Transmission
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SCOPE OF RESPONSIBILITY - MISSION

The Transmission Division (T/DI) is the owner of the Interconnected Transmission System, through which the Hellenic Transmission System Operator (HTSO) transmits electricity via high and extra high voltage lines from the power plants (owned by PPC or independent power producers) and from the points of interconnection with neighboring countries to the distribution network and to “high-voltage customers”.

The System is owned by PPC, in accordance with Article 12 of Law 2773/1999, but a Concession Agreement has entrusted HTSO with the operation, maintenance planning and development of the system, as well as third party access to it.

The T/DI is in charge of the actual maintenance, technical support and physical operation of the Transmission System, as well as for the engineering and construction of all New Projects for the Transmission System in accordance with the approved Transmission System Development Study (TSDS) carried out by the HTSO and the TSDS for the autonomous (non-interconnected) Islands (TSDS-I) carried out by the PPC/INOD (Islands Network Operation Department).
VISION
Our Purpose:
The reliable and safe transmission of electricity, through the development, maintenance and physical operation of an integral Transmission System, while respecting man and the environment and benefiting users and the society as a whole.

Our Values:

Integrity

• Fairness and transparency in our exchanges with others, always acting in good faith, under no false pretences and without prejudice.
• Honest interpersonal relations and actions.
• No pursuit of personal gain; we use our conscience instead.
  We act with integrity and use “We” instead of “I” in our exchanges with our fellow human beings.
• Open relationships between executives and staff members.
• Objectivity in the evaluations of staff members
• Duties are carried out with dignity, based on sound principles, and responsibly by each and every staff member, whatever their position.
• We observe all written norms and legislation and ensure they are consistently implemented.
Respect

- Activities that safeguard the environment and the unique qualities of local communities.
- Ensuring protection of human life against accidents.
- Observance of all scientific data and all international standards in the implementation of transmission projects and communication of such commitment to the public.
- Awarding efforts and objectively assessing staff members’ skills.
- Prompt response to failures in the Transmission System and ensuring customer satisfaction in respect of the commitments we have entered into.
- Freedom of expression.

Continuous Improvement

- Continuous education and training.
- Transferring technical know-how to younger staff members.
- Innovation / Searching for innovative solutions and rewarding them.
- Adapting to new conditions / change, introducing and assimilating new technologies.
- Focusing on achieving high-quality work.
- Encouraging people to take the initiative.
- Continuous efforts to improve performance.
- Persistent efforts to guarantee safer working conditions.
- Continuous efforts to introduce new communication methods between employees and with third parties as well.
Awareness

• Teamwork and team decision-making following mutual agreement procedures.
• On-site research, analysis, communication, planning and action.
• Disseminating knowledge and information.
• Developing communication policies to reach public consensus.
• Taking responsibility for everyday activities.
• Focusing on a goal, acknowledging where we stand, where we are headed and how we will accomplish that goal.
• Continuously striving for better knowledge and technical know-how.

Our Image in the Future:

The Transmission Division has a leading position in the transmission of electricity to South-East Europe, with a well-trained and highly-productive workforce and an excellent working environment. The Transmission Division is a pioneer in the implementation of innovative technologies and at the same time guarantees customer satisfaction through quality services and respect for the environment and man.
HISTORICAL MILESTONES

1953  Commencement of Transmission System development in the mainland with initial installed capacity 212.5 MVA and 326 km of 150 kV High Voltage Transmission Lines.

1968  The Transmission System of Crete was put into operation. Furthermore, the first submarine interconnections of 150 kV (Kalamos – Amarynthos) & 66 kV (Igoumenitsa – Corfu) came into operation.

1972  Installation of the first 150 kV SF6 - circuit breaker.

1973  The 400 kV Transmission System was put into operation in the mainland.

1975  The 66 kV Transmission System of Rhodes was first put into operation.

1977  The first closed-type 150 kV Gas Insulated Switchgear Substation was put into operation in the region of N. Elvetia, Thessaloniki.

1995  • Commissioning of the new National Energy Control Center and of the South Regional Energy Control Center in Aghios Stefanos, Attica, as well as of the North Regional Energy Control Centre in the Ptolemais Region.
     • Installation of the first XLPE 150 kV insulated cable in the Extra-High Voltage Substations (EHVS) of Aghios Stefanos and Thessaloniki.
1998 The first closed-type 400 kV Gas Insulated Switchgear Substation came into operation in Lavrion, Attica.

1999 • The first ZTACIR conductor was put into operation in the Transmission Line connecting the EHVS of Thessaloniki to Moudania Substation.
• Law 2773/1999 on the deregulation of the electricity market entered in force, enabling the establishment of the Regulatory Authority of Energy (RAE) and the Hellenic Transmission System Operator (HTSO) and designating PPC as the owner of the Transmission System.
The Energy Control Centers and all activities concerning Transmission System Development Studies were removed from the Transmission Division and integrated into the HTSO activities.

2001 • The Transmission Networks of Crete and Rhodes were separated from the Transmission Division and came under the Distribution Division, according to Law 2773/99.
• The first 150 kV air insulated compact switchgear was put into operation at the Komotini Substation.

2002 The first HVDC interconnection, which connects the Electricity Systems of Greece and Italy through submarine and overhead Transmission Lines, was put into operation.

2003 The first automated open air 150/20 kV Substation was put into operation on the island of Lefkada.

2004 The first 150 kV power capacitors with controlled switching capability were installed at the EHVS of Aghios Stefanos, Pallini, and Acharnai.

2007 The existing interconnection line between Greece - FYROM was upgraded from 150 kV to 400 kV. Corfu was connected with Igoumenitsa through a submarine cable Transmission Line of 150 kV.

2008 The construction of the 400 kV Transmission Lines from the EHVS of Filippoi - Nea Santa and Nea Santa - Babaeski for the interconnection between Greece and Turkey were completed.
TRANSMISSION TODAY

Object

The Transmission Division activity is considered to be a monopoly-oriented regulated activity of PPC, aiming at servicing the users of the Transmission System. Our customers are the power producers among whom is PPC Generation Division owning 50 thermal and hydroelectric power plants, the 3 independent power producers ENTHES, ENDESA HELLAS and HYRON, as well as approximately 15 wind producers who are connected to the Transmission System, the suppliers (47 companies in total that hold a Power Supply License and among them is PPC’s Supply Division), the Distribution Division and the high voltage network customers (37 in total).

Operation of the Transmission System

The operation of the Interconnected Transmission System, as well as the interconnections with the neighboring networks is carried out by the HTSO, as it is foreseen for by the Grid Control Code.

The Transmission Division carries out the daily physical operation and maintenance and ensures in general the technical and functional integrity of the Transmission System, in accordance with the HTSO planning and guidelines.

The HTSO carried out the TSDS which is subject to the approval of the competent Minister. Afterwards, the Transmission Division undertakes the responsibility to execute the projects referred to in the TSDS in question. In order to carry out these duties, the T/DI, as the owner of the Transmission System, receives an annual remuneration that covers the cost of physical operation, maintenance and development, plus the return on the invested capital, as specified in article 308 of the Grid Control and Power Exchange Code. This fee is paid to PPC by HTSO. The latter is paid by the users.

In any case all extensions and upgrades of the Interconnected Transmission System are transferred to PPC, the owner of the System, in accordance with those provided for by the Grid Control Code.
Moreover, the T/DI carries out transmission projects for the independent (non-interconnected) islands of the country, in accordance with the TSDS-I, which is carried out by the Islands Network Operation Department (INOD) of PPC. The T/DI receives the corresponding remuneration by Distribution Division (D/DI) which is the owner of the Transmission System of the non-interconnected islands as a compensation for its services.

**Technical Characteristics of the Transmission System**

The backbone of the National Interconnected Transmission System consists of three overhead double-circuit 400 kV lines, which transmit electricity mainly from the power plants of West Macedonia which are considered to be of utmost importance for the whole country.

In this region approximately 70% of the country’s total electricity is generated, which in turn is transmitted to the main consumption centers in Central and Southern Greece, where about 65% of the electric energy is consumed.

Moreover, the National Interconnected Transmission System consists of overhead and underground lines of 400 kV and 150 kV respectively, as well as of 66 kV and 150 kV submarine cables, which connect the Islands of Andros, the Ionian islands of Corfu, Lefkada, Kefalonia and Zakynthos, whereas an expansion of the submarine interconnections towards the bigger Cyclades islands has been scheduled.

The following map depicts the Hellenic Interconnected Transmission System.
Map of the Hellenic Interconnected Transmission System
## LEGEND

### In Operation
- TEP: Thermal Electric Power Stations
- HEP: Hydropower Plants
- MHP: Small Hydroelectric Power Stations
- TH: Thermo Electric Power Stations
- WTP: Wind Turbine Power Stations

### Under Construction
- TCP: 150 KV/MV Substations
- TPC: 150 KV/MV Substations for Wind Parks Connection
- TPS: 150 KV/MV Substations for Photovoltaic Stations
- UTC: 400/150 KV Substations
- DCS: DC Converted Substations

### Transmission Lines
- 400 KV Single Circuit Transmission Line
- 400 KV Double Circuit Transmission Line
- 150 KV Single Circuit Transmission Line
- 150 KV Double Circuit Transmission Line
- 66 KV Single Circuit Transmission Line
- 400 KV Cable
- UC: Underground Cable
- SC: Submarine Cable

### Cables
- 2B: 2B Single Cable
- 2B B: 2B Single Cable with High Thermal Limit
- 2B B: 2B Single Cable for Radial Connection
- 2B B: 2B Single Cable for Radial Connection with Double Cables
- 2B B: 2B Single Cable for Radial Connection with Double Cables and High Thermal Limit
- 2B B: 2B Single Cable for Radial Connection with Double Cables and High Thermal Limit

### Notes
- Works pertaining to the connection of Cyclades Islands.
- a: DC or AC Connection (will be defined through open tender)
- b: Type of cable not yet defined (double for radial connection)
- c: Connection between Mykonos and Naxos (scheme alternative to radial connection with double cables)
- Upgrade from B/150 to 2B/150.
- Upgrade from E/150 to 2B/150.

Source: HTSO
Installed Equipment

The Interconnected Transmission System, as of December 31st 2008, included Transmission Lines of 11,092 km, as shown analytically in the table below.

<table>
<thead>
<tr>
<th>TRANSMISSION LINES OF THE INTERCONNECTED TRANSMISSION SYSTEM (km)</th>
<th>400kV/DC</th>
<th>400kV/AC</th>
<th>150kV</th>
<th>66kV</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overhead</td>
<td>107</td>
<td>2,535</td>
<td>8,044</td>
<td>39</td>
<td>10,725</td>
</tr>
<tr>
<td>Submarine</td>
<td>160</td>
<td>140</td>
<td>15</td>
<td>315</td>
<td></td>
</tr>
<tr>
<td>Underground</td>
<td>4</td>
<td>48</td>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>2,539</td>
<td>8,232</td>
<td>54</td>
<td>11,092</td>
</tr>
</tbody>
</table>

The diagram below represents the evolution of the Overhead Transmission Lines routing length, for voltages of 150 kV and 400 kV, during the period 1986-2008 (the routing length of 66 kV voltage lines remains the same - 39 km).
On December 31st 2008, the Transmission Grid included 265 Substations as well, where 572 power transformers of total installed capacity of 45,594 MVA were installed.

The following diagram represents the evolution of Substations’ and Power Transformers’ installation during the period 1986 – 2008.
International Interconnections

The Interconnected Transmission System is connected to the Transmission Systems of Albania, Bulgaria, FYROM, Italy and Turkey.

The interconnection with Bulgaria consists of a single 400 kV line, whereas the interconnection with FYROM consists of two lines of 400 kV after the recent upgrading of the line of 150 kV to 400 kV. The interconnection with Albania consists of two lines of 150 kV and 400 kV respectively.

The interconnection with Italy consists of a HVDC submarine cable of 500 MW in installed capacity.

The interconnection with Turkey was completed in June 2008 after the construction of a single circuit transmission line of 400 kV with three conductors per phase (2000 MVA).

As from October 2004, the Hellenic Transmission System was reconnected to the European Interconnected System of ENTSO-E (European Network of Transmission System Operators for Electricity), formerly known as UCTE (Union for Coordination of Transmission of Electricity), with which it operates in a synchronous and parallel way.

The above mentioned interconnections, in conjunction with the enhancement of interconnections of the neighboring countries on the north borders of Greece, significantly contribute to the System secure operation, as well as to the development of energy trading with these countries and those of the wider region of South Eastern Europe.
Transmission System Development

The Transmission New Projects Department (T/NPD) is in charge of the engineering and construction of Transmission Projects on the basis of a 5 year rolling programme carried out by HTSO, as stipulated on a yearly basis in the “Transmission System Development Study” (TSDS), which is issued by HTSO and ratified by the appropriate Minister, as well as in the TSDS-I issued by the INOD.

Moreover, the T/NPD is responsible for approving the studies for Substations or Extra-High Voltage Substations (EHVS) and Transmission Lines of independent producers (wind, thermal etc.) and provides assistance to PPC Renewables S.A. in fulfilling its mission.

For the next years, the T/NPD is planning the construction of the following important projects which are included in the approved TSDS 2008-2012 and TSDS-I of 2008-2012:

• Interconnection of Cyclades islands to the Mainland through submarine cables.
• Interconnection of Polypotamos - Nea Makri through submarine cables.
• Completion of the construction of the EHVS of Lagadas, Nea Santa and Aliveri.
• Construction of the EHVS of Rouf, Patras and Megalopolis.
• Construction of the transmission lines of 400 kV between Aliveri-System and of the transmission lines for connecting the EHVS of Megalopolis and the EHVS of Patras.
• Construction of the overhead transmission line of 150 kV for connecting the EHVS of Lagadas to the Substation of Kilkis.
• Upgrading of the Transmission System of Rhodes from 66 kV to 150 kV.
• Construction of large scale projects in Crete (8 substations and Transmission Lines of total length 312 km).
• Furthermore, approximately 10 Substations, 1300 km overhead Transmission Lines of 150 kV and 100 km underground cables are scheduled to be constructed in the near future.

The cost of all the aforementioned Transmission projects is expected to amount to 1,400,000,000 €.
Transmission System Maintenance

The maintenance of the Transmission System is the responsibility of the Transmission System Department (T/SD), which carries out all maintenance works, according to the planning agreed with HTSO. In addition, the T/SD has drawn up and implements a programme for the renewal and replacement of the System’s obsolete and non-reliable equipment, such as switchgear, protection equipment etc.

During the years 2008-2009, the main axes of the project of maintenance and technical support of the Transmission System were as follows:

• **Modernization and upgrading of the Transmission System**
  - Programme of replacement of the obsolete technological equipment.
  - Programme of replacement of the equipment containing PCBs based on the Greek and European legislation.
  - Completion of the financed projects under the EU’s Third Community Support Framework (CSF) and launching of projects within the National Strategic Reference Framework (NSRF).

• **Works for the maintenance of the Transmission System equipment**
  - Continuous maintenance of the equipment aiming at its reliable operation, in close collaboration with the HTSO.
  - Prompt failure recovery at Substations and Transmission lines.
• **Works for the construction of Transmission lines variations**
  - Implementation of Transmission lines variations due to requests of the responsible Ministries in order to meet the requirements of projects of general interest (national roads, railways etc.).

• **Acceptances and integration to the System projects launched by independent producers within the energy market**

• **Works for fire prevention**
  - Inspections of Substations and Transmission lines.
  - Thermographic survey of Substations and Transmission lines.
  - Interventions for the deforestation of soil blocks and plots.
  - Tree cutting in proximity to Transmission installations.

**RELATIONS WITH RAE AND HTSO**

**Responsibilities**

The responsibilities assigned to RAE and HTSO are defined by Law 2773/99 on the deregulation of the Electricity Market. The Regulatory Authority for Energy (RAE) is entrusted with the general monitoring of the country’s energy sector. It gives an expert opinion to the competent Minister with regard to the basic operation rules of the deregulated market and ensures their proper implementation.

The Hellenic Transmission System Operator (HTSO) is a société anonyme owned as to 51% by the Hellenic State and 49% by PPC S.A. HTSO is responsible for operating on a daily basis the Electricity Generation – Transmission System, for dispatching the power units according to the offers and for proceeding to all financial settlements in accordance with the codes. In addition, HTSO is responsible for planning the development and maintenance of the Transmission System and for dispatching the capacity of the International Interconnecting Lines to all interested parties, in accordance with the rules set by the responsible Minister upon recommendation of RAE. Finally, HTSO allows the access of all interested parties (producers/consumers) to the Transmission System in an objective way.
Charges for the Use of the Transmission System

As the owner of the Transmission System, the T/DI collects an annual remuneration as a compensation for its use. The said remuneration covers the annual operation and maintenance expenses, the annual amortizations of Transmission-owned fixed assets, as well as the annual return on PPC capital invested in the Transmission System.

The aforementioned remuneration is paid to PPC by HTSO. HTSO, based on the Decision of the competent Ministry (YPAN/28.04.2009), allocates it in total to all its customers, who are divided into three categories: The first category pertains to customers who are connected to the Grid, the second category concerns network customers with remote reading meters, whereas the third category includes all other customers who are connected to the low voltage network.

The capacity charge, on the basis of which the said remuneration is allocated, is separately estimated for each customer category.

Connection of new producers

In order to allow the connection of new producers to the Grid, HTSO defines the method of connection by drafting the connection “offer” where the required fixed assets are determined and the cost is estimated. The responsibility for the construction of connection assets is borne by PPC, except in the cases of RES producers. The connection assets are charged to the users and their ownership is transferred to PPC (T/DI).

Interconnections Management

In accordance with Law 2773/99 as amended, suppliers have the right to use the interconnecting lines so as to import or/and export electric power. In addition, all eligible customers are entitled to electric power import, yet only for exclusive personal use.
FINANCIAL FIGURES

The main financial Figures of the T/DI as of 31.12.2008 were the following:
• Undepreciated Transmission Assets Value: 1.54 billion €
• Operational Expenses: 78 million €
• Investments: 94 million €
• Revenue: 277.7 million €
• Transmission cost: approximately 0.5 cents/kWh

The following table presents the unbundled income statement of T/DI for the years 2007 and 2008.

<table>
<thead>
<tr>
<th>UNBUNDLED INCOME STATEMENT OF TRANSMISSION DIVISION (Thousands Euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
</tr>
<tr>
<td>Services to HTSO S.A.</td>
</tr>
<tr>
<td>Transmission Network Rentals</td>
</tr>
<tr>
<td>Other Sales</td>
</tr>
<tr>
<td><strong>REVENUES (SALES)</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
</tr>
<tr>
<td>Payroll Costs</td>
</tr>
<tr>
<td>Depreciations</td>
</tr>
<tr>
<td>Materials and Consumables</td>
</tr>
<tr>
<td>Utilities &amp; Maintenance</td>
</tr>
<tr>
<td>Third party Fees</td>
</tr>
<tr>
<td>Taxes &amp; Duties</td>
</tr>
<tr>
<td>Provisions</td>
</tr>
<tr>
<td>Financial Expenses</td>
</tr>
<tr>
<td>Financial income</td>
</tr>
<tr>
<td>Other (income) expenses, net</td>
</tr>
<tr>
<td>Investment in Associates (gains)/losses, net</td>
</tr>
<tr>
<td>Foreign currency (gains)/losses, net</td>
</tr>
<tr>
<td>Allocated Administration expenses</td>
</tr>
<tr>
<td>Energy Purchases</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
</tr>
<tr>
<td><strong>PROFIT (LOSS) BEFORE TAX</strong></td>
</tr>
<tr>
<td><strong>PROFIT (LOSS) AFTER TAX</strong></td>
</tr>
</tbody>
</table>
ORGANIZATIONAL STRUCTURE

The basic organizational structure of PPC Transmission Division (T/DI) is shown below:

Transmission Division

Transmission Planning & Performance Department
- 1 assistant director
- 4 heads of section
- 3 heads of subsection

Transmission Human Resources Department
- 2 heads of section
- 1 head of subsection

Transmission System Department
- 4 assistant directors
- 13 sections
- 53 subsections

Transmission New Projects Department
- 2 assistant directors
- 12 sections
- 34 subsections

Transmission Material & Purchasing Department
- 4 sections
- 2 subsections
- 3 heads of subsection
MISSION- SCOPE OF RESPONSIBILITY OF THE T/DI DEPARTMENTS

TRANSMISSION PLANNING & PERFORMANCE DEPARTMENT (T/PPD)

**Mission:** The contribution to the continuous improvement of the operational and financial performance of the Units and the exploitation of the T/DI resources, as well as the most efficient communication with external bodies and PPC Business Units.

TRANSMISSION HUMAN RESOURCES DEPARTMENT (T/HRD)

**Mission:** The continuous improvement of the T/DI HR management aiming at its optimal development within the framework of its strategic goals.

TRANSMISSION SYSTEM DEPARTMENT (T/SD)

**Mission:** The maintenance and technical support of the Electric Energy Transmission System of the company. The T/SD is also responsible for the final acceptance of Substations and EHVS from independent power producers (wind, thermal etc.).

TRANSMISSION NEW PROJECTS DEPARTMENT (T/NPD)

**Mission:** The engineering and construction of all New Projects related to the Transmission Grid. The T/NPRD is also responsible for the checking and approval of all Substations, EHVS and Transmission Lines studies conducted by independent producers, as well as for the provision of technical support to PPC Renewables S.A.

TRANSMISSION MATERIALS & PURCHASING DEPARTMENT (T/MPD)

**Mission:** The contribution to the continuous improvement of the operation and to the enhancement of T/DI performance through the prompt purchasing of the technically and financially optimal materials and equipment and through the rational stock management.
HUMAN RESOURCES

The following table shows the number of T/DI employees as of 31.12.2008:

<table>
<thead>
<tr>
<th>T/DI SECRETARIAT</th>
<th>T/PPD</th>
<th>T/HRD</th>
<th>T/SD</th>
<th>T/NPD</th>
<th>T/MPD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>21</td>
<td>10</td>
<td>930</td>
<td>412</td>
<td>26</td>
<td>1404</td>
</tr>
</tbody>
</table>
**T/DI Personnel Allocation**

**Number of Employees Per Unit**

- T/SD 930
- T/NP 412
- T/MPD 26
- T/PPD 21
- T/HRD 10
- T/DI Secretariat 5

**Percentage of Personnel Force**

- T/SD 66.24%
- T/NP 29.34%
- T/MPD 1.50%
- T/PPD 1.85%
- T/HRD 0.71%

**Evolution of T/DI Personnel**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>T/SD</td>
<td>930</td>
<td>1095</td>
<td>1152</td>
<td>1048</td>
<td>930</td>
</tr>
<tr>
<td>T/NP</td>
<td>412</td>
<td>459</td>
<td>421</td>
<td>412</td>
<td>412</td>
</tr>
<tr>
<td>T/MPD</td>
<td>26</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>T/PPD</td>
<td>21</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>T/HRD</td>
<td>10</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>T/DI Secretariat</td>
<td>5</td>
<td>13</td>
<td>21</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>T/DI Total</td>
<td>1678</td>
<td>1610</td>
<td>1544</td>
<td>1450</td>
<td>1404</td>
</tr>
</tbody>
</table>
### Indicators of Equal Opportunities at the T/DI

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Women Employees</td>
<td>12.82%</td>
<td>13.18%</td>
</tr>
<tr>
<td>Percentage of Women Directors</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Percentage of Women Assistant Directors</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Percentage of Women Heads of Section</td>
<td>27.27%</td>
<td>26.47%</td>
</tr>
<tr>
<td>Percentage of Women Heads of Subsection</td>
<td>20.59%</td>
<td>21.21%</td>
</tr>
<tr>
<td>Total Percentage of Women in Managerial Positions</td>
<td>21.30%</td>
<td>21.10%</td>
</tr>
</tbody>
</table>

- MANAGERS: 9
- DIPLOMA ENGINEERS: 97
- GRADUATES IN SCIENCE: 4
- TECHNOLOGISTS: 152
- TECHNICIANS: 903
- DRIVERS, ENGINE DRIVERS, OPERATORS: 42
- UNIVERSITY GRADUATES: 19
- FINANCIAL-ADMINISTRATIVE: 125
- FINANCIAL-ADMINISTRATIVE TECHNOLOGISTS: 7
- OPERATORS OF TECHNICAL EQUIPMENT: 2
- SECURITY STAFF: 28
- CLEANING AND CATERING STAFF: 9
- WORKERS: 7
ENVIRONMENTAL CARE

The environmental policy of the T/DI is aligned with the Company’s policy, which aims at harmonizing PPC activities with the institutional framework in force, at minimizing the environmental impact eventually brought about by such activities, as well as at constantly improving its environmental performance.

The construction and operation of all lines, Transmission and Distribution Substations meet the guidelines set by the EU Recommendation (issued in 1999) on the limitation of public exposure to electromagnetic fields (0 Hz-300 GHz) while keeping great safety margins. This recommendation is based on the guidelines set by ICNIRP, an independent international scientific committee which operates under the auspices of the World Health Organization, for the protection against non-ionizing radiations. The above guidelines have been included in the Greek legislation since 2002.
STRATEGIC GOALS AND PERSPECTIVES

The general strategic goals and perspectives of T/DI are summarized as follows:

• **Promotion of new Transmission Projects**
  Implementation of the Projects of the TSDS in collaboration with HTSO, as well as of TSDS-I in collaboration with the INOD; systematic control of project progress, cost and expected performance.

• **Optimal execution and operation of the Transmission System**
  Transmission System maintenance, technical support and failure recovery, so as to ensure the System’s reliable operation at the least possible cost.

• **Enhancement of System Reliability**
  Replacement of low-reliability equipment; installation of state-of-the-art systems for protection, measurement and remote surveillance.

• **Enhancement of System Performance**
  Rationalization of operational expenses; use of new information tools and flexible procedures.
• **Enhancement of Personnel Efficiency**
  Development and training of T/DI Human Resources.

• **Occupational Health & Safety management**
  Outline of a strategy for the implementation of coordinated actions and measures aiming at preventing accidents and occupational risks.

• **Rational Stock Management**
  Stock optimization in conjunction with minimization of purchasing implementation time.

• **Environmental Protection**
  Full alignment of the environmental studies pertaining to Transmission projects to the relevant Hellenic and EU directives and regulations; close follow-up of international developments and promotion of actions aiming at environmental protection.
ABBREVIATIONS

D/DI Distribution Division

EHVS Extra-High Voltage Substation

HTSO Hellenic Transmission System Operator

INOD Islands Network Operation Department

RAE Regulatory Authority For Energy

RES Renewable Energy Sources

T/DI Transmission Division

T/PPD Transmission Planning & Performance Department

T/HRD Transmission Human Resources Department

T/SD Transmission System Department

T/NPD Transmission New Projects Department

T/MPD Transmission Materials & Purchasing Department

TSDS Transmission System Development Study

TSDS-I Transmission System Development Study - Islands

*Photo on page 31: Fotis Natsioulis, Transmission System Dept.
*Photos on pages 4,13,16,28: Dimitris Rizos, Communications Dept.