



STAVROS
NIARCHOS
FOUNDATION
CULTURAL
CENTER

ΚΕΝΤΡΟ
ΠΟΛΙΤΙΣΜΟΥ
ΙΔΡΥΜΑ
ΣΤΑΥΡΟΣ
ΝΙΑΡΧΟΣ



Annual Report 2021





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In Lieu of a Foreword



2021. Another difficult year for all humanity, a year we all hoped to see the end of the pandemic; a hope that unfortunately didn't materialize. Despite uncertain conditions that required us to constantly adjust our operations and adapt to new realities, these society-wide challenges fueled us to find ways in which to remain present and active and to deliver the full spectrum of the SNFCC experience of culture, education, sports and recreation to our visitors.

And in 2021, there were plenty such occasions: *Faces of the Hero*, a thematic series of events, paid tribute to the 200-year anniversary of the beginning of the Greek Revolution of 1821; the multi-month exhibition *Takis: Cosmos in Motion* displayed 46 emblematic sculptures of the internationally renowned Greek artist across the SNFCC's public spaces sparked a lively dialogue between art and the urban landscape; the theatrical performance of the great director Yannis Houvardas, *Someone is Going to Come*, was hosted at the Dome; hundreds of educational programs on sustainability, sports and art were implemented for thousands of students and teachers in person and online through SNFCC Class.

Summer arrived at the SNFCC with outdoor film screenings for children and adults at the Great Lawn, concerts at the Dome and Panoramic Steps, and DJ sets at the Lighthouse, culminating in the multifaceted SNF Nostos by the Stavros Niarchos Foundation (SNF). In the winter, the *SNFCC Christmas World* came to life for another year with its enchanting light installations, the beloved Ice Rink at the Canal, the *Christmas Stories at the*

Lighthouse, while the Dancing Fountains, book clubs, lectures, workshops, and sports programs welcomed visitors who returned on site.

Accessibility for people with disabilities, which is a given at our venue, was strengthened through our new cross-departmental initiative which examines every aspect of their experience. Special Education Schools participated in a number of educational and sporting programs, audio and visual descriptions were added to our performances, and new guided tours were tailored to meet the needs of people with disabilities.

Meanwhile, through monthly themed series, SNFCC Members interacted with us and each other on- and off-campus, participating in exclusive events and original experiences. And after a short pause, our volunteers returned to the SNFCC, generously offering their time and energy.

With the debut of the long-awaited Delta restaurant on the 5th floor of the Greek National Opera—thanks to the initiative and grant of the Stavros Niarchos Foundation

(SNF)—the SNFCC is now a destination for sustainable, fine gastronomy, not only among locals, but also among international visitors.

As an international landmark, the SNFCC is often the venue of prestigious events, and, this year, it hosted EU MED 9 Summit on climate change and its effects across the Mediterranean. It was a special moment for us when statements from European leaders were broadcast worldwide against the backdrop of the SNFCC Agora. We were also selected as a venue by numerous local and international companies and organizations whenever circumstances allowed us to host in-person events.

Building further on this outreach, we spotlight some of the various collaborations that took place across our programming in 2021, such as with the Lincoln Center for the Performing Arts, as part of the Stavros Niarchos Foundation – Lincoln Center (SNF-LC) Agora Initiative, which aims to bring new approaches in cultural engagement within public spaces; the Takis Foundation – Research Center for the Art and the Sciences; the Thessaloniki Film Festival; Athens Photo World; the National Observatory of Athens; Junior Achievement Greece, and other organizations. Additionally, the participation of SNFCC delegates in conferences, awards and forums provided us with the opportunity to share best practices and learn from others, within the context of both public and private initiatives.

All these initiatives and many more weave the tapestry of our 2021 report. 2022 marks five years since the Stavros Niarchos Foundation (SNF) delivered the SNFCC to the Greek State and the public. Five years on, we are proud that the SNFCC is considered an international cultural landmark of modern Athens. A space open to all, that houses two great cultural institutions, the National Library of Greece and the Greek National Opera, but also the Stavros Niarchos Park, where we present a diverse range of events and activities.

Since the beginning of its operation, the SNFCC has welcomed 20 million visits from every corner of Greece but also from across the globe. We are grateful that the public has embraced all aspects of the cultural center and has brought its venues and events to life. Our joy is immense as we fulfill the vision of the SNFCC.

A vision we could not realize without the close cooperation and continuous support of the Stavros Niarchos Foundation (SNF), as well as the dedication and enthusiasm of the SNFCC team and our partners.

Looking ahead, after 5 years of continuous support, we are grateful to the SNF for the renewal of their

support to partially cover our operating expenses and fund our events until February 2023, enabling us to continue our work of expanding the social impact of the SNFCC.

Contemplating everything that this past year—and the five years just completed—have taught us, we begin the new year with optimism. In celebrating the first five years of the Stavros Niarchos Foundation Cultural Center, we aspire to create powerful new memories for our guests, as they tour our park, discover art, learn, participate in dialogue, pursue wellness through sports and interact with each other. New memories created by everything that constitutes the Stavros Niarchos Foundation Cultural Center.

Elly Andriopoulou
Managing Director,
Stavros Niarchos Foundation Cultural Center

National Library of Greece

2021 was an anniversary year for Greece, full of initiatives and actions that traced the journey of the Greek nation, highlighting the importance of Hellenism's greatest milestone.

The National Library of Greece (NLG), in collaboration with the Research Center for the Humanities (RCH), participated in the Digital Archive 1821 and now freely distributes to the public, in digital form, thousands of files from its Archive of Greek Fighters.

The NLG also presented the painting exhibition of Thanasis Makris entitled *Sword in Hand* as well as the exhibition *The printing houses of the Greek Revolution*, with items from its collections, in collaboration with the SNFCC.

At the same time, a new cycle of educational programs began, entitled *Folio Number 1821*, aimed at members of the Greek Libraries Network. In addition, tales of heroes and people of the era came to life through creative dialogues from children's books but also through the NLG's historical archives in readings by writers, actors and artists in the new reading cycle *Stories for [21]*.

After a pause due to the pandemic, the *Logos* events resumed, curated by Stavros Zoumboulakis, President of the Supervisory Council of the NLG, with the ninth series concluded in December 2021. The Library's publishing endeavors also expanded with new editions of the *Logos* series (*Primo Levi* and *The Prague Spring*). To these was added: *Emm. Roidis: The Annual Reviews in "Ora" (1878 - 1889)*.

In 2021, the statutory text providing institutional guidelines for the Governing and Operating Agency of the NLG was finalized, the NLG's Strategic Development Plan was prepared, mapping its course for the next five years, and financial plans were drafted and submitted to the relevant bodies for funding (NSRF, Recovery Fund). To take advantage of the unique conditions of quarantine and teleworking, a series of 17 in-house peer seminars was organized, achieving the active involvement of all NLG staff.

Through the project, "Strengthening Public Libraries", the NLG, as the national bibliographic and cataloging center of the country, and coordinator of the Greek Libraries Network, ensured a smooth transition to the era of interconnectivity with 30 Public Libraries utilizing a modern integrated library system (Koha). But without doubt, the most important fact for 2021 was the return of readers, researchers and scholars in the NLG Reading Rooms, where the research transpires.

Filippos Tsimpoglou
Director General
National Library of Greece

★ *In 2021, the statute of the Governing and Operating Agency of the National Library of Greece and the Strategic Development Plan for the next five years were completed.*



Greek National Opera

2021 was the second year in which the pandemic inflicted great difficulties, including for the production of art around the planet. In the first half of the year, lockdowns were a familiar reality for millions of people worldwide.

Despite challenging conditions, the Greek National Opera (GNO) worked systematically and creatively and managed, within a short period of time, to inaugurate the full operation of GNO TV, a new online platform for broadcasting its performances. GNO TV is made possible by a grant from the Stavros Niarchos Foundation (SNF) to enhance the GNO's artistic outreach.

In this way, the Greek National Opera was able to carry through, record and broadcast on GNO TV, its opera productions of *Don Giovanni*, *Andrea Chénier*, *Le nozze di Figaro*, the opera and dance diptych *Despo - Greek Dances*, as well as major productions of our Alternative Stage, including *Human Behaviour*, the Lord Byron cycle, the bicentennial tribute production of Michail Marmarinos and Akilas Karazisis, the commemorative commissions *Domna's Song* and *Ask Ada*, piano recitals and productions for children, as well as a series of ambitious online festivals. The GNO not only continued its artistic activity, but also managed to present the performances it had planned through its new online platform, thus maintaining constant contact with its audience. At the same time, in 2021, the Greek National Opera dedicated much of its program to the bicentennial of the Greek Revolution of 1821, which was also made possible by a Stavros Niarchos Foundation (SNF) grant.

From July to September 2021, the GNO presented major productions at iconic venues across Athens. At the Panathenaic Stadium in July, it invited the world-class opera stars Anna Netrebko, Anita Rachvelishvili, Yusif Eyvazov and Dimitri Plataniyas for a grand tribute to Giuseppe Verdi, attended by more than 8,000 spectators. At the Odeon of Herodes Atticus, the GNO presented the ballet *Dance With My Own Shadow* and a recital of the "king of tenors" Jonas Kaufmann.



The period between September and December, the return to our venues at the Stavros Niarchos Foundation Cultural Center ushered in a great celebration of opera, dance and musical theater. Thousands of spectators reclaimed the red seats of the Stavros Niarchos Hall to applaud the long-awaited performance of Marina Abramović as Maria Callas, the recital of Sonya Yoncheva, *Axion Esti* oratorio by Mikis Theodorakis, the Greek operas of Paolo Carrer *Despo* and *Frossini*, the productions of the GNO Ballet, *The Nutcracker* and *Greek Dances*, the family opera *The Magic Pillows*, along with the revival of the opera *The Murderess*. Meanwhile, at the Alternative Stage, milestone anniversary productions for the bicentennial of the Greek Revolution were presented, including *Capodistrias: Monodrama of a Secret Life*, the performative installation *Synthesis*, *A Greek Songbook*, *The Air of Greece*, along with the song cycle *Asikiko Poulaki*, the tribute to Anestis Logothetis, and the childrens' production *Silence, the King is Listening*.

Any summation of the GNO's activity for 2021 could not omit our learning and social outreach activities, featuring various programs, concerts and performances, including our first sleepover: ten children were hosted at the impressive spaces of the GNO venues at the SNFCC and experienced a memorable night at the Greek National Opera.

Giorgos Koumendakis
Artistic Director
Greek National Opera

Continuing the vision of the Stavros Niarchos Foundation (SNF)

In 2017, when the Stavros Niarchos Foundation (SNF) announced during the delivery ceremony of the Stavros Niarchos Foundation Cultural Center (SNFCC) to the Greek State and the public that it would continue to support us for five more years, it could not have foreseen that the people's response to the SNFCC would exceed even the most optimistic predictions. In these five years (2017-2021), SNF has been a constant and vital force by our side as we took our first steps; actively supporting us, covering not only a significant slice of our operating expenses, but also the cost of organizing thousands of public events for everyone to enjoy. Year after year it has witnessed, just as we all have, how people have embraced the SNFCC, justifying its support and validating its vision for the creation of an open and truly accessible public space, made by the people for the people.

Since the idea of creating the SNFCC was first conceived, SNF has allocated a total of \$739 million (€608 million) through its grants. This amount was allocated mainly to the project's construction, but also to support our operating expenses and more than 16,000 public events for the first five years of our operation. Furthermore, SNF's contribution entailed additional programs to strengthen the work of the SNFCC, such as the Paid Internship Program and the Membership Program, in tandem with infrastructure projects beyond the original design, such as the Dome in the Labyrinth and the Dancing Fountains in the Canal.

Today, five years after the delivery, we have progressed, we have evolved, we have grown through difficulties—including the unexpected, like the pandemic. And in this new chapter, SNF remains by our side, by the side of our millions of visitors; renewing its support for another year, with a \$11.2 million (€10 million) grant to cover our operating expenses and planning. Thus, giving us the necessary impetus to continue to fulfill our mission, infusing the knowledge we have gained over the years with fresh vision.

Brief overview of 2021

As we reflect on our collaboration with SNF for our 2021 annual report, in addition to SNF's continuous support towards our planning and operating expenses, we also want to single out the new Delta restaurant, located on the 5th floor of the Greek National Opera (GNO). Created through the initiative of and with a grant by SNF, Delta aims to become a landmark culinary destination in line with the high standards of the SNFCC and to share Greek cuisine around the world, and has already begun to claim its place among the world's top restaurants.

Simultaneously, this year we launched a collaboration through the Foundation's new Stavros Niarchos Foundation-Lincoln Center (SNF-LC) Agora Initiative. The SNF initiative aims to redefine and reactivate public spaces through "Twin Agoras" at the SNFCC and Lincoln Center for the Performing Arts in New York. The parallel open-air exhibition Faces of the Hero by young artists at both the SNFCC and at Lincoln Center provided a first taste of all that this alliance has in store for us.

In 2021, through SNF's Recharging the Youth initiative, we welcomed 211 young people aged 18-35, who participated in the paid internship program contributing their ideas and enthusiasm to the daily operation of the SNFCC and in joint projects with the GNO and the National Library of Greece (NLG). Young people, after all, have always been at the core of both our work and the SNF's endeavors for the public good. Our goal, through a variety of activities and programs, is to offer these young people the space to express themselves freely, evolve, be inspired, and continue to dream.

SNF Nostos of the SNF

After a one-year break due to the pandemic, during which SNF hosted SNF Nostos virtually, the premium summer celebration of art, culture, knowledge and the joy of coexistence returned to the SNFCC in 2021, with the necessary COVID-19 precautions. In total, more than 70,000 visitors joined in this five-day celebration



The most important achievement of the Stavros Niarchos Foundation Cultural Center (SNFCC) is the way it has been embraced by all people, creating—as we had envisioned along with its architect, Renzo Piano—an open and accessible public space. It took a lot of effort, a lot of energy, and a lot of work by many people, as well as close cooperation between the public and private sectors. The SNFCC is an international landmark, which is home to the Greek National Opera (GNO) and the National Library of Greece (NLG), along with Stavros Niarchos Park. It is a place thousands of people embrace and visit daily to be entertained and express themselves, to join conversations, to meet up and enjoy quality time together. We at SNF continue to support the SNFCC, to the extent of our abilities, while looking forward and hoping that, in the near future, it will be able to rely solely on its own strengths and continue to fulfill its role as a project made by people for people.

Andreas Dracopoulos

Stavros Niarchos Foundation (SNF), Co-President

in August (25-29/08). We had the opportunity to resume what we love and come together as summer came to a close. Burna Boy, Bomba Estéreo, MELISSES, Fotini Velesiotou and Good Job Nicky were among the many artists who delighted the audience. In a leading role were 25 young people, who in collaboration with MAD TV's professional presenters, conveyed the pulse of SNF Nostos through posts on SNF and MAD TV's social media channels.

Centering on the theme of "Humanity and Artificial Intelligence," the SNF Nostos Conference offered two days of participatory dialogue and discussion by thinkers and experts from a wide range of fields. Concurrently, from a different perspective, SNF Dialogues, organized by the journalism nonprofit iMEEd (incubator for Media Education and Development) and the SNF Agora Institute at Johns Hopkins University, held an open discussion on the topic of "Humanity - AI Symbiosis." The discussion was moderated by journalist and SNF DIALOGUES Executive Director Anna-Kynthia Bousdoukou, and SNF Agora Institute Director, Hahrie Han.

The SNF Nostos Run, in collaboration with the nonprofit organization Regeneration & Progress,

was another highlight of this celebration. A total of 2,021 runners participated, raising €10,000 to support nonprofit organizations ARTOGETHER - Art for People with and without Disabilities, and the Association of Social Responsibility for Children and Youth - SKEP. With matching double contributions from SNF, €30,000 was raised for the organizations.

Last year was special for another reason: in 2021, SNF celebrated its 25th anniversary. An impressive, custom drone show, the first of its kind in Greece, was the magical final performance of SNF Nostos each night.

SNF Nostos 2021 reminded us of the joy and in person magic that we had missed so much, reenergizing us for summer 2022.

SNMF



A Multifaceted Destination

One destination,
countless experiences



Redefining the concept of public space

One of the main strands of the SNFCC strategy is to continuously broaden the range of experiences it offers, building on its identification as a public good, the final beneficiary of which is always the visitor.

A walk around the SNFCC is an enriched visitor experience that goes far beyond a mere stroll: from Dancing Fountains shows in the Canal and visual installations in the Stavros Niarchos Park in the context of an exhibition, to yoga classes at the Great Lawn, or a festive family outing on the Ice Rink.

Guided by the Stavros Niarchos Foundation's (SNF) vision of a truly public space, open to all, and its valuable support through which the majority of the SNFCC events are organized and part of the SNFCC operating expenses are covered, in 2021 we managed to restart services and programs, develop the visitor experience through a wide range of actions and initiatives, and train ourselves to adapt to the new reality in order to return to live-audience events in May.

Thus our guests were once again able to use the free Shuttle Bus service in order to reach the SNFCC, enjoy a ride on city bikes, embark on scheduled guided tours of the Stavros Niarchos Park and the buildings of the National Library of Greece (NLG) and the Greek National Opera (GNO), exercise with fitness equipment on the running track and enjoy their coffee, a meal or a drink at the food and beverage service spots.

2021 saw the addition of 14 new choreographies, with the Dancing Fountains dancing daily to disco rhythms, opera, classical music and well-known soundtracks.

In the summer, every Wednesday, the Lighthouse terrace, with its panoramic view, hosted DJ sets of beloved musical producers, right on time to enjoy incredible sunsets.

Moreover, we handed the microphone over to our audience for the first time ever, organizing open mic sessions dedicated to music and stand-up comedy. "Open Mics" were hosted in a tent set up next to the Water Jets, while these themed nights were open to anyone aged 15 to 25.

The music prevailed, accompanying even the chilliest of evenings at the SNFCC. Using the sound system of the Dancing Fountains, during the months of November and December, music producers curated a series of unique playlists, the *Agora Setlists*, pumping the beat at the Agora. Meanwhile, those who enjoyed a nightcap overlooking the Canal had the opportunity to watch live jazz music performances.

As part of the *SNFCC Christmas World*, the Lighthouse terrace was transformed into a

Christmas rendezvous point for our guests. The 360° Christmas Pop-Up Bar, designed by architect and set designer Elina Loukou, sported bright colors and abstract lines, to recast the Lighthouse terrace as a festive bar with a modern aesthetic. Three large colored objects, inspired by Christmas ornaments, invited our guests to listen to music and gaze at the city through a Christmas-red filter.

Due to the pandemic, we made every effort for our offerings to be dynamic and constantly adapted for the most efficient service to our guests.

New initiatives in 2021, which facilitated the special operating conditions of the SNFCC, allowed independent exploration of the SNFCC, either live or digitally. Via a virtual tour, users can now browse original areas of architectural interest that are accessible to the public for the first time, such as the Stage Tower of the Stavros Niarchos Hall, the seismic isolators of the building complex and the interior of the Energy Canopy.

Also available are fun facts and details about the SNFCC's operation and construction, along with our soundscapes, comprised of exclusive narratives and recordings from the Stavros Niarchos Park,

the Greek National Opera (GNO) and the National Library of Greece (NLG). Additionally, the new 360° map of the SNFCC's Lighthouse will guide the visitor to all those places that make up its incredible panoramic view: Athens, Piraeus, Saronic Gulf and, in pride of place, the Acropolis hill.

At the same time, we gave the family outing a new dimension with the Family Backpacks, which made their debut at the SNFCC's Receptions at the end of the summer. Children and adults can discover the SNFCC and the Stavros Niarchos Park together, through two themed backpacks full of creative activities and games for the entire family. The Explorers' Backpack contains the Exploration Book as a guide for families to proceed through various parts of the SNFCC in order to complete 10 imaginative missions.

Children observe the textures of the park's plants, get acquainted with concepts such as sustainability, architecture and design, measure distances and cultivate their imagination through puzzles and games. With the Researchers' Backpack, the exploration continues at home, through additional activities, a memory game, and a trumps card game based on a herbarium.

In order to provide the safest conditions possible, we have scrupulously implemented all necessary protective measures under Hellenic National Public Health Organization regulations, making relevant recommendations to the public during their stay at the SNFCC. In short, some of the main measures we took to protect public health were distance observance, the compulsory use of masks outdoors and indoors, frequent disinfecting, and the demarcation of circles on the Great Lawn so as to ensure physical distances are kept during large-scale events.

At the same time, we set up special coordination groups (Spectator Services) to welcome the thousands of visitors during the *SNF Nostos* and the celebration of December 1, when the signal was given to bring the *SNFCC Christmas World* alive.



2,832,098
visitors in 2021

20,489,949
visitors in 5 years

Aiming for the universal inclusion of people with disabilities across the entire range of the SNFCC experience, in 2021 we completed a detailed inventory of our improvement opportunities in the realm of accessibility issues.

Consequently, we pledged to proceed with the implementation of relevant initiatives across our programs, services and communications. First steps were the guided tours for people with disabilities, launched at the end of 2021, the map of the SNFCC in Braille, as well as the expanded accessibility of our theater performances and visual events through the use of surtitles and audio description.

At year's end, we completed the visitor satisfaction survey in order to identify how expectations have changed in the pandemic era and adjust our operations accordingly. The survey was conducted through interviews with a sample of 1,800 SNFCC visitors, aged 18 and older. As general conclusions, the SNFCC has established itself in the public consciousness after five years of operation, and is a popular destination for walking and recreation, while service and safety are key criteria of visitors' preferences. In addition, it was confirmed that the Dancing Fountains at the Canal steal the show and have become the favored meeting point of our audience.



89% of the respondents would encourage acquaintances and friends to visit the SNFCC

94% of our visitors have a positive opinion of the SNFCC and its operation

91% of our visitors are very pleased with the courtesy and service of the SNFCC staff

92% of our visitors feel safe while at the SNFCC in connection with the pandemic

82% of our visitors feel secure on SNFCC premises

Haute cuisine destination

In July 2021, Delta, a fine-dining restaurant, featuring contemporary Greek cuisine, opened its doors on the 5th floor of the Greek National Opera (GNO) building at the SNFCC.

Delta was created through an initiative and a grant by the Stavros Niarchos Foundation (SNF). It aims to become a landmark culinary destination in line with the high standards of the SNFCC, and to promote Greek cuisine around the world.

The creation of a pioneering restaurant at the SNFCC complements SNF's vision for the cultural institution, which is a public space for visitors from Athens and around the world, but also a model of environmental sustainability in terms of design, construction, operation, and footprint on the wider ecosystem.

Following a "nothing lost—nothing wasted" philosophy, the restaurant adopts an operational model that respects natural resources, while simultaneously raising public consciousness around the importance of sustainability and gastronomy. In this context, collaborations with small producers from all over Greece supply the kitchen daily with authentic, original, and uncommon ingredients, with an emphasis on organic products.

With a philosophy that has focused on quality, reliability, and a high level of service and mastery for over two decades, Dipnosofistirion has enthusiastically adopted the vision shared by the SNF and the SNFCC and aspires to create a restaurant that will attract foodies and gastro-travelers from all over the world.

Thanos Feskos, who serves as one of the Head Chefs, was previously Assistant Head Chef at Geranium, a Michelin 3-star restaurant in Denmark. He has delved into the dynamism and avant-garde experimentation of Scandinavian cuisine, and is a lover of Greek cuisine and a connoisseur of the local, farm-to-table approach. He joins forces with the

other Head Chef of Delta, George Papazacharias, who also leads an R&D team and has previous experience at the Michelin 3-Star restaurant Maaemo in Oslo and at Under, also in Norway. Additionally, a new bar concept has been developed as part of the restaurant, in collaboration with Thanos Prunarus and the Baba Au Rum team.

The restaurant was designed by the award-winning firm Kois Associated Architects. With modern Greek culture as a starting point for the architecture of the restaurant, the concept is in direct harmony with the design of the SNFCC and the vision of Renzo Piano. In a cultural center that brings together a diversity of experiences and environments, the design approaches "Greekness" through contemporary art, music, and gastronomy—concepts that exist in everyone's minds, consciously or subconsciously, through memories of architectural structures, sounds, smells, flavors, and atmospheres.

In addition, Delta embraces art and organically integrates yearly rotating artworks in its interior and surrounding spaces. The artists presenting their works at Delta have been awarded the Stavros Niarchos Foundation Artist Fellowship by ARTWORKS. Building on the concept of sustainability, we are called upon to think of art as part of a variegated ecosystem of interdependent elements.

In the first months of its operation, Delta has managed to excite the critics and public, consolidating its position on the gastronomic map of Athens. In the near future, educational programs and workshops will be hosted so as to further promote concepts such as sustainability, sustainable development and sound management of natural resources. Food and wine tasting seminars will also be offered.



SNFCC: An international landmark, a meeting point for creative dialogue

From its first day of operation until today, the SNFCC has evolved into a reference point for Athens, attracting important personalities from around the world. A special moment in its recognition as an international cultural landmark was September 17, 2021, when the Greek Prime Minister welcomed to the SNFCC the Heads of State and Government of the Mediterranean Countries of the European Union, along with the President of the European Commission, as part of the EU Med 9 Summit on climate change and the Mediterranean environment.

SNFCC hosted this significant forum not only as one of the most visible emblems of modern Athens, but also as a model sustainability hub of global scale, with the LEED Platinum certification.

Ever since the inception of the idea for the creation of the SNFCC by the Stavros Niarchos Foundation (SNF) and the Renzo Piano Building Workshop, sustainability has been a primary objective, achieved by utilizing a new paradigm of construction, operation and maintenance of public spaces and infrastructure, but also by raising public awareness of environmental issues.

Also in the presence of the Greek Prime Minister, an event about Artificial Intelligence, Data Science and Algorithms, was hosted at the National Library of Greece (NLG) at the SNFCC, organized by the Committee "Greece 2021."

Additionally, the SNFCC was the host venue of choice for a number of corporate events featuring major representatives of the private business world, such as Mastercard, Piraeus Bank, Eurobank, BMW, Philip Morris International and Huawei. As a result, key landmarks of the SNFCC premises, including the Lighthouse, the GNO's Stavros Niarchos Hall, the Dome and the NLG Book Castle, hosted film screenings, conferences, anniversary events and launches of initiatives and new products, as part of the SNFCC Venue Hire services.





Synergies

The concept of cooperation lies at the heart of the SNFCC identity: it is an organization operating through a special public-private partnership. Moreover, thanks to our shared path with the National Library of Greece (NLG) and the Greek National Opera (GNO), we are constantly demonstrating that joining forces is the best way forward and up.

Five years after its delivery to the Greek State, the SNFCC is on a growth trajectory, which would have been impossible without the proper synergies that help evolve and enrich its identity. In similar fashion, the SNFCC team has participated in initiatives, forums and conferences in order to share experiences and learn from other related organizations.

In terms of the SNFCC's development strategy, we have laid the groundwork for long-term partnerships, such as the one with the Lincoln Center for the Performing Arts, as part of the Stavros Niarchos Foundation - Lincoln Center (SNF-LC) Agora Initiative, which aims to bring new approaches in cultural engagement within public spaces. The multi-month exhibition *Takis: Cosmos in Motion*, one of the SNFCC's key event signatures upon the Athens contemporary art scene, could not have been implemented without the exemplary cooperation with the Takis Foundation - Research Center for the Art and the Sciences..

For the sixth consecutive summer, *Park Your Cinema*, the SNFCC's series of outdoor cinema screenings, welcomed audiences on the Great Lawn of the Stavros Niarchos Park and the Panoramic Steps. The season was marked by the collaboration of the SNFCC with one of the country's premier film institutions, the Thessaloniki Film Festival (TFF), who curated the program of films and documentaries for adults. Similarly, the Athens International Children's Film Festival (ATHICFF) compiled the children's film program for *Park Your Cinema Kids*. Once again, we joined forces with the Athens Photo World team, presenting two photo exhibitions (*As I was Dying*, a study of the photographic work by Italian artist Paolo Pellegrin; and *World Press Photo 2021*, featuring

Driven by extroversion

photographs that excelled in the annual international photojournalism and documentary competition); a digital projection program and discussion to mark the 50th anniversary of Doctors Without Borders, and the prestigious Yannis Behrakis and Athens Photo World awards.

Within the framework of the School Programs, we co-founded specialized training courses for students, teachers and professors together with the respective experts: the National Observatory of Athens for sustainability programs, the Greek Safe Internet Center for digital security issues, the Association of Social Responsibility for Children and Youth (SKEP) for accessibility issues, and Junior Achievement Greece for entrepreneurship. Staying true to its integral sustainability focus, the SNFCC participated for the sixth consecutive time in the European Mobility Week, through a wide range of actions aimed at promoting a more environmentally friendly lifestyle.

At the same time, the SNFCC team shared practices, raised concerns and promoted the values that govern the Organization through its participation in a series of speeches and conferences:

- *Customer Loyalty Management Conference 2021*, "Building relationships that last through the SNFCC experience"
- *6th Facility Management Conference*, "TFM: Innovation during the pandemic"
- *Synyparxis Forum 2021*, "The Role of Education in Raising Citizen Awareness of Sustainability Issues"
- *Moodle Moot Greece 2021*, "The transition to the phygital era through the SNFCC Class"
- *11th International Conference on Open & Distance Learning*, "The transition to the phygital era through the SNFCC Class"
- *Good Practices in Customer Service 2021*, "SNFCC & Covid-19 - Turning challenges into Opportunities: Up close and from afar"
- *HICS: National Customer Service Awards 2020*, "SNFCC Case Study - Better Customer Service Training"
- *Panhellenic Customer Service Day 2021*, "Fast forward to the phygital era"

Events

Leveraging the transition back to in-person interaction with the SNFCC visitors



When composing a highly diverse program, the selection of events is driven by the philosophy that governs the SNFCC operation as a whole. From the beginning of its active life, it has been a public space open to all, hospitable without exclusions, built upon the original vision of the Stavros Niarchos Foundation (SNF).

A meeting place that, thanks to the continuous support of the SNF, offers cultural experiences and a variety of choices for recreation, learning, sports and wellness, with free admission or an affordable ticket. In May 2021, the SNFCC returned to a more normalized operation, organizing events in the physical presence of the public. With flexibility and adaptability to evolving conditions and information, we offered our guests unique live experiences across the key pillars of our programming: music, theater, literature, lectures, art, education and sports.

A total of **2,854** events took place.

The following are the events that stood out from the SNFCC Program for 2021.

Faces of the Hero

For the milestone of the 200th anniversary of the Greek Revolution of 1821, we designed *Faces of the Hero*, a wide spectrum of activities and events throughout the year, which aimed to explore the concept of the "hero archetype", as this is reflected in all aspects of art through time: music, performing arts, visual arts, as well as readings, lectures and educational programs.

Visual arts

In January 2021, the Monument of Zalongo returned to the Agora of the SNFCC; presented initially in 2019 as part of the major exhibition *George Zongolopoulos: The Vision of Public Sculpture*. At the Reception, we displayed the miniature of the silver-plated brass work, made by the sculptor himself. At the beginning of February, on the Planted Roof of the NLG and the Southern Paths, we welcomed George Xenos's *Passers-by* and *Seven Gates*. *Passers-by*, 125 iron contours of people, about 2 meters high, were presented at the SNFCC for the first time in their full form. *Seven Gates*, a polysemous iron installation of monumental dimensions, invited visitors to reflect on timeless and topical issues.

In the spring of 2021, the SNFCC and the Lincoln Center for the Performing Arts announced the realization of a transatlantic exhibition entitled *Faces of the Hero*, which marked the inaugural event of the Stavros Niarchos Foundation - Lincoln Center (SNF-LC) Agora Initiative. In this context, works which explored the meaning and evolution of "hero" and "heroism" through history, made by students

from the Athens School of Fine Arts and the Parsons School of Design in New York, were presented in outdoor public spaces at both organizations from the beginning of July. These students were invited to submit works to participate in the exhibition *Faces of the Hero*, offering up their own interpretations of heroism or heroic figures, from past to present. A jury consisting of art professionals and representatives of the SNFCC, the Lincoln Center and the two Schools, selected 20 works—10 from each city—to be presented at the exhibition.

At the end of the year, the last event of the *Faces of the Hero* program was inaugurated in the atrium of the 4th floor of the NLG. The exhibition entitled *The printing presses of the Greek Revolution* presented typical samples of the period 1821-1827, from the NLG collections.

Parabases

Within the framework of *Parabases*, the SNFCC's readers theater, three final performances were staged, directed by Hector Lygizos, in an online broadcast from the Lighthouse. Aris Servetalis and Flomaria Papadaki presented the model of the

modern lone hero, as it emerges in one of Dostoevsky's most radical texts, *Notes from Underground* (January 2021). February saw the presentation of "The Adventure of the Windmills," an excerpt from *Don Quixote*, one of the most important—and wittiest—European novels, in which Cervantes parodies delightfully the hero of the knightly stories. The actors included Yiannis Niarros, Galini Hatzipaschali and Thanos Tokakis.

In April, *Parabases* concluded with a theatrical reading of an excerpt from the *Memoirs of General Makriyannis*—specifically the *Siege of the Acropolis*. Alexia Kaltsiki and Aeneas Tsamatis presented a symbolic chapter from this monumental text of modern Greek literature in a live-streamed event.

Prometheus Bound

An important collaboration with the National Library of Greece (NLG), presented outside the SNFCC walls, was the production of *Prometheus Bound*. For five performances at Vallianio Megaron, the composer, performer and sound designer Dimitris Kamarotos, together with the actors Amalia Moutousi and Konstantinos Avarikiotis, the mezzo-soprano Anna Pangalou and the musicians Katerina Konstantourou and Christos Liatsos, staged *Prometheus Bound* by Aeschylus, from the translation by Nikos A. Panayotopoulos, in a live spectacle specially set up for screening. The work was presented on the big screen of the Stavros Niarchos Hall (SNH) as a cinematic offering.

Readings

In March, on the occasion of the anniversary month, the poet, translator and scholar of folk songs, Pantelis Boukalas, edited two dramatic episodes dedicated to folk poetry (*Acritic Songs – Paraloges*). The director was Yannis Kalavrianos, with the participation of actors Yorgos Glastras, Eleni Kokkidou, Christina Maxouri and Dimitris Papanikolaou.

Concerts

Schoolwave plays with tradition was an exciting musical event of the *Faces of the Hero* series. The creative group Schooligans "appeared" for a public performance at the SNFCC Dome, in collaboration with the GNO, revisiting the Greek demotic song tradition.. Three selected bands from the three levels of Schoolwave (high school students, college students, and professional musicians) performed remakes of folk songs.

In October, the SNFCC in collaboration with the Domna Samiou Folk Music Association, presented the Third Meeting of Youth Folk Ensembles, *The leaves of the rose*: a two-day affair at the SNFCC Dome, filled with music and song, featuring 18 bands from all over Greece and more than 100 young musicians and singers. The artistic



director of the event was Sokratis Sinopoulos.

Lectures and Talks

In the context of the lecture *Faces of the Hero: Uomini Famosi in the Italian Renaissance – Humanists and Artists*, Marina Lambraki-Plaka, Director of the National Gallery and Emeritus Professor of Art History, spoke about "Heroes" of the Italian Renaissance, who, as she put it, "were the intellectuals – Ancient Greeks but also modern humanists. Artists will strive to join this pantheon." Iosif Vivilakis, Chair of the Department of Theatre Studies of the National and Kapodistrian University of Athens, addressed the evolution of the theatrical hero in the history of the stage in his speech titled "Faces of the Hero: The theatrical hero from ancient drama through to the present day: A diachrony."

Finally, as part of the presentation of the two art installations by George Xenos, the SNFCC audience was able to address questions to the distinguished artist, in the context of his conversation with Denys Zacharopoulos that took place at the Lighthouse.

As part of the themed program *Faces of the Hero*, a plethora of workshops for children, adults and SNFCC Members was also implemented.

Takis: Cosmos in Motion

The exhibition *Takis: Cosmos in Motion* took place in the public spaces of the SNFCC from June 23 to November 14, in collaboration with the Takis Foundation – Research Center for the Art and the Sciences (K.E.T.E.). This large-scale presentation of emblematic sculptures of the internationally renowned artist Takis (Panayiotis Vasilakis, 1925–2019) introduced a fresh view of his work's significance, both for the new generation and for those who already knew it. Takis's sculptures came to the SNFCC to engage in conversation with both the SNFCC's visitors and Renzo Piano's building, in a space where people of all ages meet and interact. A special component of the exhibition was the Music Room, set up in the Dome, where 7 of Takis's musical sculptures (including the iconic Gong) were presented, and set in motion in daily slots for our visitors.

Parallel Events

The living dialogue between art, ecology and technology has been at the heart of this new examination of Takis's work, lending food for thought to both those familiar with his artistic identity and the new generation who encountered him for the first time.

Key questions about wind energy, magnetism and the role of gravity in our daily lives have been the focus of a number of parallel activities at the SNFCC, such as educational programs for children and adults, art workshops, school programs, and guided tours, revolving around the works of Takis. At the same time, the audio walk allowed visitors to discover this leading Greek artist's life and iconic works, which were exhibited in the SNFCC's public spaces.

Takis and the 4th Dimension

On September 15, live at the SNFCC Lighthouse, and as part of the Takis Exhibition, we had the great pleasure of hosting Toby Kamps, Director of External Projects at London's White Cube gallery, who represents Takis's estate.. Kamps is also editor-at-large for the Brooklyn Rail, a New York-based print and online art and culture journal. In 2015, as Curator of Modern and Contemporary Art at the Menil Collection in Houston, he organized the exhibition *Takis: The Fourth Dimension*.

Finally, the edition *Takis: Cosmos in Motion* was made available at the SNFCC Store—an accompanying catalog of the exhibition of the same title, presented through the photographic lens of Panos Kokkinias.



During the summer of 2021 at the SNFCC, we watched, among many other things, concerts and open-air film screenings at the Great Lawn and the Panoramic Steps; the Dancing Fountains at the Canal danced to disco beats, opera and classical music; and sports and wellness enthusiasts participated in sporting events at the Stavros Niarchos Park.

Concerts

Parklife: The SNFCC's established music series returned to the Panoramic Steps of the SNFCC. Offering a panorama of the varied domestic music scene, from traditional to electronic pop and from new art to post-industrial sounds, the following concerts were staged: Jasmine Tea (a tribute to Arleta), Human Touch, The Children of the Oldness & Paidi Trauma [Wounderkind], Sophie Lies & Danai Nielsen, and Whereswilder. The curtain closed on the *Parklife* series with Locomondo, this time at the Great Lawn.

As part of the Mediterranean Festival of the Municipality of Kallithea (MFMK), we hosted a concert by Vasiliki Karakosta at the Panoramic Steps, with songs from the ten largest islands of the Mediterranean, entitled *A vast, near-landlocked sea*.

Movie screenings

Park Your Cinema, the summer screenings that have marked our summers at the Stavros Niarchos Park, returned to our programming since mid-June. The circles on the grass of the Great Lawn, which had solved the problem of maintaining distances since the previous summer, were reinstated. In 2021, the screening programs *Park Your Cinema* and *Park Your Cinema Kids* passed into the experienced hands of two leading film institutions: for *Park Your Cinema*, we collaborated for the first time with the Thessaloniki International Film Festival (TIFF), the preeminent film institution in the country, to present a comedy chronicle (a total of 11 films were screened) and three music documentaries. For *Park Your Cinema Kids*, we

collaborated with the Athens International Children's Film Festival (ATHICFF), offering a film program (a total of 11 films were screened) aimed at developing empathy in children, eliminating differences and creating an environment of love and trust.

The city and the city

In the context of our synergies, the Greek National Opera Alternative Stage teamed up with the Thessaloniki Film Festival to present at the Panoramic Steps the installation-feature film by Christos Passalis and Syllas Tzoumerkas, *The city and the city*. The space was specially arranged to accommodate this innovative action (an art installation with three simultaneous screenings), which narrated six episodes from the life and sufferings of the Jewish community of Thessaloniki, coupled on screen with the city in its present state. The world premiere of this work took place at the 72nd Berlinale, when it participated in *Encounters*, an official competition section of the Berlin Film Festival.

Additional recreational activities

For the first time, the Great Lawn of the Stavros Niarchos Park was transformed into a large stadium and hosted, in collaboration with the nonprofit Regeneration & Progress, a football tournament for children: *Let's play Rush Goalie*. The popular stand-up comedian George Hatzipavlou presented 5 unique performances at the Panoramic Steps entitled *Stand Up Kids*, a comedy show for children 6-12 years old and their parents. George Hatzipavlou devised a show especially curated for the SNFCC, based on humorous stories from childhood, but also humorous answers to many questions that concern children today. In addition, the young visitors of the SNFCC had the opportunity to attend skateboarding classes in collaboration with the Free Movement Skateboarding organization, while a roller skate show, as a pop-up event, caught the eyes of those who took a walk at the Agora.

Jon Fosse Someone is Going to Come

In a unique blend of realism and poetry, the play *Someone is Going to Come*, by the award-winning Norwegian novelist and playwright Jon Fosse, premiered on September 24 in a production by Yannis Houvardas that was customized for the SNFCC Dome. The play ran until mid-October.

The translation was made expressly for the show by Eri Kyrgia, sets/costumes by Niki Psychogiou, music by Henri Kergomard, lighting by Alekos Anastasiou and video projection design by Pantelis Makkas. Three important actors of the younger generation appeared in the production: Antonis Myriagos, Alkistis Pouloupoulou and Haris Fragoulis.

This landmark theatrical production of the SNFCC debuted on September 7 at the Fosse Festival in Oslo, earning enthusiastic reviews from both the audience and the author himself.

John Fosse, the most frequently performed European dramatist of our time, is deemed among the most vital voices in world literature. His work has been translated into over fifty languages. He has been honored with many international awards (among them the prestigious "Ibsen Award"), while his plays have been staged by many leading directors (Claude Régy, Patrice Chéreau, Thomas Ostermeier, Oskaras Koršunovas, Ivo van Hove, Luk Perceval, Jossi Wieler, Katie Mitchell, etc.) in the world's largest theaters.

Someone is Going to Come is chronologically one of Fosse's first works. It premiered in 1996 at the National Theater of Norway. Over forty plays followed, performed all over the world, from London to Moscow and from Paris to Tokyo. *Someone is Going to Come* is Fosse's third play directed by Yannis Houvardas after *Beautiful* (Amore Theater, 2004) and *Death Variations* (Poreia Theater, 2013).



The SNFCC Christmas World

Reviving one of the SNFCC's
strongest traditions

On the first night of December, a radiant public celebration in the Agora marked the beginning of the SNFCC *Christmas World*. This much loved tradition came to life again with the support of the Stavros Niarchos Foundation (SNF). Hosted by the actor and writer Dimitris Kouroumbalis, it was broadcasted live for the first time by ERT2, as well as on the SNFCC's YouTube and Facebook channels. At the countdown for the lighting, a dazzling sea of festive lights was switched on across the Canal's plane trees and in the Agora's decorated fir trees, while the Stavros Niarchos Park was transformed into a majestic landscape with the activation of three Light Installations by distinguished Greek and foreign artists. More specifically, the luminous artworks presented at the SNFCC in 2021 were:

- Jen Lewin's *Aqueous* at the Great Lawn: a work inspired by natural symmetry, consisting of interactive platforms, custom designed to detect human movements;
- *Living Lantern* by NEON and Frankie Boyle Studio (England) in the Pine Grove: a kinetic work that combined light, color and alternating forms;
- *Firefly Field* by Studio Toer, specially adapted for the SNFCC Dome: hundreds of moving lights, like fireflies, hovered about its grid at night.
- The perfect circles of Beforelight's *Crop Circles*, sprang up from the Planted Roofs of the National Library building: a popular project brought back from 2017 and 2018, as it converses ideally with the geometry of the SNFCC building.

The 1st of December celebration concluded with a moving artistic alliance between the El Sistema Greece (ESG) multicultural symphony orchestra and youth choir and Onirama, the explosive band powered by the incomparable frontman Theodore Marantinis. Onirama and ESG, who have repeatedly delivered memorable musical experiences at the SNFCC, unleashed their favorite Christmas carols and Christmas-related international hits in new performances. The Dancing Fountains at the Canal perfectly capped off this impressive spectacle.

For over a month, the colorful mosaic of the SNFCC Christmas World was complemented by thousands of balloons that were distributed to young visitors by Santa Claus, and the celebrated Ice Rink on the north side of the Canal operating all day long and free of charge.

In addition, for another year, *Christmas Stories* returned to the Lighthouse with a theatrical performance for children and adults, *It is snowing pink snow*. The esteemed author Angeliki Darlasi penned the play and collaborated with the director Yolanda Markopoulou, exclusively for *Christmas Stories*. A large, multicultural troupe of actors, musicians and performers from different countries was formed for this event. The story brought together children from all over the world, united by the need to get closer to their peers and develop relationships based on understanding, acceptance and mutual support. As a champion of social responsibility,

the SNFCC staged two performances with accessibility services, including interpretation in Greek Sign Language for people with hearing impairments, and with Audio Description and Touch Tour for visitors with visual disabilities.

The emergency government measures implemented against the pandemic for December 31 did not allow us to celebrate New Year's Eve at the SNFCC with the public. For another year, the new year found us separated. However, we managed to offer ERT2 viewers, along with those who watched us from our digital channels, a unique festive program.

Once again, the host of the night was the actress Nandia Kontogeorgi. The program showcased our luminous installations, our impressive Dancing Fountains choreographies, and featured flashbacks to Greek National Opera (GNO) 2021 highlights with recorded excerpts from opera and dance performances. Selected from the rich archive of GNO TV were: arias by Giacomo Puccini's *Madama Butterfly*, W. A. Mozart's *Don Giovanni* and the *Marriage of Figaro*, *Andrea Chénier* by Umberto Giordano, *Carmen* by Georges Bizet, *Greek Dances* by Nikos Skalkotas, and a special choreography on music by Johann Sebastian Bach. Joining great performers of international renown, the Orchestra, the Chorus, the Ballet and the Professional Dance School of the Greek National Opera also appeared.

After the spectacular change of the year, the celebrations continued with a concert by The Swing Cats, who amplified the evening with their sophisticated jazzy sound. The broadcast ended with Imperial Viennese waltzes performed by the ERT National Symphony Orchestra in the Stavros Niarchos Hall, a concert that had been held for our live audience on December 27, under the baton of conductor George Petrou.

Tying the whole night together were the recorded messages of our visitors, who shared their personal anecdotes and glowing memories of the SNFCC's *Christmas World*. The cancellation of the SNF RUN: 2022 FIRST RUN of the Stavros Niarchos Foundation (SNF), organized in collaboration with the nonprofit Regeneration & Progress, did not stop the runners who had registered from supporting children in need. Runners' donations totaling €4,345 were donated to support the work of the organizations "Iliaxtida" Parents, Guardians & Friends Association of People with Autism and Jump Ball of Love. SNF tripled this donation for a final grant of €13,035 that was given to the two organizations.





School Programs

Strengthening ties with the school community

Aligning with online learning until May and classroom teaching from September, the SNFCC's School Programs, which are offered free of charge through the support of the Stavros Niarchos Foundation (SNF), focused on the development of digital educational materials, setting the following objectives: to offer integrated educational experiences, to support the online learning teaching process and to expand the SNFCC's bond with the school community.

After designing the SNFCC Class last year, the further development of the digital platform provides a useful tool that eliminates geographical boundaries and builds the foundation for a new form of school interaction. In essence, the SNFCC Class enables teachers to select integrated programs in digital form with themes of art and sustainability and to implement them together with their students in their physical or online classroom. As a result, the SNFCC's school programs reached schools all over Greece and in some cases went beyond those boundaries. Consequently, the next step was the creation of the digital map of the SNFCC.

At the same time, the implementation of online teachers' workshops entitled *Ideas in the Classroom* covered a range of key social issues, such as recycling, repurposing, diversity, the arts and digital security.

In October, with the start of school visits, the SNFCC welcomed thousands of students and teachers either to participate in an educational program or to simply enjoy a walk. In person educational programs essentially derive from the SNFCC's key pillars, namely sport and wellness, public space, sustainability and the arts. The programs are available in Greek and English, and can be configured, by arrangement, for special education school groups.

Concurrently, the lively dialogue that the SNFCC has opened with organizations and groups who contribute with their experience and knowledge to school programs has also played an important role in further strengthening our relationship with the school community. Constructive collaborations, such as with the National Observatory of Athens for sustainability programs, the FORTH Safe Internet Center for digital security issues, the Association of Social Responsibility for Children and Youth (SKEP) for accessibility issues, and Junior Achievement Greece for entrepreneurship, were embarked on as shining examples of the path ahead for the evolution of the School Visits Program.



SNFCC Class

1,100
registered teachers

607
student projects

School Programs

136
school programs

3,750
students

15
different program themes

School Visits

11,212
students took their School Walk at the SNFCC

Webinars: Ideas in the Classroom

16
webinars

554
teachers

SNFCC Class Webinars

19
workshops

592
teachers

5
educational program themes
(for all school levels)



It was the second time that my class participated in this program and I am glad that I found it as interesting and as well executed as the first time. Engaging children in creating a model of a utopian landscape is not only a challenge for the imagination but (perhaps even more so) for their manual dexterities: a few children are now creating works with their hands (and naturally, reaping as well the obvious benefits of teamwork and collaboration).

Teacher, 7th Grade, 3rd High School of Zografou
For the program "The SNFCC in an urban-tastic landscape"

Environmental Sustainability

Upgrading the sustainable operation of the SNFCC

Recognized as a Green Building, the SNFCC is the first large-scale cultural project to achieve LEED Platinum certification in Europe.

Its certification was the result of visionary architecture and the integration of active and passive technologies that make the SNFCC one of the most environmentally sustainable buildings in the world.

After the SNFCC's certification as a Green Building, a large number of the country's buildings sought and received corresponding certifications, thus making the SNFCC a pioneer in the quest and delivery of environmental sustainability in the built environment.

Based on the original vision of the Stavros Niarchos Foundation (SNF) and Renzo Piano, and building on this tremendous legacy, thanks to the project's innovative design and construction, our sustainability objectives delineate the only way forward in the sustainable operation of the SNFCC. The challenges that we face are many, but so too are the opportunities to optimize our practices based on respect for the environment and sustainable development.

Our internationally renowned facilities operate in such a way as to ensure the efficient use of resources and, at the same time, to minimize any negative environmental impact that may occur. Taking full advantage of the possibilities of modern construction methods, we have implemented a series of projects to upgrade facilities, technological infrastructure and applications.

The SNFCC's driving principle is its unhindered contribution to society as a whole without burdening the ecosystem. For this reason, the strategic axes it sets forth are the utilization of solar energy, the reduction of pollutants and waste, and the responsible management of water resources. The SNFCC is energy-autonomous, with 100% of its annual power consumption coming from renewable energy sources. On average, almost 24% of its electricity needs is covered by the SNFCC's solar panels, while the remaining percentage is covered by renewable energy sources (wind) of the power supplier.



Nevertheless, in 2021 we also faced several challenges due to the dramatic effects of climate change. According to statistics, in 2021 we experienced the hottest summer of the last 43 years. This resulted in a 7.05% increase in energy requirements for the air conditioning system. It also led to a 9.1% reduction in the efficiency of our solar panels.

In 2021, like every year, we took optimum care of the Stavros Niarchos Park, in accordance with clear scientific standards and best practice rules.

In this vein, we monitored and evaluated the plants' rate of maturation and the park's overall development, planting more plants, whenever necessary, and generally doing everything necessary to fully comply with the principles of biodiversity and resilience.



2,078,148 kWh

were produced from the solar panels of the Energy Canopy of the SNFCC, covering the energy needs of the complex at a rate of **21.26%**

40,176 m³ water

was the total volume of water produced by the reverse osmosis systems (seawater and brackish water)

325 tons of waste

was the total waste production of the SNFCC, a result of the operation of the three co-located organizations and the hosting of thousands of visitors

Financial Sustainability

On a growth trajectory

The revenues of the SNFCC Single Member S.A., with which it supports its operation and programming, derive from the Stavros Niarchos Foundation (SNF) grants; the facilities management services it offers to the National Library of Greece (NLG) and the Greek National Opera (GNO); the development of commercial activity on its premises; as well as from funding from the Greek State to which it belongs.

In 2021 the activity of the SNFCC remained unaffected to the greatest extent, on programming and operational level, thanks to the SNF grants.

On the other hand, both the revenues and expenses of SNFCC Single Member S.A. were significantly impacted by the pandemic. Namely, commercial revenues decreased due to reduced traffic and restrictions on commercial activities, while costs increased in order to implement measures to curb the spread of Covid-19. Part of the revenue shortfall was covered by utilizing government support programs.

The commercial activity of the organization, which spans four main areas, ranged as follows:

01 Food and Beverage Service Points

2021 marked the operational debut of the long-awaited gastronomic destination, Delta restaurant, while all existing operators also enriched their products, especially during the festive seasons.

02 Venue Hiring

Starting in May, when the SNFCC returned to live-audience events, our retail spaces reopened, naturally observing all hygiene and safety measures. The Lighthouse, the Stavros Niarchos Hall, the Dome at the Stavros Niarchos Park and the Book Castle provided the setting for numerous bookings by well-known organizations, institutions and private sector companies.

03 SNFCC Store

For the anniversary-themed event *Faces of the Hero*, we created an exclusively designed collection of SNFCC objects. In a similar vein, we paid tribute to the SNFCC's *Christmas World* by producing a limited series of branded products. Through various utilitarian applications of our Christmas visual identity, a wide range of products were available at the SNFCC Store, as well as on its e-shop.

04 Sponsorships

For another successful year, we joined forces with BP, as a Sustainable Mobility Partner of the SNFCC, offering our guests free use of the Shuttle Bus, with services to and from Syntagma and the Syggrou-Fix Metro station. In addition, we continued to operate bicycle workshops at the designated bike repair stations of the SNFCC.

Internship Program

Since the beginning of the SNFCC's operation, more than 900 people have participated in our Paid Internship Program. The program is implemented through the exclusive grant of the Stavros Niarchos Foundation (SNF), as part of its *Recharging the Youth* initiative, and is aimed at people aged 18-35, with or without specialized knowledge background.

In 2021, more than 200 young people contributed efficiently with team spirit, willingness to learn and an enthusiastic response to each new initiative, to the smooth operation of all three co-located cultural bodies (NLG, GNO, SNFCC). Through continuous learning and further development of their skills, interns have the opportunity to apply their knowledge, contribute to matters of communication, collaboration and problem-solving, and gain real-life work experience in a dynamic multifaceted organization, such as the SNFCC.

More specifically, interns attended a series of specialized seminars by distinguished associates on a variety of topics, such as: visitors experience, safety, environmental sustainability, familiarization with people with disabilities, cybersecurity, etc. In addition to their participation in presentations of the year's strategically important actions, interns were granted the opportunity during the internship to attend one or more online seminars of their choice, through well-known e-learning platforms.

In fact, interns from all departments of all three organizations collaborated in group projects under the coordination of the Visitors Experience department, developing multifaceted skills and contributing in different ways to the development of their departments. The ideas they generated were well aligned with the goals, aesthetics and approach of the SNFCC, and some were implemented immediately, making an important contribution to the organization.

The culmination of all these efforts was the SNFCC's recognition as winner of the Customer Service Distinction Award 2021 for Best Customer Service Training at the National Customer Service Awards 2021, along with the Silver Award for Best Youth Employment Initiative at the Boussias Communications' HR Awards 2021.

Still, the most essential feature of the program's developmental nature is the valuable and multifaceted

A special work experience

training that interns acquire, in view of their subsequent career as well as their personal development. A recent survey of interns who have completed the program and participate in the SNFCC Interns Alumni Network found the following:

60% work in their field of study or internship

23% are working in a new field

2.6% are currently looking for a job

Also, **29%** are continuing their studies

23% developed skills such as foreign languages, etc.



I encountered excellent organization, professionalism and kind people, who have an appetite for work and who, in general, cultivated my interest and inspiration to become better and better.

Participant in the Internship Program, Programming department
SNFCC (August 2021)

I consider it a great opportunity to work in such an organization, as one can acquire knowledge and skills and lay the foundations on which to build one's professional future.

Participant in the Internship Program, Procurement department
GNO (August 2021)

Membership Program

After a forced disruption of face-to-face communication, in June 2021 the SNFCC Membership Program resumed, renewed and very promising.

Monthly themes, exclusive events, meetings, get-aways outside the walls of the SNFCC and unique privileges marked the evolution of this engaged SNFCC community, which has 2,000 active members.

Indicatively, the monthly themes unfolded as follows:

June was full of *Kinesis* with the members' preview of the exhibition *Takis: Cosmos in Motion* and the discussion with the head chefs of Delta restaurant, Thanos Feskos and George Papazacharias, on the topic of sustainable gastronomy.

July united the community through *Syzefxis*, heading Outside the Walls of the SNFCC for the first time, as adults and families visited the Takis Foundation – Research Center for the Art and the Sciences, while also listening to SNFCC's first Spotify playlist, *Re-Member*, dedicated to the SNFCC Members.

During *Pause* in August, members visited the *Symbols & Iconic Ruins* exhibition at the National Museum of Contemporary Art (EMST), which featured the SNFCC as one of the most modern cultural architecture projects of the city's urban fabric.

With the advent of Autumn, *Restart* reactivated the Members' Meetups, discussing mindfulness and advancing our writing skills through creative writing workshops for adults and children.

In October, the *Wandering* series saw members touring the neighborhood of the SNFCC, and walking towards the sea. All those elements that shape the character of the wider area came to the fore, followed by a tour of Thanasis Makris's painting exhibition *Sword in Hand* at the National Library of Greece (NLG), accompanied by esteemed guests.

The *Discovery* of November came with the announcement of the first large, multi-month partnership of the Membership Program with Delta restaurant and ARTWORKS. The nonprofit organization, supported by its founding donor, the Stavros Niarchos Foundation (SNF), promotes works of Greek artists, which are organically integrated in the restaurant. SNFCC Members discovered Delta restaurant's secrets, along with hidden details in the studios of five artists through unique art visits.

December found our members *Together!* for the first special dinner at Delta restaurant, after which they toured the SNFCC *Christmas World* via Christmas card workshops, stories and ornaments

Connecting people with experiences

inspired by the Stavros Niarchos Park. Included in this festive atmosphere were walks among the SNFCC's Light Installations followed by the superb performance of the *Nutcracker* in a collaboration with the Educational and Social Activities of the Greek National Opera (GNO).



76 exclusive events

707 participants and their guests

21 selected SNFCC events and GNO productions with pre-sale ticket priority

10 digital content mailings, specially curated for the Members (Digital Anthology of the SNFCC, Newsletters of SNFCC, GNO, NLG, etc.)

2 new exclusive digital services: Pressreader, with access to more than 7,000 international and local media publications, and a Member's Spotify List

10% discount at food and beverage service points, SNFCC Store and SNFCC Parking, but also special offers at Delta restaurant

Volunteers Program

Creating opportunities for participation

Autumn marked the resumption of the SNFCC Volunteers Program, following a brief hiatus due to the public health crisis. Once again, the SNFCC, creating value for all, welcomed volunteers from 16 to 70 years old, who wanted to make a significant contribution to the operation of the SNFCC, and to generously offer valuable support at activities and events. At the same time, by participating in the Volunteers Program, everyone—regardless of age or interest—shared their ideas, got trained and participated in events, seminars and activities, tailor-made for the volunteers' community.

Following the beginning of the school year, several volunteers, after completing their training online, contributed to the implementation of hundreds of school visits. Other members of the SNFCC Volunteer Program chose to experience the pulse of major events, such as the SNFCC *Christmas World*, while others yet came into close contact with the two-way communication between the SNFCC and its audience through actively supporting the Visitors Experience department.

In fact, in 2021, another volunteering opportunity was created for the first time to exclusively address teenagers. Students from 14 to 18 will have the chance to participate in the Volunteers Program through the Teens Volunteers category: to cooperate with the SNFCC team, meet a modern cultural institution, become acquainted with the responsibilities of the Visitors Experience team, develop their communication skills, interact and have fun! More specifically, adolescent volunteers will have the chance to discover the Stavros Niarchos Park, its environmental innovations and the key reasons why it is considered a sustainability hub. In short, they will be trained in how to conduct an outdoor tour and will have the opportunity to introduce, in a different way, the Stavros Niarchos Park to their classmates.

* 94 volunteers
6 digital training sessions



Awards

The value of recognition

Guided by a sense of loyalty and commitment to a shared vision, the SNFCC team submits its credentials on a daily basis, as it works with zest, dedication and passion. The capstone of this effort rises in value when the SNFCC becomes the recipient of significant distinctions.

The SNFCC takes joy and pride in the following awards it received in 2021:

Health & Safety Awards 2021, Bousias Communications

The SNFCC was honored with the Health & Safety Initiative of the Year. SNFCC also received the Winner of Public Administration & Public Services award and five more gold awards in the categories: Exemplary employer during Covid-19, Case management, Workplace response to the pandemic, Safe accessibility for the Disabled, and Visitor Management during Covid-19. These awards are testimony to the great effort made throughout the previous year to ensure best safety practices in the workplace and in the public space of the SNFCC during the pandemic, always in close cooperation with NLG and GNO.

Education Leaders Awards 2021, Bousias Communications

The SNFCC earned a Gold award in the category "Cultivation of Environmental Awareness" for its sustainability school programs. The SNFCC School Visits program aims to raise student awareness on the issues of sustainable development and environmental sustainability. In the context of these themes, structured educational programs, educational videos, guided tours of the Stavros Niarchos Park and digital programs have been created on the SNFCC Class platform, in which thousands of students from all over Greece have participated so far.

Customer Service Awards 2021, Hellenic Institute of Customer Service (HICS)

For the second consecutive year the SNFCC received the honorary Customer Distinction Award in the category Best Customer Service Training for the Visitors Experience team, which is part of the Paid Internship Program, funded by an exclusive grant from the Stavros Niarchos Foundation (SNF) as part of the *Recharging the Youth* initiative.

HR Awards 2021, Bousias Communications

The SNFCC received a Silver Award in the Best Youth Employment Initiative category for the Internship Program it implements in order to enhance youth employment. The Paid Internship Program is implemented through an exclusive grant by the Stavros Niarchos Foundation (SNF) as part of the *Recharging the Youth* initiative.

Business Superbrands Greece 2021 – 2022

In the context of the Business Superbrands Greece Awards 2021 – 2022, where many of the country's leading companies across the whole economic spectrum were honored, the SNFCC was distinguished with the "Golden Victory" award as the Brand that collected the highest score across all categories.

Security & Fire Awards 2021, Bousias Communications

G4S was awarded for the SNFCC in the *Security Integrator of the Year* category, demonstrating the SNFCC's multidimensional work and consistent investment in maintaining high performance indicators in security and safety.

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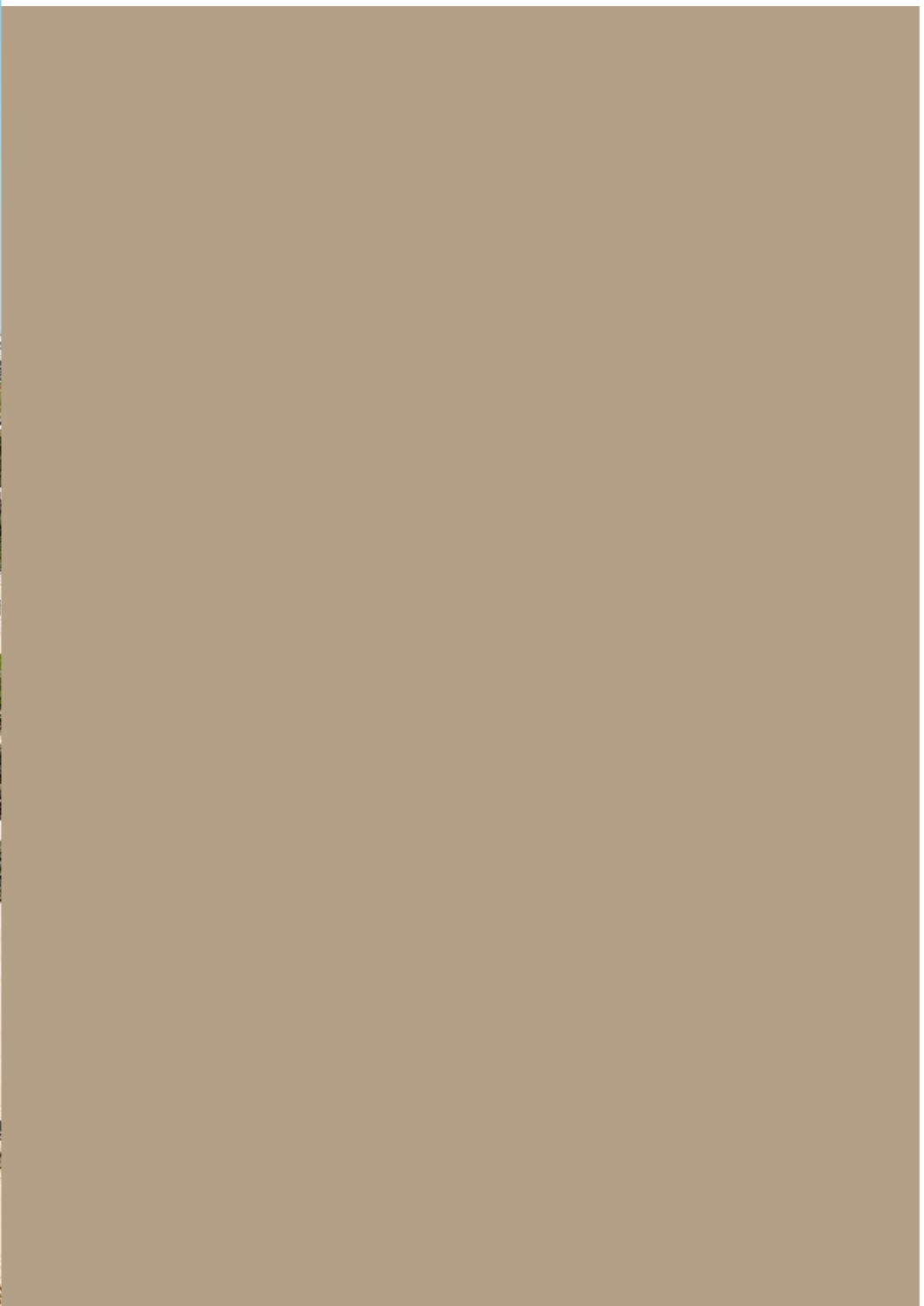
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