

Industrial relations for a green economy

Innovative bargaining processes for a sustainable growth and a quality employment



Project VS/2014/0405 co-founded

by

DGESAI - DG EMPLOYMENT, SOCIAL AFFAIRS and INCLUSION

Greek Case Study No 4: Stavros Niarchos Foundation Cultural Center

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PRESENTATION (IDENTITY CARD OF BEST PRACTICE)

▪ **Name of initiative/project/ intervention/agreement**

“Stavros Niarchos Foundation Cultural Center (SNFCC)”, Faliro bay - Kallithea, Attica region.

▪ **Short description**

The present case study was selected because it represents a green reconversion in construction which passes along “a green knowhow”. The best practice concerns the construction and complete outfitting of the new facilities of the National Library of Greece (NLG) and the Greek National Opera (GNO), as well as the creation of the 170,000m² Stavros Niarchos Park. The project is being executed in accordance with the Greek and European legislation and regulations, adhering to strict technical and environmental standards, including the LEED certification program. At the same time, strict quality control procedures are being followed, both as far as the selection of materials is concerned as well as the construction methods used for their implementation and incorporation into the project. All in all, it is a construction project of a very large scale which sets the bar in environmental awareness.

Geographic, territorial, sector localization

The construction site is located at Kallithea, 4.5km south of the center of Athens, on the edge of the Faliro bay, next to the Sygrou Avenue.

▪ **Period of activity**

In 2006, the Stavros Niarchos Foundation announced its plans to fund the development of the SNFCC. In February 2008, following a closed international design competition, the Foundation’s Board of Directors unanimously selected the Renzo Piano Building Workshop, ending the search for a visionary architect. In selecting renowned architect Renzo Piano, the Foundation chose an architect at the forefront of the architectural profession, who possesses vision, intellectual curiosity and a historical and geographical understanding of the project’s location and significance.

▪ **Players / promoters**

Stavros Niarchos Foundation, Renzo Piano Building Workshop, Salini-Impregilo-TERNA joint venture.

▪ **Players/ partners involved, their main functions**

- Stavros Niarchos Foundation: *funding*
- Renzo Piano Building Workshop: *architectural planning*
- Salini-Impregilo-TERNA joint venture: *construction*

▪ **Types of Beneficiaries (direct/indirect):**

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When the SNFCC will be completed, it will be donated to the Greek state. That way the Greek public is benefited from a €566,000,000 project. Furthermore, the SNFCC sets an example, during its construction, on how modern building construction and project planning should be; saving energy, maintaining resident disturbance to a minimum and using innovative methods that reduce the operational cost.

- **Human resources involved in the bargaining process and their competencies**

- **Indicators for monitoring and evaluating activities**

The project is being evaluated throughout the construction in order to achieve the platinum certification by the LEED program.

DESCRIPTION of best practice

- **Starting point of the initiative/project/intervention as related to the territorial context (societal, economic, political)**

See presentation of the case.

- **Description of the socio-economic, territorial, corporate context in which the initiative is based.**

- **What problems/ general needs the intervention is trying to address? What the specific ones are?**

The Stavros Niarchos Foundation by funding the SNFCC aims to provide the country and the city with the new institutional foundations it needs to move forward and with a framework for the future. Education, culture and sustainability, the SNFCC's three main elements, are essential requirements in enhancing the potential of the city and its people and placing them within a twenty first century global context.

- **What goals/ends the intervention is trying to achieve? What bargaining dynamic had been in place?**

- The project has to be completed within the initial time and cost plan and to fulfill all specified quality and operational requirements, based on which the donation was initially evaluated and approved by the Foundation Board.
- Second target, of equal importance, is that the entire process of project implementation (design, award, construction and initial operation) has to follow strict rules of absolute transparency, collaboration, efficiency and commitment by all participants SNF, Grantee, designers, consultants and contractors.
- The project is being executed in accordance with the Greek and European legislation and regulations, adhering to strict technical and environmental

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standards, including the LEED certification program. At the same time, strict quality control procedures are being followed, both as far as the selection of materials is concerned as well as the construction methods used for their implementation and incorporation into the project.

- **What activities and instruments the intervention is operational through?**
- **How the actions can increase knowledge and support overcoming specific problem**
- **As concerns the territorial context what the most innovative aspect of the initiatives is? Why?**
- **What the “internal quality factors” of the initiative are? (Sustainability, internal efficiency, effectiveness?)**

The initiative aims and achieves (effectiveness) in a very large scale to promote sustainability in the construction sector, as well as to set an example on new techniques in architectural planning, energy management and cost saving during a buildings life in Greece.

- **Is it possible to transfer the initiative in other context?**

The innovative techniques used during the construction of the SNFCC can very well be transferred in other constructions as a whole or partially.

- **Is the initiative reproducible in different contexts?**

Same as above.

- **Are joint monitoring instruments involving also the stakeholders contemplated?**
- **Please point out communication instruments (website, documents, booklets) concerned with the initiative.**
<http://www.snf.org/en/>
<http://www.snfcc.org/default.aspx>
<http://www.rpbw.com>

- **Please write your final considerations.**

– The SNFCC is a jewel for the city and its residents. It uses most available technology in saving energy and environmental protection in general and it sets

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an example for constructions of this scale and of a smaller, on how modern buildings should be.

- **The role of the trade union**

Despite the fact that there isn't any direct involvement of the trade union to this case study, we considered that it was worthy to be presented in order to show the need for the trade unions to get involved in the cases where a project of a very large scale with high control standards and environmental awareness is under construction. Rather they should demand of such working conditions and standards. This does not happened so far, but it is a legacy for the future.