

# FOURLIS GROUP CORPORATE SOCIAL RESPONSIBILITY

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## Social Responsibility Department Message

At the **FOURLIS** Group, each year we make a concerted, continuous and intensive effort to support our People and the Society and to protect the Environment, aiming to create a better life for everyone.

Despite the adverse changes and impacts that crisis brought to our country, we never ceased to remain close to the societies where we operate, to listen to the needs of citizens and to support them whenever and however we can, through our Group's companies.

In 2015, at the **FOURLIS** Group we all commit to continue to operate responsibly and to work incessantly driven by our Values –Integrity, Respect, Efficiency–, for the support of the Greek economy and society.

Lyda Furlis  
Corporate Social Responsibility Director  
**FOURLIS** Group



## Communication

For any aspect related to the Report, as well as for any Social Responsibility issue of the **FOURLIS** Group, please contact:

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# OUR GROUP



**FOURLIS HOLDINGS S.A. (FOURLIS Group)** is the successor of A. FOURLIS and CO, which was founded in 1950, in Athens, by Anastasios Fournalis, in cooperation with his brothers, Stelios, Ioannis and Ilias.

Currently the **FOURLIS Group** is one of the largest trading Groups of consumer goods in Greece, Cyprus, Bulgaria, Romania and Turkey. The Group's field of business activities include:

- Retail sales of household goods, through the **IKEA** stores in Greece, Cyprus and Bulgaria.
- Retail sales of sports equipment, through the **INTERSPORT** stores in Greece, Cyprus, Bulgaria, Romania and Turkey.
- Retail sales of women's fashion (clothes and accessories) through the **NEW LOOK** stores in Romania.
- Wholesale of electric appliances (KORTING, GENERAL ELECTRIC, LIEBHERR) in Greece (until October 2014).

## OUR VALUES

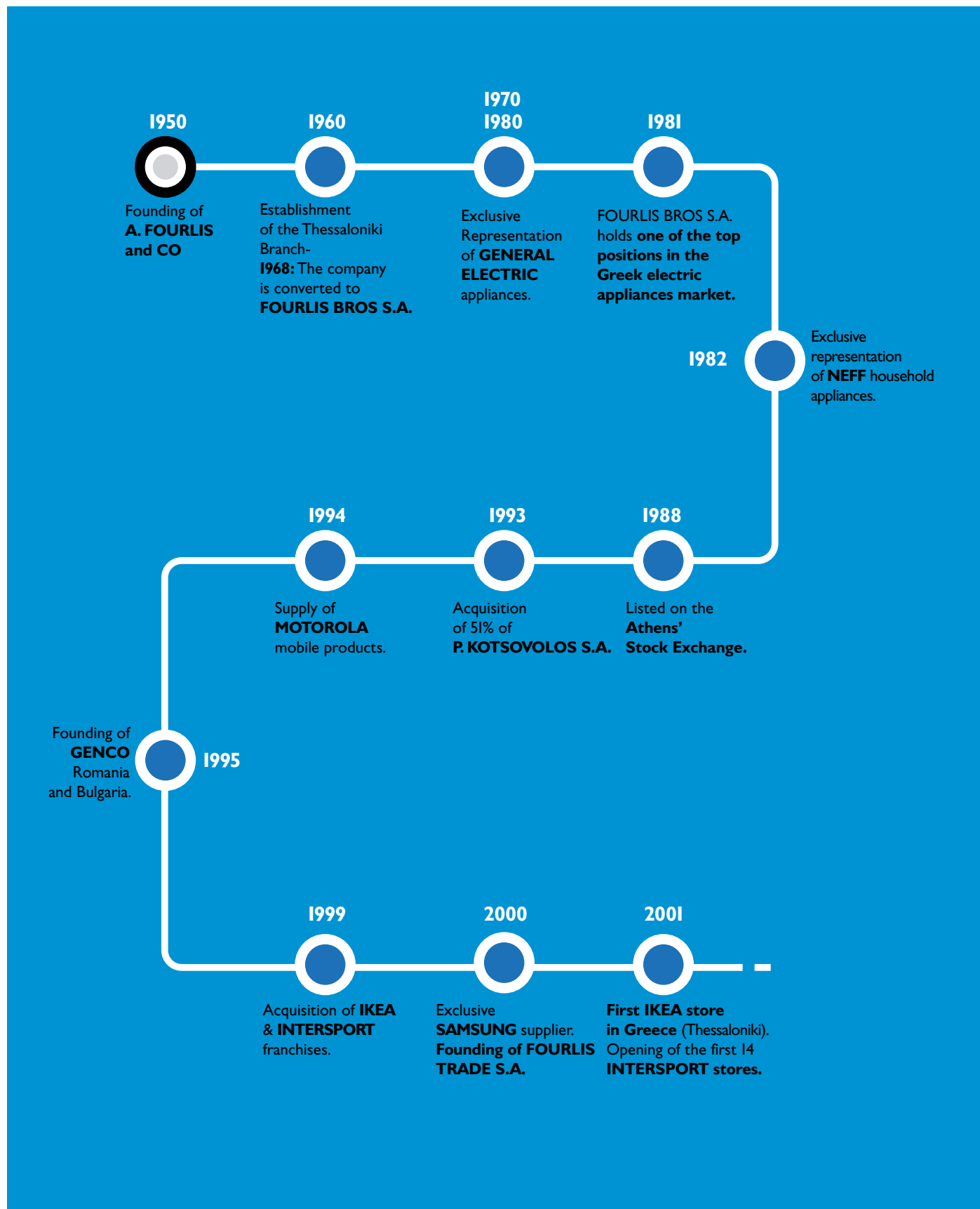
Integrity  
 Respect  
 Efficiency

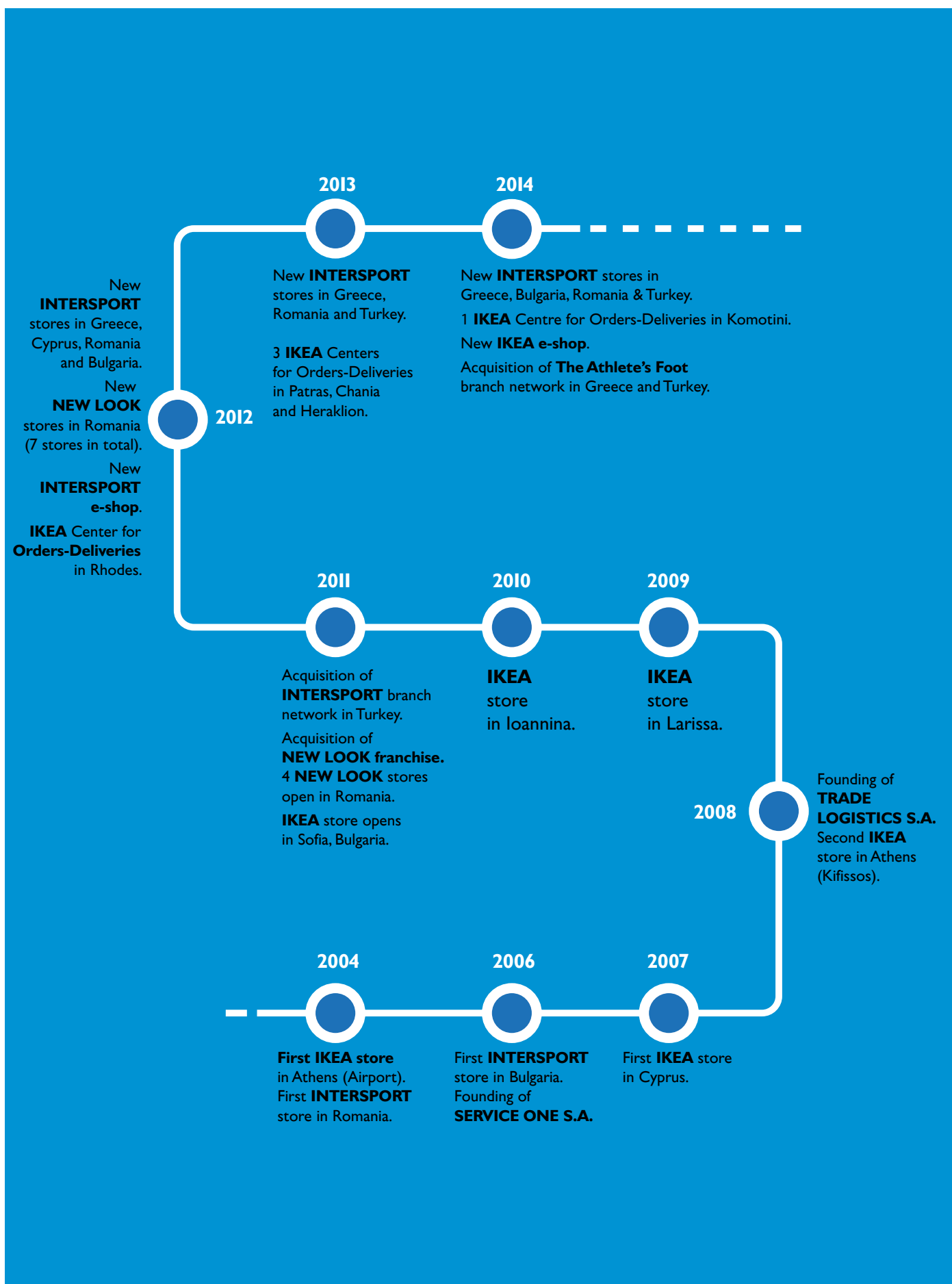
## Our Vision and Mission

“To create superior value for our Customers, People, Shareholders and Society by delivering goods and solutions for better living.”



## Milestones in the FOURLIS Group's History









## The FOURLIS Group of Companies

### **IKEA**

Greece  
Cyprus  
Bulgaria

### **INTERSPORT**

Greece  
Cyprus  
Bulgaria  
Romania  
Turkey

### **FOURLIS TRADE**

### **SERVICE ONE**

### **TRADE LOGISTICS**

### **NEW LOOK**

Romania





Upon its arrival in Greece **IKEA** (HOUSEMARKET S.A.), introduced to the Greek market a new concept, based on the supply of a wide range of well-designed and functional furniture and household goods at affordable prices, giving to as many people as possible the opportunity of owning them.

In April 2014, a new **IKEA** Centre for Orders and Deliveries opened in Komotini.

Currently, 5 **IKEA** stores operate in Greece (2 in Athens, 1 in Thessaloniki, 1 in Larissa, 1 in Ioannina) and 5 **IKEA** Centres for Orders and Deliveries (Pick Up Points) in Rhodes, Chania, Heraklion, Patras and Komotini.

Moreover the company operates 1 store in Cyprus and 1 store in Sofia, Bulgaria. Additionally, in August 2014, the new **IKEA e-shop** was launched.



**INTERSPORT** is the number one athletic goods chain in the world, with more than 5,400 stores in 42 countries.

**INTERSPORT** (INTERSPORT ATHLETICS S.A.) started its dynamic course in Greece in September 2000. Until December 31, 2014 it operated 46 stores in Greece, 4 in Cyprus, 27 in Romania (GENCO TRADE), 5 in Bulgaria (GENCO BULGARIA) and 21 in Turkey (INTERSPORT ATHLETIK).

In November 2014, the **FOURLIS** Group announced that it obtained the franchise rights to develop **The Athlete's Foot** store network in Greece and Turkey. **The Athlete's Foot** brand was recently acquired by **INTERSPORT INTERNATIONAL (IIC)** globally.



## **FOURLIS** *TRADE*

**FOURLIS TRADE** (FOURLIS TRADE S.A.) is one of the largest Greek electric appliances trading companies in the Greek market, with exclusive representation of well-established foreign brands, such as GENERAL ELECTRIC, LIEBHERR and KORTING.

Furthermore, it provides the Greek market with cooking hoods under the “FOURLIS” brand name, holding a market leadership position in this category.

In October 2014, the **FOURLIS** Group decided to disinvest its wholesale business activity.



**SERVICE ONE** (SERVICE ONE S.A.) is an after sales service company in the field of repairs, maintenance and installation of household, electric and electronic appliances.

It covers, at a national level, the largest brands in the market, such as GENERAL ELECTRIC, KORTING, LIEBHERR, SAMSUNG, FOURLIS cooking hoods LG, PANASONIC and other.

Since 2010, **SERVICE ONE** also installs **IKEA** kitchens.



## **TRADE LOGISTICS**

**TRADE LOGISTICS** (TRADE LOGISTICS S.A.), the first fully automated warehouse in Greece, is located in Schimatari of Viotia and began its operations in March 2008.

The company aims to provide warehouse and delivery services for the **IKEA** stores in Greece and Cyprus. Thanks to its specialized and experienced personnel, the use of technology and the application of innovative methods in the field of Logistics, the company aims to provide effective warehouse and delivery services as well as to expand its activities.



## **NEW LOOK**

In May 2011, the **FOURLIS** Group announced the franchise rights agreement to develop **NEW LOOK** stores (GENCO TRADE SRL) in Romania and Bulgaria.

**NEW LOOK** holds a leading position in the rapidly developing clothing and accessories field, offering a unique combination of fashionable, affordable and trendy products. Renowned for its dynamic approach to fashion, **NEW LOOK** has more than 1,000 stores in the United Kingdom, Ireland, Europe, the Middle East, Russia, Malta, Ukraine and Poland.

The first **NEW LOOK** store opened in August 2011 in Bucharest, while as of December 31st 2014, the **FOURLIS** Group operated 7 stores in Romania.



# Participations and Distinctions

## United Nations Global Compact

Since 2008, the **FOURLIS** Group is an official member of the UN Global Compact, the largest international voluntary initiative for responsible business practices.

The UN Global Compact consists of ten principles that stem from internationally accepted standards and refer to human rights, labor standards, prevention of corruption and the protection of the environment.

The **FOURLIS** Group has committed to adopt, support and promote these principles through its business practices.

All the **FOURLIS** Group Communication on Progress Reports (COP), as well as the Social Responsibility Reports including a COP regarding the 10 principles of the UN Global Compact, are available at [www.fourlis.gr](http://www.fourlis.gr)



## Memberships in Associations

The **FOURLIS** Group, through its Chairman Mr. Vassilis S. Fourlis, participates in the Board of the Hellenic Corporate Governance Council, as well as in its working groups.

Our Group also participates in the Corporate Governance Committee of the American-Hellenic Chamber of Commerce.

We are also members of:

- The Hellenic Retail Business Association (H.R.B.A.)
- The Union of Listed Companies
- The Athens Chamber of Commerce and Industry (A.C.C.I.)
- The Hellenic Federation of Enterprises (SEV)

## Awards and Distinctions 2014

### IKEA

#### HEALTH AND SAFETY AWARDS

##### (Boussias Communications)

- Gold Prize in the “Retail” category
- Silver Prize in the “Preparedness for Emergency Situations” category

### INTERSPORT

#### RETAIL BUSINESS AWARDS

##### (Direction & Retail Business Magazine)

- “Retail Store of the Year - Textile/Footware 2014” Award, for the INTERSPORT N. Erithrea Store

#### E-VOLUTION AWARDS

##### (Boussias Communications in cooperation with E-Business Research Center ELTRUN)

- Silver Prize in the “Search Engine Optimization (SEO) / Search Engine Marketing (SEM)” category

#### DIAMONDS OF GREEK ECONOMY 2014 (STAT BANK)

- The Most Admired Enterprises

#### TRUE LEADERS (ICAP Group)

- True Leaders Award

### FOURLIS HOLDINGS S.A.

#### “INVESTORS IN PEOPLE” CERTIFICATION

In 2014, FOURLIS HOLDINGS S.A. was certified, for the next 3 years, with the “INVESTORS IN PEOPLE” (IiP) International standard, which is officially represented in Greece by “EEDF” (Hellenic Management Association).

“INVESTORS IN PEOPLE” is a tool that supports companies and organizations to improve their performance so that they will succeed in their business objectives through Human Resources’ management and development.

The three principles of the standard are: Diagnosis-Plan, Do and Review by an IiP executive from England.

The standard examines the following 10 areas:

1. Business Strategy
2. Learning & Development Strategy
3. People Management Strategy
4. Leadership & Management Strategy
5. Management Effectiveness
6. Recognition & Reward
7. Involvement & Empowerment
8. Learning & Development
9. Performance Measurement
10. Continuous Improvement





## **GINA BACHAUER-NIKOLAOS DUMBAS 2014 AWARDS**

(Awards of the International Music Association GINA BACHAUER and the Athens Commercial and Historical Center Association)

- Award in the “Social Contribution” category

## **BUSINESS AWARDS “HRIMA” GEORGE OUZOUNIS 2014**

- Business Innovation Award 2014

## **PANHELLENIC ASSOCIATION “ALMA” FOR CHILDREN WITH AUTISM AND MENTAL DEFICIENCY**

- Honors for the support of the FOURLIS Group to the Association

# **Corporate Responsibility Management**

For the FOURLIS Group, Social Responsibility and the concept of operating responsibly are integrated in our administrative practices and constitute an integral part of the Group’s management approach.

At the FOURLIS Group we implement:

- A Corporate Governance Code
- A Code of Conduct
- An Internal Regulation Charter
- Internal Audit Procedures (Internal Audit Dpt / Audit Committee)



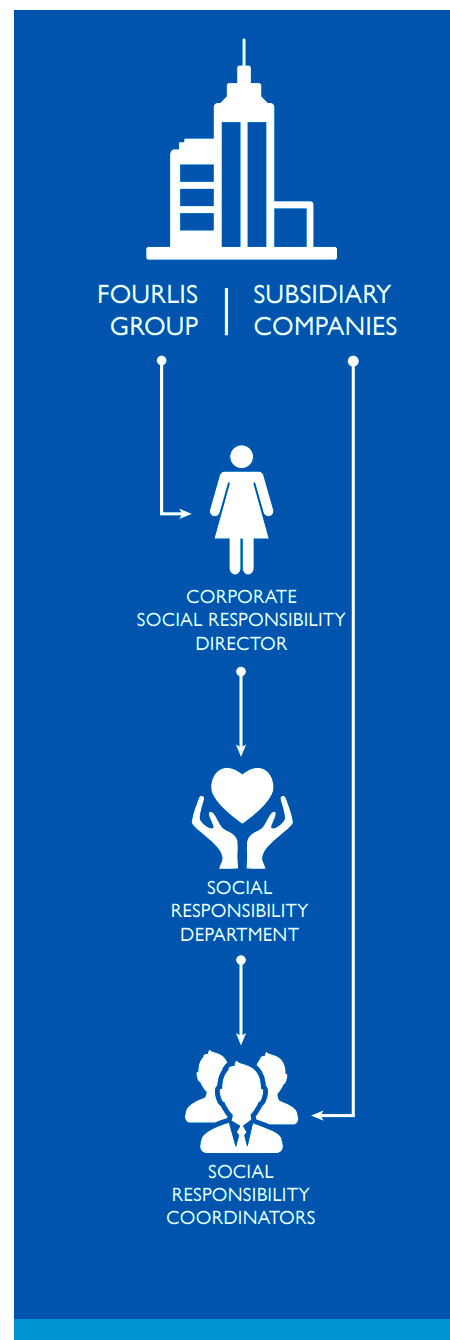
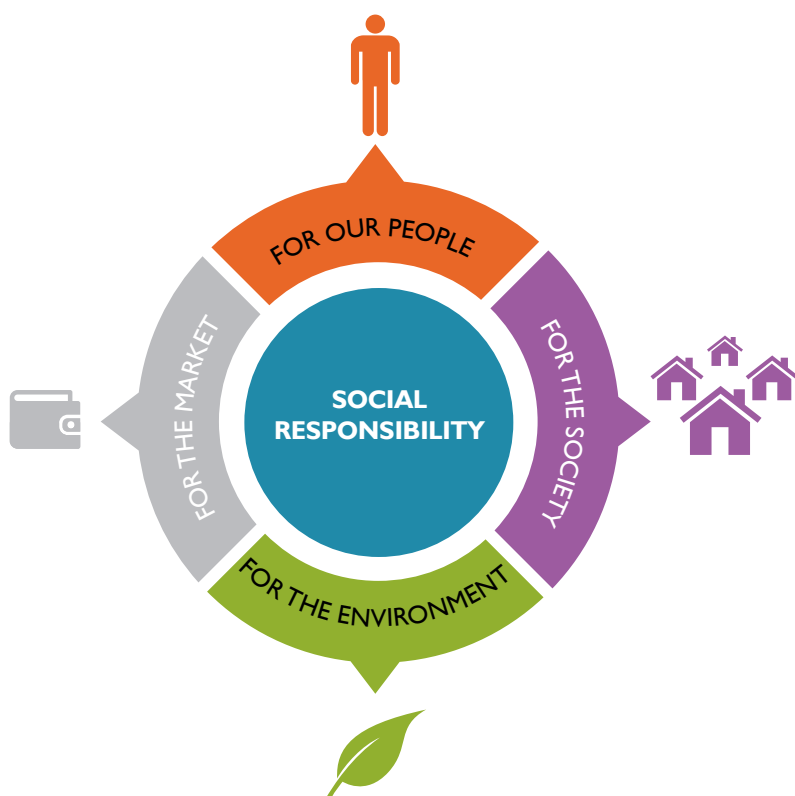
# Corporate Responsibility Management

## Social Responsibility Department

For the **FOURLIS** Group, Social Responsibility is a concept directly related to the operations of the Group.

The **Social Responsibility Department** was established in 2008, in order to coordinate the Group's companies in initiatives and actions in the field of Social Responsibility, based on the Group's Values and Principles. The Social Responsibility Department operates and continuously develops with the following pillars as its main priority: our People, the Society, the Market and the Environment.

In collaboration with the subsidiaries' Management, who act as coordinators for issues related to these four pillars, the Social Responsibility Department plans and realizes the actions of the Group's annual Social Responsibility Program. It is, as well, responsible for the monitoring and supervision of the program's actions flow until their completion.



**FOR OUR  
PEOPLE**



The **FOURLIS** Group is its People, all those supporting its operations on a daily basis.




At the **FOURLIS** Group, to create and maintain employment positions, to cultivate an environment of safety, meritocracy and personal development as well as to provide equal training, evaluation and awarding opportunities for everyone, is the core of our corporate philosophy.

In 2014, the **FOURLIS** Group's total number of employees was 3,710 out of which 2,654 work in Greece and Cyprus.






## GROUP HUMAN RESOURCES




### BY GENDER

			TOTAL
 31.12.14	1,727	1,983	3,710
31.12.13	1,672	1,945	3,617
31.12.12	1,601	1,879	3,480

### BY REGION AND GENDER

		
 GREECE	1,060	1,290
CYPRUS	160	144
ROMANIA	189	240
BULGARIA	157	223
TURKEY	161	86

### BY EMPLOYMENT CONTRACT, TYPE AND GENDER

		
 PERMANENT FULL TIME CONTRACTS	1,146	964
PERMANENT PART TIME CONTRACTS	433	872
FIXED TERM FULL TIME CONTRACTS	43	48
FIXED TERM PART TIME CONTRACTS	105	99

## We apply anthropocentric and modern policies and practices & we take significant and ongoing initiatives for our People

### Merit based Recruitment and Development

We make sure that there are common recruitment evaluation criteria in all the Group's companies, in order to ensure equal opportunities and to combat any discrimination incidents in the work area, caused by the diversity or specific traits of the employees.

All the **FOURLIS** Group employees have equal opportunities for development through internal transfer and promotion processes, while we take into consideration the gender balance in recruitment and development procedures.

Through the *Open Resourcing Policy* that we implement, we inform all the Group's employees about the open job positions within the Group's companies, giving them the opportunity to apply for these positions and to participate in the evaluation and selection process.

### Employees' Performance Appraisal and Development Review

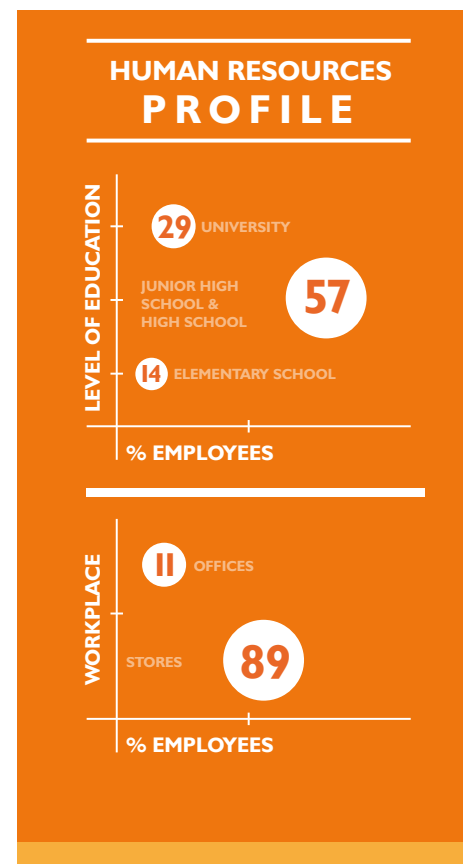
Since 2008, we have adopted a single Performance Appraisal and Development Review Process for all the Group's employees, in order to make sure that the employees' appraisal process is and will remain transparent. In this way, we ensure a fair working environment and we create an operational succession plan for executives at high responsibility positions.

### 360° Evaluation

Since 2013, we annually implement a 360° Evaluation Process for the Group's Executives (Managers and Supervisors) in cooperation with an independent consulting company.

The 360° Evaluation is a tool that offers the opportunity to those collaborating, at any level (supervisors, subordinates, colleagues), to openly express their opinion, providing constructive comments on the behavior and the management style of the ones who are being evaluated.

In this way, the 360° Evaluation is a self-improvement tool which contributes to understanding needs, identifying areas for improvement and, thus, empowering collaboration.





## Internal Communication

Communication has always been a high priority issue for the **FOURLIS** Group. Thus, we inform our People about the Group's actions and news while we also enable them to communicate with each other, regardless of their level of seniority.

Some of the communication methods we use include e-magazines and a monthly newspaper (INTERSPORT), while since 2014 we adopted a new communication tool named Yammer.

Yammer is a "restricted" online social media, providing access only to the **FOURLIS** Group employees, giving them the opportunity to be informed about the Group's current news and actions as well as to communicate with each other, no matter which Group's company they work for or which country they live in.



## Employees' Insight Survey

We annually conduct an *Employees' Insight Survey* under the motto "Your opinion counts!", having as a primary goal the increase of satisfaction and the engagement of our Group's Human Resources.

All employees are invited to participate in the process by expressing their views on issues such as management, communication, organization, collaboration, training and development, working environment, remuneration etc.

Through the survey's results, areas of improvement are identified for our Group and relative actions are being taken.



## Ongoing Training

We continuously invest at the permanent and ongoing training of our employees, beginning upon their recruitment.

All newly hired employees are informed about the Group's Mission and Values, through an induction program.

Since 2011, at the Group we operate the **FOURLIS** Learning Academy. All the **FOURLIS** Group employees are members of the Academy, participating in programs that better suit their role and their needs for personal development.

In order to ensure the training programs' effectiveness for each individual employee, the following parameters are assessed:

- The company goal to be achieved through each training
- Each employee's job position specifications
- Each employee's level of skills

The training courses are developed in four axes:

Management / Business Operations / Health & Safety / Sales - Products



### FOURLIS GROUP EMPLOYEES' TRAINING

2014	2013	2012
<b>TOTAL TRAINING MAN-HOURS</b>		
45,147	34,460	41,980
<b>NUMBER OF PARTICIPANTS IN TRAINING COURSES</b>		
8,151	6,493	4,925
<b>AMOUNT SPENT ON TRAINING (EURO)*</b>		
215,587	147,000	65,000
<b>AVERAGE TRAINING HOURS PER EMPLOYEE</b>		
12	10	12

\*The amount refers only to training programs conducted by external agencies.

## Health and Safety

Knowing that the creation of a safe and healthy work environment is our obligation, at the **FOURLIS** Group not only we follow the relevant clauses of the Greek legislation on labor law, but we also attend to the assessment of possible risks that we may face in the following year and we take the necessary measures in order to prevent any possible accidents.

It is a top priority for us to safeguard adherence to the Health and Safety Policy. Thus, inspections are carried out by safety technicians in all the Group's facilities. In addition, a professional risk assessment study is issued by the safety technician.

We also invest to the ongoing and regular training of our employees, in order to be able to respond to emergencies affecting our employees' or customers' safety, while at the **IKEA** stores we have created internal Safety, Fire Protection and First Aid teams.

## We recognize and award our Employees' contribution

At the **FOURLIS** Group we believe that it is our duty to recognize and award our People for their contribution to the Group. Thus, we implement the award programs listed below, in order to praise and highlight those employees whose commitment and participation contribute to the Group's successful course.

### Years in Service Award

Through this program, employees who have contributed for numerous years to the achievement of the Group's objectives are awarded (10, 20 & 30 years of recognition and contribution). In 2014, the long term contribution of 219 employees in Greece and 4 in Romania was recognized.

### Choose the Best – Walk with our Values

This initiative aims to designate and award those employees who, by certain behaviors, stand out for their professionalism and unique offer, always aligned with the Group's Values and Mission.

In 2014, 19 employees were awarded through the "Choose the Best – Walk With Our Values" program.



## We support and reward the efforts of our employees' children

### Scholarship program

Recognizing the value and importance of education for young people and their right for equal opportunities, during the academic year 2013-2014, at the **FOURLIS** Group, we introduced the scholarship program named "SPOUD@ZO ME YPOTROFIA" (I study with a scholarship).

The program aims at supporting students, children of our employees, who study in public Universities in Greece and Cyprus, away from their permanent residencies and whose families face difficulties in covering the economic requirements that living in another city brings.

For the academic year 2013-2014 the **FOURLIS** Group offered five scholarships of €3,000 each, while for the academic year 2014-2015 the institution continued with the offer of another five scholarships of €3,500 each.

### Awarding employees' children

At the **FOURLIS** Group we annually reward employees' children, either for their excellent performance in Junior High School and High School, or for their success to enter their country's public Universities.

In 2014, 90 students in total, in Greece, Cyprus, Bulgaria and Romania, were rewarded during events which were organized to this purpose, at the presence of their parents and the Group's Management.



## EF ZIN (WELL BEING) Program

The EF ZIN (WELL BEING) program, was launched by the Social Responsibility Department in 2010 with the main objective to inform employees on health-related and well-being issues, while encouraging them to adopt a healthier lifestyle.

Since the launch of this program and within its context, each year the **FOURLIS** Group employees have the opportunity to benefit from free preventive medical tests, as well as from examinations at reduced prices, in collaboration with medical and diagnostic centers. In addition, employees participate in sports tournaments, they enjoy discounts from collaborations with sports and nutritional centers, they take part in seminars etc.

Moreover, they receive, on a regular basis, the electronic and printed EF ZIN NEWSLETTER, which informs them on issues concerning prevention and health, balanced nutrition and exercise, sports and other events, that is, on issues related to every main axis of the EF ZIN program.

Some of the most important EF ZIN actions that took place during 2014, are presented below.

### Annual free preventive medical examination

In March 2014, the established annual free preventive medical examination for the Group's employees took place at the Group companies' facilities. The examination included instant blood sugar reading, pulse oximetry and vital signs measuring.

In total, 571 employees in Greece were examined by experienced nursing professionals, while a similar action was organized in Cyprus, Bulgaria and Romania, with the participation of 48, 291 and 165 employees respectively.

### Medical tests at reduced prices

The **FOURLIS** Group employees had the opportunity to undertake numerous medical tests for free or at reduced prices, through the collaboration of the Group with medical and diagnostic centers, such as HYGEIA Group, GYNAIKAS YGEIA Diagnostic and Prevention Centre, BIOIATRIKI, EUROMEDICA Group etc.

### Menu for a balanced diet

In 2014, the program of distributing a weekly balanced nutritional menu for the **IKEA** employees continued for the third year.

In collaboration with a nutritionists-dieticians center, a nutrition proposal along with various short and useful nutritional advices is issued on a weekly basis, based on the already available weekly menu of the **IKEA** employee restaurants.



## Women's day

On the occasion of the Women's' Day, in March 2014, the **FOURLIS** Group offered, through a draw, 55 free digital mammograms to women employees aged 40+ in Greece and Cyprus. In addition, all women employees had the opportunity to undergo gynecological tests at preferential rates. A similar action took place in the Group's companies in Romania, where free digital mammograms were offered to 3 women.

## Sports tournaments

In 2014, the **FOURLIS** Group employees participated in the established annual sports tournaments in Attica and Cyprus, organized by the Social Responsibility Department.

The first tournament of the year was held in Cyprus, where the **IKEA** and **INTERSPORT** employees competed in beach football, beach tennis and beach volley.

The **FOURLIS** Group employees in Attica participated, for the 3rd consecutive year, in the Hellenic Company Sport Games, organized by the Hellenic Organization of Company Sports and Health, in October, at the Peace and Friendship stadium. Employees competed against corporate and independent teams and athletes, in 5x5 soccer, basketball, beach volley, bowling, table tennis, tennis and in a 5 km race, winning important distinctions and a lot of medals!





**FOR THE SOCIETY**



## We Live Together

In 2014, at the **FOURLIS** Group we adopted the motto “**WE LIVE TOGETHER**” which expresses the way we act as an organization but also as part of the society where we operate.

Thus, at the **FOURLIS** Group we are in constant and close engagement with the societies where we operate, with citizens and local communities, bodies, organizations, NGO's etc., in order to be constantly informed, to be able to evaluate their most important needs and to plan and implement actions aiming to respond to the most material of them, creating the preconditions for a better life for everyone.

Some of the most important actions, implemented in 2014, are presented below.

## Library refurbishing program

In 2014, **IKEA**, in collaboration with the “Journalists Acting” Network of Volunteers, launched a refurbishing program of libraries for children and young people in border and remote areas of Greece.

**IKEA** offers all the necessary equipment and undertakes the designing and decoration of the available premises, aiming to create nice and functional libraries.

The first stop, in July 2014, was the library at the village Krania in Grevena, followed by the library in the mountainous village of Livadi in Ellassona, in October and in the picturesque village of Koukliai in Ioannina, in December.

These three libraries concern approximately 420 children and are part of the ten libraries in total that are included in the program which will continue in 2015.

**Μαζί**  
για μια καλύτερη ζωή!



## Direct support to the needs of the earthquake victims of Kefalonia

**FOURLIS** Group and **IKEA** directly responded to the call for meeting emergency needs of the earthquake victims of Kefalonia, by offering to the Ministry of National Defense 145 beds and mattresses.

**IKEA** and the **FOURLIS** Group also offered other necessary products to meet the needs of kindergartens in Argostoli and Lixouri as well as of the Health Care Center for the Elderly in Lixouri.

## Support of local production and local communities

In Autumn 2014, the all-day events **TASTES OF OUR COUNTRY** were held at the **IKEA** stores in Ioannina, Larissa and Thessaloniki, with a view to promoting local production.

The parking areas of the **IKEA** stores hosted each a unique event, where more than 10,000 visitors had the opportunity to familiarize themselves with local products and to taste traditional dishes cooked by the famous chef Dimitris Skarmoutsos.

On the occasion of these events, **IKEA** held a parallel action and will offer €26,000, i.e. 5% of the revenue of the stores on the day these events were held in each city, in order to support municipal nursery schools of the above areas, by supplying furniture and other necessary products.

This program will be implemented in 2015.



## Cooperation with the non-profit organization “BOROUME” (WE CAN)

**IKEA** continued its cooperation with the Non-Profit Organization BOROUME (WE CAN), which started in 2012.

BOROUME is an organization committed to reducing food waste and acts for the distribution of surplus food for charity throughout Greece.

Through this cooperation, **IKEA** daily offers to people in need the meals not consumed at its stores' restaurants in Greece. In 2014 **IKEA** offered a total of 62,726 meals to Organizations in Attica, Thessaloniki, Larissa and Ioannina. Since November 2014, meals not consumed at the employees' restaurant at the Group's headquarters, are also offered for the same cause.

In the context of the Group's cooperation with BOROUME, **IKEA** also:

- Offered products to organizations
- Supported events organized by BOROUME such as the FESTIVAL AGAINST FOOD WASTE held in Athens and the FEEDING 5K held in Thessaloniki, by offering kitchen supplies and other necessary products. After the completion of the events all the supplies were offered to organizations.



In 2014  
IKEA OFFERED  
a total of  
**62,726**  
meals



to

**Organizations  
in Greece**



## IKEA supports UNICEF

From November 10, 2014 until January 3, 2015, for every soft toy sold at the IKEA stores, the IKEA Foundation donated €1 to UNICEF, in order to help more children start or continue their schooling.



## Hosting NGOs in the IKEA stores

IKEA hosted organizations and associations in its stores, such as FRODIDA Association, UNICEF and the Environmental Organization CALLISTO, so that the public could be informed about their programs and support, if desired, their work.

## Participation in major sporting events

IKEA Thessaloniki participated in the 9th International Marathon “Alexander the Great” and to the 3rd International Half-Marathon in Thessaloniki with the **IKEA RUNNING TEAM**, supporting, in both events, the work of “Anoixti Agalia, the Association of Friends of Social Pediatrics” – Thessaloniki Branch.

**INTERSPORT RUNNING TEAM** participated in the 32th Athens Authentic Marathon, while **INTERSPORT** also supported ELEPAP (Rehabilitation for Disabled Children), by offering the team’s runners and volunteers T-shirts.





## INTERSPORT

### We Reached the Edges - 4th year

For the 4th consecutive year, **INTERSPORT** continued the “FTANOUME STA AKRA” (We Reach the Edges) program, through which it visits Public Elementary Schools in remote and border areas of Greece and offers sports equipment for students’ sporting activities. **INTERSPORT**’s delegation is followed by athletes from local sports clubs, who talk to children about the importance of sports and healthy diet for their lives.

In 2014, **INTERSPORT**’s mobile unit visited 25 Public Elementary Schools in the Prefecture of Xanthi, Rodopi and Evros.

Since 2011, **INTERSPORT** has visited more than 110 Elementary Schools in total in Florina, Kastoria, Kozani, Crete, Epirus, Corfu and Thrace, bringing smiles to approximately 12,000 students.

The voluntary contribution of **INTERSPORT** and the **FOURLIS** Group employees helped towards the successful completion of the program.



# 2011-2014

**INTERSPORT**  
has visited  
more than



**110** Elementary  
Schools

in

*Florina, Kastoria, Kozani, Crete,  
Epirus, Corfu and Thrace*

bringing **smiles**  
to approximately

# 12,000



students

## INTERSPORT Design contest

INTERSPORT held a Design Contest entitled EXPRESS YOURSELF THROUGH SPORTS. The three winning designs were printed on collectible T-Shirts sold only at the INTERSPORT stores.

10% of the collection's sales revenue was donated to support the SOS Children's Villages in Greece.

## Support to numerous organizations and foundations

At the FOURLIS Group we supported, once again, the work of numerous organizations and foundations such as:

- APOSTOLI – NGO of the Holy Archdiocese of Athens
- XATZIPATERIO – Social Work Foundation
- ALMA – Panhellenic Association
- MAKE A WISH (Greece)
- ASSOCIATION FOR AUTISM IN LARISSA
- ALMA ZOIS – Panhellenic Association of Women with Breast Cancer
- MYRTILLO – NGO
- SCOUTS OF GREECE
- MUNICIPALITY OF ATHENS
- 3rd SPECIAL SCHOOL FOR AUTISTIC CHILDREN IN CHANIA
- FIRE BRIGADE
- LAMPSI – Association for children with Neoplastic Disease in Northern Greece
- GUESTHOUSE FOR THE ABUSED CHILDREN IN RHODES
- FLOGA – PanHellenic Parents Association of Children with cancer

ΕΙΚΑΣΤΙΚΟΣ ΔΙΑΓΩΝΙΣΜΟΣ INTERSPORT ΜΕ ΘΕΜΑ:



## Support to our country's cultural heritage

### FOURLIS HOLDINGS S.A., a corporate member of DIAZOMA

Since 2013, the **FOURLIS** Group is a corporate member of **DIAZOMA** Association which aims at connecting and motivating all resources of the Greek society (citizens, mayors, regional governors, Universities, cultural institutions) in order to promote and comprehensively protect a special category of monuments, the ancient theatres.



### FOURLIS HOLDINGS S.A. supports OPHELTES

The **FOURLIS** Group supports the Non-Profit Association **OPHELTES- The Friend of Nemea**, which was founded with the aim to promote the cultural heritage of the archaeological site of Nemea.

The aim of **OPHELTES** is to partially restore the temple of Zeus in Nemea and to establish the Nemean Games in their authentic form, while its vision is to promote the archaeological site of Nemea and to make the site a nationally and internationally acclaimed "Tourist Destination" for high-standard visitors with cultural interests.



## IKEA Cyprus supports children

In 2014, **IKEA** Cyprus supported the **SOPHIA FOUNDATION FOR CHILDREN**, which was founded by a group of Cypriot volunteers, aiming to fight poverty, especially by helping children.

The **SOPHIA FOUNDATION FOR CHILDREN** implements an innovative feeding program called “Cook and Offer”, which has already been successfully adopted in 16 all-day schools. In the context of this program, the foundation offers and equips kitchens where unemployed mothers of children attending the school voluntarily work to ensure meals for all of them throughout the school year.

**IKEA** Cyprus contributed to this effort by offering 3 kitchens in total and by providing cooking utensils and serving sets for the following elementary schools:

- Agion Anargiron - “**MICHALIS KAKOGIANNIS**” in Larnaca, in the district of Kokkines, where 300 children study, out of which 50 participate in the program.
- Ethnarchi Makariou III in Larnaca, where 300 children study, out of which 50 participate in the program.
- Denias (border area school) where 30 children study and 17 participate in the program.
- Evrichou where **IKEA** offered cooking utensils and serving sets for the needs of children from 17 villages of the surrounding region who attend the school.

In 2015, it is expected that the number of children participating in the “Cook and Offer” program will considerably increase, as it gives the opportunity to all the children to attend the afternoon school, since up to now the feeding cost had been too high for their parents.



## IKEA Bulgaria supports UNICEF

IKEA Bulgaria supports UNICEF by participating in the SOFT TOYS FOR EDUCATION campaign, in the context of which for every soft toy sold, in a specific time period, IKEA FOUNDATION offers €1 to help more children start or continue their schooling.

In the context of this action, in 2014 IKEA Bulgaria raised €21,926.

Through this annual action, in 2014, IKEA Bulgaria supported the creation of the first Pre-School Development Center, which was inaugurated in October 2014 in the town of Kotel. The Center aims at integrating children from vulnerable social groups in early learning and social skills development groups, as well as to help strengthen parental skills and support their families.

The Center's long-term goal is to contribute to social, cognitive, physical and emotional development of children from vulnerable families, by helping them receive important skills for their integration in early childhood education and by giving them the opportunity for an equal start at school.



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**IKEA** Bulgaria  
raised

**€21,926**

through the campaign

SOFT TOYS  
FOR  
EDUCATION



## Actions with the voluntary participation of employees

### Voluntary blood donation 2014

In 2014, the **FOURLIS** Group employees participated, once again, in the voluntary blood donation held at the Group companies' premises twice a year.

A total of 369 blood bottles were collected to meet the needs of the Group's blood bank as well as those of the collaborating hospitals in Greece and Cyprus.

A voluntary blood donation was also held at the Group's companies in Bulgaria, Romania and Turkey where 43 employees donated blood.



### Donation of food and other essential supplies

Before Christmas holidays, the **FOURLIS** Group employees collected, once again, food and other necessary supplies which they offered to various organizations in Greece and Cyprus.

In particular, 174 cartons and 94 bags of products were collected and distributed:

- In **Athens**, to the Meropion Foundation, to "Nestor" Psychogeriatric Association and to "Ethelodes tou Cosmou".
- In **Thessaloniki**, to "Arsis", to the Greek Children's Village in Filiro and to "Praksis"
- In **Komotini**, to the Municipality's Department of Social Work
- In **Larissa**, to the Municipality's Soup Kitchen
- In **Ioannina**, to the Orphanage run by the Monastery of Panagia Dourachani and to the "Kivotos tou Kosmou" (Epirus)
- In **Chania**, to the Social Grocery
- In **Heraklion**, to the "Zoodochos Pigi" Center for Disabled Children
- In **Rhodes**, to "Elpida" Center
- In **Patras**, to the Psychosocial Rehabilitation Facilities of "Psychargos" Program
- In **Cyprus**, to the Social Grocery run by the Holy Archbishopric of Cyprus



FOR THE  
MARKET



## Customers' Health & Safety

For the **FOURLIS** Group, customers' Health and Safety is a responsibility commitment, since millions of customers annually visit the Group's retail stores and select our products.

We indicatively mention that, in 2014, almost 39,209,475 customers visited our Group's stores.

The high Health and Safety level significantly increases the quality of provided products and services and empowers our customers' trust. Thus, our main concern is not only to take care of our customers' safety, when they are inside our stores, but also to provide products which are not putting their safety in danger through their whole life cycle.



## Health and Safety policy

The Group, while complying with the applicable legislation, applies a Health and Safety Management System which includes a wide range of relative procedures and initiatives.

We also apply a common Health and Safety policy in all the Group's subsidiaries, aiming to cover the relative needs of the employees, the visitors and our business partners. Aiming to the assurance of adherence to the Health and Safety policy, regular inspections are conducted by safety technicians, throughout the Group's operations.

In addition, some of the practices we apply at the **FOURLIS** Group are the following:

- Cooperation with an external service on protection and prevention issues.
- Written assessment of occupational risk according to specific methodology.
- Request to our suppliers, for presenting products' safety certificates.
- Measures taken for reducing "emergency pick" incidents in order to prevent accidents in the **IKEA** stores.
- Training of First Aid Teams.
- Training of Fire Safety and Firefighting Teams.
- Infirmaries equipped with medical beds and automatic external defibrillators in all the **IKEA** stores.
- Provision of wheel chairs, at the **IKEA** stores entrance, as well as specially modified toilets and parking spaces, aiming to provide safe accommodation and transportation for people with special needs.
- ISO 22000 certification for the safety of the foods provided at the **IKEA** stores' restaurants.



## We train our employees in Health and Safety issues

We regularly train all employees, so that they can respond to emergency incidents that can affect both their own and the customers' safety.

In particular, the training of the employees of the **IKEA** and **INTERSPORT** stores includes the following:



- Annual scheduled exercise on store evacuation with the presence of clients.
- Biannual scheduled exercise on store evacuation without the presence of clients.
- Monthly Fire Safety exercise.
- Training of stores' Managers on Health and Safety issues.
- Training of security personnel on Human Rights' issues.
- Monthly control of personnel's knowledge on safety issues.

## Customer care

At the **FOURLIS** Group, our main concern and basic priority is the management and satisfaction of our customers' needs. We seek to operate responsibly and consistently, setting as a main target the satisfaction of our customers' needs, while, at the same time, we pursue a constant development and improvement of our policies and practices.

Thus, we apply a combination of policies in each company, depending on its structure and operations. These policies concern, among others, customer care and customer satisfaction during their visit to our stores and after the sale of products, as well as procurement and complaints management.

In order to enhance the assessment of our customer service policies and to maintain a constant engagement with our customers and their needs, we regularly carry out:

- A Customer Satisfaction Survey
- A Mystery Shopping Survey

## High quality and value for money products for everyone

The safety and quality of our products is our main concern and daily pursuit. It is worth mentioning that every year, **HOUSEMARKET (IKEA)** commits for the products' price stability, as these are reported in its catalogue, for the whole year that the catalogue is valid.

**INTERSPORT** respectively focuses on the promotion of its own brands which guarantee value for money.

## Product compliance

For the **FOURLIS** Group, offered products' compliance with manufacturers and suppliers standards, as well as with the European or national legislation, is a consistent practice applied at all the Group's companies.

## HOUSEMARKET (IKEA)

The provision of special labeling and signs on our products, aiming at providing the most complete information and advice to customers, is a priority for the **IKEA** stores.

Thus we provide information and labeling regarding possible problems or health impacts, hazardous substances, cases where a product should be used only by adults, dimensions, product manufacturing information etc.

It is also worth mentioning that we provide a perennial product guarantee which, in some cases, reaches 25 years, while we follow and apply a product



withdrawal policy. If necessary and depending on the importance of the incident, the withdrawal case is publicly disclosed.

## INTERSPORT

**INTERSPORT's** Commercial Department is responsible for product compliance and oversees adherence to market regulations, as well as the European Union CE labeling.

Its policy also focuses on the inclusion of terms within supplier contracts, which determine adherence to all valid regulations and laws regarding purchased products.

In cases of defective products, the company initiates immediate withdrawals and repairs and acts accordingly in order to inform all the pertinent institutions, like for instance the Ministry of Commerce, the consumers' associations and the general consumer public, via special press releases.

## FOURLIS TRADE

Regarding **FOURLIS TRADE** products, we monitor the National and European legislation in technical standards issues and safe product use.

We monitor the relevant legislation through our participation to the Industry and Business of Electric Appliances (SVEIS) and we check the products we import, so that they are in accordance with the technical standards of the European Union. All the products have a special labelling for their energy class.

Moreover we take all necessary measures in order to eliminate possible malfunctions in the manufacturing of products that we distribute in the Greek market and which could have consequences in the duration of the appliances' life circle or problems in the use of the products, thus assuring their quality.

Quality assurance is being achieved through technical audit sampling procedures of the products we distribute in the market. **SERVICE ONE** is the Group's subsidiary company responsible for the technical product audit performance.

Moreover we have established a products' replacement policy with small or none surcharge for the consumer, depending on the usage time of the appliance and the guarantee's boundaries and a withdrawal policy if necessary.





# FOR THE ENVIRONMENT



At the **FOURLIS** Group, the actions we take towards the protection of the environment are not limited to those imposed by the environmental legislation.

Thus, we regularly monitor the impacts of our operations and we implement a number of voluntary actions and interventions aiming to the reduction of our environmental footprint, to the saving of natural resources and to the raising of the awareness of employees and the public regarding the protection of the environment and the adoption of a responsible lifestyle.

## Energy

For energy management purposes, the **FOURLIS** Group implements an Energy Saving Program in order to systematically monitor electricity, heating oil and natural gas consumptions.

Given that our Group operates in various sectors and thus our facilities are not similar but highly diversified, in order to effectively intervene and reduce the consumption of electricity, we take into consideration the differences of the Group's facilities and we implement special measures for improving their energy efficiency.

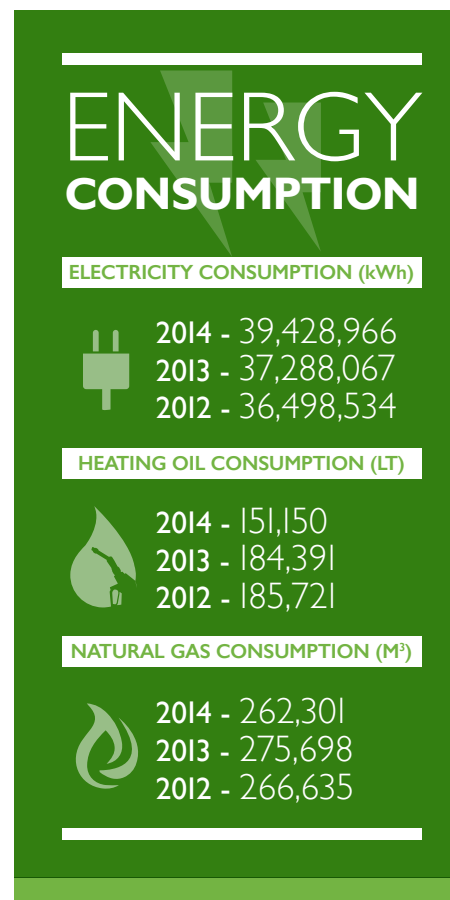
Some indicative practices that we have applied aiming to monitor and reduce energy are the following:

- Careful use of lighting, by using technology as well as other practical methods.
- Substitution of conventional bulbs with energy efficient bulbs in all our facilities.
- Replacement of IT systems with similar low-energy consumption systems.
- 100% use of new technology monitors.
- Use of blade servers.
- Informing and raising employees' awareness, thus motivating them to save energy in the work areas.

## TRADE LOGISTICS

Some of the measures taken by the company aiming to reduce its energy consumption are the following:

- Reduction of lighting in the warehouse areas, due to 70% of operations performed by automated robots.
- Optimizing the efficiency of machines, by the means of specific software, in order for them to operate in "full circle". In this way, the machines are always loaded and never run a route empty or without load.
- Adjusting the shifts of employees as to conduct most of the work during the day, according to the work load.
- Inspection of all distribution boards of **TRADE LOGISTICS**, by a specialized crew of mechanics. As a result, changes in the equipment were made in order to reduce the risk of a short-circuit and to reduce electricity consumption.



*\*The data refer to the companies:  
FOURLIS HOLDINGS S.A., FOURLIS TRADE,  
SERVICE ONE, TRADE LOGISTICS, INTERSPORT  
GREECE, IKEA GREECE AND CYPRUS.*



## Connection of TRADE LOGISTICS premises with the railway network

Since February 2013, **TRADE LOGISTICS** has made a significant investment in order to connect its facilities with the national and european railway networks. Approximately 30% of the total cargo is transported from Europe to the company's warehouse in Greece (Schimatari), through the railway network.

Thanks to the activation of this connection, the international track schedules to the warehouse were reduced by approximately 700 routes (annual data).

## Photovoltaic Park

Since March 2013, **TRADE LOGISTICS** has installed a photovoltaic system for producing electricity, on the roof of the warehouse. The photovoltaic system produces a total power of 1MW. The total electricity production in 2014, reached 1,356,099 kWh.

## Carbon Footprint Recording

In 2014, **TRADE LOGISTICS** calculated, once again, its carbon footprint for the company's entire operations, aiming to implement solutions for its reduction. The results are presented in the opposite graph.

## HOUSEMARKET

**IKEA** has also taken some significant actions aiming at saving energy at its stores' facilities. Some of the measures taken are summarized below:

- Installation of digital heat sensors at the stores, which by contacting the management system, automatically adjust heating and thus gas consumption and electricity needs.
- Installation of inverter systems at boilers to save gas.
- Adjustment of the water temperature at the restaurants to save gas.
- Gradual replacement of lamps with low consumption ones (LED) and improved programming of indoor and outdoor lighting installations,
- Using devices for quality power upgrading in order to optimize the air-conditioning.
- Peak consumption management by optimizing/deferring the operation of the facilities and of devices that consume electricity.
- Improving the management of all facilities' entrances by, for example, adjusting the time that automatic doors remain open and their distance, as well as by installing air-curtains.
- Attempting to minimize the automated expulsion of conditioned air beyond use requirements.

## CARBON FOOTPRINT RECORDING

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## TRADE LOGISTICS



**DIRECT EMISSIONS**  
(tones CO<sub>2</sub>e) → 42

**INDIRECT EMISSIONS**  
(tones CO<sub>2</sub>e) → 416

**OPTIONAL OF OTHER EMISSIONS**  
(tones CO<sub>2</sub>e) → 3,343

**TOTAL EMISSIONS**  
(tones CO<sub>2</sub>e) → 3,801



## INTERSPORT

Starting with the renovation of the **INTERSPORT** N. Erithrea store, in September 2014, in all the new **INTERSPORT** stores we use LED technology bulbs.

## Water

### Water Consumption

Recognizing the significant quantity of water consumed at our facilities for sanitation needs and because of the large number of customers and employees, we take measures for reducing our total water consumption by monitoring consumption per Group company and by intervening (e.g. by gradually improving the automated use of faucets in the **IKEA** stores) where needed.

## Materials

### Recycling and Waste Management

Aiming at the total reduction of the waste produced and at their effective management, at the **FOURLIS** Group we implement material recycling programs such as:

Paper, toners, batteries, aluminum, glass, plastics, metals, wood, fluorescent lamps, cooking fat from the **IKEA** restaurants, as well as small electric appliances.

The following table lists the recycling results for the **FOURLIS** Group in 2014.

MATERIALS	2014	2013	2012
Paper (kg)	1,340,655	1,217,986	1,141,364
Batteries (kg)	6,601	7,873	1,821
Cooking fat (lt)	18,507	23,757	20,098
Aluminum (kg)	3,615	2,069	2,302
Glass (kg)	0	10	40
Fluorescent lamps (kg)	0	880	9,130
Plastic (kg)	87,390	76,887	51,077
Metals (kg)	15,380	31,020	30,730
Wood (kg)	4,962	146,676	47,920

*The data refer to the companies: FOURLIS HOLDINS S.A., FOURLIS TRADE, SERVICE ONE, TRADE LOGISTICS, INTERSPORT Greece, IKEA Greece and Cyprus*

### Recycling Centers

In the first quarter of 2014, **IKEA** maintained the integrated Recycling Centers placed in Syntagma, Ioannina and Piraeus.

From 01/01/2014 until 31/12/2014 in the three Integrated Recycling Centers, 1,073,486 packaging materials or 65,137,27 kg of packaging were recycled.

## WATER CONSUMPTION (LT)

### IKEA (EXCLUDING ATTICA)\*

2014 - 31,176,000  
2013 - 26,712,400  
2012 - 22,938,500

### IKEA (ATTICA)

2014 - 38,290,000  
2013 - 41,746,000  
2012 - 44,303,000

### TRADE LOGISTICS

2014 - 700,270  
2013 - 554,828  
2012 - 326,000

*\* Excluding IKEA Orders and Deliveries Centers in Heraklion and Chania.*



## Using and Saving Paper

At the Group's companies in Greece and Cyprus, we have established the exclusive use of recycled, recyclable and non-chlorinated paper.

Aiming at the reduction of paper consumption, at the **FOURLIS** Group we implement several practices, such as:

- Use of fax servers
- Use of duplex printing printers
- Use of Human Resources software applications
- Document scanning and electronic archiving
- Electronic archiving and monitoring of contracts (e-docs system)
- Electronic system for the submission and approval / rejection of purchasing requests

## Using and Saving Ink

Each year, we aim at reducing ink consumption as well as at the reduction of printing, by using new technology practices such as laser printers which contribute significantly to the protection of the environment, since they require smaller quantities of ink for their operation.

In 2014, we bought 2,488 ink cartridges to cover the needs of the **FOURLIS** Group companies in Greece, while in 2013 the respective number was 1,681 pieces. This increase is mostly due to the opening of new stores and to the replacement of printers at the **INTERSPORT** stores, whose toners have a smaller capacity and are of another technology compared to the previous solution where the printouts were made in laser printers at the **INTERSPORT** headquarters.

## QUANTITY OF PAPER PURCHASED FOR OFFICE USE\*

2014 **27,383 kg**

2013 **30,487 kg**



*\*The data refer to the **FOURLIS** Group companies in Greece.*





## Public and Employee Awareness Initiatives – Eco-Friendly Products

Recycling programs are implemented in all the **FOURLIS** Group premises, with the participation of employees and the use of special recycling bins placed at the workplaces for this purpose. A number of actions and campaigns are also regularly organized, aiming to raise employees' awareness.

Recycling bins for plastic, paper, glass, lamps and small electric devices, are available for the public at the **IKEA** stores, while at the **IKEA** Cyprus store there are also recycling bins for clothing. Public awareness actions regarding environmental issues are also implemented, while **IKEA** offers eco-friendly products such as:

- The archive storage boxes of the **KASSETT** series which are made from 80% recycled paper.
- The **RINGSKAR** faucets which have a flow control function to avoid unnecessary water waste. Most of the **IKEA** faucets have a component that saves water by adding air (PCA) to reduce water consumption up to 30%.
- All glasses that are sold at the **IKEA** stores, which contain no lead.
- The **NASUM** baskets which are made from banana trees remnants after the harvest.
- All the **IKEA** refrigerators, freezers, ovens, washing machines which are assessed as energy class A, A+ or A++.





At the **FOURLIS** Group we commit to continue acting and working responsibly and incessantly, aiming to achieve our common vision and goal:

**To create, through our activities, products  
and actions, a Better Life for all.**

***FOURLIS***  
*GROUP OF COMPANIES*