

Questions:

- 1. The Stavros Niarchos Foundation is the leading spirit of our times. Tell us a few words about the Foundation's identity and history, as well as your vision of the future.**

The SNF began its activities in 1996. We provide grants to nonprofit organizations in the areas of arts and culture, education, health and sports, and social welfare. Since 1996, we have committed more than \$2.6 billion, through more than 4,000 grants, and continue to do so.

We support organizations and projects, worldwide, that aim to achieve a broad, lasting and positive impact for society at large, and exhibit strong leadership and sound management. Furthermore, we believe in public-private partnerships as an effective means for serving public good.

- 2. Do the activities of the Stavros Niarchos Foundation have a reference point in Greece, or is the Foundation active internationally?**

The SNF is an international philanthropic organization, making grants across the globe. So far, we have made grants in 124 nations. Of course, as we have demonstrated in the past 22 years, the support of Greek society and the promotion of Hellenism are central to our philosophy, stemming from the desire of our founder, Stavros Niarchos.

- 3. Following the largest grant in Culture in recent decades, you recently announced the largest grant to the country's health sector, with a budget expected to exceed €250 million. What influenced this decision? Was it the state of the health system in Greece, people from the health sector, or your own personal experiences and sensitivities?**

Our decision to proceed with this new major grant initiative to support the Health Sector was not a fragmented decision, but a decision indicative of our mission to support Greek society, and our philosophy to contribute to the collaboration between the public and private sector for the effective support of the common good.

Health is a basic and essential need for every citizen, and we are proud to be able to contribute—to the best of our abilities—towards the development of a more just society.

The main axes of the initiative are the result of discussions we have had with the Ministry of Health to jointly establish the most pressing needs for our support. As such, we announced a series of infrastructure and education projects to strengthen the Health sector in Greece.

This grant initiative follows on the heels of a series of noteworthy grants. Some of these include our grant to the National Center for Emergency Care, totaling €14 million, for the procurement of 143 state-of-the-art ambulances, the €20 million grant for the procurement and installation of ten linear accelerators in seven public hospitals across the country, the grant for the renovation of all Pediatric Intensive Care Units (ICUs) in Greece, as well as the grant for the construction and complete outfitting of hostels to host the relatives of patients in hospitals around the country. In addition, the SNF's initiative for the establishment of the Mobile Medical

Units, in collaboration with the NGO “Regeneration and Progress,” has wielded significant results in providing healthcare programs to residents of islands and remote areas in Greece. We are also collaborating with “Regeneration and Progress” in two equally important programs, “Sports Paths” and “Sports Excellence,” guided by the principle that a healthy mind requires a healthy body. The two programs aim to inspire young people to integrate sports into their everyday lives and to promote the importance of both physical and intellectual development, which are inextricably linked to each other. In charge of the programs’ design and implementation is Dr. Panagiotis Koulouvaris, Orthopedic Surgeon and Assistant Lecturer at the 1<sup>st</sup> University Orthopedic Clinic at the Attikon University General Hospital.

**4. Why did you decide to create new hospitals in Komotini and Thessaloniki and the new Chair of the University’s Faculty of Nursing in “Evangelismos” and not create a new hospital named after Stavros Niarchos?**

We feel grateful that, thanks to the generosity of our founder, we are in a position to be able to contribute and support those in need. After all these years, we do not simply consider it in terms of our ability to do so, but in terms of our responsibility as well.

This extends to the responsibility we have towards ourselves, to remain conscious about complacency or arrogance, and a dedication to offering tangible and practical help.

As I mentioned above, the selection of the projects we chose to support was the result of cooperation and dialogue with the relevant authorities, who have a deep knowledge of the areas in need of aid.

The infrastructure projects that will be carried out include the design, construction and outfitting of the new buildings that will host the General Hospital of Komotini and the Children’s Hospital in Thessaloniki. Moreover, as part of the initiative, we support the design, construction and outfitting of the building to be erected in the current location of the buildings “Oikos Adelfon” (Sisters House) and “Adelfon Nosokomon” (Nursing Sisters) on the premises of the General Hospital “Evangelismos”. This will serve as the Chair of the University’s Faculty of Nursing in an effort to support the base and the core of the hospital, for which the original purpose was training and educating the Nursing Sisters.

Apart from the infrastructure projects, the Health Initiative includes the procurement and installation of special medical equipment (PET – Positron Emission Tomography and the creation of radiopharmaceutical production units) in selected public medical institutions across the country. Furthermore, we are funding the implementation of educational programs regarding the treatment of trauma and hospital infections, and we are strengthening the air ambulance services of the National Center for Emergency Care (EKAV) with the procurement of new ambulances and the maintenance of existing equipment. As a Foundation, we are always part of an integrated effort, meaning that we do not seek to replace the State, but complement it.

We are interested in supporting projects with substance that respond to real needs and actively contribute to improving the lives of our fellow citizens. All the projects to be carried out as part of this initiative were selected in light of these principles.

5. **Your motto is “Give it all you have.” Do you believe that your rationale will correspond to the bureaucratic procedures of the public sector? What are the timetables?**

As I have mentioned in the past, when we assess a grant request the question we ask ourselves is not “why”, but “why not.” When we are evaluating potential projects, we are interested in whether they satisfy two necessary conditions: that they substantially contribute to the needs of society at large, and that those involved in implementing them are ethical and professional. We have the same attitude when approaching initiatives by smaller groups with local impact, as well as larger-scale efforts by established national and international organizations that seek to bring about positive changes. It is very important for us not to be arrogant.

We believe that public-private partnerships can bring about multiple and immediate benefits to society, which is why we actively support this cooperation. The best case study of such an effective partnership is the creation of the Stavros Niarchos Foundation Cultural Center.

The process of the Center’s completion, from the moment we signed the first Memorandum of Understanding, until its delivery to the Greek State in 2017, took 10 years. The success of the project has been validated by the response of the people. The SNFCC has welcomed more than five million visitors in its first year of operation. But, apart from the Center’s potential, a key element of this success was the seamless collaboration, transparency, professionalism and common vision between the public and the private sector throughout the ten-year course of the project, which continues to this day, following the delivery of the SNFCC to the Greek State.

It is precisely this spirit of cooperation that we are looking to replicate with our new grants in the area of Health. During the initiative’s first steps, everything we have seen so far, predisposes us in the best possible way to hope for the successful completion of the new initiative. Once again, this is an ambitious and long-term project, which includes many subprojects. Implementation timetables vary according to the type and complexity of each project, and each project will “run” at its own speed. For our part, we are committed to providing regular updates on a quarterly basis, as well as timely and comprehensive information to all citizens, regarding the progress of the initiative’s implementation.

6. **The renowned architect, Renzo Piano, joined you in your visits to the areas where the new hospitals will be developed. Should we assume that the rest of the group will consist of equally high-level professionals?**

We are very pleased that we will have Renzo Piano by our side for this new initiative, a great man, architect, and friend of Greece, known for his particular sensitivity to the natural environment and the end users of his projects. The participation of Renzo Piano and his associates at the Renzo Piano Building Workshop offers the guarantee of high standards that we

have set for the projects, while simultaneously carrying a philosophy that focuses on the harmonization of healthcare areas with nature.

It is also worth noting that this effort is complemented by a number of prominent collaborators, all aiming to achieve the optimal implementation of the projects on the basis of international standards and best practices. The team from Johns Hopkins University and Johns Hopkins Medicine have also joined as consultants. Our collaboration with Hopkins has been ongoing for many years, and has positively affected several grants across the globe.

The coordination of the projects and all the consultants, on behalf of the SNF, has been undertaken by Hill International, while RPBW is also working closely with the British firm Llewelyn Davies, which specializes in healthcare architectural design. At the same time, Greek firms and groups, such as the architectural firm Betaplan, and the landscape architecture firm H.Pangalou & Associates, will have a key role in the chain of human resources, collaborating once again with Renzo Piano's firm, following their successful cooperation during the implementation of the SNFCC.

- 7. You are a cosmopolitan Greek and you surely have met many high-level Greek health scientists and researchers who excel in their fields. Why do you think it is that Greece is not able to hold onto these young people? Is it just the crisis, or the country's economic model? Why are Greeks abroad different to Greeks at home? Do you believe that these young people, with the attitude and the experience they gain, can help change the country by returning to Greece?**

The crisis was the culmination of a generally problematic situation. Sadly, it affects most those who are least to blame, and those society needs most, i.e., the younger generation. One of the reasons why I insist so much on the importance of meritocracy, transparency and the absence of a "hidden agenda" in what we do, is that I firmly believe these elements are the necessary components for empowering the truly capable, for giving equal opportunities to everyone, and for a sense of justice to prevail, which will allow young people to stay in their home country and make an effort. Otherwise, why should they stay in Greece? Who can convince them to the contrary?

Greeks abroad excel because they have the foundation and support to do so. They are provided with the framework to put their skills into practice. I am very pleased to meet young people who are enjoying bright careers abroad. At the same time, I feel sad for our country and the opportunities it misses out on. On the other hand, I believe that if the conditions in Greece change—and I don't necessarily mean the financial conditions—these young people would love to return, bringing with them the necessary know-how they have acquired.

- 8. National benefactors: what do you think is their modern form? Will they find successors or will they eclipse?**

I believe that we all can—and should—contribute, each to the extent of our capabilities, wherever and whenever we can, no matter how small or large this contribution may be. But, some of us certainly bear a greater responsibility to contribute to the common good, and we must honor the opportunities we have been given by giving back.

**9. Which values best represent the “President,” “Mr. Dracopoulos,” “Andreas?” What is your everyday life like?**

I do not like titles, and, in my life, there is definitely no difference between “Mr. Dracopoulos” and “Andreas.” I believe that in life you must always work very hard, regardless of who you are, with passion and “philotimo.” You must give the best you can, regardless of the outcome. Every night you should be able to go to bed and honestly say to yourself “I gave it my all.”

**10. What do you think Stavros Niarchos would think if he was alive, seeing how much his social footprint has been reinforced through the actions of the Stavros Niarchos Foundation?**

I believe he would be proud of everything the Foundation has achieved so far, thanks to his generosity—perhaps even *he* would not have believed the extent of the impact of the SNF’s work. He would also be proud of the fact that we are fulfilling his vision and the goals he set with the establishment of the SNF. On the other hand, as I mentioned before, we are trying to stay focused on the task at hand, to be aware of reality, of our role and boundaries and, within that framework, to do all it takes to make our world a better place to live and create in.