

What We Achieved This Year

Extensive Quantitative Research



- Nationally representative sample of 1001 adults (18+)
- Online survey
- YouGov Panel
- December 2025

In-depth Qualitative Research



- 8 in-depth interviews
- CEOs – Applia members
- 1-hour open discussions
- Dec 2025 – Jan – Feb 2026

What I'll cover

#1. CONSUMERS: What they know, believe, and expect

#2. CEOs: Where **they** stand, what they are doing, what they will do, how and why

#3. AND NOW, WHAT? How will we move from change to transformation?

Consumers

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An 'intuitive' need, But limited knowledge

21%

are familiar with ESG
or feel comfortable
with the concept of
'sustainability'

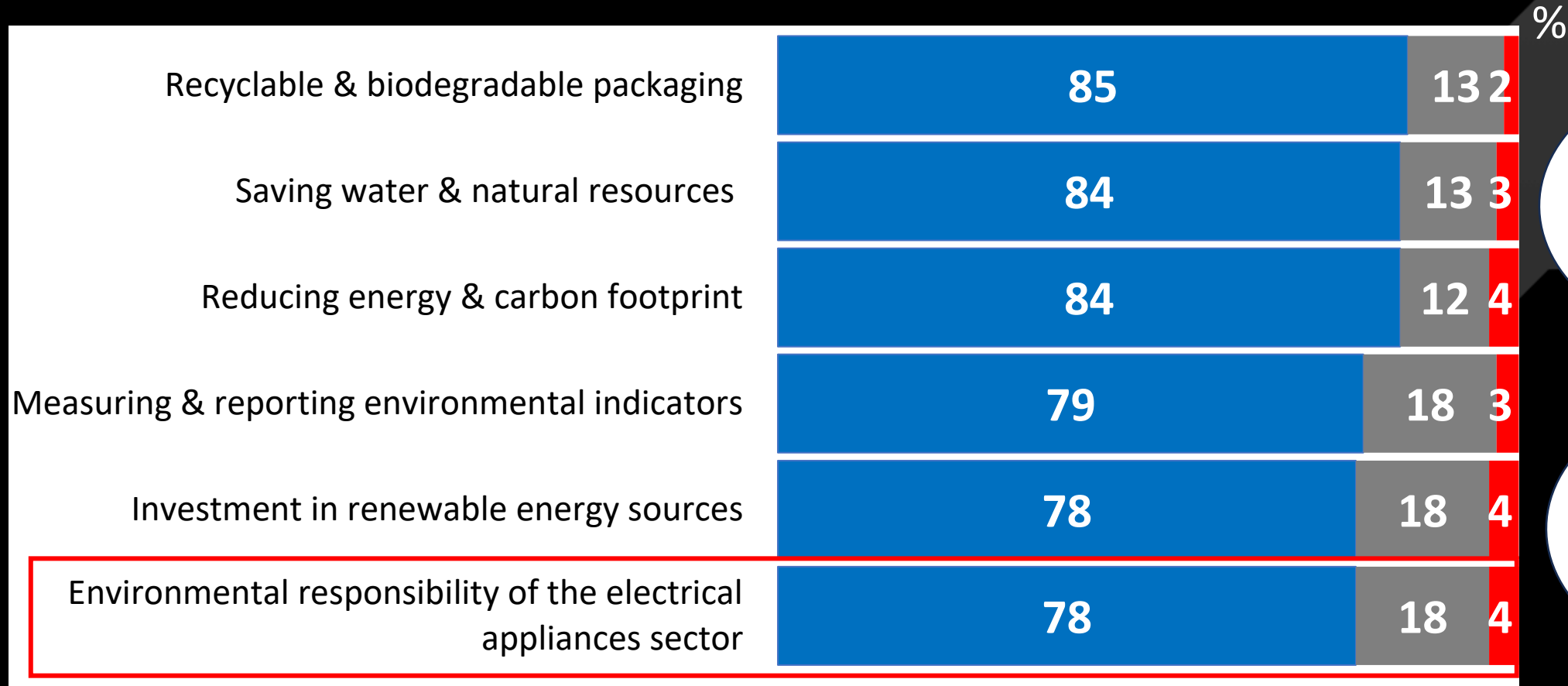
58%

see sustainability as a
holistic concept
(environment,
behaviour,
governance)

77%

consider it essential
to operate
responsibly and
sustainably

Environment: high demands, cost a barrier



%

76%
State intervention is essential

74%
Costs are limiting the transition

■ I strongly agree/agree ■ Neither agree nor disagree ■ I strongly disagree/disagree

Respect for people = trust in action!

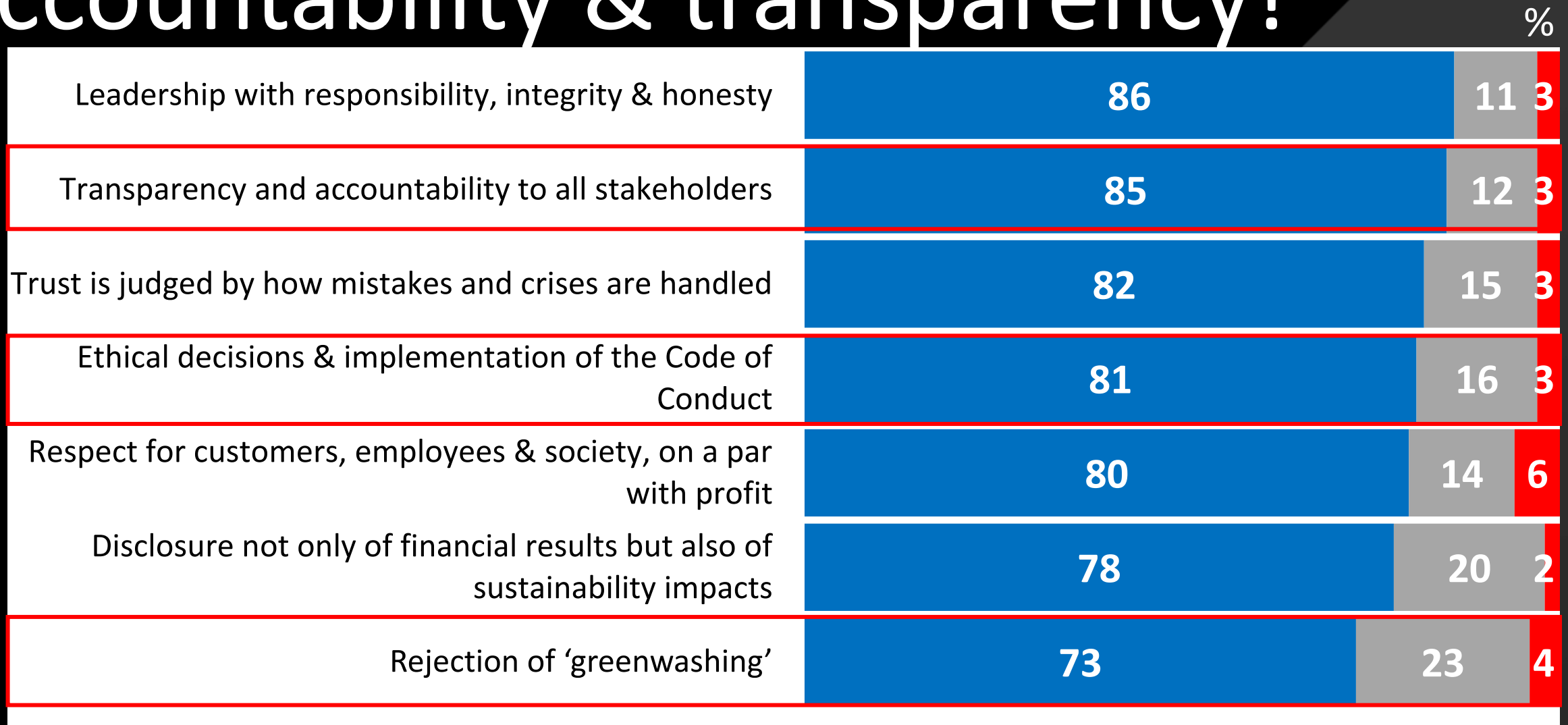


■ I strongly agree/agree

■ Neither agree nor disagree

■ I strongly disagree/disagree

Good governance: Accountability & transparency!



■ I strongly agree/agree

■ Neither agree nor disagree

■ I strongly disagree/disagree

Personal attitude: In theory, they want it!

73%

Sustainability practices demonstrate respect for society and the planet

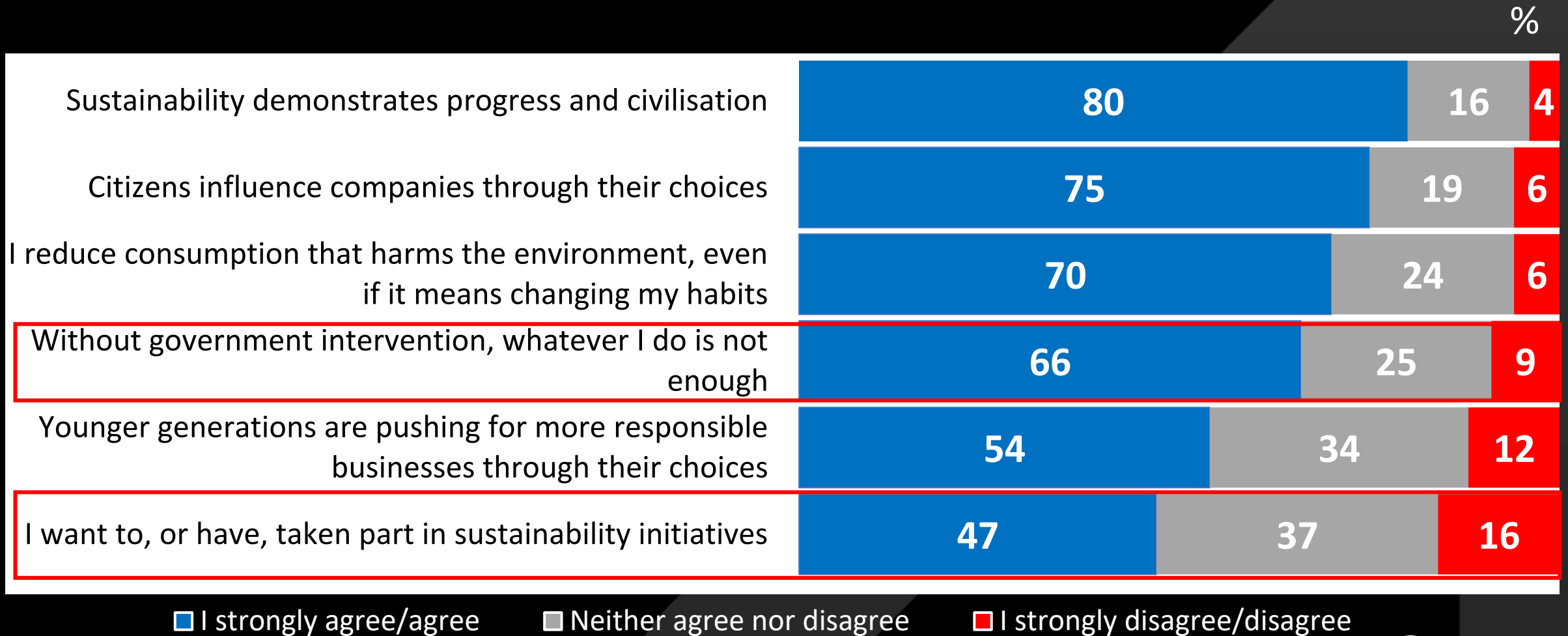
72%

Corporate values influence my trust

70 %

Responsible companies make me feel part of positive change

Broad consensus, but limited participation



Theory differs from practice... for now!



■ I strongly agree/agree

■ Neither agree nor disagree

■ I strongly disagree/disagree

Multivariate analysis revealed:

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Three audience segments

'The Romantics'



48%

Sustainability begins with the values that guide choices

'The Pragmatists'



33%

Sustainability must 'work', in everyday life

"The Cynics"



19%

I see no reason to care about sustainability

The «Romantics» 48%



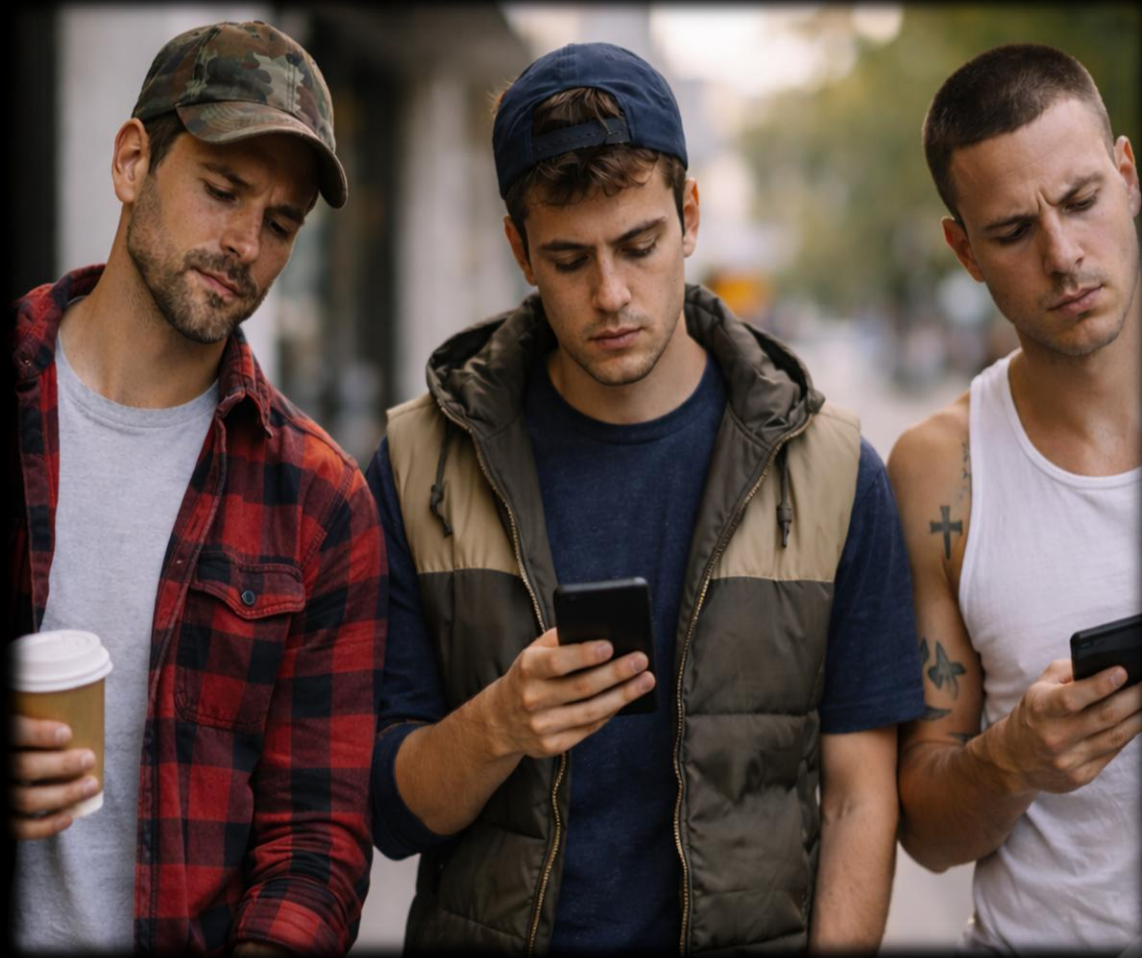
- Mainly women (but also men), 45+ with higher & postgraduate education.
- At a mature life stage, with stable personal & professional paths.
- Embrace the **values and concept of sustainability**
- Tend to favour companies that are transforming their culture through relevant practices, and expect...
- **Awareness – authenticity - vision!**

The «Pragmatists» 33%



- Men and women, focus on ages 35-45
- In a phase of social & professional establishment.
- They understand the concept and its necessity, but seek tangible, **but seek tangible results in practice and everyday life.**
- They remain **skeptical**, feeling that it “stays on the surface”
- **Modernization – transparency - actions**

The «Cynics» 19%



- Mainly men, 18-24, medium level of education
- In a phase of self-definition, within **surface-level information overload** and focused on the “now”
- They don't perceive sustainability as something that concerns them / as part of personal development.
- They are convinced that company action serves **only commercial purposes / profit.**
- **Indifference – distrust – distance**

Ultimately “transformation”:

«The Romantics»



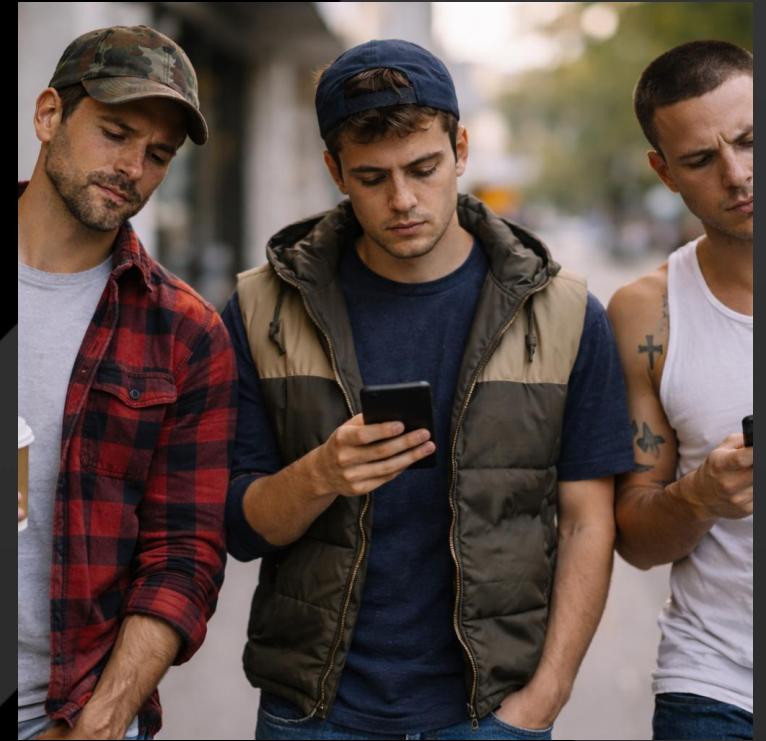
Transformation is a matter of values and identity

«The Pragmatists»



Transformation must deliver in practice

«The Cynics»



Show me clearly what I gain from transformation

Consumers today:

- Limited knowledge, an intuitive need, in a phase of exploration
- **Enormous demands** at all levels: environment, society, governance
- **A severe lack of trust**, a need for **'tangible evidence'**
- They expect action from the **State and companies**
- They are **'looking into it'** without this always translating into a final choice or purchase
- Gradually ready to 'embrace' the 'transformation' **if convinced**, and if...
- **It is offered to them within the broader context of economic pressure**

Businesses

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There are three 'speeds'

"Yes, I know, not in depth; I want to do things, I haven't done much yet / systematically"

A new 'obligation'

"We've already implemented it, we've taken several actions, we'll do more in the near future"

**Perceived
"Healthy necessity"**

"We are pioneers; it is the only way forward for sustainability, with strategy, systems and practical implementation"

**Integrated
holistic culture**

Awareness / Understanding

- The 'holistic umbrella concept' is understood: environment – society / people – good governance – as well as the 'mandatory nature' that will be extended
- **However, there is a considerable degree of ambiguity and a sense of 'waiting'**
- Universal recognition of the emerging need for strategic integration and compliance, **although this is not yet a priority in Greece, whereas it is abroad!**
- The importance for the **HS industries** – 'parent company/head office' – is distinguished from the importance for commercial companies
- Mandatory for listed companies, multinationals and FMCGs (perception)
- **Perception of low awareness in Greece / ISs slightly better (5/10)**

Update / Understanding

'It's still seen as being solely about the environmental footprint, but it's much more holistic'

"We are retailers. We each have our own concerns, but the main burden falls on producers, which is why there isn't enough information"

"Small and medium-sized businesses don't even know what the acronyms stand for, and they take random actions without any specific strategies."

Update / Perspective

'In Greece, ESG is implemented in a piecemeal and ad-hoc manner, whereas abroad it is structured, strategic and monitored'

"The objectives are primarily financial and have not yet been incorporated into companies to be systematically monitored"

"The lifespan of devices, repairability, and water and electricity consumption are important for the environment and future generations."

Current practices

- For the most part, strategy, key actions, systematic reporting, monitoring and certification are handled **by 'head office – the parent company'**
- **Locally**, only the **necessary/mandatory** tasks are carried out; data is provided to head office under guidance, but...
- With few exceptions, there is no established strategy, plan, monitoring or dedicated team dealing exclusively with the 'sustainability umbrella / ESG tool'.
- However, there is a stated intention to engage systematically in the immediate future, as...
- The general feeling is that it will become mandatory, spread and become the 'only way forward', **without yet being a top priority**

Current practices

- The most advanced companies carry out a materiality analysis to identify which actions are aligned with their business
- They carry out a sustainability study and, based on the report, set targets and indicators that they measure systematically, and continuously improve
- **Ideally:** all actions and initiatives that fall under the broader concept of sustainability should involve **the entire organisation** and all its partners
- **Ideally:** the 'philosophy of sustainability' and its practical application **should be driven by substance, rather than by obligation, for the sake of appearances or for commercial purposes**
- **Hindered** by: commercial pressures, competition, a lack of information and a collective perspective (especially in Greece)

Current practices

“We’re taking several steps, but without a specific strategy, but we don’t monitor them systematically; we’ll do that in the future.”

“If you don’t carry out a materiality analysis, if you don’t have a strategy, if you don’t truly believe in it, you’re throwing money down the drain.”

“Over 60% of the energy we use comes from renewable sources, over 90% of raw materials are recycled, and over 70% of our water comes from recycling.”

Current practices

'Our daily lives and the pressures we face take up all our time, so this ends up taking a back seat'

"Abroad, job applicants ask what the company is doing for equality and the environment, but not in Greece."

"We're doing what we can so far: recycling, energy efficiency, competitiveness/compliance, but we're not quite there yet."

The role of leadership

- It is universally recognised as **absolutely crucial**, and will be reflected...
- In decisions, in investments, in communication, in day-to-day behaviour through **role modelling / by setting an example**
- **It must get to the heart of the matter / not because it is an obligation or for appearances' sake...**
- It must be implemented with **authenticity** and apply to the entire organisation
- It must emphasise the **priority** and give it the appropriate importance, so as to gradually inspire everyone else
- **Because ultimately, sustainability benefits everyone!** (“wish”)

The role of leadership

‘Leadership must set the tone throughout the organisation and instil this culture across the board, from the very simple to the very complex’

“Leadership must recognise that it is not just a matter of compliance, but something we believe in and act upon beyond legal requirements and directives.”

“This culture can only come from leadership: if it doesn’t start with the CEO and the leadership team, it can’t happen”

The role of leadership

'To be inspired themselves. The transparency in decision-making, open doors, his own behaviour, and communicating what he does to staff'

"A middle manager cannot decide this, so they must have support from leadership; another example that helps change the culture"

"Leadership must make it clear that this is not just a routine application of regulations... it is something we want to implement because it will affect everyone and society itself."

"If you breathe in the smoke today, tomorrow you and your children will breathe it in."

Transparency & Accountability

- Head office prepares annual reports based on international standards
- Certified by an external, specialised body
- It is a priority for management and boards of directors
- It is published on company websites and wherever wherever required to be published
- **The above are not always known for certain, but *‘logically, that is how it should be!’***
- Locally, certain actions are communicated sporadically, mainly on social media
- Publicity benefits the company’s/brand’s overall image, provided it is not for commercial purposes or a ‘marketing ploy’

Transparency & Accountability

“It is very important to have independent verification, because most of the information is based on the companies’ own disclosures”

“There is a large, complex report intended for a select few; we also need a summary for everyone.”

“Systematic disclosure enhances the company’s/brand’s image and market confidence.”

Prediction for the future

“It will become more important because it’s an EU directive. It will be mandatory for all multinationals. As for Greek companies, if it’s not enforced... forget it!”

“I believe it is A global problem and its significance will increase enormously. I don’t know if we can expect a miracle to save the environment”

“Legislation will tighten up, reporting requirements will increase, but there’s also a global game: Trump has levelled the playing field...”

The obstacles (Greece)

- The **vagueness and constant changes** in the legislative framework
- Fragmented information, a **lack of 'education' and a collective perspective**
- **Economic pressures/targets**, commercial needs, the 'established routine'
- Unfair (even unjust) **competition, and thus the risk of loss**
- The size of businesses: medium/small = **insufficient resources / knowledge / staff**
- **Resistance to change** / existing-established culture / habits
- A **'suspicious'** mindset / lack of substance & authenticity

The obstacles (Greece)

'It undermines European competitiveness because certifications are expensive, and the social aspect doesn't deliver a return on investment with such a short-term approach'

"Let's be honest, stereotypes still exist; I'm looking for a female secretary and a male sales assistant."

"It requires a great deal of effort and investment in all resources – money, human resources, time – and unfortunately, these are often lacking."

The obstacles (Greece)

The sector is lagging behind; it is only now slowly beginning to understand what sustainability is – a much broader concept that goes beyond the environment alone – and there is a great deal of ignorance.”

“The legal framework isn’t clear, nor is it enforced, so I’m doing the bare minimum, and I can’t go all out because in the short term I might actually lose out.”

“Retailers only view it positively if it brings them customers; otherwise, they view it cynically and commercially – if they have nothing to gain from it, they don’t appreciate it.”

“As individuals, as leaders, as executives, as companies, as a market, as a society, as a State, we still have a long way to go!”

The requirements

- Unfortunately, **unless it becomes a 'mandatory requirement', it will be** difficult to adopt systematically end-to-end.
- **A clear, stable, regulated, fair and transparent legislative framework that is communicated and adhered to by everyone!!!** The role of the State is of the utmost importance +++
- **Information and education** for all, starting even with **children and schools**
- **A collective position on market standards** & practices that are adhered to **by everyone**
- Even if it starts as an obligation or a marketing ploy, it will ultimately benefit everyone
- **Prioritisation** by company leadership and management teams
- **Incentives for companies and consumers:** they have the 'final say'

The requirements

“The message must reach the public so that they consciously support brands with a strong ESG profile and ‘boot sales’. Otherwise, companies have no real incentive to invest in sustainability.”

“The government must impose stricter regulations and substantive controls, e.g. checking which machines are imported, why they are imported, and what certifications they hold.”

“However, pressure will also be needed from all sides: consumers, the State, employees, suppliers; therefore, everyone needs to be informed.”

The prerequisites

“Leaders should not focus solely on short-term economic results; they must take a longer-term view to ensure sustainability.”

“We must provide funding, positions and ways to strengthen it. I have seen this in practice myself.”

“The State should provide incentives; legitimate companies that take the right initiatives should be rewarded.”

“Even if it starts as an obligation, it can gradually lead to a better society, planet and economy.”

And now WHAT?

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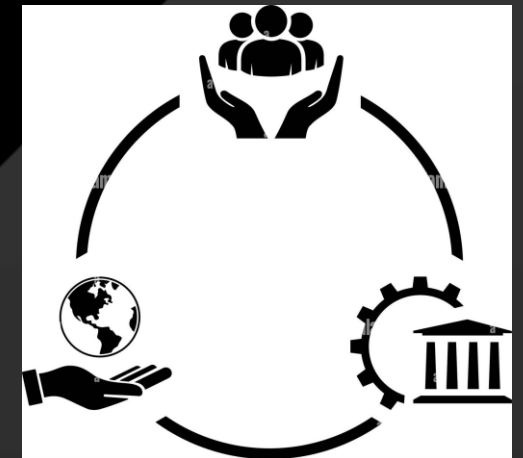


The concept of change & transformation

Change = **doing** something differently

Transformation = ***becoming***
different

The transition: a process...



Culture Culture Culture Culture Culture Culture Culture Culture Culture Culture

CEO

Decision
Vision
Strategy
Inspiration
Example

PLAN

Internal-External Team
Study
Objectives-Plan
Training
Information

ACTION

Implementation
Indicators
Monitoring
Inclusion
Guidance

Development

'Umbrella'
Consistency
Continuity
Improvement
'Identity'