

1 RESPONSE TO THE QUESTIONS RAISED BY "PARIDAD EN ACCIÓN" AND "EUROPEAN WOMEN SHAREHOLDERS DEMAND GENDER EQUALITY" IN RESPECT OF THE GAMESA SHAREHOLDERS MEETING ON 22 JUNE 2016

A. Corporate Strategy

a) Access to employment:

- GAMESA may collaborate with schools, universities and polytechnic institutes, pursuant to article 61.c of Sustainable Economy Law 2/2011 of March 4¹ ("strengthening connections between universities and companies") and promote the professional development of women. This collaboration could address the current shortfall in female professionals in technical careers.²
- We must also prevent, sufficiently in advance, the tendency among female students to reduce or limit their studies in fear of not being able to balance work and family life later³. This can be achieved by emphasizing female business and executive role models.
- Only résumés where both the name and gender of the applicant are obscured should be accepted for review. In recent years, many studies have revealed that females are not hired when their gender is known early on in the selection process. One well-known example is the selection process for musicians auditioning for orchestra chairs. Given that many times female musicians playing directly in front of judges are not selected for orchestra chairs, candidates are asked to enter the room wearing socks (so footwear is not audible) and play from behind a screen. When auditions are held in this way, more females are hired.⁴

Does your company guarantee access to employment in this way?

At Gamesa, our commitment to equal opportunities and non-discrimination form the cornerstone of our human resources management approach. This commitment is set out in our Code of Conduct and in our different agreements and policies, such as:

- Diversity and inclusion policy
- Equality plan

The Gamesa Group's **personnel hiring procedures**, revised in 2015, meet the principles of non-discrimination and equal opportunities.

Within this process, no applicant is subject to discrimination in any of the stages of the selection process for reasons of gender, age, race, religion, belief or opinion. The evaluation focuses exclusively on professional criteria, ensuring that candidates are assessed on the basis of their knowledge, skills and abilities. In 2015, 167 women

¹BOE-A-2011-4117.

² ArcelorMittal program: <http://corporate.arcelormittal.com/news-and-media/our-stories/s52-gender-diversity>, last viewed on January 9, 2016; in Germany, aggrupation of industry, advance schools, associations at the competition center NATIONALER PAKT FÜR FRAUEN IN MINT-BERUFEN, on <http://www.komm-mach-mint.de/>, last viewed on January 9, 2016.

³ Albert López-Ibor, Rocío/ Escot Mangas, Lorenzo/ Fernández Cornejo, José Andrés: La predisposición de las estudiantes universitarias de la Comunidad de Madrid a auto-limitarse profesionalmente en el futuro por razones de conciliación, 05/2009, at: http://pendientedemigracion.ucm.es/info/eue//pagina/cuadernos_trabajo/CT05_2009.pdf, last viewed on January 9, 2016.

⁴ Escot Mangas, Lorenzo/ Fernández Cornejo, José Andrés / Albert López-Ibor, Rocío / Samamed Rodríguez, Mª Obdulia: Un Experimento de Campo para analizar la Discriminación contra la Mujer en los Procesos de Selección de Personal, December 2008, at: <http://pendientedemigracion.ucm.es/centros/cont/descargas/documento10825.pdf>, last viewed on January 9, 2016; also established in Great Britain: <http://www.personneltoday.com/hr/david-cameron-announces-blind-cv-equality-initiative/>, last viewed on January 9, 2016.

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joined Gamesa's staff, up 72% on the 2014 figure. Most of these female professionals were in the age range of 25-40 years.

In 2015, Gamesa maintained its **collaboration with the main business schools and universities** in Spain. Among others, collaboration agreements are held with:

- IESE Business School
- ESADE (Escuela Superior de Administración y Dirección de Empresas)
- TECNUN (Universidad de Navarra Technological Campus)
- University Chair contract with Universidad Politécnica de Madrid
- Universidad del País Vasco
- Universidad Pública de Navarra

Gamesa's specialized training center, the **Gamesa School**, is an ongoing education resource covering the training needs that continually arise due to technological advances and developments in wind energy. Females received a total of 25,352 training hours (14% of all training hours given), up 58% on the 2014 figure.

b) Organization of work schedules to facilitate a work/life/family balance:

- All workers, regardless of their post or employment category, must have the option of flexible work schedules. In Spain, ⁵only a handful of companies are willing to offer this option. Such programs should offer flexible work models, such as a shortened workday (even for executives), telecommuting, home office work, job sharing, time banks or similar mechanisms to grant assistance and support (day care and home care, including allowing workers to leave for emergencies involving children, providing help for the elderly, services to simplify family life and vacation planning). In addition, parents should be supported during paternity and maternity leave through programs allowing both male and female employees to maintain contact with the company during their leave.⁶
- Meetings should be held in such a way as to encourage both males and females to participate.

⁵ <http://www.horariosenespana.com/>, last viewed on December 7, 2015, IBERDROLA's Equality Plan: <http://www.iberdrola.es/conocenos/una-gran-empresa/nuestro-equipo/plan-igualdad/>, last viewed on January 19, 2016 and Jornada Laboral: flexibilidad horaria y medidas de conciliación de REPSOL: http://www.repsol.com/es_es/corporacion/responsabilidad-corporativa/ante-quien-respondemos/equipo-repsol/diversidad-conciliacion/programas-para-llevarlo-a-cabo/flexibilidad-horaria/

⁶Albert López-Ibor, Rocío/ Escot Mangas, Lorenzo/ Fernández Cornejo, José Andrés / Palomo Vadillo, María Teresa: Las políticas de conciliación de la vida familiar y laboral desde la perspectiva del empleador. Problemas y ventajas para la empresa. March 2010, at http://pendientedemigracion.ucm.es/info/eue//pagina/cuadernos_trabajo/ct02_2010.pdf, last viewed on January 9, 2016.

3 RESPONSE TO THE QUESTIONS RAISED BY "PARIDAD EN ACCIÓN" AND "EUROPEAN WOMEN SHAREHOLDERS DEMAND GENDER EQUALITY" IN RESPECT OF THE GAMESA SHAREHOLDERS MEETING ON 22 JUNE 2016

- In today's world, both mothers and fathers are tasked with childcare duties. Companies should expressly encourage fathers to request paternity leave and a shortened work day.⁷ This has a very positive effect on how men relate to their children. The advantages are widely known. For example, a recent study in Spain revealed that children whose fathers are more present in their day-to-day lives get sick less often.⁸ This also helps to create a better work environment and lower absenteeism at companies, and encourages talent retention. Despite the obvious advantages, male employees are more or less likely to request paternity leave depending on how flexible their company is in this regard and on the corporate culture in place at the company.⁹

Does your company provide incentives for male employees to take paternity leave? Are your meetings held in such a way to encourage participation by both genders?

The Gamesa Group's commitment to improving employees' work experience is what sets the Group payment model apart from traditional payment systems. In its payment model, the Gamesa Group aims to integrate all elements that create value for employees under the concept of "Total Compensation." To that end, leadership, professional expectations, work conditions, work organization and even the Gamesa Group values constitute a distinguishing element that makes a job position better and more desirable, increasing motivation and having a decisive influence on competitiveness.

Among other elements, the Gamesa Group bases the Total Compensation strategy on work/life/family balance measures.

In the different countries in which it operates and taking into account local legislation, uses and customs, the Gamesa Group has implemented different measures such as flexible working hours, work organization, and paid and unpaid leave for the purpose of attaining a better work/life/family balance.

Below we have listed a few examples of these new work organization methods that are more flexible and oriented toward motivating and increasing our professionals' commitment, helping to improve their quality of life through a better work/life/family balance:

⁷ Escot Mangas, Lorenzo / Fernández Cornejo, José Andrés / Lafuente Ibáñez, Carmen / Poza Lara, Carlos: La disposición entre los hombres españoles a tomarse el permiso por nacimiento. ¿Influyen en ello las estrategias de conciliación de las empresas? February 2009, at: http://pendientedemigracion.ucm.es/info/eue/pagina/cuadernos_trabajo/CT02_2009.pdf, last viewed on January 9, 2016.

⁸ http://www.berdingune.euskadi.eus/u89-congizon/es/contenidos/informacion/quees/es_gizonduz/quees.html, last viewed on December 7, 2015.

⁹ Escot Mangas, Lorenzo / Fernández Cornejo, José Andrés / Lafuente Ibáñez, Carmen / Poza Lara, Carlos: see footnote 52. The Virgin Group is an example of a company granting paternity leave of one year: <http://abcnews.go.com/Business/virgin-group-year-long-maternity-paternity-leave-policy/story?id=31673628>, last viewed on January 9, 2016.

Flexibility measures:

- Flexible start and end times in order to fit with family scheduling needs
- Reduction of lunch time to 45 minutes in order to leave earlier at the end of the day
- Shorter work day on Fridays, with no lunch break, in order to have the afternoon off
- Shorter work day with no lunch break in July and August

Maternity and paternity measures:

- Paid paternity leave (15 days): Gamesa pays 100% of salary payments during this period
- Accumulation of breastfeeding hours, immediately upon reincorporation to the workplace. These hours can be taken as a lump sum of 14 workdays of additional leave immediately following conclusion of maternity leave.
- Shortened work day with no lunch break to allow employees to care for children or dependent family members, establishing a non-linear reduced workday application mechanism that, while fully compatible with Gamesa's operational needs, allows for an irregular distribution of the schedule.
- When calculating the variable remuneration of employees with shortened workdays, their full base salary level is taken into account.
- Leave to care for children under age 12, with an 18-month hold on the original job position, for each child under the employee's care, whether natural or adopted

Measures to balance professional and family life:

- Paid leave for marriage and other family events (marriages, funerals)
- Unpaid leave to care for dependent family members, with an 18-month hold on the original job position, to care for a family member up to the second degree of kinship or affinity who cannot care for themselves for reasons of age, accident, illness or disability, where these dependent individuals are not gainfully employed.
- Unpaid leave: In order to strike a balance between work, life and family needs and subject to advance notice and where duly evidenced, employees can take unpaid leave in the following cases: (i) for adoption proceedings (30 days); (ii) for duly-evidenced family matters (5 days/year); (iii) for hospitalization or serious illness of a spouse, domestic partner or family member up to the second degree of kinship or affinity (up to 15 days/year).
- Unpaid leave for up to three months, for employees having over one year's length of service, for legal guardianship, care of family members, training, volunteer service, participation in sporting activities, events and competitions
- Other family and/or personal situations, where duly justified, are addressed by the company on a case-by-case basis, resulting in exceptional flexibility measures such as telecommuting or even more flexible scheduling.

Personal development:

- Training and career plans: Executive skills development programs are held targeting high-potential employees, offering them the opportunity to acquire the skills and proficiencies needed to attain positions of a higher category.

Extensive catalog of employee benefits:

Employee benefits are a set of benefits in the payment package that provide the employee, and sometimes his/her family, with short- and long-term protection. Employee benefits include life insurance, temporary disability insurance, accident insurance, health insurance, travel assistance, medical insurance for expatriates, retirement savings plans, meal vouchers, day care vouchers, and more.

All these measures adopted by the company have encouraged a rising number of men to take advantage of these incentives. For example, the percentage of male employees taking a shortened workday increased from 2% in 2014 to 4% in 2015. Male employees requesting any type of paid leave in respect of maternity or paternity rose from 169 in 2014 to 187 in 2015 (up 11%), while four times as many male employees have requested leave to take care of a family member.

c) Professional classification, promotion and career advancement:

- **Gender relationships existing in respect of a company's business, as well as the different management bodies in a company, should be transparent, in compliance with article 260.10 of the Spanish Corporate Enterprises Law.**
- **In order to support the underrepresented gender (females) in management positions, specific empowerment programs are needed, such as SAP's Leadership Excellence Acceleration Program or LEAP. LEAP is an 18-month program aimed at talented female employees that demonstrate executive potential or that already hold executive posts and wish to ascend further. The program aims to maximize the skills and abilities of participants and provide them with the precise knowledge they need. Trainings include self-awareness and reflection studies, career path planning and development, mentoring and sponsorship, networking and brand networks, and management skills.**
- **Mentoring programs have proven to be an efficient tool for the professional empowerment of women. These programs can help women that are already in executive positions or that have shown potential for such posts to exchange experiences and knowledge, encouraging contact with other women in higher executive posts and broadening their network of contacts. The program also offers them the possibility of enhancing their own management skills and methods.**
- **In general, mentoring programs can also help in long-term career planning, taking into account employees' different life stages, and can support later-in-life career paths, thereby increasing the proportion of the underrepresented gender.**
- **Training and skill-building programs focusing on diversity management help shift a corporate culture toward greater respect for diversity.¹⁰**

¹⁰Such as the Promociona Project: <http://www.proyectopromociona.com/index.php/es/>, last viewed on January 9, 2016.

- In addition, companies should have a more transparent approach when hiring personnel, especially for senior management posts. Oftentimes, the underrepresented gender does not have access to positions that are made known either through informal contacts or through transparent selection processes. Given the importance of these contact networks, many times people are placed in management positions because of causal encounters they may have had.¹¹

Does your company offer this type of network and mentoring?

The Gamesa Group believes in the personal and professional development of its employees as an implicit element for the future and success of the organization. For this reason, the Group's management model is designed to identify, motivate and retain talent. Providing employees with professional opportunities and developing their skills are key elements of compensation and generate a competitive edge in the motivation and retention of talent.

During 2015, the following professional development and talent-attraction programs were carried out:

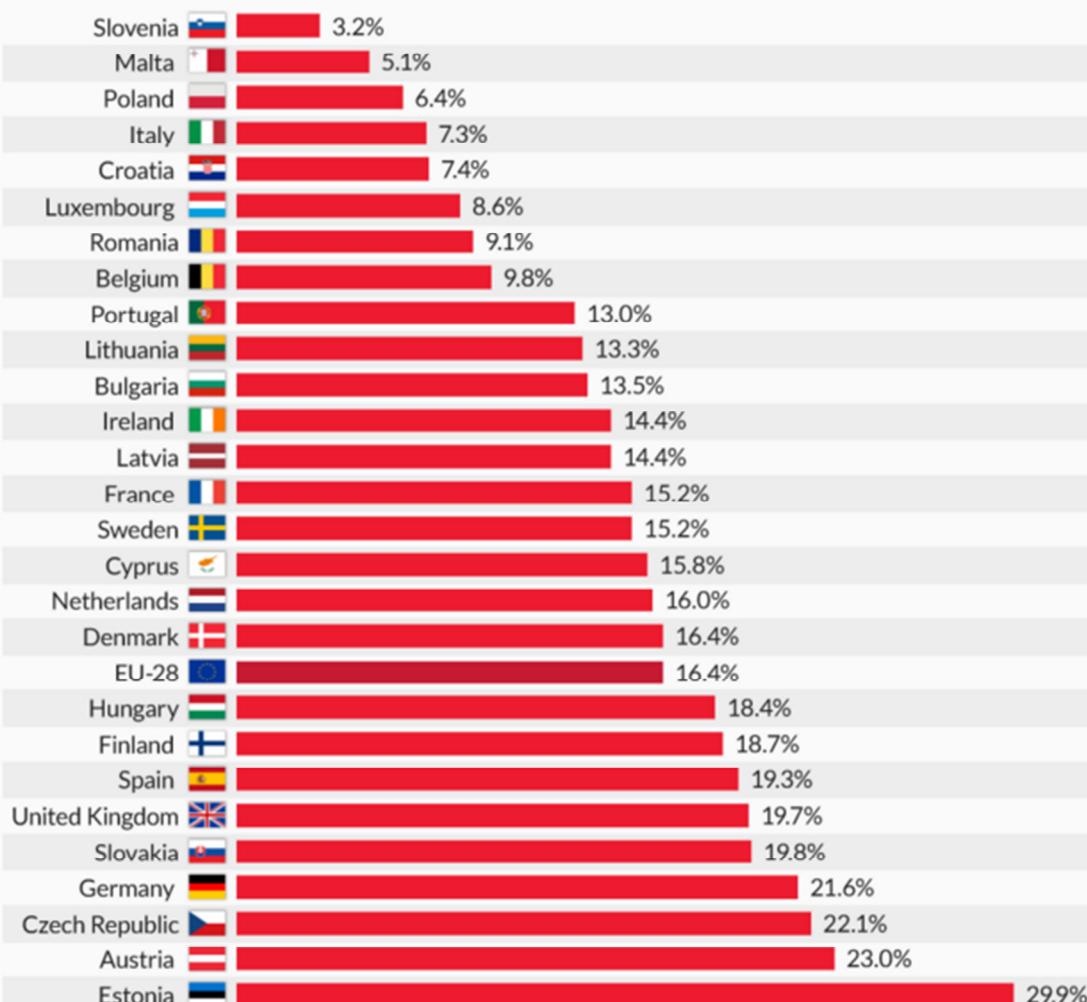
- **High Potential Program**, aimed at accelerating the development and training of high-potential employees. The percentage of females out of all employees identified as High Potential rose from 20% in 2014 to 38% in 2015.
- The **Gamesa Leadership Program**, which aims to develop the skills of key personnel through multifunctional projects with a marked international reach. The percentage of females participating in this program increased from 17% in 2014 to 33% in 2015.
- The **Gamesa Premium Scholarship Program**, focused on incorporating recent graduates as interns, assigning them to a multifunctional project so they acquire the knowledge and develop the skills necessary for incorporation in the company, thereby ensuring successful talent attraction.
- **Internal mentoring program**, aimed at high-potential key personnel.
- The **international mobility program** is part of our fully-consolidated international expansion, given that over 90% of our revenues are generated outside Spain. The percentage of females out of all employees on international assignment rose from 4% in 2014 to 9% in 2015.
- **The "Promociona" Project, a joint project between CEOE and the Instituto de la Mujer y para la Igualdad de Oportunidades:** The initiative entails identifying and supporting female talent by developing and strengthening professional and leadership skills and abilities in women, as well as facilitating their access to decision-making positions in companies. Gamesa put forth one candidate in 2015 and three candidates in 2016 for this training program at ESADE.

¹¹One such successful project in England is the Board Apprentice organization: <https://www.boardapprentice.com/>, last viewed on January 9, 2016.

d) Remuneration:

The EU's gender pay gap visualised

Estimated difference between average gross hourly earnings of men & women*



*% of male gross earnings

No data for Greece

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Source: Eurostat

i100

from
The INDEPENDENT

statista

The recently-compiled graph below reflects an undisputed reality: In Spain, on average women earn up to 19.3%¹² less than their male counterparts.¹³ To reduce this disparity, which is detrimental to both males and females, a transparent remuneration system must be implemented, whereby both men and women earn the same amount for performing the same or similar work duties. In view of this reality, companies have been required to present new strategies aiming to permanently reduce salary disparities, such as the European Union's Strategy for Equality between Women and Men 2010-2015.¹⁴

Does your company ensure transparent and fair remuneration?

¹²<http://www.expansion.com/economia/2015/10/30/56339c37e2704ef97d8b46af.html>, last viewed on January 9, 2016.
See footnote 50.

¹³Escot Mangas, Lorenzo / Fernández Cornejo, José Andrés: Discriminación salarial de género en el mercado laboral español, in Revista universitaria de ciencias del trabajo, ISSN 1576-2904, No. 7, 2006 (Edition covering immigration, women and the workplace), pages 321-368.

¹⁴http://ec.europa.eu/justice/gender-equality/gender-pay-gap/index_es.htm, last viewed on January 19, 2016.

Gamesa understands that the development of an appropriate payment strategy is a key management tool for encouraging professional development, equal opportunities, teamwork, the work environment and employee satisfaction.

The Gamesa Group's payment model, in line with the provisions in its Code of Conduct, is based on the principle of equal opportunities, avoiding any kind of discrimination and guaranteeing compliance with the labor legislation applicable in all countries in which it operates.

In addition, the **annual salary review process** includes preventative measures to ensure fair and competitive salaries for employees, based on their professional level and market wages and ensuring the principle of equality at all times. All salaries, including those of females and minority groups, must be in line with the responsibilities, requirements, experience and performance of each person and position. The salaries of female employees and other minority groups are reviewed to ensure that they are comparable with other salaries within the company, for posts of similar responsibility, experience and performance level. If any inequalities are identified, they are reviewed on a case-by-base basis and adjusted where appropriate.

e) Sexual harassment:

Sexual harassment in the workplace is a prevailing problem that must be counteracted by eliminating taboos and providing ongoing education.¹⁵

Has your company adhered to the Companies for a Gender-Violence Free Society network?

On July 1, 2015, the Gamesa Group signed a collaboration agreement with the Ministry of Health, Social Services and Equality to promote **awareness of gender violence and the workforce integration of victims of gender violence**. The Gamesa Group forms part of the Companies for a Gender-Violence Free Society network. Among other activities in this area, the Gamesa Group has adhered to the Ministry's initiative to celebrate the International Day for the Elimination of Violence against Women, held on November 25th of each year. On that day, almost all Spain-based personnel participated in the "Hay Salida" (There's a Way Out) campaign by wearing a campaign button.

In addition, the Gamesa Group has implemented an **action protocol for preventing workplace harassment**, with the commitment of avoiding cases of sexual harassment, gender-based harassment and/or bullying, as these behaviors are an affront to dignity, are detrimental to the workplace environment and generate negative consequences on the health, morale, confidence and self-esteem of people.

This protocol defines the conduct to be prevented and sets out the specific measures for preventing such conducts and for channeling any reports or claims lodged by victims of such behaviors.

¹⁵RENAULT ESPAÑA se ha adherido a la red 'Empresas por una sociedad Libre de Violencia de Género': http://www.elcorreodeburgos.com/noticias/burgos/renault-adhiere-red-empresas-sociedad-libre-violencia-genero_102113.html, last viewed on January 9, 2016; Instituto de la Mujer: "Acoso sexual. Acoso por razón de sexo. Mobbing"

<http://www.inmujer.gob.es/conoceDerechos/preguntas/acoso.htm>, last viewed on January 19, 2016.

f) Non-sexist language and communication:

Communication is an essential component of human relations. Companies must take great care with their internal and external communications, using non-sexist language and extending this practice to all areas of the company. Our language reflects our world view and helps build our reality.¹⁶ Phrases such as "be a man"¹⁷ or "don't cry like a girl" only help perpetuate stereotypes among both men and women.

Does your company use non-sexist language?

Respect and promotion of the diversity inherent in a multinational company such as Gamesa and the continual promotion of equal opportunities constitute the essential pillars of the Gamesa Group's personnel management approach. The company therefore mainstreams a gender perspective in all personnel management processes.

The Equality Committee ensures compliance with the objective of avoiding sexist language in documents, job postings, publications and more. One of the actions set out in the Equality Plan is precisely to prepare and distribute a language and image use guide that ensures that all aspects related with gender, age, race, cultural and other diversity are respected.

g) Occupational health and safety:

Pregnant employees should be protected during their pregnancy and not discriminated against. Pregnancy is not an illness, but rather a state in which women's ability to carry out their job duties depends on their physical condition.

In your company, are pregnant employees allowed to adapt their job duties based on their physical condition?

Occupational health and safety at the Gamesa Group includes a gender perspective, in order to comprehensively address the potential problems specifically affecting female employees. The company particularly safeguards maternity, avoiding exposing pregnant employees to potential health risks. In 2015, 12 pregnancy risk cases and 14 breastfeeding risk cases were duly addressed. In these cases, the company took certain proactive measures such as reducing the frequency of travel or eliminating travel requirements completely for these workers, temporarily adapting the job position so that the employee did not have to carry out physical tasks but rather supervise from the office environment, adapting job positions to avoid overburdening or stress, and even granting medical leave during pregnancy for job positions where chemical factors were involved and where it was not possible to adapt the job position.

¹⁶Bengoechea Bartolomé, Mercedes: Lenguaje y sexismo, en Diversidad de Género e Igualdad de Derechos, Valencia, 2012, pages 41-52.

¹⁷ The Mask You Live In, in: <https://www.youtube.com/watch?v=hc45-ptHMx0>, Miss Representation Trailer, in: <https://www.youtube.com/watch?v=8ap2xnMcpw>, last viewed on January 9, 2016.