



Diversity enlarges the potential for ideas and innovation

Diversity is an invaluable source of talent, creativity and experience.

It comprises all the differences in culture, religion, nationality, race, ethnicity, gender, age and social origin – in short, everything that makes the individual singular and unique within society.

Diversity improves competitiveness by enlarging the potential for ideas and innovation. Diverse teams addressing problems from varied perspectives will be more productive and achieve better solutions. We will benefit from the potential of **Diversity** not only in a global context, but also at all levels within countries, locations and teams.

Diversity is a business imperative and part of our social responsibility as well. It must become an integral part of our corporate culture worldwide and thereby position Siemens as a global employer of choice.

There is no uniform approach to promoting **Diversity**. Countries and regions must develop their own strategies based on local history, culture and actual needs.

These principles are intended to highlight **Diversity** as part of our corporate strategy and to call for action.

Guiding Principles for Promoting and Managing Diversity



The Principles

- We operate in countries with a variety of social structures, some are quite homogeneous, others very diverse.

Regardless of this variety we promote **Diversity** in all our locations worldwide. The cultural differences of employees with diverse backgrounds and nationalities will enrich our organization, including our central corporate headquarters and the headquarters of our groups and subsidiaries. Qualification and performance for the respective tasks are the only prerequisites for successful employment.

- In countries or metropolitan areas with different races, cultural, religious and ethnic groups, we recruit individuals who represent all dimensions of **Diversity**. We motivate them to perform to their fullest potential by ensuring equal opportunities for personal development and professional growth.



For groups within society who have not had equal access to education and training, we will actively support initiatives and partnerships to unlock and develop their talent and potential.

- We maintain and improve employability by training and continuing education. This applies to all employees irrespective of backgrounds.
- We identify high potentials from all backgrounds within our organization and we also attract from external sources, thus maintaining a broad selection for all management functions.
- We strive to integrate women at all levels, including top management.
- Our working environment will be open and inclusive. We foster awareness of and sensitivity for **Diversity**. The organization will be responsive to the diverse expectations of employees, including work-life balance.
- We will not tolerate discrimination or harassment of any kind. If there is discrimination of individuals or groups in society, it must not be perpetuated in our facilities.
- We promote the employment of people with disabilities and support them to perform their work and to develop their potential. We integrate them into everyday working processes and teams.
- It is also essential for us that these principles be applied accordingly in our relations with customers, suppliers, contractors, shareholders and other stakeholders.

Implementation

- The top management of the groups and regional units worldwide will publicly identify with and champion **Diversity**.

Country and local management will implement the **Diversity** principles with due cognizance to the special circumstances in their countries. If laws and regulations require specific measures, these will be applied.

- Promoting and managing **Diversity** will be integrated in management and leadership systems, and in management training. Managers will be identified and developed who successfully achieve and manage **Diversity**.
- The regional units will monitor and benchmark **Diversity** according to the specific requirements within their countries. If substantial improvement is needed, it is recommended that a project be dedicated to this aim.

Specific **Diversity** targets should be set and agreed upon. These may be incentivized, where appropriate.

- Regional corporations, operating companies and groups will communicate and cooperate to promote **Diversity** of employees in their respective countries.
- Promoting and managing **Diversity** is not a once off initiative. It is a process of continuous improvement, which must be responsive to feedback from employees and other stakeholders.

**Siemens AG,
Corporate Personnel**