it shows little activity overseas. The main country that it focuses on is Cyprus, in which mostly sales of Private label products and value added products (VAD) take place, where possible under the agreements with the manufacturers. Since the beginning of 2017, the company seeks to enter the Cypriot market even more by performing regular market research and paying visits. In 2016 the company put in operation a repair center specializing in Apple products, which is operating as an Apple Authorized Service Center and which is expected to multiply sales in the market in question. Mainly based on cloud services and mobility, the Company is investigating its geographical expansion in other countries, giving priority to Malta.

## uni.systems

The company has a strong financial basis and, despite the adverse economic environment in 2016, managed to increase its revenue by 19% and its EBT by 58%, returning more than €7 million to the Group, directly/indirectly. The company has a leading position in the Banking sector, within which it concluded major trade agreements, such as the biggest five-year agreement for the update of the central systems and the obligation to implement a digital transformation project for one of the largest banking groups operating both in Greece and overseas.

The cornerstone of the Uni Systems business strategy is that it

exports the know-how to overseas markets by focusing on institutions, organizations and other bodies of the European Union as well as the large Organizations and Enterprises in Southwestern Europe. It is worth pointing out that, today, the total turnover part from these markets amounts to 29%, while overseas sales increased by 49% in total. In this context, Uni Systems was entrusted with ten (10) new projects of total nominal budget of about €66 million. The European Investment Bank, the European Commission, the European Parliament etc. are also customers of Uni Systems.

## Square

According to the agreement concluded with Apple, iSquare is entitled to distribute the products exclusively in the region of Greece and Cyprus and not in other markets. Taking this into consideration, the company managed to get through the

difficult economic and political conditions in Greece and to make intense efforts to enter the Cypriot market, where the economic situation was clearly improved in 2016 compared to the past.

The company's main goals, while these adverse conditions are going on, were as follows:

- Increase in sales both in Greece and in Cyprus.
- · Maintaining profitability.
- Adjustment of the organizational structure in respect of all the activities to better handle the economic crisis.
- Minimizing business and financial risks.



Despite the adverse conditions brought about by the economic crisis and the fall in the market, the development of e-Commerce in Greece as well as the company's expansion to the new business of postal services have helped in the recent years -from 2013 onwards- in a positive way not only the courier services market, but also the overall sales of the company. Both ACS and its associates/agents were significantly less effected by the economic crisis compared to the rest postal sector, due to the development of the new mailing activity and the great rise in sales arising out of the relatively new postal service «Advanced Business Post» from 2014 onwards. Moreover, ACS

examined which segment of the market presents greater growth potential and proceeded with the relevant actions with the main aim to provide targeted services for e-commerce.

Thus, in 2016, the company included in its portfolio the pioneering for Greece services ACS ReDirect (the possibility to redirect deliveries from the mobile phone of the customerrecipient), ACS Smart Point (delivery and collection of deliveries by participating Shell garages) and ACS Card On Delivery (the possibility to pay the value of cash-on-delivery with payment cards), which mostly address the e-Commerce market.

#### Enhancing reputation

To enhance the reputation and the corporate image of the Group as a whole, Policies and Procedures have been established according to which common lines are drawn in regards of operation and communication in areas such as the protection and the promotion of the name, the corporate identity and the image of the Group members. Moreover, Quest Holdings operates a Communications Department - Press Office to coordinate and meet the need for communication between the companies and the media. In this context, joint

communication programs and Corporate Social Responsibility actions are established in line with the Group's strategy to enhance innovation, digital education and entrepreneurship. In addition, aiming to upgrade the image, to improve the customer service for those visiting the companies' stores as well as to improve the employees' daily routine, major upgrade and construction works are carried out in the building of the companies during the year.

#### **Business Development**

Maintaining the leading position of each company and consequently of the Group is directly related to the ability to timely ascertain and take new opportunities, to generate value through designing innovative products and services, to further establish collaborations and to adopt best practices. Since the Group's primary purpose is to create sustainable and long-term value and to constantly look for and assess opportunities, a new basis for the operation of the Business Development has been

laid by forming teams both within the Group members and the parent company that is responsible for monitoring the action plans and the priorities set, while the Business Development & Investment Policy has been set forth.

In 2016, the companies started drafting a five-year strategic/business for development, setting the course for their evolution. The drafting of the plan is expected to be completed in 2017.

## How we assess our performance

The performance of Group members is assessed according to the results, the position of each company in its own sector and the rise in sales related to exports both in absolute figures and as a percentage of total sales. The position in the market is estimated by combining the data collected from company researches and market information. The rise in exports and the limitation of the risk arising from the public sector - as a percentage of the Group's turnover - are the main indices that help to assess the performance of the Companies.

(€x 1.000)*	Info Quest Technologies		Uni Sy	stems	A	cs	iSqu	ıare	Quest Group as a whole	
,	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Total sales	112.304	108.889	69.069	81.439	81.159	89.993	70.569	75.881	353.405	388.227
Overseas Sales	1.939	1.800	15.441	23.559	2.657	4.704	8.958	20.337	30.106	53.233
Percentage of Overseas Sales in relation to total sales	1,73%	1,65%	22,36%	28,93%	3,27%	5,23%	12,69%	26,80%	8,52%	13,71%
Sales to Public Sector	42	39	27.090	27.050	2.613	2.547	-	-	29.745	29.635
Percentage of Sales to Public Sector in relation to total sales	0,04%	0,04%	39,22%	33,21%	3,22%	2,83%	0,00%	0,00%	8,42%	7,63%

 $<sup>{\</sup>it *The\, amounts\, listed\, in\, the\, table\, are\, expressed\, in\, thousands\, of\, euros}$ 

The Quest Group members dominate the markets in which they are engaged. Particularly, Info Quest Technologies has kept for many consecutive years a leading position in the Greek market of product distribution and IT and telecommunications services according to the turnover, the financial indices, the number of the cooperating firms and the added value produced for the customers and the associates, and as a consequence is one of the most credible and efficient choices of the top manufacturers when looking for an associate in the Greek market and the most reliable supplier for its customers at the same time. In addition, it has placed itself in new areas, such as Cloud services and Mobility, in good time, thus leading the market into the new era.

Uni Systems, continuously evolving, is at the top of the Information Technology market in Greece: it ranks constantly among the three biggest System Integrators of the country, as evidenced by the reports of a large foreign analysis company. The company has a large share in the Banking and Financial sector, a customer base in all telecommunications providers of the local market and in private enterprises which rank among the 500 biggest in the Greek market.

In addition, the Company is steadily developing overseas; the organizations of the European Union are its main market. In 2016, it undertook the implementation of more than 10 new contracts from EU organizations, of a total budget of more than €66 million. The company's total revenue from overseas

markets represent 29% of the annual total revenue and 35% of service revenue.

The results in respect of iSquare are assessed on quarterly, semiannual and annual. The audit performed on a quarterly basis enables the company to take corrective actions and deal with any conditions and changes of the current situation. Assessment procedures include reports concerning the goals achieved in total and per associate-reseller by reference to each product family expressed in turnover and pieces. In addition, a report is made to assess the communication actions and the efficiency in terms of sales and branding. The goals set by the Company, the Group and Apple are internal. Furthermore, specific sectoral studies are taken into consideration when assessing the results. In 2016, iSquare managed, despite difficulties and adverse events, to maintain an increase in its sales and an upwards curve, concluding another positive year with total sales having increased by 8% compared to 2015. Lastly, ACS is also in 2016 the leader in the courier business market, maintaining its advantage from its competitors. It also achieved an increase of its market share in common postal services. Further, in 2016, it continued to implement the upgrade program of the most important retail points in the stores of the company's associates, both in infrastructure and training and certification of human resources, aiming at a better and more complete sales experience and at the increase of sales in the market.

## Regulatory Compliance

Materiality issue

Responsible business practices and full compliance with laws and regulations are non-negotiable for the Quest Group, and they are fully integrated in its business model, its history, reputation and the Group's ability to reach its goals. Regulatory Compliance also has a wider impact on the sustainable development of markets and countries where the Group is engaged specifically as to the contribution towards a strong and well-regulated business environment and the support of strong institutions, which promote progress and development



The Group's activity is governed by Greek law, the Ethics Code of its companies and its Internal Operation Regulation. In addition, the Group's executives participate in consultations,

institutional organs and bodies, thus contributing to the cultivation of the aforementioned principles and values.

By applying the underlying principles of Corporate Governance, the Quest Group has set the following priorities:

- Transparency in management and corporate responsibility.
- Disclosure of information to shareholders and their participation in key decision-making.
- · Speed in the adoption of decisions and efficient management, with participation on all levels, without silos.
- Identification, recognition and mitigation of risks.
- Ensuring a quality work environment.
- · Independent audit.
- Awareness of the employees of issues that pertain to the compliance with laws and regulations, corruption
  and unfair competition.



The total presence and activity of the Group's companies in the market and the social environment in which they are engaged are governed by the framework of the Group's steady principles and values. In that context, the compliance with the legislation in force in Greek, the European Union and the countries in which the Group is active is given and non-negotiable. Using the same philosophy and approach, we implement in all activities the methodical application of practices of responsible

and fair competition and anti-corruption and anti-bribery measures which are based on transparency, integrity and reliability.

Any deviation from the principles and moral practices of the Group's companies would jeopardize the good reputation, the credibility and, by extension, the results of both the companies and the parent company, and, as such, is unacceptable.

## How we manage the issue

In 2016, the Group created and the companies' Boards of Directors approved the Ethical Policy, which aims at determining the rules of behavior for the avoidance of corruption and bribery which form the basis for designing and operating all activities of the companies and which must be followed by the executives and the employees of the companies.

The Administration of Quest Holdings and the Group Companies shall provide assistance and all appropriate means so as to promote this Policy to every employees and to have it integrated in the daily work and the working culture.

The Ethical Policy provides directions on the following matters:

- Gifts: The offer and acceptance of gifts of value from/to the personnel are not allowed, unless they are
  publicity or social gifts of small value, and only following consultation with the company.
- Bribery and corruption are incompatible with the Group's principles: Any payment in kind or in cash or giving the impression that bribery has been promised are unthinkable. In addition, the employees shall not use any other illegitimate means to ensure any unacceptable business advantage.
- Policy: The company and the Group may not get involved in any party or ideological activities, in any way.
- Customer and Supplier Relations: These relationships shall be governed by trust, mutual respect and
  integrity seeking thereby to establish long-term partnership and to mutually satisfy the interests of
  both sides.
- Sponsorship and Donations: Any donation or sponsorship whatsoever shall be fully transparent and in conformity with the legality and morality. They may be approved only by high-ranking Management executives.
- Financial Transactions Records: Detailed and accurate records of any financial transaction made by any company for any reason whatsoever, shall be kept (including, but not limited to gifts, donations, sponsorship, hospitality expenses, etc. along with justification).
- Conflict of Interests: Situations where the personal interests of the Company's employee conflict with his/her obligations to serve the interests of the Company or the Group shall be avoided and controlled.

#### Control Mechanism

A mechanism has been created, whereby the employees working at the group members are required to report any incident, which they believe is contrary to the Ethical Conduct Policy and may involve a corruption case. The complaint may be made by any employee either to the Manager of the department or the Company Administration or the Legal Department. All complaints shall be recorded either by the complainant or by the party against whom the complaint is made and the authorized Manager shall be responsible to keep the relevant file. The individual lodging the complaint shall be protected against any measure of behavior as a consequence of the complaint. All complaints shall be investigated by a committee consisting of authorized Managers.

The results of the investigation shall be recorded and presented

to the Company's Management, which shall adopt all necessary administrative or disciplinary measures to address the incident. A similar mechanism shall be in place for cases of noncompliance and unfair competition.

The Ethics Policy and the way in which it shall be implemented has been presented to the executives of the Group's companies. In 2017, we plan to inform and train all personnel in the meaning and the manner of application and control of the Policy.

Further, we plan a Risk Assessment for the period 2017-2018 and for every year thereafter, which aims at pinpointing and address risks in the areas of non-compliance with laws and regulations, corruption and bribery.



## How we assess our performance

The Group's goals are zero incidents of non-compliance, corruption and unfair competition.

This goal was reached in 2016 and there are no pending cases from previous years, for all the Group's companies. No fines were imposed. Further, no complaints were made nor was any other action taken regarding these matters, nor are there any

cases pending.

We believe that this achievement is the result of the culture, the organization and the ethical approach of the Group's Management, which has permeated the entire organization. The same goal has been set for the year 2017.

## Development and Innovation of Services and Products

Materiality

Innovation is the main characteristic of the business model for the development of the Group's reputation and ability to reach its goals. Throughout its long history, the Group has been characterized by innovation, which is expressed in its business initiatives, the constant evolution of the products and services offered, and in the business operational model that it is implementing.

The Group has implemented some of the most innovative and successful Information Technology projects for a large number of Organizations, having thus contributed to the development, modernization and competitiveness of these organizations and of the country, in general. An example would be the portal of communication between the Citizens and the Public Administration, ermis.gov.gr. In addition, it has created significant innovation in the market with commercial and operational moves based on innovation, such as the implementation of an e-commerce system for its associates, which has been in place since the year 2000. Innovation is the way in which the Group and its companies respond to the challenges and opportunities of the new global digital market, in the best possible way, aiming at decreasing

production cost, boosting competitiveness and profitability, improving productivity, creating jobs, increasing the market share for each company, financial health, and strengthening its position in the market.

As a result of this constant striving for and utilization of innovation, the Organization's customers, the local market and society in general are able to enjoy innovative products and services that render them more competitive and innovative in their field of activity. Accordingly, the Group's human resources can evolve constantly, in an open environment, with international connections and perspectives, with sufficient resources that promote innovative thought, setting high goals and challenges.

## How we manage the issue

Having set innovation and development of the services and products as a strategic priority, Quest Group has taken the necessary steps to support and further promote this important issue. As described in the material issue "Development in new markets", the Group uses Strategy and Business Development teams to regularly search the market developments, invest in designing new products/services and provide incentives to the employees to submit ideas. The Strategic and Business Development teams operate both independently, inside each company, and in coordination with the parent company, maximizing the benefits of the interaction.

The Group applies Total Quality Management, one of the objective goals of which relates to the increase of the organization's ability to innovate and adapt with flexibility,

promoting a culture of constant improvement. The application of Total Quality Management offers the philosophy and vehicle for the transformation of new ideas into upgraded products services, organization and reputation of the companies and is used as a source for the creation of new innovation actions. Aiming at maintaining and further enhancing Innovation, at the same time recognizing and utilizing opportunities and constantly developing the companies, the Quest Group's Management is developing an Innovation Policy, which is planned to be implemented in 2017, and the purpose of which is to determine the framework for the design and the implementation of innovative actions by the Group's companies.



Committed to its vision to connect innovative IT technologies with the Greek market in the most easy, economic and efficient way, Info Quest Technologies systematically looks for, designs

and introduces to market new technologies and services that are covering the following areas:



#### **Cloud Computing**

Info Quest Technologies has made major investments in the fast of the market by connecting Cloud Services and applications growing Cloud market, as it has implemented an integrated service ecosystem that includes top global providers, specialized consultants and trained associates. The platform www.QuestonCloud.com is an integrated on-line platform of Cloud services distribution, customization and automated invoicing, offering thereby its customers a comprehensive, yet simple and effective way to select, procure, manage and use top cloud solutions of the global market.

The company aims to become the largest Cloud solutions hub

providers with resellers and customers. An extensive range of solutions has been already made available in the marketplace -Softlayer, Microsoft, Symantec, among them - and the company's objective is to systematically expand this range. Cloud solutions are addressed to the entire business market range -small, medium and large enterprises- and are parameterized according to the requirements and the size of each enterprise.

#### **Cloud ERP**

Aiming at introducing Cloud solutions to small and mediumsized enterprises, the Company, via its strategic partnership with an international provider of POS software and ERP Commercial Management, with a large global established base, makes Q-Zone available to the Greek market (http://Qzone.gr). This is a 100% Cloud SW, which includes all the processes and functionalities of an ERP and is fully adapted to the requirements and special needs of Greek businesses, leading even the smallest enterprises to easy and fast digitization, better control and instant upgrade of the services they offer to their customers.

In its basic form, the Q-Zone solution is expected to find its nest application in small and micro enterprises, being a perfect replacement for cash registers

and older systems, offering entrepreneurs the possibility to serve their customers better and to have at their disposal valuable data regarding their enterprise. At the same time, when fully deployed, the solution can cover the most complex needs of multiple sales points, cash registers and warehouses, even in intensive retail, offering a functional platform that can be fully personalized and expanded.

The solution was parametrized fully in the Greek market in 2016, pilot installations were made and an intensive program for training and certifying employees of the Company in the implementation and support of the market was begun. It should be mentioned that any State initiative to dematerialize tax mechanisms and the online interface with financial services will give major boost to the project.

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#### **Services/POS Production**

The company, in 2016, significantly expanded its dynamics and know-how in the production of POS devices, utilizing the Group's investment in the specialized Cardlink company. Today, given its know-how, it can cope with large volumes, but also

claim similar projects. It has Key Injection Facility certified by VISA, complying with all PCI KIF security requirements and capable of producing more than 500 EFTPOS per day (or 10,000 per month).

## uni.systems

Uni Systems is committed to be ahead of the developments in the changing technological environment serving its customers with innovative solutions that provide a holistic approach to their needs.

Given the constant expansion and evolution of the portfolio of

solutions/services, the company's development and the excellent adaptation to the dynamic technological environment, new cooperations with supplying firms are examined at strategic level to maintain market leadership and to further expand within the market.

#### **DevOps services**

DevOps services are at the forefront of global system implementation and integration processes, as their main goal is to set a broad framework for collaboration between Developers and Operations. Uni Systems has implemented the DevOps

framework first of all for the operation of the Company itself, aiming at the optimal and quicker service of its customers in Greece and abroad, while at the same time implementing similar projects for its large customers.

#### **Digital Transformation**

In an ever-changing environment where organizations are called upon to face digital challenges in their day-to-day operations and customers need personalized service, Uni Systems responds directly through a range of digital transformation solutions and services.

## **i**Square

iSquare innovates with services provided to end consumers and vertical markets. The company's strategy focuses on the field of education and systematically looks for and introduces tools, methods and content that render education more interactive and effective. To this end, in 2016, it launched a series of actions and initiatives to disseminate to the stakeholders and to the public the results of the research funded in 2015 and implemented by the Research Center of the University of Piraeus on the evaluation of the learning experience in the

classroom with the "1-1 iPad" approach in 11 schools in Greece. As the survey of the Department of Digital Systems of University of Piraeus is globally the third most extensive survey on the use of 1-1 iPad by reference to the number of schools, students, parents and teachers that participated, its conclusions are very precise and useful.

This survey with its positive results renders more popular and encourages the use of iPad devices in education to an even larger number of schools.



For many years now, ACS has been taking significant steps to develop new services and to improve the existing ones. Since 2011, ACS has established separate Management, the Business Development, so as to achieve the maximum possible benefit. It constantly monitors what is happening in the Greek and the

foreign market and carries out a systematic process of assessment of the value and the respective return on investment (ROI) of the development proposals for new services, products and applications to improve the Company's operating procedures

The issues examined and set as the company's goal for the development and innovation in respect of each new idea are:

- Development of existing products and services.
- Creation of new products / solutions.
- Expansion and opening to new markets.
- Upgrade of the operating method of the company, particularly in automation issues and matters of quality of service & constant upgrade-improvement of computerized applications and internal organization.

The most important products and services developed by the company during the report period are separated into the following main categories: Commercial and Operational services - Stores Network Support services. The company's new proposals - solutions to the courier market are mostly linked to the quality upgrading sought by the company. An example of such services is the new alternative network of ACS Smart Points delivery and collection points. At these points the customer can be easily and quickly served in an extended service schedule and, depending on the point, even on holidays, weekends, 24/7. ACS Smart Points started operating in the first quarter of 2016 at selected Shell stations in Attica. In the third quarter the network expanded both in Attica and Thessaloniki.

The goal of ACS is to complete the Pan-Hellenic expansion in all self-operating Shell stations within 2017 so that the customer service points number 280.

Another example of the quality upgrade ACS seeks is the innovative web mobile ACS ReDirect application. Through this application the recipient can change easily and free either the day or the delivery point of his delivery. Thus, delivery is not determined by the courier, but is based on the customer's daily schedule and needs.

For the next 2 years (2017-2018), the company's main objective is to upgrade the services provided by serving the recipient and rather than the customer billed. Moreover, ACS has also developed innovative solutions based on the specific needs of its customers: Free online computerized solutions for preparation, control, management and monitoring of daily deliveries for business customers (ACS 4Connect - Web Business Tools), free discount card for Professionals and Individuals (ACS Member), online solutions for Individuals with web and mobile applications (search for a delivery, search for a service store, cost calculation).

Estimated effect of the new services for ACS within the next three years						
Service	Goal of Service	Goal within 3 years (%)	Economic performance	Description		
Smart Points (SP)	E-commerce recipient / Improvement of Customer Experience	3-5% of e-commerce shipments (shipments to be served via SP)	Distributions Cost - ACS Network	Long-term Reduction of Transport Costs		
Rescheduling - Redirect	E-commerce recipient / Improvement of Customer Experience	3-5% (shipments to be served via PPN SP)	Distributions Cost - ACS Network	Long-term Reduction of Transport Costs		
Web Reporting ABP Post	Customer	100% (Post) 10-20% (Courier)	ACS (new business)	Maintaining / Attracting new customers		
ABP Post Supporting applications	Recipient & Customer		ACS	Maintaining / Attracting new customers		
Designing Solutions to Collect money via bank cards	E-commerce Recipient & Customer	10-230% of E-commerce shipments	ACS - Diversifying services from competition	Maintaining / Attracting new customers		

## How we assess our performance

The purpose of developing innovations is to add value to the companies. It is therefore important to measure the effectiveness of both the innovation development methodology and the value added.

For the Group, the overall assessment mechanisms of new solutions/services are essentially qualitative, namely credibility and successful response to customer needs, while in the longterm they concern quantitative mechanisms, such as increase in sales. In many cases the customers' interest in new solutions / services is immediate and clear. By constantly investing in the know-how and systematically training the Group employees we company.

ensure speedy implementation of new solutions to the benefit of members' customers.

In the context of the Innovation Policy to be elaborated by the Group in the years 2017-2018, a more organized inventory will be attempted and a measurement of innovation, feasible, in order to facilitate a better understanding of all employees but also the development of innovation and to bring about a significantly greater number of innovative results. The objective will be to record and implement a methodology for the development of Innovation and Business Development in each

To form an integrated picture of innovation performance, three measurement units are designed:

- Resource allocation Financial resources, Human resources, R & D expenditure.
- Method effectiveness Number of ideas, number of new products/services on the market, percentage of employees involved.
- Results Benefits in revenue and profits, ROI of innovative activities, indirect benefits where feasible.

The results of the actions and the evaluation of the objectives will be recorded in order to measure the effectiveness of innovation with the best possible approach and be

communicated to the Board of Directors of each company and the Management of Quest Holdings.

## Protection of Personal Data

Materiality

Privacy is a sensitive issue that the Quest Group has always been particularly concerned about. Any leak or misuse of the customers' personal data would damage to a great extent the credibility and the reputation not only of the company that committed the offense, but also of Group as a whole, resulting in direct and indirect and long-term loss of revenue. At the same time, as data is knowledge and value, it can have a greater impact on society, creating a negative impact on citizens/companies and reducing credibility in technology systems, tools and institutions.

The Group's companies monitor and comply with domestic and prepared in a timely and appropriate manner for the new European legislation and independent authorities and are

requirements and regulations of the European Union. All



necessary, strict measures are taken for the protection of the personal data of all persons who come into any contact, communication or transaction with the Group companies. The personal data managed by the Group's companies relates to their employees, their clients, their associates and the shareholders of the parent company.

Companies take all necessary steps to ensure that the personal data that the parties with which they deal and have a

relationship entrust to them do not leak to third parties and are not used by the employees of the companies except for the purpose for which they are collected.

There is complete compliance with the legislation in force, so that the sense of security and respect for the laws and personality of the people, without discrimination, develops

## How we manage the issue

#### **Group Information Security Policy**

In all Group members, the protection of personal data is guaranteed through the Information Security Policy that includes the personal data protection policies. This Policy, which follows the principles of the international ISO 27001 standard, has been successfully applied for more than 10 years. For the secure application of Information Security Policy, all the Group members use the Data Center infrastructure by Uni Systems, which meets the strictest international standards. Application of the Information Security Policy is ensured with appropriate procedures and the audit mechanism. The Information Security Manager is responsible for the development, implementation and review of the Policy and the respective procedures. The Policies and the procedures are made available to the staff and set forth the guidelines and the working method when for any reason it is required to store or use personal data. Furthermore, the employees who are responsible for the management of personal data are regularly trained and informed. Regular internal inspections are conducted to check compliance with the Policies and the

security procedures at the company level.

In the context of the Security Policy and Compliance with European Regulations, Group companies will be prepared in 2017-2018 in order to comply with the European Union's new data protection rules (GDPR), which will enter into force on 25 May 2018. Under this regulation, companies must exercise due care with regard to the protection of personal data, which is ensured through a data protection impact assessment, data protection by design and by default, as well as the design and implementation of data protection solutions (encryption, data loss protection, etc.).

In addition to the above, particular mention must be made of Uni Systems, which, due to the nature of its activity and its Data Center infrastructure and services, has adapted its policies, procedures, guidelines and infrastructures to fully safeguard the customer's personal data and/or that of the users of the applications that it develops on behalf of its clients. To ensure protection of customer data, the company uses the following additional mechanisms:

- · Creation of Security Department in human and material resources, which ensures the safety requirements of each individual project and guides the software and system development teams respectively.
- Adoption of infrastructure and tools, which protect both the company and customer data.
- Internal inspections to check compliance with the Policies and the security procedures at company level.
- The Security Manager regularly assesses the risk of sensitive information leakage (company or customer information) and proposes a plan to improve the existing information security system.

Correspondingly, because of the nature of its activity, ACS has developed specialized policies, procedures and instructions, which are incorporated into the daily activities ensuring thereby developed and uses the following additional mechanisms to the utmost extent the personal data of the customers and

application users. For the customer data to be protected, mainly customer lists drawn for the carriage and delivery, it has

- · Specialized activity for the study of the safety requirements of each project with emphasis on the processing of personal data, protection measures and user training.
- Using encryption on inbound customer files and on all computers that have access to personal data.
- Adopting equipment management procedure and electronic data disposal procedure.
- · Adopting management procedure in respect of e-data leakage incidents.

The following special policies and procedures are also implemented:

- · Carriage security policy
- Postal service confidentiality policy
- Postal service confidentiality protection policy
- Postal service security policy
- Disclosure policy

- Confidentiality waiver policy
- Information Risk Assessment Procedure
- Data Disposal Procedure
- Image Management Security Procedure



#### Goal for 2017-2018

All Group companies, with the coordination of the parent company, are going to develop and implement a detailed plan for adapting and complying with the new European Regulation 2016/679 on the protection of personal data, in order to be fully operational before 25 May 2018 as defined in the Regulation.

## How we assess our performance

- · A mechanism that records any incident of personal data infringement is established within every member.
- Regular inspections are conducted by the Security Manager in order to ensure proper implementation of the Policies and Procedures.
- Periodic risk assessments are organized (security information risk assessment) to look for new risks in every area that may affect personal data.

#### Certifications

Uni Systems has SO 27001: 2013 certification for a series of critical services in terms of security, and the scope of the certification is in particular as follows:

- Cloud Computing Services related to Infrastructure Provision as a Service Infrastructure as a Service-laaS), Platform as a Service-PaaS, and Software as a Service-SaaS.
- Hosting Services for IT and Telecommunications Systems and manned Workplaces with High Availability in the company Data Center.
- Specialized Services related to Design, Installation, Management and Technical Support of IT and Telecommunications Systems.

#### Number of substantiated complaints of customer personal data losses or misuse









All complaints made by regulatory authorities or otherwise are included.

#### Number of substantiated complaints of shipment violation during transport (merely regarding ACS)



The number of the substantiated complaints is regarded negligible compared to total shipments, while ACS has not been found liable for them. It is noted that all complaints are included either by regulators or elsewhere, where the open file was considered a privacy breach.

## Security Infrastructure and Business Continuity

Materiality

The Quest Group's most important infrastructure, boom for productivity, growth and innovation is its ICT infrastructure. Significant investments have been made and continue to be made in this area in order for Group companies to use the latest technologies that provide a competitive advantage over the competition.

The importance of ICT infrastructures for the smooth and continuous operation of the Group's companies highlights the crucial importance of strengthening, reliability and security of these infrastructures, as well as ensuring business continuity. Modern infrastructure, worthy of large organizations worldwide,

contributes in general to the development of modern infrastructure in the domestic market, to the diffusion of knowhow and to the improvement of the quality and breadth of the services provided.

## How we manage the issue

#### **Policies**

The procurement, installation, upgrading and maintenance of ICT infrastructure is based on detailed planning, feasibility studies and capacity planning. The design is either central for shared infrastructure or per company for specialized needs of the Companies. The planning of ICT infrastructure development is included in the strategic plan of the Companies and the

In every ICT infrastructure design, a basic parameter is the builtin security of each system, according to their specifications.

companies, describes the protection requirements for all ICT infrastructures. The Policy follows the international ISO 27001:2013 standard, which covers all the protection measures taken including protection of equipment, software, data, telecommunications, physical security, staff information and training, policies, procedures, etc.

Uni Systems is certified pursuant to this standard, while Info Quest Technologies, iSquare and ACS, follow this standard without having been certified.

The Information Security Policy, which is followed by all Group

#### **Own Data Center**

An important factor of efficiency and increased protection of ICT infrastructures is the technologically advanced proprietary Data Center, which is one of the largest in Greece,

of Uni Systems, in which the core information infrastructures of all the Group's companies co-exist.

Companies operate through Cloud services offered by Uni Systems, ensuring speed, full accessibility for authorized

employees, reliability and a fully controlled and protected environment.

The Data Center includes the server rooms, the UPS room and the other auxiliary rooms with strict quality standards and regulations (ISO 9001, ISO 27001).

The companies communicate via telecommunication network MPLS, with dual routes and uninterrupted operation.

Benefits for the companies and the Group:

- Operating in State of the Art Data Center with SLA 99.99% (ISO 27001)
- Upgrading the security in respect of both the company equipment and the data of the companies
- 24/7/365 control and monitoring, operation, management and support
- Business Continuity Plan through secure remote access
- Disaster Recovery solution capacity
- IP Phone Network service capacity
- UTM (Universal Threat Management) Security Configuration

In 2016, the new Cardlink company and the new iStorm store in Also, in 2016, the security infrastructure (Endpoint + Gateway) Glyfada were connected to the Data Center.

Cardlink has installed an integrated Company infrastructure in the Data Center.

transited to Sophos, with sophisticated sandboxing security technologies to protect against zero-day attacks.

#### Management responsibility

Uni Systems has taken on responsibility for the smooth and continuous operation of servers and telecom equipment, uninterrupted power and cooling, space security and upgrading of Data Center services.

Companies are responsible for the smooth operation and performance of applications as well as data protection.

#### **Business continuity**

The Group's companies have developed a Business Continuity Plan, which is revised annually to ensure the continued operation of ICT infrastructures even after very serious situations such as a major earthquake, flood, etc.

The Plan is developed after annual Risk Assessment and Business Impact Analysis (BIA), also a thorough analysis of all security incidents is made, appropriate risk mitigation measures are taken, while an annual security awareness program for staff is implemented.

#### Goals for 2017-2018

The following actions are planned for 2017-2018:

- Technical and economic study of the telephone centers of the Group's companies and decision-making for their gradual upgrading as economies of scale and centralization occur.
- Reassessment of the Group's Disaster Site and implementation of the first part of the Cardlink project regarding critical systems and regulatory obligations.
- Pilot application of digital signatures to the Group.
- Study on the implementation of the Group members' Mail Servers consolidation.
- Evaluating the digital transformation actions of the Group's companies and planning actions to accelerate it.



ACS, due to its specific needs, has developed, in addition to relevant Group Policies, specific ICT Policies and Procedures for the protection of ICT infrastructures. ACS's Business Continuity

Plan (BCP) has been developed taking into account the particular requirements of the Courier and Postal Services environment.

The objectives of the Business Continuity Plan (BCP) drawn by ACS are to:

- 1. Eliminate the possibility of piercing the company's security system and losing data.
- 2. Eliminate (or limit) the possibility of network and system overloading due to denial of service attack (DoS) resulting in shutdown.
- Minimize shutdown incidents caused by force majeure such as natural disaster, strike or interruption of service.
- 4. Protect the personal and work rooms and make available alternative rooms to continue operation.
- 5. ACS's design includes the specialized Disaster Recovery Center in the P. Rallis building for the purpose of fully assuring the operation of its branch network.

During 2016, the protection measures were considerably strengthened due to the increasing risk of internet attacks (ransomware, phishing, viruses, etc.) and the upward activity of the Company:

- 1. Significant reinforcements in Data Center systems to meet the growing load due to the many new additional features and projects, as well as the projected continued increase in production.
- 2. Update all security systems (firewalls, etc.) and all versions of Windows Operating Systems to keep them up-to-date.
- 3. Install new versions of Antivirus Servers and of new antispam filters.
- 4. New antivirus systems for Ransomware as well as phishing with special attention to personal computers and Laptops that work outside the corporate network.
- Strict domain policy has also been updated and new stricter security policies have been applied to peripheral security systems.

Significant reinforcements in Data Center systems to meet the growing load due to the many new additional features and projects, as well as the projected continued increase in production. Update all security systems (firewalls, etc.) and all versions of Windows Operating Systems to keep them up-to-date.

Install new versions of Antivirus Servers and of new antispam filters.

#### Goals for 2017-2018:

It is becoming increasingly clear that the global risk of aggressive viruses and Ransomware will continue and perhaps intensify, requiring continued vigilance and stronger security policies. ACS has the peculiarity of operating with a network of dealers outside of the Domain, which increases the complexity of protection, especially of the affiliate network.

The goals for the two years 2017-2018 are:

- A Disaster Recovery Implementation Study, which can cope, if required, with the growing demands of the central systems.
- Updating the business continuity plan.

## How we assess our performance

The plans made and the measures taken by the Group and the Companies have had great results including high rate of system availability and data protection, as illustrated by the registry of

security incidents.

During 2016 no incidents of medium and high effect occurred.

#### Total availability remained at the same level as in 2015, reaching 99.995%.

It is noteworthy that:

- No company experienced unplanned downtime during working days and hours.
- No incidents of non-availability or limited availability due to external attack (denial of service) were detected by the companies' tools.
- There were no incidents to affect confidentiality and tightness of company data.



# **HUMAN RESOURCES**

QUEST IT TOGETHER



## **Our Employees**

Human Resources have been recognized as the key asset for creating value for the Quest Group. Part of the Group's strategy and culture is to care for and aid the development of its employees, attract and retain competent people through the proper management of Human Resources and to eliminate potential risks that may be associated with Human Rights at Work, Education and Employee Development and Communication between Management and the employees.

8 DECENT WORK AND ECONOMIC GROWTH

Quest Group companies, with the Human Capital Management Policy that they offer, provide opportunities for young people, help reduce brain drain, reduce unemployment, and disseminate know-how in the domestic market. It is worth noting that most of the executives of the Greek Information Technology market have been employees of the Quest Group companies and evolved inside the Group.

Ensuring equal opportunities for every person, employee or candidate has become a key priority. The Group has established employment, recruitment, training and development policies, performance and talent management, succession, and remuneration and benefit policies, creating a comprehensive human resources management framework that promotes transparency. The Quest Group members enter into Individual Employment Agreements with the employees. As regards ACS, the Collective Bargaining Agreement also applies (concerning approximately 35% of total Group employees). The individual agreements overlap the minimum requirements stipulated by the collective agreement.

At the same time, the Group embraces the 10 Principles of the UN Global Compact, which include, among others, Principles on Human Rights and Labor, Health and Safety, Equal Opportunities and Non-Discrimination, Freedom of Association,

Forced Labor, Child Labor, Work-life Balance. In no case shall there be any discrimination based on religion, nationality or any other criteria not related to the candidate's skills or the employee's performance in the Quest Group. We are fully and consistently committed to the principle of respect and of equal treatment of all the employees, irrespective of the gender and the position in the organization chart. Women's professional development is encouraged by providing equal opportunities in terms of pay and promotion.

It is important for the proper course of the Quest Group to establish a substantial communication channel between the Managers and the Employees that will ensure mutual trust and understanding. The Group's Management seeks to systematically inform Employees as well as to provide early warning of major changes in areas such as Health and Safety, Organizational and Business Changes, and other large-scale changes. Aiming to ensure mutual trust and understanding within the Group, the "Open Doors" policy is adopted as it guarantees intimacy and gives the employees the opportunity to talk to the Managers and share their concerns and views on issues related to their job. It is expected that by 2017 the above procedure will have been incorporated into the Group Policies.

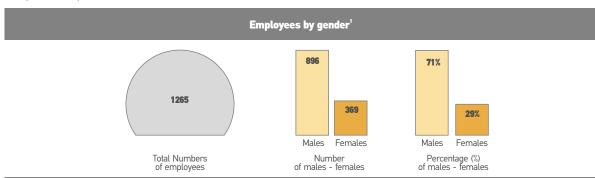
Communication between Management Employees is also achieved through the use of selected mechanisms, practices and actions. Some examples are

- Intranet, with constant information about the Group and its activities.
- Web Application "HereWeAre", which focuses on human resources development actions
- Annual Human Resources Assessment for all employees, employee assessment by supervisors, and 360degree assessment for Managers.
- "Orion" e-system for Human Resources Management and Support
- Employee Satisfaction Survey (every two years).
- "Living our Values" program, for the experiential emergence and understanding of the Group's principles and values.

## Human Resources Statistics (2016)

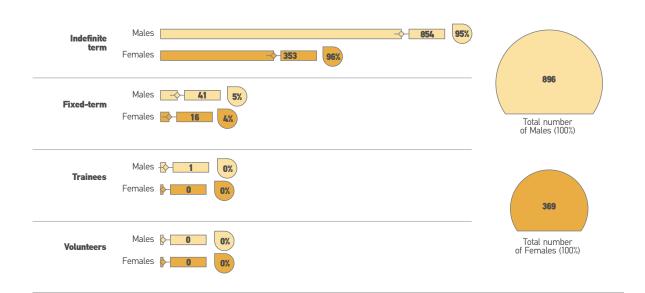
In December 2016, the Group's total Human Resources the tables below, the data amounted to 1,506 employees. The Group created a total of 165 participate in the Report. new jobs in the year, of which 68 abroad and 97 domestic. In

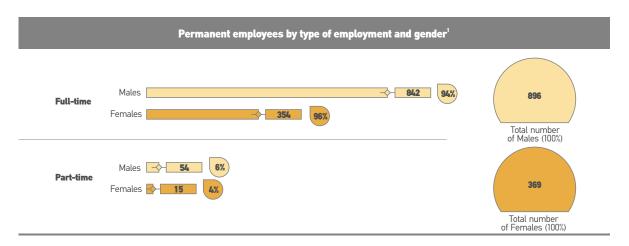
the tables below, the data only concern the companies that participate in the Report.

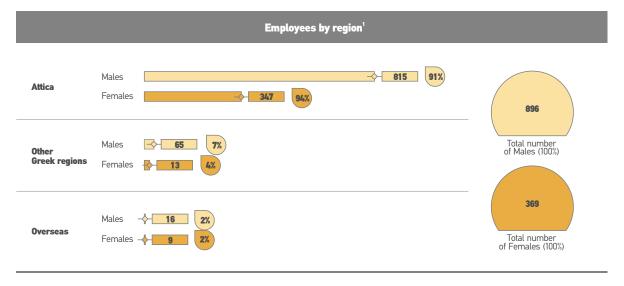


HUMAN RESOURCES

#### Employees by employment contract and gender







#### Remarks:

- 1. The Tables data merely concern the Group members that participate in the Report.
- The Group cooperates with 81 self-employed professionals in the activities in Belgium.
- No significant difference in the number of employees has been mentioned during the drafting of the Report.
- The Quest Group members enter into Individual Employment Agreements with the employees. Additional Business Collective Agreement deals with 35% of the total (ACS).

## **Employee Satisfaction Survey**

In the Quest Group, every two years, a Human Resource Satisfaction Survey is conducted on a variety of topics using the structured questionnaire method. The results of the survey are a source of particularly important knowledge for the Organization and a trigger for improvements and refurbishments.

The latest survey was conducted at the end of 2016. 71% of the of Satisfaction in respect of Work Safety/Work issues, factors of Group Quest employees participated in the survey which showed a high percentage of satisfaction and confidence considering the difficult times we are currently going through. Particularly, reference needs to be made to the high percentage

particular importance for our Employees and to the Meritocracy and Internal Communication issues that are regarded as material by the Management, so that they may be further examined. The Group aims to have constant rise in all indices.



## Health and safety at work

Materiality

In the Quest Group, the health and safety of workers is a top priority. The management of the Group and its subsidiaries is convinced that employees are more satisfied and perform to the best of their abilities when working in a dignified, friendly, pleasant and risk-averse environment in which they can develop their creativity and entrepreneurship.

At the same time, it is a constant goal to create a working environment that encourages personal improvement and development, which provides prospects for development and promotes overall the pursuit of a better quality of life. Based on the above framework, the Quest Group takes all measures and initiatives to ensure an appropriate working environment that protects the health and quality of life of employees. The measures and actions taken aim to protect workers from

accidents, injuries, work-related illnesses, natural or other phenomena such as earthquakes, terrorist systems, etc., create pleasant workplaces with healthy conditions and encourage actions that improve overall everyday life.



The Group, through the management of the Essential Health and Safety of Workers, contributes to the 8th Sustainable Development Goal of the United Nations and is in line with the **UN Global Compact Principles.** 

## How we manage the issue

The general guidelines for ensuring the health and safety of the employees are described in detail in the Health and Safety Policy of the Personnel, as well as in the Physical Security Policy, which the Group has adopted and is adopted by all its companies. The will of the Management and the implementation of the Policies and related Procedures by the Human Resources, Safety and Maintenance and Construction Directorates ensure:

- Continuous upgrades and maintenance of workplaces.
- Suitable working conditions and protective equipment.
- Spotless cleanliness.
- Suitable lighting and air conditioning in all areas.
- Medical follow-up of all employees, applying the institution of Labor doctor.
- Protection of facilities from any danger, with guard and protective equipment.
- Continuous training and updates of human resources on safety and health issues.
- Preparedness exercises for dealing with natural disasters.
- Developing programs such as Voluntary Blood Donation/Blood Bank, sports teams, creating special spaces (restaurants/Meta-Office/gym) that improve the everyday life and quality of life in the office and more.

## How we assess our performance

- During 2016, aesthetic and functional improvements and upgrades were made in the following buildings:
  - 125-127 Kifisou Aven., Ag. I. Rentis: Significant aesthetic and functional improvement in the Info Quest
    Technologies Service areas. In particular, electronic equipment assembly and configuration facilities have been
    upgraded according to the standards of the relevant international laboratories, ensuring better organization,
    increased productivity and a better working environment for employees.
  - 25 Al. Pantou, Kallithea: Total renovation of workplaces (offices) of 1,000 m2. Modern materials, more
    ergonomic jobs, better lighting and heating, have created a modern work environment for a large number of
    employees.
  - The fire safety teams were trained in all buildings for fire prevention and firefighting and the safe evacuation of buildings, and in three of the buildings the training was done with the help of the Fire Brigade.
  - Preparedness and evacuation exercises were carried out, as is the case every year.
  - Over the past three years, First Aid training has been completed and First Aid teams have been organized in a building complex. In the years 2017-2018 this practice will be extended to all the buildings of the Group.
  - The instructions of the Company Safety Officer are followed with precision and all precautions are taken.
  - The Workers' Collective Safety Program was renewed, providing significant help to workers and their families whenever they needed it.
  - Social and sporting events were organized and presented by speakers/specialists in their field with various themes (painting, music, nutrition, etc.).

Companies have achieved very good results in accidents with an organized system of rules for registering and reporting accidents by type, recording for the reported period only 2 incidents of injuries, one in ACS (P. Rallis) and one in Info Quest Technologies (Rentis), which did not lead to lost working days. Also, there have been no reported cases of occupational illnesses.

Company	Region		Main	Women	Total
		Total number of absence days during the period in question	160	14	174
QUEST HOLDINGS	Attica	Total working hours during the period in question	20.160	6.552	26.712
		Lost Day Rate (LDR)	1.587	14	1.303
		Total number of absence days during the period in question	288	139.272 42 12 303 0 9 10.080 2 0 179 28 553 48 266.112 93	499
	Attica	Total working hours during the period in question	285.096	139.272	424.368
INFO QUEST		Lost Day Rate (LDR)	202	303	235
TECHNOLOGIES		Total number of absence days during the period in question	0	9	9
	Thessaloniki	Total working hours during the period in question	10.080	10.080	20.160
		Lost Day Rate (LDR)	0	179	89
		Total number of absence days during the period in question	728	553	1.281
	Attica	Total working hours during the period in question	665.448	266.112	931.560
		Lost Day Rate (LDR)	219	416	275
		Total number of absence days during the period in question	0	0	0
	Thessaloniki	Total working hours during the period in question	4.032	0	4.032
		Lost Day Rate (LDR)	0		0
UNI SYSTEMS		Total number of absence days during the period in question	0	0	0
	Belgium	Total working hours during the period in question	10.248	11.256	21.504
		Lost Day Rate (LDR)	0	0	0
		Total number of absence days during the period in question	0	0	0
	Luxemburg	Total working hours during the period in question	16.800	1.512	18.312
		Lost Day Rate (LDR)	0	0	0
		Total number of absence days during the period in question	10	12	22
ISQUARE	Attica	Total working hours during the period in question	31.584	34.776	66.360
		Lost Day Rate (LDR)	63	69	66
		Total number of absence days during the period in question	1.069	437	1.506
	Attica	Total working hours during the period in question	500.224	207.408	707.632
ACS		Lost Day Rate (LDR)	427	421	426
POSTAL SERVICES		Total number of absence days during the period in question	179	33	212
	Thessaloniki	Total working hours during the period in question	116.120	16.128	132.248



## Training and development of employees

Materiality issue

Training and development of the employees is a key priority for Group Quest and part of our culture. We systematically design and implement training programs and encourage employees to participate in them, improving their knowledge, skills and desirable working behaviors.



The integrated approach of the Group to the development of employees - and given the nature of the Group's activities, which to a great extent is labor-intensive and of high quality of Human Resources - contributes substantially to the increase of competitiveness, productivity and achievement of its objectives. In addition, it ensures the best service and transfer of knowhow to customers and the maintenance of high-potential

individuals in the Group. At the same time, it provides workers with knowledge and skills to help them meet the new demands and challenges of work in the modern globalized world, and to equip themselves for their future development, thereby contributing to the 4th and 8th Sustainable Development of the UN.



## How we manage the issue

#### **Development and Training Policy**

The Group has established the Development & Training Policy in order to determine the way the members approach the training procedure. Implementation of policy processes is part of the Company's Process and Policies System.

The Human Resource Development plan is implemented across the Group, covering areas such as the Development of Administrative Skills, the Creation of Corporate Culture and training in specialized Technical & Business Areas. The objectives of the Organization's Education & Development department are to develop and empower the employees of the Group with those values, attitudes and competencies that are required to successfully respond to the strategic objectives of

the Organization and to utilize HR systems and processes for the sustained enhancing of a high-performance culture, with emphasis on meritocracy and cooperation.

At the same time, in 2016, a study was carried out to prepare and maintain a Top Leadership pipeline in the Organization of Top Talent, which will ensure the consistent achievement of strategic and operational objectives. For the year 2017, a Talent Management Committee is set up to develop the methodology for tracking, retaining talents and succession plans. The objectives of training and development of Group employees include:

#### Development of Administrative Skills and Strengthening of Group Culture

#### "Living our Values" Program

The Quest Group is particularly interested in spreading and cultivating the Principles and Values according to which it operates. Shared values define the operating framework and the relationships and behaviors that lead to common understanding and attitudes facilitating thereby cooperation, development and mutual benefits. In this context, the Human Resources Development has developed and implemented the "Living Our Values" program in order to reveal the common values of employees working in different Group members and to establish in an experiential way these values as a rule of

action in everyday work.

"Living Our Values" was a 3-year (2014-2016) program and based on planning, by the time that it is completed, it will have lasted for a total of 335 man-days and 900 employees will have attended the program. The year 2015 saw the successful rollout of the first phase of the program, with the participation of 70% of the Group's employees, while in 2016 the program was completed with an implementation to 272 ACS employees. The objective for 2017 is to strengthen teamwork in the Group with the implementation of a team building event.

#### **Development Centers**

Developing Centers involve employees holding a Head/Supervisor position and aim at enhancing management and mentoring capabilities.

It is a valid and reliable procedure by means of which the employees become stronger and the aim is to assess and reinforce those behavioral characteristics that are crucial to succeed in their role. For the years 2016 & 2017 about 10 development centers have been scheduled to take place for ACS & Uni Systems.

Seven Development Centers were held in 2016 with Supervisor teams from Uni Systems and Info Quest Technologies. For the year 2017 it is planned to implement Development Centers for ACS companies as well as for Managers and Supervisors of new teams.

#### **Leadership Excellence**

The program was designed to transmit the Group values, principles and behaviors to Managers, Supervisors and Directors of the Quest Group. The program started in 2015, while in 2016, within the framework of the expression of meritocracy & employee growth advocated by Leadership Excellence, the concept of the Calibration Meeting was introduced in a pilot phase to the Group companies so as to

enhance the communication of significant achievements of employees towards Management, but also objectivity in evaluation. By 2017, the focus on Calibration will be greater. It should be mentioned that communicating the Group values and principles is a continuous action which is performed by means of the Group portal HereWeAre.

#### Mini MBA

The Mini MBA program takes place every two years. It was exclusively designed by a recognized educational institution for the needs of the Group in the aim of upgrading the quality of the employees by providing them with the necessary knowledge for the new business environment. About twenty five employees are trained every two years on subjects such as change management, innovation, strategy planning,

economics, management, marketing, etc. and gain knowledge that add value to themselves and to the Organization.

Having gained various benefits from it, the Group is planning to continue organizing this program. In 2016, the process of selecting the participants was completed and the number of employees selected for participation amounted to 36 executives. The program will be implemented from February to July 2017.

#### **Evaluation of Human Resources**

The process of evaluating human resources is a fundamental process of employee development. The assessment is carried out once a year when the employee and its superior officer complete a questionnaire accompanied by relevant comments and a personal interview is held, where the individual goal of each employee for the following year and the areas that can be improved are agreed on. It should be noted that the assessment procedure is carried out in respect of the total

number of Group employees (100%), who are informed about their performance and development.

In 2016, the rating system was reformed and a core competency model was created for the Group, while grading and family were used to create performance rating forms. The goal for 2017 is to communicate the new model across the entire Group.

#### **Bottom up Evaluation & 360o Evaluation**

The Bottom up survey concerns the assessment of Managers and Supervisors by the subordinate employees, while the 360-degree survey includes the assessment of Directors and allows the collection of a wide range of comments and information on their behavior and performance not only from their superior officer and the colleagues of the same level, but also from themselves and their subordinates. Its nature is related to development as it allows managers to understand what is the impact of their behavior on their subordinates.

Bottom Up research is annual and measures behavioral improvement.

To improve the management skills of the Group's Managers, a 360-degree evaluation was carried out on 29 managers, the results of which were used in the design of a specialized training program, which is expected to be implemented in 2017. For 2017, the aim is also to be apply the 360o evaluation to the management skills of CEOs.

As planned, in 2016, Uni Systems implemented a Peer Coaching pilot project with 12 supervisors and 14 pairs of Managers, while 38 Managers and 35 Supervisors attended a three-hour Peer Coaching methodology training. The process will be evaluated for possible repetition in 2017.

#### **Specialized Programs**

Depending on the strategic goals and priorities set by the Group, specialized programs on specific topics are designed and implemented.

In 2016, the Intensive Training Program of the Group's Chief Executive Officers was implemented at a recognized educational institution abroad; its subject was "Driving Strategic Innovation" and it focused on innovation. The process of the program was further transferred to the management teams of the companies.

Further, in 2016 we planned the implementation of the 2017 training program for Group Managers in order to strengthen

Management and Strategy skills in a rapidly changing environment.

The HR Department of the Group undertakes to plan and coordinate the training and development programs related to soft skills and leadership, and the mini MBA programs. However, for the programs to take place, it is necessary to ensure cooperation between the HR managers of the members. The responsibility for the development of technical and professional skills is borne by the Directors of the departments in cooperation with the HR departments of each company.

#### **Technical and Professional Training**

It takes place in each company in accordance with the needs of each.

#### **Human Resources Management Systems**

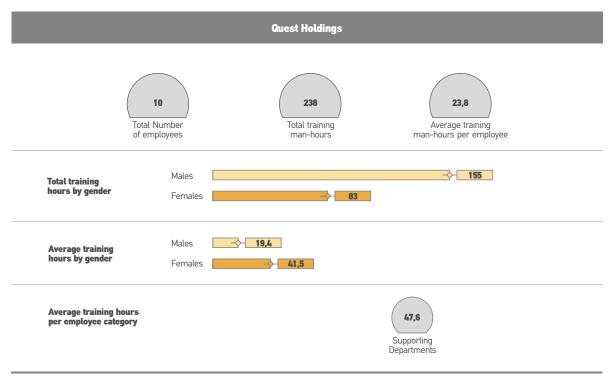
The support of the Education and Development Department is implemented with systems that combine employee data with organizational structures and help promote high performance and optimize employee development. In 2016:

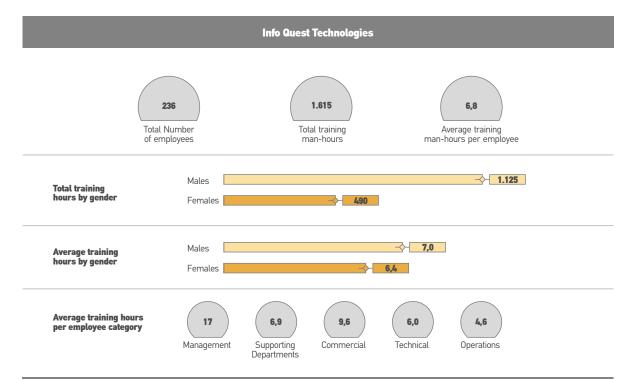
- A Core Competency Model was designed for the Group & incorporated into all company HR systems.
- The rating system was redesigned with grading & family axes.
- New functions were integrated into the "Orion" Electronic Organization and Human Resources Management System. In 2016, the platform evaluation system was integrated, with improved skills assessment and improvement of user-friendliness and user interface standards.

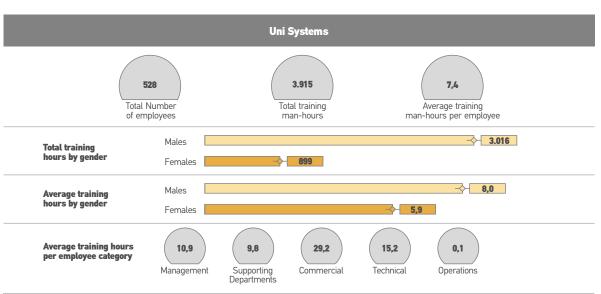
For 2017, we have planned the Communication of the Model of Properties to all employees, as well as the redesigned evaluation system communication, while further Orion configuration with LMS module is planned for 2018. The Group's goal is to further exploit the system by upgrading the user experience and integrating new features.

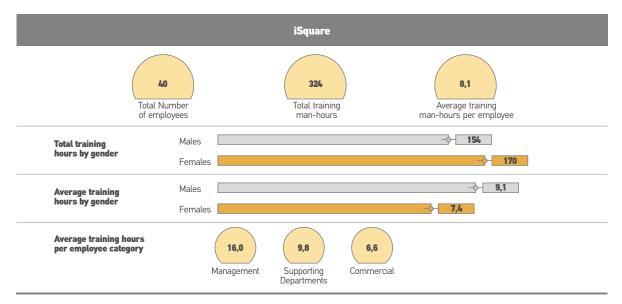
## How we assess our performance

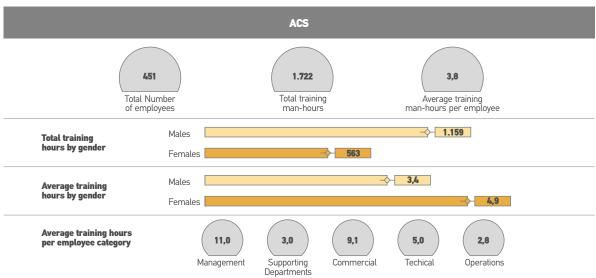
#### Average training hours per company of the Quest Group











## Human Rights at Work

Materiality

The Quest Group acts as an active cell of society, supporting sustainable development and respect for man and his rights as a worker, as a citizen and as a member of society. As Human Resources has been recognized as a core capital for the Group, these core principles are fundamental as the Group's evolution and progress are closely linked to the evolution and progress of its human resources. To this end, in the sphere of its influence, it considers it very important to promote the culture of respect for human rights in all stakeholders.

Gender equality, the elimination of any inequality, discrimination or corruption, absolute transparency and fairness and the creation of quality jobs are a priority and a constant pursuit.

The Group embraces the 10 Principles of the UN Global Compact, which include, among others, Human Rights and Labor Principles on issues related to: Health and Safety, Equal Opportunities and Non-Discrimination, Freedom of Association,

Forced Labor, Child Labor and work-life balance, and seeks to systematically inform and alert workers to major change issues, while it has incorporated these principles into its Policies. At the same time,

with the management of the impacts associated with this key issue it contributes to the UN 5th, 8th and 10th Sustainable Development goals.





## How we manage the issue

Part of the Group's strategy and culture is to attract, retain and develop competent employees. This is achieved through the proper management of Human Resources on the basis of a set of relevant Policies and Procedures that ensure the elimination of potential risks that may be related to human rights at work, education, employee development, and employee and management communications. A description of these policies and principles can be found in the "Corporate Governance"

section.

All Group companies systematically investigate the needs of Human Resources through day-to-day communications, management and development systems that ensure equality and equity at Work. The management of all companies are committed to observing the principles of human rights and labor and in this direction emphasis is given to:

- Communicating the relevant Policies and Procedures to all stakeholders.
- · Upgrading workplaces, based on high standards.
- The systematic realization of Human Resource Satisfaction Surveys.
- The experiential training of employees in the Principles Values of the Group.

#### **Equal Opportunities and Avoidance of Discrimination**

Based on the Human Rights Policy that it has established, the Group ensures gender equality and equal opportunities for all. Under no circumstances is there any discrimination; the principle of respect is fully supported, women's professional development is encouraged, providing equal opportunities for pay and promotion. In addition, full and effective participation as well as equal opportunities for taking a leading role by women at all decision-making levels is ensured.

The Group has also developed Employment, Recruitment, Training and Development Policies, Performance Management, and a Benefits Policy, and will implement the Talent and Success Management Policies in 2017, creating a comprehensive framework that promotes justice for all workers as well as equality and transparency.

At the same time, it adopts Ethical Ethics and Anti-Fraud Policies to address and eliminate all forms of corruption and bribery by developing effective, reliable and transparent processes at all levels.

In 2017, the Group will issue a Supplier Code of Ethics which will incorporate the principles of the UN Global Compact, seeking to further clarify its positions on respect for and implementation of human rights in its sphere of influence, and,

in particular, to its business partners and suppliers. With a view to sustained and sustainable economic growth, the Group adopts working conditions that enable Human Resources to have high quality jobs, which in turn stimulate the economy, without, however, creating a negative environmental impact. The creation of employment opportunities and highlevel working conditions is a priority for the Group, which adopts and applies innovations and technological upgrades, focusing on areas of high added value, based on the Innovation and Business Development policies.

The Human Resources Department of the Group has adopted multiple actions to ensure equal opportunities and non-discrimination. Cultivating a culture of management and exploitation to provide equal opportunities for all and the development and evolution of human resources, in an environment that promotes active worker participation, is a key priority. At the same time, the adoption of a Grading system, according to which role requirements are recorded and evaluated to support and guide employees by grade, as well as equal treatment of employees according to graduation levels, contribute to transparency and fuller understanding of and information for employees.

#### **Health and Safety**

Health and safety issues are detailed in the Health and Safety Policy as well as in the Physical Safety Policy.

#### Freedom of Participating in Labor Unions

In accordance with the principles, Values, Policies and the Rules of Operation of the Group, the right to participate in labor unions is not hindered in any way.

#### **Forced Labor**

There is no tolerance of any form of forced labor in the Group, nor has any complaint or complaint relating to any matter of forced labor been recorded in the Group Complaints Management Systems.

#### **Child Labor**

There is no tolerance of any form of child labor in the Group, as well as in the wider environment of its associates and suppliers, and no complaints about child labor have been recorded in the Group's systems.

#### **Balance between Professional and Personal Life**

The Group systematically urges employees to maintain a balance between their professional and personal lives and organizes various actions for this purpose that include motivation for sports, such as the Basketball team and the team of runners.



No complaint or complaint related to any of the above issues has been recorded in Group Complaints Management (intranet, HR) systems.

## How we assess our performance

The Group systematically monitors and draws data on employees who participate in the Institutions, Committees and Company Management, including the percentage of employees employees, by gender and age, in the governance bodies as participating in Group Governance by gender, age group and grade.

The Group, in the context of continuous improvement and

improvement, aims at a more systematic evaluation in the future regarding the participation and composition of well as in the management and organization levels of the companies.

Contribution and Composition of Group's Management Instruments								
Board of Directors	Men	Women	Under 30	Between 30 and 50	Over 50			
Quest Holdings	89%	11%	-	11%	89%			
Info Quest Technologies	100%	-	-	-	100%			
Uni Systems	80%	20%	-	-	100%			
ACS	80%	20%	-	20%	80%			
iSquare	100%	-	-	40%	60%			
Quest Holdings BOD Committees								
Audit Committee	100%	-	-	-	100%			
Nominations Committee	100%	-	-	-	100%			
Recompensation Committee	100%	-	-	-	100%			
CSR Committee	67%	33%	-	33%	67%			
Executive Committee	<b>7</b> 5%	25%	-	25%	<b>7</b> 5%			

Working Grades Composition								
Quest Holdings*	Men	Women	Under 30	Between 30 and 50	Over 50			
T Zone (Top Management)	-	-	-	-	-			
D Zone (Directors)	-	-	-	-	-			
M Zone (Managers)	67%	33%	-	67%	33%			
S Zone (Supervisors)	-	-	-	-	-			
Staff	50%	50%	50%	50%	-			
Info Quest Technologies								
T Zone (Top Management)	100%	-	-	-	100%			
D Zone (Directors)	100%	-	-	33%	67%			
M Zone (Managers)	80%	20%	-	80%	20%			
S Zone (Supervisors)	70%	30%	6%	84%	10%			
Staff	65%	35%	21%	<b>72</b> %	<b>7</b> %			
Uni Systems								
T Zone (Top Management)	100%	-	-	-	100%			
D Zone (Directors)	89%	11%	-	22%	78%			
M Zone (Managers)	85%	15%	-	55%	45%			
S Zone (Supervisors)	77%	23%	1%	81%	18%			
Staff	63%	37%	11%	81%	8%			

ACS	Men	Women	Under 30	Between 30 and 50	Over 50	
T Zone (Top Management)	100%	-	-	50%	50%	
D Zone (Directors)	80%	20%	-	30%	70%	
M Zone (Managers)	65%	35%	-	74%	26%	
S Zone (Supervisors)	82%	18%	10%	70%	20%	
Staff	74%	26%	7%	74%	19%	
iSquare						
T Zone (Top Management)	100%	-	-	100%	-	
D Zone (Directors)	-	100%	-	-	100%	
M Zone (Managers)	60%	40%	-	80%	20%	
S Zone (Supervisors)	50%	50%	13%	87%	-	
Staff	36%	64%	48%	44%	8%	
Total						
T Zone (Top Management)	100%	-	-	33%	67%	
D Zone (Directors)	83%	17%	-	26%	74%	
M Zone (Managers)	78%	22%	-	65%	35%	
S Zone (Supervisors)	76%	24%	3%	80%	17%	
Staff	67%	33%	12%	<b>75</b> %	13%	

Working Operations Composition								
Quest Holdings*	Men	Women	Under 30	Between 30 and 50	Over 50			
Management	100%	-	-	-	100%			
Sales	-	-	-	-	-			
Administration	60%	40%	20%	60%	20%			
Technical	-	-	-	-	-			
Operations	-	-	-	-	-			
Info Quest Technologies								
Management	100%	-	-	43%	<b>57</b> %			
Sales	39%	61%	13%	74%	13%			
Administration	55%	45%	11%	78%	11%			
Technical	100%	-	18%	82%	-			
Operations	84%	16%	21%	<b>72</b> %	<b>7</b> %			
Uni Systems								
Management	92%	8%	-	17%	83%			
Sales	52%	48%	10%	65%	25%			
Administration	38%	62%	6%	69%	25%			
Technical	93%	<b>7</b> %	2%	80%	18%			
Operations	69%	31%	<b>7</b> %	81%	12%			

ACS	Men	Women	Under 30	Between 30 and 50	Over 50	
Management	87%	13%	-	27%	73%	
Sales	46%	54%	2%	85%	13%	
Administration	53%	47%	8%	71%	21%	
Technical	100%	-	-	75%	25%	
Operations	90%	10%	8%	<b>72</b> %	20%	
iSquare						
Management	50%	50%	-	50%	50%	
Sales	21%	79%	58%	42%	-	
Administration	59%	41%	12%	70%	18%	
Technical	-	-	-	-	-	
Operations	100%	-	-	100%	-	
Total						
Management	90%	10%	-	24%	76%	
Sales	42%	58%	14%	72%	14%	
Administration	51%	49%	9%	72%	19%	
Technical	94%	6%	4%	81%	15%	
Operations	79%	21%	9%	77%	14%	

\*Note: The above report does not include the 10 non-executive members of the Board of Directors

## Sports Opportunities for Employees

As we consistently support employees to have athletic lifestyle, the Group members offer opportunities to exercise and let work stress go.

#### Uni Systems basketball team

The basketball team composed of Uni Systems employees is regularly trained and it takes part in the "Nikos Galis" championship of the Athens Labor Union (EKA). In 2016, the

employees to join the team and supports their efforts and undertakes to fully cover the participation fees.

#### Bike to work

The "Bike to Work" campaign encourages employees to use the bicycle to commute to and from work and stresses the advantages of traveling by bicycle for both employees and

employers. In 2016, cyclist employees traveled in total 1,392 km, saving therefore 623 kg of  $CO_2$  and the Group team ranked 8th.

team's victories increased. The company encourages its

#### **Quest Group Runners Team - Athens Marathon**

The employees who love running had the opportunity to take part in the Athens Race of 5 km and 10 km and the Marathon Race by joining the Group runners team and ensuring thereby their participation, fees reduction and sport outfit. Furthermore,

the companies offered moral support to the runners by offering courier services to the organization "The Smile of the Child" for every athlete participating in the race

### **Gym on Group Premises**

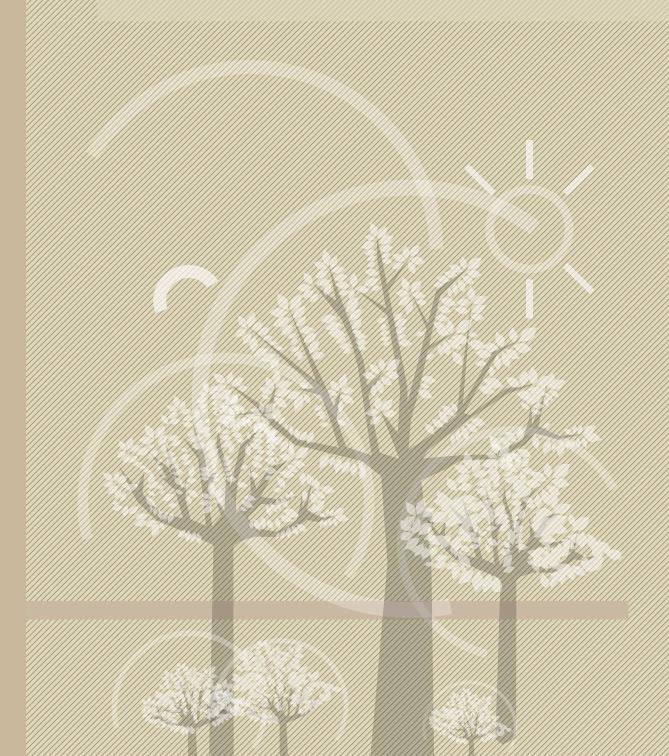
Over the past three years, the Group has provided its employees with a gym in a central building of the Group, so

that it is easy for employees to train before or after work; it also offers weekly lessons in traditional dances.



## **ENVIRONMENT**

**UN-QUESTIONABLE SUSTAINABILITY** 



### **Environment**

### Climate action

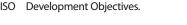
The Quest Group is conscious of its environmental responsibility and systematically adapts its business practices to the need for environmental protection and resources saving, thereby enforcing the precautionary principle as it is discussed in detail below. At the same time, it ensures that the commercial operation of the companies impacts the natural environment to the minimum extent possible and that it complies with Greek environmental legislation.

The environmental principles adopted by the Group and its Companies, based on the United Nations Climate Change Accord, reflect the commitments it has made to protect the environment in relation to the operation of its Companies. Additionally, the Group's companies aim at sustainable production and consumption of their products, so as not to threaten public health and well-being.

Info Quest Technologies & Uni Systems, following ACS, are the next two companies in the Group to implement an integrated environmental management system in accordance with the ISO Development Objectives.

Greenhouse Gas Emissions and Transport Pollutant Reduction for ACS

14001 standard from the beginning of 2016 for which they will be certified within 2017. This system achieves measurable results in the areas of sustainable development for responsible consumption, climate protection and health improvement. Group companies systematically reduce the environmental impact of their operations, promote and recommend to users of their products and services actions to better manage, consume and dispose them and take initiatives in partnership with other actors, contributing to the UN's 3rd, 12th and 13th Sustainable Development Objectives.



ACS, due to its work, attaches great importance to the reduction of air pollutants emitted during transport. It is ISO 14001: 2004 certified for its environmental management system. This system includes environmental impact assessment and preparation of environmental management plans. ACS applies ongoing vehicle renewal programs, both for corporate vehicles and vehicles serving its network, in order to reduce its carbon footprint.

In this context, in recent years, it has implemented a phase-in

program for a LPG system, replacing a total of 102 of its 137 trucks. In addition, it has purchased new low-emission two-wheeled vehicles for its stores, which have replaced some of the lorries for moving in large cities, while closely monitoring developments on electric vehicles.

With these actions, ACS is actively contributing to the reduction of energy footprint, contributing to the UN's 3rd, 12th and 13th Sustainable Development Goals.

### **Energy Consumption and Efficiency**

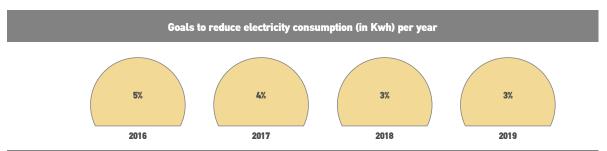
The Group's commitment to reduce energy consumption extends beyond conformity with any regulation. The Quest Group systematically implements actions for the upgrading and improvement of building and technological infrastructure, such as the installation of an electricity consumption metering system, the gradual replacement of LED lamps, as well as the replacement of old energy-intensive appliances and the installation of an automatic lighting system in public areas.

Also, the Group exploits the roofs of two buildings, producing "clean" electricity from photovoltaic installations, contributing to the 7th, 9th and 12th Sustainable Development Objectives of the United Nations.

### Goals

**ENVIRONMENT** 

Targets have been set for the continuous reduction of electricity consumption in all Group buildings up to 2019, when the targets will be revised.

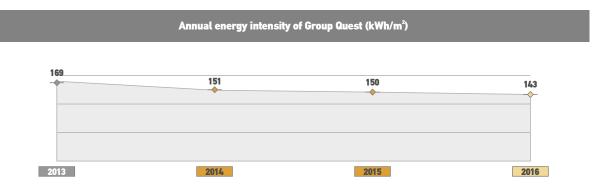


\*The reduction rate will fall by 0.5% for every rise in activity by 25%.

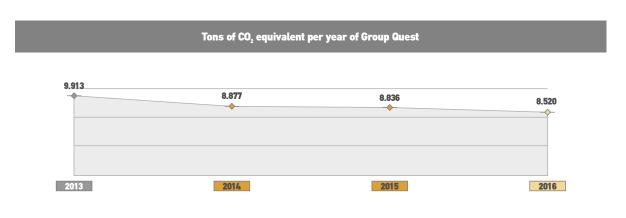
The Group annually achieves a reduction in energy consumption and CO<sub>2</sub> equivalents emitted from its activities.







It is noted that by mistake in the 2015 Report the indication for 2015 was reported as 144 instead of the correct 150.



The target of a 5% reduction in consumption in 2016 was largely achieved, as the decrease was 4.7%, equivalent to an equivalent reduction of 316 tonnes of CO2. It should also be borne in mind that the winter season was characterized by unusually low temperatures, which required more heat for heating.

Finally, the photovoltaic systems on the roofs of the buildings produced, during 2016, 289,000 kWh of electricity, corresponding to 21% of the energy consumed by the two buildings in which they were installed.

### Responsible Production and Consumption

### Materials Management

### Marketing of environmentally friendly products - Green IT

As a responsible member of the supply chain of the Greek market, the Quest Group introduces technology products that, due to advances in scientific research, tend to be less energy intensive, made from more environmentally friendly materials and available in recyclable packaging. It also reduces the volume and weight of the electronic devices that it introduces so that they are more user- and environmentally friendly, aiming, among other things, to reduce fuel requirements during transport and thus reduce pollutants.

The Quest Group invests, develops and implements new digital technologies (e-invoicing, electronic payments, Cloud applications, e-commerce), which boost sustainable growth, reduce fuel consumption and improve productivity. It is worth mentioning Apple products, designed to use less materials, less packaging, to be less toxic, more energy-efficient, and more recyclable.

As a Quest computer manufacturer, Info Quest Technologies manufactures products with advanced capabilities and reduced

power consumption, the way of construction of which is less polluting and paves the way for easier and less costly recycling, while the company through systematic information encourages consumers to properly dispose/recycle products and packaging. The products and systems used by Uni Systems for the creation of Integrated Solutions are also environmentally friendly, with "green" design, architecture and implementation that allow the exploitation of technologies aimed at a different level of economy, flexibility and performance. Trends such as locating





and saving energy in the Data Center through cloud, hosting, consolidation/virtualization, desktop virtualization, integrated intelligent building systems and network systems that optimize power consumption and power supply are on Uni Systems' list of priorities and introduce a new philosophy in the business model of operation and help save costs, improve

competitiveness, and protect the environment. In total, the Group and its companies contribute in the way and resources available to the UN's 11th and 12th Sustainable Development Goals for a better quality of life, responsible use of products and services and more viable cities.

### Recycling

The Group promotes the systematic cultivation of the idea of respect for the environment and recycling in its employees. One of the objectives for environmental protection is the recycling of materials produced by companies' activities with maximum contribution to the UN's 11th and 12th Sustainable Development Objectives.

The Quest Group has for many years been licensed for device and packaging recycling systems operating in the country. In its internal operations, the Group operates programs for the collection and recycling of paper, toner for printers, batteries and lamps, taking care to inform and encourage its human resources to participate actively. The recycling process involves collecting and disposing of the devices in licensed recycling

companies for their subsequent reintegration into production. Product packaging is also collected and recycled, significantly reducing the burden on the environment.

In the context of the Group Environmental Management Policy, we developed the Standard Recycling Procedure in order to coordinate the companies in regard to the way of collection and disposal of recyclables, to improve their performance in the field and to establish a performance documentation and measuring system.

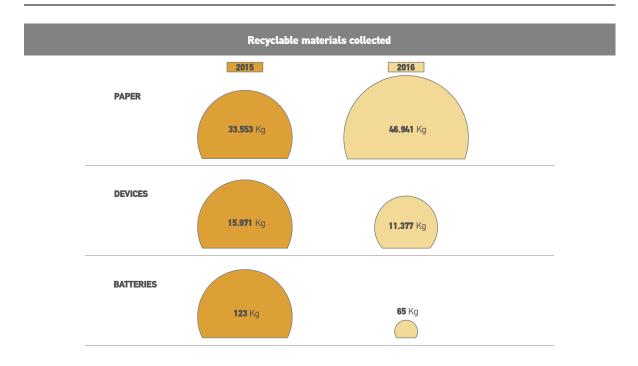
According to this procedure, the materials are collected by each company and are transferred to central collection points, from where the recovery companies collect them.

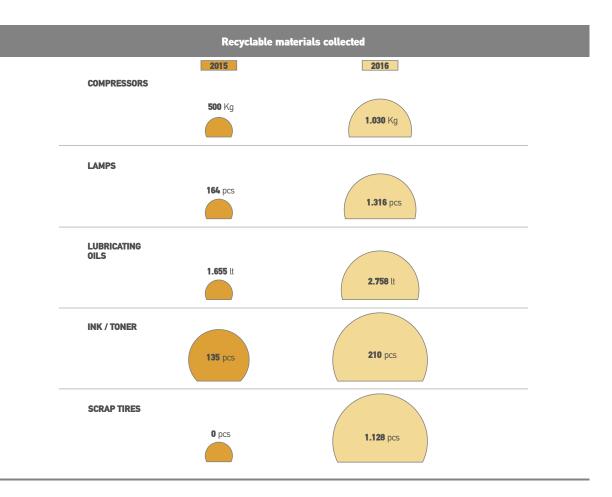
These companies are selected based on strict criteria and they are required:

- To have a license by the state as recycling companies in order to ensure full recovery of the materials and protection of the environment.
- To have gained credibility in the market, with financial data that prove their sustainability. To ascertain the above, the company's competent department carries out relevant research.

For 2016, recycled materials (paper, appliances, batteries, lubricating oils and inks) increased by an average of 27.5%. In order to send the materials to the recycling plants, we worked with the following companies:

- Appliances Recycling S.A.
- Fotokyklosi S.A.
- Ecoelastica
- ΑΦΗΣ
- PERME HELLAS S.A.
- Toner & Printer Artists
- Safetykleen
- Laskarides Metal Scrap
- Papaemmanouil Minerals / Accumulators
- Chountasis Mineral Oils





### Rainfall Concentration System

In addition to the above, various initiatives are implemented, where they can be implemented, such as the implementation of a rainwater accumulation system in one of the Group's buildings and its utilization for watering, thus reducing the water consumption needs from the city network.

The technique of collecting and using rainwater and ground water will now be applied to all the new buildings of the Group, contributing significantly to the protection of water resources for the city.

## Life in the sea and on land - Partnerships that improve land and sea life

### Collaboration with the Agency "Together, we can"

Pollution of the natural environment with litter affects natural habitats, degrading them. Active in the effort to protect the environment, ACS participated in the work of the Urban Non-Profit Organization "Together, we can", granting the

transportation of garbage bags to central toll stations so that travelers can get them free of charge and be motivated to use them. The action was part of the "Together, we can, even in the Environment" initiative.

### Cooperation with the MEDITERRANEAN SOS Network

Cooperation with the MEDITERRANEAN SOS Network Recognizing the protection of marine life for sustainable development, ACS acknowledged the work of the environmental organization Mediterranean SOS Network and provided a favorable pricing policy for the transport of material destined for volunteers of the "Clean the Mediterranean"

### campaign throughout Greece.

It is worth noting that in the framework of the "Clean the Mediterranean" campaign, waste is not only collected but also systematically recorded, which allows for preventive action against the coastal pollution load.

### **Support Arcturos**

To protect wildlife and maintain environmental balance, iSquare has collaborated with the civil, non-governmental and non-profit environmental organization ARCTUROS, supporting its work for many years in many ways. iSquare's support included

financial support for the organization's purposes, the purchase of promotional products of the organization as lottery prizes and a broad promotion of the organization in the iSquare Social Media Networks.



# 6 SOCIETY

**QUEST FOR A BETTER SOCIETY** 



### **Society**

Corporate Responsibility imposes responsible treatment and participation in the social problems of local societies and of the country. Of particular importance to the Quest Group are actions that support new-generation and traditional entrepreneurship as well as actions that improve the quality of education.

The IQbility new business incubator and the "Assembling the Quest PC" and "Innovation in Education" training actions are constant actions of the Group's companies in these directions. Quest Group employees are encouraged to participate in actions that benefit society and the companies provide funds to help implement these actions. The Group's steady activities include Voluntary Blood Donation, the organization of a Charity Bazaar by employees to support the Center for the Protection of Children of Attica "Mitera", the assembly of clothing, food and medicines for the City of Athens Reception and Solidarity Center, while systematically implementing actions that enhance sport and ecological transport.

Quest Group members value to a great extent the local community, as the companies operate and develop in that context. The Group companies primarily operate in Greece and this is why we consider Greece as our wide local community. Taking into account the weakened Greek economy nowadays, the work that NGOs and social institutions are doing is of vital importance, as it meets the needs of the Greek society and helps problem-solving. Furthermore, some of these attempts to help feature a very strong vision that inspires all of us. We have chosen and we are committed to support purposes and institutions, the social contribution of which promotes our society.

# Strengthening youth and new entrepreneurship



### **IQbility - Youth Entrepreneurship Incubator**

With the aim of developing young entrepreneurship, channeling Greek Value Added into international markets, raising young talented people and promoting Greek innovation and competitiveness, harnessing the experience and potential of the Group's human resources, corporate contribution to society and the labor market and the effort to reduce brain drain, the Quest Group in 2013 created the new business incubator, IQbility.

IQbility's task is to support business startups in their infancy by providing to selected business groups resources, facilities and the know-how that can assist them in succeeding in the global markets.

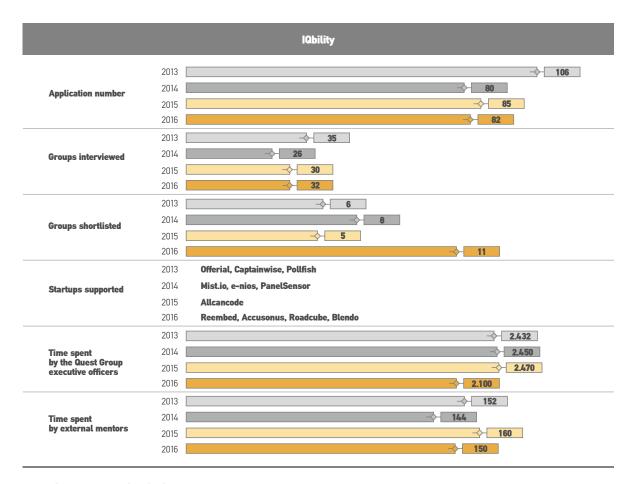
To join the incubation program, the entrepreneurial groups should submit their proposal to www.iqbility.com; then they are assessed on the basis of four criteria: a) the people of the group b) the broad and international perspective of the product c) whether innovative features are introduced and d) the first sample of implementation. For the groups that are eventually selected to join the incubation program, it focuses on establishing the company, in case it is not incorporated yet, finalizing the product and taking the first steps in the market.

The new products and services quickly enter the global markets as they are favored by the cooperation with Quest Group companies and associates-consultants and angel investors. Moreover, IQbility covers accounting and legal services, complete office infrastructure, cloud hosting, workstations and various types of technical infrastructure. In constant cooperation with internationally recognized IT companies (Microsoft, Rackspace, HP, IBM- Softlayer), IQbility offers to startup companies free service packages to support them in their first steps. The contribution of specialized experienced executive officers and entrepreneurs of the domestic and international environment is also important, as they dedicate some of their time to mentor and coach them. Besides promoting the entrepreneurial groups, the contribution of IQbility program is essential not only for Sustainable Development in the Greek market and society, but also for the purpose of the promoting know-how and materialized innovation at an international level. In essence, IQbility is the only private initiative taken by a Greek company that through systematic process discovers, selects and participates in the equity of Greek startups.

In its 4 years of operation, IQbility has supported 11 teams, has invested €400,000 in 9 teams, resulting in additional funds raised over € 6 million; 7 groups became enterprises with an international presence and more than 100 specialized jobs were created.



SOCIETY



### More than 100 specialized jobs

The companies that have been supported by the IQbility program created up until now more than 100 highly specialized jobs that are set forth below. Furthermore, it should be mentioned that we work with other institutions of the startups ecosystem, including the Innovation Unit of the National Technical University of Athens, with the found ation platform as well as with other incubators in order to exchange resources and expertise:



### Offerial

Application that links hotels and prospective customers and offers personalized hospitality information.



### Captainwise

Travel research engine that proposes packages of hotels and air tickets to various destinations, depending on the user's budget and the dates that s/he wished to travel.



### Panelsensor

An ideal application for events organizers that facilitates interaction with the audience and offers a number of statistics and metrics as well as a modern tool to measure ROI sponsorships



### Mist.io

It assists system administrators and developers in simplifying management and monitoring of their servers, in reducing in a drastic way the time of reaction and increasing the service uptime.



### e-Nios

A computing platform that offers automated mass analysis of complex genetic data by using advanced methods of computational intelligence, for the development of new diagnostic tools and personalized treatment.



### **Pollfish**

Online service that offers to anyone the opportunity to carry out in an ease and quick way researches in the form of questionnaires, without having to find themselves the people who will answer the research questions.



### Allcancode

It develops an educational program based on an e-game of adventure, through which 6-12 year old children can learn how to program computers (2015).



### Rembed (2016)

Software that enables viewing online video content and ads.



#### Accusonus (2016

A company that develops software for the music industry based on artificial intelligence algorithms.



### Roadcube (2016)

An application for the purchase of products and services designed for drivers, which also allows payment by mobile phone.



### Blendo (2016)

An application that helps extract, manage and download data from e-shops and websites in the form of Software as a Service.

Since the beginning of its operation until the end of 2016, IQbility has carried out four cycles of submission of proposals, has invested €400,000 in startups, the operating costs amounted to €600,000, while being in constant cooperation

with institutions of youth entrepreneurship ecosystem, it has attended a series of events activities in the field of Startups so as to transfer the relevant know-how to young entrepreneurs.

Youth Entrepreneurship Events in which IQbility participated:

- Business Days (co-organized with iSquare)
- Entrepreneurship Panorama by School of Economics of University of Athens
- University of Piraeus
- Ziridis schools
- Digital Innovation Competition
   of the Athens International Airport "Digital Gate"
- Startup Bootcamp by the School of Economics of University of Athens

- Startup Weekends in Volos and Patra
- Innovating for Privacy Conference
- OpenCoffee Patras
- Infocom
- Emea @ public
- Together at the starting pointî action by SEV
- Pitch sessions by Orange Grove
  - Business Angels Forum III ATLANTIS CONSULTING & Innovation Farm
  - IDEA Cyprus International Institute of Management

### Business Days - Entrepreneurship and Career Panorama

Focused on collaboration for sustainable economic growth and innovation promotion, iSquare has presented its entrepreneurial activity to graduates of Polytechnic and Economics Universities, as part of the Business Days of the Entrepreneurship and Career Panorama. The students were

informed about the new market trends and business opportunities of the Greek economy, while at the same time they learned the company's working environment and learned more about the selection process.

### Hellenic Institute of Entrepreneurship and Sustainable Development (IEA)

By supporting economic growth and innovation, the Quest Group sponsored the conference "Extroversion of Greek Entrepreneurship: Vision and Reality "organized by the Greek Institute for Entrepreneurship and Sustainable Development, under the aegis of the Athens Chamber of Commerce and Industry. The aim of the conference was to promote Entrepreneurship, with the potential to promote the

extroversion of Greek businesses, to keep talents in the country and to create conditions for sound financing for business and investment. Among other things, the conference discussed entrepreneurs' dilemmas regarding the launch of a new venture, business involvement in entrepreneurship networks and Greek business culture.



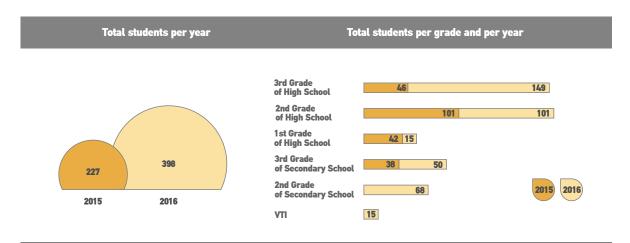
### Strengthening quality education

The importance of quality student-centered education as a springboard for Sustainable Development has been recognized since the start of the Quest Group. With this in mind, the Quest Group implements a set of ongoing qualitative and targeted actions in relation to the Technology and Education interconnection, which upgrades the quality of the educational process in all levels of education.

### Assembling the Quest PC

An educational program, unique in Greece, that offers to public and private school students tours to the premises of production and distribution of the desktop Quest PC has been implemented systematically by Info Quest Technologies in the last fifteen years. The objective of the "Assembling the PC Quest" program is to offer a substantial experience to secondary school and high school students, in the context of educational visits chosen by each school, by familiarizing them with the production of computers and by introducing them to a structured company environment and to the executive officers with experience and ability to transmit their knowledge and encourage innovation.

A central benefit of the program is the easier teaching of IT in the classroom; Info Quest Technologies works together with IT teachers, helps to transmit up-to-date and substantive knowledge to the students and shows the value and the importance of IT. It should be also noted that the "Assembling the Quest PC" program allows to promote to the students the virtues of entrepreneurship, quality of work, adaptability, expertise and commitment so as to establish the basis for further development of youth entrepreneurship. Within the framework of the program, and in consultation with supervisors, the organization, jobs, knowledge and skills required at each post in the company are presented and ideas of career guidance are transferred to students. It is worth mentioning the special session, where Quest Group executives described the duties and requirements of managing roles in a large company to students of the 5th Gymnasium of Ilion, which led to a team essay on the subject from students. Throughout 2016, 398 students participated in the "Assembling Quest Computer" program.



### iPad 1-1 / UNESCO - digital technology in education

Quest Group implements the "Innovation in Education" action aiming, inter alia, to insert Digital Technology in teaching, to create and enrich the teaching content and to enable teaching of code in schools, while it seeks to work with all educational institutions that wish to upgrade and enrich education. The action takes into account the UNESCO directive, according to which the use of mobile computing devices should be encouraged and promoted in a growing number of educational

structures, with the view to have their use officially accepted in more and more parts of the world.

In particular, iSquare, aware of the benefits of using the iPad as an educational tool, has been introducing it to school classes in recent years, with the ultimate goal of one iPad per student, the so-called "Pad 1-1" program. In order to evaluate the changes brought about by the widespread use of the iPad in the learning experience, the company launched a research project in 2015 in

collaboration with the Computer Supported Learning Learning Lab (CoSyLLab) of the Department of Digital Systems of the University of Piraeus, which was completed in 2016. The aim of the study is to analyze how "iPad 1-1 - 1" approach is implemented in eleven schools and to study the learning experience. The study focuses on the methods of implementing educational interventions and shows the best practices to spread and encourage the use of iPad devices in education. The research methodology followed is based on the principles of action research utilizing the mixed-method evaluation technique. In order to make an analysis of how to use iPad devices with multiple perspectives, i.e. by studying pedagogic-methodological, cognitive, social and technological-organizational issues, the following pillars of analysis were chosen:

- 1. Integration methodology
- 2. Philosophy of educational intervention
- 3. Experiences of students and parents
- 4. Technological approach.

With measurable quantitative and qualitative results and conclusions, schools have the opportunity to redefine the use of the iPad where needed and maximize the benefits of using it. These practices and detailed lesson plans are recorded in the form of a user-friendly guidebook and aim to be a springboard for the fruitful utilization of the iPad in educational reality. The research, which is the 3rd largest internationally for iPad use in education, involved: 11 schools with 62 elementary and secondary schools, 1,172 pupils, 424 parents and 53 teachers.

### Edupad - Using Digital Tools in the School Environment

www.edupad.gr derives from the cooperation between iSquare and a group of teachers selected for their special knowledge and experience in using digital tools at school. This is a set of educational applications and digitized books classified by type, level of education and field of knowledge, which are easily accessible to the students, parents and teachers of any education level, from Kindergarten to High School. The purpose of www.edupad.gr is to help everyone involved in the educational process to use in an efficient way and utilize the

educational applications in the best possible way. The group of teachers has chosen and evaluated the best and the most appropriate applications for the Greek education system. Edupad transforms learning to a pleasant game, enriches the education process and facilitates the teachers' work. Although www.edupad.gr is in trial mode, in 2016 the use of the platform and the evaluation of educational applications continued. The specialized website was used by more than 2,500 users in 2016 and was viewed more than 8,000 times.

### **Digitizing Textbooks**

In the context of the Innovation in Education program, iSquare worked with a group of teachers and digitized the course material of main courses taught in primary and secondary school to be run specifically by Apple iOS operating system, so that the students can have access to it not only inside but also outside the class. Digitized Textbooks render navigating to the course material pleasant, as it combines the text with images, sounds, videos and applications through which teaching and learning become friendly and interactive. Students, teachers and parents can download to their iPad the course material digitized and approved by the Ministry of Education by visiting ebooks.edu.gr of CTI Diophantus service of the Ministry of Education and www.edupad.gr.

The most important effect arising out of Digitizing the Textbooks is that it renders the learning process experiential, redefines it and in the long run it improves it in terms of quality. Moreover, Digitizing the Textbooks allows the students to

cooperate to a greater extent with the classmates and the teacher, while it makes them want to digitally do their homework, self-assess and improve without realizing that they study.

iSquare completed the implementation of Digitization of School Books in 2014, after systematic work of one year. Since then, the content has been updated, according to the improvements and changes made by the Ministry of Education. The implementation of the action was performed with its own financial resources, and the original amount of money is not to be published for reasons of principle and the implementation team consisted of the project manager, a group of seven teachers and two additional teachers - supervisors. The digitized educational material, with more than 25 Primary and 17 high school books, is used by more than 30 schools all over Greece, including a public school, through the Apple Ecosystem.

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### Digitized textbooks of Primary School

First Grade	Second Grade	Third grade	
Greek Mathematics Study of the Environment	Greek Mathematics Study of the Environment	Greek Mathematics Study of the Environment History	
Fourth grade	Fifth Grade	Sixth Grade	
Greek Mathematics Study of the Environment History	Greek Mathematics Natural science History Geography Physical Education for Fifth Grade	Greek Mathematics Natural science History Geography Physical Education for Fifth Grade	

### Digitized textbooks for Secondary School

irst Grade	Second Grade	Third grade
Modern Greek	Modern Greek	Modern Greek
Mathematics	Mathematics	Mathematics
Biology	Physics	Physics
History	Chemistry	Chemistry
Geology-Geography	History	History
	Geology-Geography	Biology

### **National Youth Informatics Team**

Upgrading the quality of education and encouraging excellence, Info Quest Technologies, Uni Systems and iSquare supported the mission of the National Youth Informatics Team in the "International Tournament in Informatics".

The tournament was held from 24 to 27 November 2016 in Shumen, Bulgaria, and a member of the team, student of Athens College, was awarded a bronze medal.

### **Student Scholarships**

Rewarding entry to Tertiary Education and dedication to learning, Uni Systems and ACS granted two scholarships to the undergraduate students of the Department of Banking and

Financial Management of the University of Piraeus, as a gesture to reward them for having been admitted to study to Higher Education.

# 2 2015 2016 Institutions: Department of Banking and Financial Management of University of Piraeus. Deree College

Companies - sponsors: ACS, Uni Systems

### **Economia Student Contest**

Aiming to encourage students in their learning and critical thinking, Info Quest Technologies was the winner of the

Student Economia Contest in 2016.

### Hellenic Children's Museum Association

In support of education and development of preschool children, Info Quest Technologies collaborated with the Hellenic Children's Museum and offered products as lottery gifts for revenue. The Association addresses children, families, school

communities and those who are interested in the development of children in a versatile way or those directly or indirectly related to them.

### "Books on Wheels®" Program

Aiming at encouraging extra-curricular reading in Primary Education, ACS supported the "BOOKS ON WHEELS®" program - www.vivliaserodes.gr, a pioneering program that brings small, mobile, thematic and lending libraries into the classrooms of public elementary schools, so that children are encouraged to

browse, listen and read books at school, but also to recognize their thoughts and feelings. For the purposes of this program, ACS has undertaken the transfer of books from school to school with a favorable pricing policy.

### Support of Greek Schools of Imvros

Offering equal learning opportunities to the students of the Greek schools in Imvros, Info Quest Technologies collaborated with the Neighboring Schools and participated as a lottery

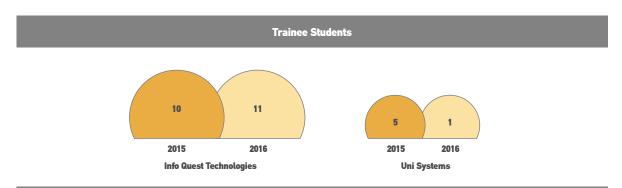
donor, the proceeds of which were offered to support the library and other school activities.

### Traineeship Opportunities

Linking quality education to full-time employment, Info Quest Technologies and Uni Systems work closely with Higher Education Institutions and offer students the opportunity to practice.

The students can benefit not only by broadening their

knowledge, but also by having the opportunity to gradually enter the work market and gain work experience. Sometimes it is likely that the cooperation between the student and the company is extended after the end of the traineeship.



### Fighting poverty, hunger and inequalities

Standing alongside the "Smile of the Child" Organization and the City of Athens' Reception and Solidarity Center, the Quest Group companies and their workers offer work to eliminate social exclusion and inequalities and strengthen the livelihood and welfare opportunities of the least favored social groups.

### The Smile of the Child

Quest Group companies have long supported the work of "The Smile of the Child", recognizing its benefits to society and its concerted efforts to promote children's well-being by addressing the problems that threaten their livelihood. Occasionally,

the Group companies involved in Information Technology have contributed in many ways with know-how and equipment to meet the key needs of the Organization, while ACS contributed to the Agency's work throughout 2016 in the following ways:





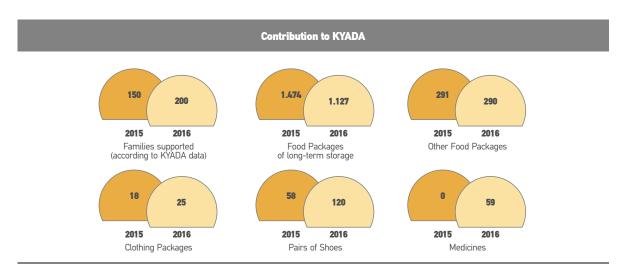
- Special pricing policy for fixed postal and courier services needs of the Agency's Postal Services Agency.
- Sponsoring the invitations to the 21st anniversary of Child Protection in Greece, in the framework of the moral support of the Group's employees who run at the Athens Marathon Route, as well as in the 5 and 10 km races.
- Sponsorship of sending brochures for the annual celebration "Great Feast for Children".
- Sending material to the Hip Hop Smile Festival, a three-day music event, the revenue of which funds the
  organization.



### City of Athens Homeless shelter (KYADA)

The City of Athens Homeless shelter (KYADA) offers sustainable solutions to housing, feeding and health problems and rehabilitation issues as regards homeless people that live in the city and families that face serious problems in their everyday life, even though they are not homeless. The programs for the support of vulnerable groups of people are planned and

implemented by the Social Service of KYADA. For the sixth consecutive year, in 2016, employees of the Quest Group companies gathered and offered food of a total weight of one ton, which corresponds to food packages for 200 four-member families, as well as a significant amount of clothing, footwear and medicines for use by those who have need.



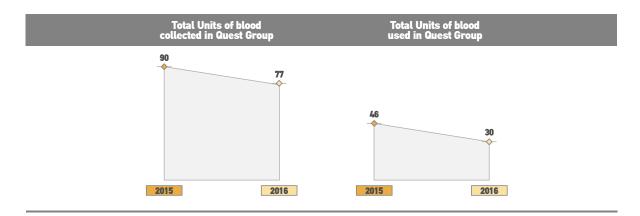
### Strengthening health structures

Recognizing the prime importance of health for all, Quest Group companies and their employees foster prosperity and support health structures for the benefit of the whole.



### **Voluntary Blood Donation**

Quest Group members organized voluntary blood donation at the central work buildings, facilitating employees who wish to give blood and are entitled to receive blood in case of emergency by the Blood Bank in cooperation with Amalia Fleming Hospital.



### "Mitera" Child Protection Center of Attica

"MITERA" infant center is one of the main institutions of the country engaged in child protection. Its Infrastructures include the central reception building for those who are served, the infant reception center, eight infant-toddler hospitality kiosks, creative activity shelter for children, hostel for pregnant-postpartum women, service offices and auxiliary rooms. Starting with the Uni Systems employees' initiative, a Charity

Bazaar was organized for the seventh consecutive year, in which workers made savory and sweet dishes, which they offered for a symbolic price; the proceeds were donated to speech therapy, physical therapy and infant psychotherapy, in creasing thereby their chances to prosper and ultimately to be deinstitutionalized.

### "Epistrophe" Addicts Reintegration Association

Recognizing the importance of de-marginalization of substance-addicted people, Info Quest Technologies supported the work of the Epistrophe Reintegration Association, offering technical support services for its office computers.

The Association helps people addicted to alcohol, drugs and other substances to refrain from their addiction, regain quality in life and behave normally within their family environment.

### Orthopedic Clinic of the University of Thessaly

Supporting the offer of quality medical services in the region through the continuing training of medical staff, ACS donated money to the Continuing Medical Education Program of the Orthopedic Clinic of the University of Thessaly, which organizes scientific events with Visiting Professors, distinguished Orthopedic surgeons and research and clinical studies.

### Foundation "Make a Wish"

By giving strength to children with life-threatening illnesses, the "Make a Wish" Foundation responds to their wishes, while ACS

supports its work with a favorable pricing policy and sponsorship of missions to the "Wish upon a Star" program.

### Developing sustainable cities

### Hellenic Society for the Environment and Culture

By contributing to the viability of cities and settlements, ACS has strengthened the work of the Hellenic Society for the Environment and Culture, which focuses on the preservation of

Greece's natural wealth, the rescue of cultural heritage monuments and the awareness of citizens for these purposes.





# 7 FUTURE GOALS A QUESTION OF VISION



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS  DECENTWORK & EDONOMIC GROWTH  Financial performance and responsible management of the consequences of the financial crisis  DECENTWORK & EDONOMIC GROWTH  INDUSTRY I				
ROD Freturn on equity from continued activity comparison of the financial crisis  RIDUSTRY RINDUSTRY RINDU				
INNOVATION & INFRASTRUCTURE  In the market  In 2017, improvement in Group sales from new markets by 10% and products/services coverages by 10%. The market by 10% and products/services coverages by 10% and products/services coverages by 10%. The period of services and products services and products services and products.  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & ECONOMIC GROWTH  INFRASTRUCTURE  INDUSTRY, INNOVATION & Training and development of employees  Increase of the satisfaction rate of employees as to the training offered by each company, based on the satisfaction survey that its carried out every two years, for the period 2017-2019  INDUSTRY, INNOVATION & ECONOMIC GROWTH  INDUSTRY, INNOVATION & Security infrastructure and business confinulty  INDUSTRY, INNOVATION & Security infrastructure and business confinulty  INDUSTRY, INNOVATION & Security infrastructure and business confinulty  INDUSTRY, INNOVATION & Customer service and salisfaction  INDUSTRY, INNOVATION & Customer service and salisfaction  RESPONSIBLE PRODUCTION & Customer service and salisfaction  RESPONSIBLE PRODUCTION & Customer service and salisfaction  RESPONSIBLE PRODUCTION & STANDARD RESPONSIBLE PRODUCTION & STANDA	6 HALTHA		management of the consequences of the financial	ROE (return on equity from continued activity - EBT / Equity ROE - Return on Equity) compared to the performance in 2016 (excl. Capital gains
DECENT WORK & ECONOMIC GROWTH  Development and innovation of services and products  Record and implement a methodology for the development of innovation and Business Development in each company for the period 2017-2018  INDUSTRY, INNOVATION & INFRASTRUCTURE  DECENT WORK & ECONOMIC GROWTH  A ECONOMIC GROWTH  DECENT WORK & ECONOMIC GROWTH  RESPONSIBLE PRODUCTION & Customer service and satisfaction  A Maintaining or improving the results of the Quality KPIs described in the relevant chapter of the report for the reporting period  RESPONSIBLE PRODUCTION & Customer service and satisfaction of the report for the reporting period  PEACE JUSTICE & STRONG INSTITUTIONS	SEASTER	INNOVATION	maintenance of the Group's leading position	& Group EBT profit margin from continued activity (excl. Capital gains & impairments)
### SECONOMIC GROWTH and products development of mach company for the period 2017-2018  ### SECONOMIC GROWTH  ### DECENT WORK SECONOMIC DEVELOPMENT  ### DECENT WORK SECONOMIC GROWTH  ### DEC				new markets by 10% and products/services
A. INFRASTRUCTURE	6 101.711.1 24			development of innovation and Business Development in each company for the period
Cuality Training     Cuality Training and development of employees      Increase of the satisfaction rate of employees as to the training offered by each company, based on the satisfaction survey that is carried out every two years, for the period 2017-2019    Decent Work & Economic Development	SECTION 1			
DECENT WORK & ECONOMIC DEVELOPMENT  GENDER EQUALITY  Human rights at work  DECENT WORK & ECONOMIC DEVELOPMENT  GENDER EQUALITY  Human rights at work  DECENT WORK & ECONOMIC GROWTH  DECENT WORK & ECONOMIC GROWTH  DECENT WORK & ECONOMIC GROWTH  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & INFRASTRUCTURE  Customer service and satisfaction  Maintaining or improving the results of the Quality KPIs described in the relevant chapter of the report for the reporting period  RESPONSIBLE PRODUCTION & CONSUMPTION  RESPONSIBLE PRODUCTION & STRONG INSTITUTIONS  Regulatory compliance  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data  Zero substantiated complaints of customer personal data loss or misuse in 2017	8 HATHA		Health and safety at work	Zero accidents at work
### SECONOMIC DEVELOPMENT    GENDER EQUALITY		QUALITY TRAINING	Training and development of employees	as to the training offered by each company, based on the satisfaction survey that is carried
DECENT WORK & ECONOMIC GROWTH  FEWER INEQUALITIES  INDUSTRY, INNOVATION & Security infrastructure and business continuity  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & Customer service and satisfaction  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & INFRASTRUCTURE  INDUSTRY, INNOVATION & Customer service and satisfaction  Maintaining or improving the results of the Quality KPIs described in the relevant chapter of the report for the reporting period  RESPONSIBLE PRODUCTION & CONSUMPTION  RESPONSIBLE PRODUCTION & CONSUMPTION  RESPONSIBLE PRODUCTION & CONSUMPTION  REQUIATOR OF PRODUCTION & CONSUMPTION  PEACE, JUSTICE & STRONG INSTITUTIONS  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data  Zero substantiated complaints of customer personal data loss or misuse in 2017	e maran.			
& ECONOMIC GROWTH    The continuity   Fewer Inequalities		GENDER EQUALITY	Human rights at work	
INDUSTRY, INNOVATION & INFRASTRUCTURE  Security infrastructure and business continuity  INDUSTRY, INNOVATION & INFRASTRUCTURE  Customer service and satisfaction  Maintaining or improving the results of the Quality KPIs described in the relevant chapter of the report for the reporting period  RESPONSIBLE PRODUCTION & CONSUMPTION  RESPONSIBLE PRODUCTION & CONSUMPTION  RESPONSIBLE PRODUCTION & CONSUMPTION  PEACE, JUSTICE & STRONG INSTITUTIONS  Regulatory compliance Corruption and unfair competition in 2017  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data  Zero substantiated complaints of customer personal data loss or misuse in 2017	m			
& INFRASTRUCTURE continuity at least, in 2017  INDUSTRY, INNOVATION & INFRASTRUCTURE  Customer service and satisfaction  Maintaining or improving the results of the Quality KPIs described in the relevant chapter of the report for the reporting period  RESPONSIBLE PRODUCTION & CONSUMPTION  PEACE, JUSTICE & STRONG INSTITUTIONS  Regulatory compliance  Corruption and unfair competition in 2017  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data  Zero substantiated complaints of customer personal data loss or misuse in 2017		FEWER INEQUALITIES		
& INFRASTRUCTURE  & INFRASTRUCTURE  of the Quality KPIs described in the relevant chapter of the report for the reporting period  RESPONSIBLE PRODUCTION & CONSUMPTION  PEACE, JUSTICE & STRONG INSTITUTIONS  Regulatory compliance Corruption and unfair competition in 2017  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data Zero substantiated complaints of customer personal data loss or misuse in 2017				
& CONSUMPTION  PEACE, JUSTICE & STRONG INSTITUTIONS  Regulatory compliance Zero incidents of non-compliance, corruption and unfair competition in 2017  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data Zero substantiated complaints of customer personal data loss or misuse in 2017	SCHOOL STATE		Customer service and satisfaction	of the Quality KPIs described in the relevant chapter of the report for the
& STRONG INSTITUTIONS  corruption and unfair competition in 2017  PEACE, JUSTICE & STRONG INSTITUTIONS  Protection of personal data Zero substantiated complaints of customer personal data loss or misuse in 2017	CO			
& STRONG INSTITUTIONS personal data loss or misuse in 2017	16 State		Regulatory compliance	
Compliance with the EU GDPR for the period 2017-2018	16 man		Protection of personal data	personal data loss or misuse in 2017  Compliance with the EU GDPR for the period

FUTURE GOALS 87

	ATIONS SUSTAINABLE MENT GOALS	QUEST GROUP MATERIAL SUSTAINABILITY TOPIC	QUEST GROUP SUSTAINABILITY GOALS (2017-2018)
**************************************	CHEAP & CLEAN ENERGY  INDUSTRY, INNOVATION & INFRASTRUCTURE  RESPONSIBLE PRODUCTION & CONSUMPTION	Care for the Environment	Energy consumption reduced by 4% (the rate will be reduced by 0.5% for every 25% of increase in activity) in 2017
S STEELS 	GOOD HEALTH & PROSPERITY  QUALITY TRAINING  INDUSTRY, INNOVATION &INFRASTRUCTURE	Care for Society	Increase of the companies' social contribution expenditure in 2017 by 1% compared to the corresponding expenditure in 2016 in the social pillars to be selected

It is noted that in the current Report the targets were again approached with Sustainable Development criteria for the new period.

# 8

### **APPENDIX**

### Independent External Verification Report



To: Management of QUEST Holdings SA

### 1. Independent Verification Report

The company **QUEST Holdings SA** (hereafter **QUEST Holdings**) has commissioned **TÜV HELLAS** (**TÜV NORD**) **S.A.** (hereafter **TÜV HELLAS**) to provide limited external assurance concerning the Sustainability Report for the period of January 1st of 2016 to December 31st of 2016 (1/1/2016-12/31/2016)

### 2. Scope of the verification project of the Sustainability Report

Scope of the assurance project is the conduction of the Application Level Check, according to the GRI Sustainability Reporting Standards (GRI Standards), referring to the Sustainability Report of QUEST Holdings for 2016, as well as the provision of external assurance service about the accuracy of the claims mentioned to the indicator GRI 404-1 "Training & Education", as well as the Quest indicator "Customer Satisfaction".

The Application Level Check as well as the data accuracy verification of the Material aspects was conducted based on the corresponding correlation table of GRI Standards Indicators stated by QUEST Holdings in its Sustainability Report, in order to confirm the company's compliance to the requirements of the GRI Standards for the "In accordance Core" Level.

The methodology used to verify the data as above, was based on the requirements of AA1000AS standard (2008). More specifically, the requirements for the provision of "moderate" service level assurance Type 2, based on AA1000AS, were followed. This service level means that "the assurance provider achieves moderate assurance where sufficient evidence has been obtained to support their statement, such as the risk of their conclusion being in error is reduced but not reduced to very low or zero".

### 3. The conclusions of TÜV HELLAS

Based on the scope of the project and as part of the verification

procedures followed by TÜV HELLAS, the conclusions are as follows:

A. Adherence to the AA1000 AccountAbility Principles
(Inclusivity, Materiality and Responsiveness) against the criteria found in AA1000APS.

### <u>Inclusivity:</u> Dialogue on Sustainability Issues with the Stakeholders

We have not realized any matter that causes us to believe that major stakeholder groups were excluded from consultation processes, or that QUEST Holdings has not implemented the principle of Inclusivity in developing its approach to sustainability.

### Materiality: Focus on the Material Issues related to Sustainability

We have not realized any matter that causes us to believe that the Material Issues' definition approach which was followed by QUEST Holdings does not provide a comprehensive and balanced understanding of the Material Issues.

### <u>Responsiveness:</u> Addressing the needs and expectations of Stakeholders

We have not realized any issue which would lead us to believe that QUEST Holdings has not applied the Principle of Correspondence in the selection of subjects included in the Report.

# B. Accuracy and completeness of data (qualitative and quantitative) related to the Application Level Check and claims accuracy of Material Issues Indicators related to GRI Standards.

- During the assurance project carried out, nothing came to the attention of TÜV HELLAS which would lead to the conclusion that the Report does not meet to the requirements of the GRI Standards for the "In accordance\_Core" Level, as reflected on the corresponding correlation table of GRI Standards Indicators.
- Nothing has come to the attention of **TÜV HELLAS** that would





lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the indicator GRI 404-1 "Training & Education", as well as the Quest indicator "Customer Satisfaction".

### 4. Review Limitations

The range of the review was limited to the activities of **QUEST Holdings** in Greece. No visits and interviews in subsidiaries and stakeholders of **QUEST Holdings** has been conducted. In case of any discrepancy in the translation between Greek and English version of the Sustainability Report, the Greek version shall prevail.

### 5. Review Methodology

In order to draw conclusions, the external assurance team of **TÜV HELLAS** conducted the following (indicative and not restrictive)
methodology:

- Reviewed the procedures followed by QUEST Holdings to identify and determine the Material issues in order to include them within the Sustainability Report.
- Interviews were conducted with selected executives of QUEST Holdings having operational role in Sustainability issues in order to understand the current state of Sustainability activities and progress achieved during the period under reference.
- Reviewed the QUEST Holdings consultation approach with its stakeholders through interviews with executives responsible for communication with the stakeholders at company level and review of selected documents.
- Reviewed the claims mentioned to the indicator GRI 404-1 "Training & Education", as well as the Quest indicator "Customer Satisfaction", in connection with the findings of the above steps and suggested improvements in the Sustainability Report where necessary.

### 6. Responsibilities and Functions

The Team for Sustainability of **QUEST Holdings** carried out the Sustainability Report, thus, is responsible for the information and statements contained therein.

The Level Check conducted, as well as the provision of external assurance service about the accuracy of the claims mentioned to the indicator GRI 404-1 "Training & Education", as well as the Quest indicator "Customer Satisfaction", do not represent **TÜV HELLAS'** opinion related to the quality of the Sustainability Report and its contents.

The responsibility of **TÜV HELLAS** is to express the independent conclusions on the issues as defined in the project scope and in accordance to the relevant contract. The project was conducted in such a way so that **TÜV HELLAS** can present to **QUEST Holdings'** administration the issues mentioned in this report and for no other purpose.

### 7. Impartiality and Independence of the verification team

TÜV HELLAS states its impartiality and independence in relation to the project of assuring the Sustainability Report of QUEST Holdings. TÜV HELLAS has not undertaken work with QUEST Holdings and did not have any cooperation with the stakeholders that could compromise the independence or impartiality of the findings, conclusions or recommendations. TÜV HELLAS was not involved in the preparation of the text and data presented in the Sustainability Report of QUEST Holdings.

Athens, October 27, 2017

For TÜV HELLAS (TÜV NORD) SA

**Nestor Paparoupas**Sustainability Product Manager





# Table of Compliance with the Greek Sustainability Code



Pillar	Criteria	Reference	
	Strategic Analysis & Measures	CHAPTER 01: QUEST GROUP	
STRATEGY	Materiality	Identification of the Material Sustainability Topics CHAPTER 3: MARKET CHAPTER 4: HUMAN RESOURCES Limits and restrictions of Material Topics	
SHALLOI	Goals	CHAPTER 7: FUTURE GOALS	
	Stage of Added Value Chain	Responsible Procurement CHAPTER 3: MARKET CHAPTER 4: HUMAN RESOURCES Boundaries and restrictions of Material Topics	
	Responsibility	Our Vision / Our Mission / Our Values / Corporate Governance	
	Rules & Procedures	Our Vision / Our Mission / Our Values / Corporate Governance	
MANAGEMENT	Audit	Corporate Governance / External Assurance	
PROCEDURE	Incentive Scheme	REGARDING THE REPORT	
	Cooperation with Stakeholders	Stakeholder Engagement Determining the Sustainability Material Topics	
	Innovation & Product Management	Development and innovation of services and products	
	Use of Natural Resources		
ENVIRONMENT	Resource Management	CHAPTER 5: ENVIRONMENT	
	Climate Change - Related emissions of greenhouse gases		
	Labor Rights		
	Equal Opportunities	CHAPTER 4: HUMAN RESOURCES	
	Employment		
SOCIETY	Human Rights	CHAPTER 4: HUMAN RESOURCES Responsible Procurement	
	Local Community	Financial performance and responsible management of the consequences of the financial crisis CHAPTER 6: SOCIETY	
	Political Influence	International initiatives	
	Corruption - Procedures for the prevention of illegal behaviors	Regulatory compliance	

### UN Global Compact

Principle	Περιγραφή	Ενότητα
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	
Principle 2	Business should make sure that they are not complicit in human rights abuses	
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	CHAPTER 1: QUEST GROUP
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labor	CHAPTER 4: HUMAN RESOURCES
Principle 5	Businesses should uphold the effective abolition of child labor	
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	
Principle 7	Businesses should support a precautionary approach to environmental challenges	
Principle 8	ple 8 Businesses should undertake initiatives to promote greater environmental responsibility CHAPTER 5: ENVIRON	CHAPTER 5: ENVIRONMENT
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Regulatory compliance

### **GRI Content Index**

GRI Standard	Disclos	sure	Report Section	Page	External Assuranc
GENERAL STAN	IDARD DI	SCLOSURES			
GRI 102:	102-1	Name of the organization	The Quest Group	11	•
GENERAL	102-2	Activities, brands, products and services	The Quest Group	18-22	•
STANDARD	102-3	Location of headquarters	The Quest Group	11	•
DISCLOSURES	102-4	Location of operations	The Quest Group	11	•
2016	102-5	Ownership and legal form	The Quest Group	11	•
	102-6	Markets served	The Quest Group	11, 23	•
			Messages, The Quest Group,	7-9, 11,	•
	102-7	Scale of the organization	Our Employees	18-22, 64	
	102-8	Information on employees and other workers	Our Employees	63-65	•
	102-9	Supply Chain	The Quest Group	24	•
	102-10	Significant changes to the organization and its supply chain	The Quest Group	11	
	102-11	Precautionary Principle	Environment	79-80	•
	102-12	External initiatives	The Quest Group	14-15	•
	102-13	Membership of associations	The Quest Group	15	•
	102-14	Statement from senior decision-maker	Messages	7-9	•
	102-16	Values, principles, standards, and norms of behavior	The Quest Group	11, 12	•
	102-18	Governance structure	The Quest Group	13, 14	•
	102-40	List of stakeholder groups	Sustainability Management	27-29	•
	102-41	Collective bargaining agreements	Our Employees	63	•
	102-42	Identifying and selecting stakeholders	Sustainability Management	27	•
	102-43	Approach to stakeholder engagement	Sustainability Management	27-29	•
	102-44	Key topics and concerns raised	Sustainability Management	28-30	•
	102-45	Entities included in the consolidated financial statements	The Quest Group	18-22	•
	102-46	Defining report content and topic Boundaries	Sustainability Management	30, 102-10	3 •
	102-47	List of material topics	Sustainability Management	29-30	•
	102-48	Restatements of information	Regarding the report, Customer	4, 40, 80	•
			service and satisfaction, Energy		
			Consumption and Efficiency		
	102-49	Changes in reporting	Regarding the report	4, 29-30	•
	102-50	Reporting period	Regarding the report	4	•
	102-51	Date of most recent report	Regarding the report	4	•
	102-52	Reporting cycle	Regarding the report	4	•
	102-53	Contact point for questions regarding the report	Regarding the report	4	•
		Claims of reporting in accordance with the GRI standards	Regarding the report	4	•
		GRI Content Index	GRI Content Index	100-101	•
	102-56	External assurance	Regarding the report, External	4, 97-98	•
			Assurance Report		

ECONOMIC STAN	ECONOMIC STANDARDS						
Financial perform	ance an	d responsible management of the consequences of the financial crisis					
GRI 103: MANAGEMENT APPROACH 2016	103-2	Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	Financial performance and responsible management of the consequences of the financial	42-46, 102-103			
GRI 201: 201-1 Direct economic value generated and distributed ECONOMIC PERFORMANCE 2016		Direct economic value generated and distributed	crisis  Boundaries and restrictions of  Material Topics				

SOCIAL STANDA	RDS				
Health and safety	at work				
GRI 103:	103-1 Ex	planation of the material topic and its Boundary	Health and safety at work	66-68, 102-103	
MANAGEMENT	103-2 The	e management approach and its components	Boundaries and restrictions of		
APPROACH 2016	103-3 Eva	aluation of the management approach	Material Topics		
GRI 403:	<b>403-2</b> * Ty	pes of injury and rates of injury, occupational diseases,			
OCCUPATIONAL	CUPATIONAL lost days and absenteeism, and number of work-related fatalities				
HEALTH					
AND SAFETY 2010	6				

GRI Standard	Disclosure	Report Section	Page	External Assurance
Training and develop	ment of employees			
GRI 103: MANAGEMENT APPROACH 2016 GRI 404: TRAINING AND EDUCATION 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach 404-1 Average hours of training per year per employee	Training and development of employees Boundaries and restrictions of Material Topics	68-72, 102-103	•
Human rights at wor	k			
GRI 103: MANAGEMENT APPROACH 2016 GRI 405: DIVERSITY AND EQUAL OPPORTUNITY	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach 405-1 Diversity of governance bodies and employees	Human rights at work  Boundaries and restrictions of Material Topics	73-76, 102-103	
2016GRI 406: NON-DISCRIMINATION 2016	Incidents of discrimination and measures taken  N			
Protection of personal GRI 103: MANAGEMENT APPROACH 2016 GRI 418: CUSTOMER PRIVACY 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach 418-1 Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Protection of personal data Boundaries and restrictions of Material Topics	56-58, 102-103	
Regulatory Complian	ce			
GRI 103: MANAGEMENT APPROACH 2016 GRI 205: ANTI-CORRUPTION 2016	103-1     Explanation of the material topic and its Boundary       103-2     The management approach and its components       103-3     Evaluation of the management approach       205-3     Confirmed incidents of corruption and actions taken	Regulatory Compliance Boundaries and restrictions of Material Topics	51-52, 102-103	
GRI 206:	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices  419-1 Non-compliance with laws and regulations in the social and economic area			
	FORMANCE INDICATORS			
Customer service an				
GR 103: MANAGEMENT APPROACH 2016 QUEST INDICATOR	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach Customer satisfaction surveys / complaints	Customer service and satisfaction  Boundaries and restrictions of Material Topics	33-42, 102-103	٠
GRI 103: MANAGEMENT APPROACH 2016 QUEST INDICATOR	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach Efficiency measurements	Development and innovation of services and products Boundaries and restrictions of Material Topics	52-56, 102-103	
Development in new markets and maintaining the leading position of the Group's companies in the market				
GRI 103: MANAGEMENT APPROACH 2016 QUEST INDICATOR	<ul> <li>103-1 Explanation of the material topic and its Boundary</li> <li>103-2 The management approach and its components</li> <li>103-3 Evaluation of the management approach</li> <li>Exports and public sales percentage in relation to the turnover</li> </ul>	Development in new markets Boundaries and restrictions of Material Topics	46-50, 102-103	
	ty and business continuity	Information and other states	E0 61 400 400	
GRI 103: MANAGEMENT APPROACH 2016 QUEST INDICATOR	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach System availability rate	Infrastructure securityand business continuity Boundaries and restrictions of Material Topics	59-61, 102-103	

Omission: The Absence Report (AR), the Injury Report (IR) and the types of injuries are not publicized for the reference period concerned because the information is not available. The Group will examine all the necessary elements and procedures that are needed to present them in the next reporting period.

GRI 102-55

## Impact limits of material issues

	Materiality Issue	Major Effects	Impact Limits
		Regarding the UN Sustainable Development Goals	Entities in or out of the Company that may cause or be connected to Impacts
	Customer service and satisfaction	9 12 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	<ul> <li>Quest Holdings</li> <li>Info Quest Technologies</li> <li>iSquare</li> <li>Uni Systems</li> <li>ACS</li> <li>Employees</li> <li>Suppliers</li> <li>Commercial Network / Agents</li> </ul>
	Financial performance and responsible management of the consequences of the financial crisis	8 *************************************	Quest Holdings Info Quest Technologies Square Uni Systems ACS Shareholders Employees Customers Suppliers / Partners Commercial Network / Agents Mass Media Institutional and regulatory bodies Financial bodies and investors' community Business community
_	Regulatory compliance	16 mar autor autor autorities aut	<ul> <li>Quest Holdings</li> <li>Info Quest Technologies</li> <li>iSquare</li> <li>Uni Systems</li> <li>ACS</li> <li>Shareholders</li> <li>Employees</li> <li>Suppliers / Partners</li> <li>Commercial Network / Agents</li> <li>Institutional and regulatory bodies</li> </ul>
	Development and innovation of services and products	8 Hard William  9 Hard William  \$\frac{4}{4}\tag{2}	Quest Holdings Info Quest Technologies Square Uni Systems ACS Shareholders Employees Customers Suppliers / Partners Commercial Network / Agents Institutional and regulatory bodies
	Protection of personal data	16 Not some some some some some some some some	<ul> <li>Quest Holdings</li> <li>Info Quest Technologies</li> <li>iSquare</li> <li>Uni Systems</li> <li>ACS</li> <li>Employees</li> <li>Suppliers / Partners</li> <li>Commercial Network / Agents</li> <li>Institutional and regulatory bodies</li> </ul>
	Development in new markets and maintenance of the leading position of the Group's companies in the market	8 MARIA MARIANI MARIAN	Quest Holdings Info Quest Technologies Isquare Uni Systems ACS Shareholders Customers Suppliers / Partners Commercial Network / Agents Institutional and regulatory bodies Financial bodies and investors' community Business community

	Materiality Issue	Major Effects	Impact Limits
		Regarding the UN Sustainable Development Goals	Entities in or out of the Company that may cause or be connected to Impacts
	Health and safety at work	3 mention B man war as	<ul> <li>Quest Holdings</li> <li>Info Quest Technologies</li> <li>Isquare</li> <li>Uni Systems</li> <li>ACS</li> <li>Employees</li> <li>Suppliers / Partners</li> <li>Institutional and regulatory bodies</li> </ul>
	Training and development of employees	4 ments  B strain strain  S strain  S strain strain  S st	<ul> <li>Quest Holdings</li> <li>Info Quest Technologies</li> <li>iSquare</li> <li>Uni Systems</li> <li>ACS</li> <li>Employees</li> <li>Commercial Network / Agents</li> <li>Business community</li> </ul>
	Infrastructure security and business continuity	G MARTINESIS	Quest Holdings Info Quest Technologies Square Uni Systems ACS Employees Suppliers / Partners Commercial Network / Agents Institutional and regulatory bodies Financial bodies and investors' community Business community
	Human rights at work	5 Novement Special Street, and Comment Clarific Special Street, and Comment Clarific Special S	Quest Holdings Info Quest Technologies Square Uni Systems ACS Shareholders Employees Suppliers / Partners Institutional and regulatory bodies Social bodies / NGOs

APPENDIX 95

1,506 employees of the Group

of the Group's sales are abroad

€ 55.2 M

for employee salaries

and benefits



99,995% total availability of systems

70/0 reduction of energy consumption per m

27,5% average increase in recycled materials

 $\in 1,289,776$ 

Info Quest

**i**Square

uni.systems





