

**A. Board of Directors**

- a) **Does the currently valid selection process for the board of directors guarantee the inclusion of all ideal female candidates throughout all stages of the process? If so, in what way?**

The mandatory requirements for the appointment of members of the Board of Directors and the composition thereof are essentially listed in the Company Bylaws, Regulations of the Board of Directors and Director Selection Policy. In keeping with the internal rules and regulations of the Company, the Appointments and Remuneration Committee is responsible for guaranteeing that the selection procedures do not suffer from implicit biases that could entail discrimination, establishing a representation target for the gender least represented in the Board of Directors, and drawing up orientation insofar as how to accomplish this (articles 7.4 and 7.5 of the Appointments and Remuneration Committee Regulations of 4 April 2017).

In particular, the Appointments and Remuneration Committee actively seeks, either directly or with external advice from outsourced companies, to include candidates in the different Director selection processes in adherence to the guidelines included in the “Director Selection Policy” approved by the Board of Directors on 23 September 2015.

The number of women on this Board of Directors (six of thirteen voting members) currently exceeds the 30% recommended by the Code of Good Governance and the EU.

- b) **Is there a summary of the requirements to which the public can access for ascertaining how the Board of Directors is constituted?**

The mandatory requirements for the appointment of members of the Board of Directors and the composition thereof are listed in the Company Bylaws, Regulations of the Board of Directors and Director Selection Policy. These requirements include yet are not restricted to the inexistence of incompatibilities or reasons for stepping down or dismissal according to director categories. The mentioned rules and regulations are available to the public at the company's website ([www.gamesacorp.com](http://www.gamesacorp.com)).

- c) **To what extent does the company seek to increase the representation of women in management teams / executive committees in the next three to five years?**

The company has a firm commitment to increase the amount of women in positions of responsibility by 20% before 2019.

**d) What specific measurements does the company want to adopt to accomplish or exceed these goals?**

The Company currently has no specific goals insofar as the representation of women in management teams and/or executive committees for the upcoming years, though there are nevertheless policies in place to render the principle of equal opportunities real and effective, establishing favorable measurements for the promotion and increase of the under-represented gender. The SIEMENS GAMESA Group's **Diversity and Inclusion Policy** and **Corporate Social Responsibility Policy** both clearly state the commitment to fostering equality, diversity, and equal pay for personnel on the basis of their merits, qualifications and performance across all facets of activity and business.

For Spain, the **Second Equality Plan** is configured as a framework to cultivate respect and promote the diversity inherent to the nature of a multinational company such as SIEMENS GAMESA, and the continuous furtherance of equal opportunities, which constitute the essential axes in the management of male and female employees at SIEMENS GAMESA.

Particularly, the Second Equality Plan contemplates the measures of specific actions, for instance, (i) for equality of conditions, the person of the under-represented gender in the corresponding group will be hired, (ii) training actions should convene a minimum percentage of women in proportion to their presence in the area or group intended to be increased by 20%, (iii) training to workers to gain access to jobs with hardly any women, (iv) conducting programs to identify internal talent for cultivating a pool of qualified women and men with a potential to be promoted to positions of responsibility, assuring that the percentage of women therein at least matches the percentage of women on staff at SIEMENS GAMESA, or (vi) provide access to training to personnel on leave, reduced workdays or any other situation in connection with personal and professional reconciliation.

**e) What is the executive committee / management team candidate selection process? In particular, what is the manner of ensuring that ideal candidates are included in all stages of the process?**

The SIEMENS GAMESA job vacancy coverage process guarantees that no candidate undergoes discrimination in any of the stages of the selection process for reasons of gender, age, race, religion, beliefs or opinion. All candidates are assessed based on professional criteria, ensuring the assessment of their knowledge, skills and abilities. Likewise, the Company will ensure compliance with the legislation in force for hiring persons with disabilities.

Performance assessment is an established proactive method at SIEMENS GAMESA to systematically view the performance of company personnel. Assessment carried out on the basis of the work completed, objectives established, responsibilities assumed, and the overall attitude and conduct of the employee. Its ultimate goal entails the projection of future actions for personal development; it is improvement oriented. In short, performance assessment is a tool that lets us get a preliminary understanding of the conduct of employees in their positions and their ability to achieve objectives, so that we can make decisions on the suitability of the candidate for new positions in the Organization.

**B. OTHER EXECUTIVE POSITIONS – THE PATH OF TALENT\***

\*This information is drawn from the figures at the close of May 2017 and thus does not match the figures reported in the 2016 annual financial statements.

**a) General participation of female employees. Could you tell me how many women currently work in your company? Please provide the total figures and percentage corresponding to the amount of female employees.**

SIEMENS GAMESA currently employees 5,053 women, representing 18.76% of our total staff. The percentage of women pertaining to the Spanish staff is 27%; 1,213 female employees.

**b) How many employees are working at the two executive levels immediately below the Board of Directors? How many women does your company employ at the two executive levels below the Board of Directors in Spain? Please provide the total figures and percentages corresponding to each level.**

In 2016, there were 26 women at the two executive levels below the Board of Directors: thus, 9% for this group.

**c) How many women are there at middle management positions?**

In 2016, there were 435 women at middle management positions, representing 18.6% of the total for this group.

**d) Promotion of women to the first and second executive level under the executive committee. How many men and how many women have been promoted to the first and second executive level immediately under the executive committee this past year? Please provide the total figures and corresponding percentages.**

The number of promotions of both male and female employees to the first executive level under the executive committee was 0.

**e) Legal situation: Rules of participation, commitment with internal provisions, etc. What provisions have been implemented internally in the company to increase the participation of women in executive positions?**

Until fully integrated, the **Second Equality Plan** entails the implementation of a series of measures and actions for continuously promoting equal opportunities in the management of male and female employees at SIEMENS GAMESA. Some of the most significant measurements are:

- The progress made in the equality plan is presented to the SIEMENS GAMESA Executive Committee yearly.
- Review of the work procedures of the business units in which women are under-represented. When conditions are equal, the person of the lesser-represented gender in the specific group will be hired. "Lesser-represented" or "under-represented" gender will be construed when less than 40% in the referred group.
- Communications actions regarding equality issues intended for the entire staff have been intensified there are annual communications (unless lesser regularity is considered for some matter) regarding the progress of the plan through available formal channels.
- Specific communications actions are carried out to provide more visibility to women in management positions at SIEMENS GAMESA through interviews for the intranet or magazine "SIEMENS GAMESA Planet".

- We are working to assure that the risk assessment and preventive activity planning considers diversity and contemplates gender differences and the full scope of health risks (safety; chemical, biological and physical agents; muscular-skeletal and psychosocial risks) so that prevention policies and practices can encompass the work conditions of both men and women.
- The internal talent identification programs ensure that the percentage of women is at least the same as the number of women on staff at SIEMENS GAMESA.
- Training actions should invite at least a percentage of women that is proportional to their presence in the intended area or group plus an additional 20%.
- Extension of the reconciliation measures: On 16 March 2016, SIEMENS GAMESA signed the SIEMENS GAMESA Group Corporate Offices Collective Bargaining Agreement, which extended reconciliation measures in Spain. In addition to the improvements insofar as permissions and leaves already contemplated for adoptions, family issues, hospital stays, serious illness affecting family members, and leaves for caring for children and dependent family members, some of the most salient provisions of this agreement include:
  - *Entry/exit flexibility for personnel caring for children under the age of 12 or dependent family members to harmonize workdays from Monday through Friday with a half hour lunch break.*
  - *The calculation of variable remuneration/objectives will be made at 100% with no reduction in the overall salary for workers with reduced working hours up to 15% for legal guardianship of children under the age of 12 or for caring for dependent family members.*
  - *Establishment of a non-linear reduced workday application mechanism that is fully compatible with the operational needs of the department and guarantees the daily presence of the person working under a shortened workday while also enabling an irregular distribution of the schedule.*
  - *Telecommuting will be permitted after the 32nd week of pregnancy so long as doing so is compatible with the employee's job duties.*

SIEMENS GAMESA has also included equal opportunities in our **Corporate Social Responsibility Principles** in the following terms:

*“...SIEMENS GAMESA will promote the creation of human capital, particularly through the creation of employment opportunities and training to both male and female workers, and by avoiding any sort of discrimination, construed as any distinction, exclusion or preference that results in rejection or inequality regarding opportunities or in handling applications on the basis of race, color, gender, religion, political opinions, nationality, social extraction, illness or any other personal, physical or social condition. ...”*

The commitment of the SIEMENS GAMESA Group with the diversity and inclusion defined in **the Diversity and Inclusion Policy** is based on the following specific principles for this area:

- A work environment promoting dignity and respect for all. Zero tolerance for any sort of intimidation or bullying. Full observance at all times of the pertinent local legislation regarding diversity and inclusion.

- Safeguarding that the selection, hiring, payment and dismissal policies and practices, conditions of employment or access to training and promotion exclusively meet the criteria of merit and proficiency in connection with the requirements of the job, forestalling any signs of discrimination.
- Empowering employees to work in a motivated and creative environment, where the opportunities for promotion are available to every employee on the basis of knowledge, conduct, skills and proficiencies required for the various jobs.

Additionally, the duties of SIEMENS GAMESA as signatory of the **Diversity Charter** in Spain include yet are not restricted to the principles of (i) fostering the construction of a diverse staff, (ii) promoting inclusion, (iii) considering diversity in all personnel management policies, and (iv) furthering the reconciliation of work, family and leisure time.

### C. CORPORATE STRATEGY

- a) **Identification and training for talented women. Does the company continuously identify talent in female employees and empower them with, e.g., training and development programs or other mechanisms designed to enable them to continue forward in their careers to executive or leadership positions? Could you mention company actions and their assessment (e.g., amount of women hired annually for leadership and management roles as a result of specific support activities promoted by the company for women)?**

SIEMENS GAMESA applies a global process for **identifying talent, key positions, and successors**. Each specific group is the recipient of various management and leadership skills development programs with a view to encouraging their personal and professional development. Some of these specific measures are: mentoring, executive skill training, international experiences or department mobility. This process facilitates the attraction and retention of talent to its full extent while harnessing the adoption of policies and practices at the company level for optimizing talent, regardless of the gender.

33% of the high-potential persons identified are women.

The **mentoring program** entails the individual assignment of a mentor to every person identified as having elevated potential to guide their aspirations and address their professional concerns. This year, 29% of the mentors are women.

- b) **What quantifiable objectives (results) have been established to guarantee that women (with the appropriate talents) reach their maximum potential in the company?**

SIEMENS GAMESA has various initiatives underway for capturing, identifying and retaining talent. The **SIEMENS GAMESA Leadership Program (GLP)**, now in its second version, promotes professional and personal development of individuals identified as High Potentials with the creation of multicultural and multifunctional work groups which facilitate the exchange of knowledge and communication between all of the business units. Women make up 33% of the participants.

In addition to retaining, motivating and developing the best professionals to ensure we have the necessary talent to cover future needs, SIEMENS GAMESA also conducts the **Premium Scholarship Program**. 29% of the participants currently enrolled are women.

**c) Additional question: Who is the person responsible at the executive level for the success of the company strategy tending to favor the promotion of female employees?**

As established in our **Diversity and Inclusion Policy** approved by the Board of Directors on 24 September 2014, the SIEMENS GAMESA Group, led by the Board of Directors and executive team, and across all facets of activity and business, undertakes to foster equality and diversity, and pay our personnel on the basis of their merits, qualifications and performance.

In this regard, and as established in the diversity policy mentioned above, the specific duties of each group are:

The Diversity Committee, comprising human resources leaders from around the globe, implements the objectives of this policy throughout the entire company and promotes its revision and updating.

The Executive Committee has the role of providing the appropriate resources for implementing this policy and ensuring that it is appropriately reported and disseminated.

The Board of Directors review and, where pertinent, updates the policy annually.

All employees have the individual duty to adhere to the procedures established in this regard with a view to ensuring equal opportunities and zero discrimination, report any alleged discriminating practice and refrain from punishing or intimidating other employees, clients or visitor.

**d) Tracking. What specific measures are used to raise awareness regarding the importance of "increasing the number of women at executive positions" among personnel and management?**

The specific measures in place for raising awareness regarding the importance of "increasing the amount of female executives" prominently includes the **Diversity and Inclusion Policy** cited above, which is posted and thus available for all employees on the SIEMENS GAMESA Intranet in Spanish, Portuguese, English and Chinese, and the **Second Equality Plan** that SIEMENS GAMESA signed with the labor representation in September 2014 (ratified by the Equality Commission in July 2014 and published in the Official State Gazette in September 2014).

The Second Equality Plan is also posted on the SIEMENS GAMESA Intranet in Spanish and English for all employees. The original version of this Equality Plan was sent together with a letter from the General Corporate Director and the Group's General Secretary and Human Resources Director to all executive teams, human resources teams and labor representation. This message underscores the importance of effective equal opportunities among women and men for posts of responsibility and other professional categories.

**e) How many men have taken paternity leave in 2016? And how many women?**

In Spain 151 men took paternity leave in 2016, 7 of those leaves coincided with the maternity leaves of their spouses and 3 requested time off to care for their underage children.

At SIEMENS GAMESA, there is a target to achieve equality between men and women, and a commitment with specific actions to guarantee equal opportunities for everyone. Managers are flexible for many job positions and allow one to two weeks of at-home work to parents who cannot reduce their work schedule or take unpaid leave after the birth of their children.

**f) What professional flexibility is offered to pregnant women and mothers of children under 12 years of age?**

SIEMENS GAMESA works day by day to promote the work/personal life balance of all its employees by providing staff with a series of reconciliation measures specifically designed to safeguard maternity and childcare, namely:

- 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 workday 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.
- 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
- Telecommuting permitted after the 32nd week of pregnancy so long as doing so is compatible with the employee's job duties

**g) Do you believe that the involvement of women in leadership positions is a good business decision?**

At SIEMENS GAMESA, we believe that this is a good business decision more than a good commercial decision, since the company and the society in which it operates, should harness the best expertise and talent regardless of the gender of the employee.

One of the company's current goals is to accomplish an effective equality of opportunities amongst men and women within the framework of employment organizations. The incorporation of women to posts of responsibility and other professional categories is a significant opportunity that should be exploited in its full scope.

It is obvious that the success of a company rests upon its personnel. At SIEMENS GAMESA, we are committed to equal opportunities in all aspects of personnel management. In this regard, the work of various platforms such as the Diversity Committee or Equality Commission renders the attainment of important milestones in the field of equality and diversity.

The creation of a **Diversity Committee**, definition of a **Diversity and Inclusion Policy**, renewal of the company's **Equality Plan**, adherence to the **Diversity Charter**, creation of a specific section for **diversity and inclusion on the intranet** for communicating and posting the progress in this area, extension of **reconciliation measures** and the creation of **breastfeeding rooms** at offices are only a few of the initiatives carried out in 2014 within the framework of SIEMENS GAMESA's commitment to gender equality.