

2020

**USE WIND INTELLIGENTLY
LIVE SUSTAINABILITY**

165



WE ARE NORDEX



THE NORDEX GROUP is one of the world's leading providers of high-performance wind power systems. The Group unites the two formerly independent manufacturers – Acciona Windpower and Nordex – which complement each other perfectly. Whereas Acciona Windpower generates the majority of its revenues from major projects in growth markets, Nordex focuses its business activities on Europe.

By bundling these business activities, we cover **around 90 percent** of the markets (excluding China) for onshore systems. As both sections of our Company have different focus areas, this means we can offer suitable wind turbines to meet very different requirements. Our manufacturing network includes facilities in Germany, Spain, Brazil and India. In 2017 we also established a technology centre in Denmark for rotor blade development.

Nordex's focus lies not only on sustainable economic growth, but also on taking responsibility and countering the challenges posed by climate change. Our Sustainability Strategy forms the foundation for our actions, entitled: **'Use wind intelligently – live sustainability'**. In this Sustainability Report, we present a detailed account of our economic, ecological and social activities for the first time.



141.8

consolidated net profit 2016
before taxes in EUR million,
2015: EUR 98.1 million

2,622

installed capacity 2016 in MW,
2015: 1,697 MW

5,129

employees 2016 as at the reporting date,
2015: 3,336 employees

22,819

power consumption per installed
capacity 2016 in kWh/MW,
2015: 24,135 kWh/MW

2,607

waste per installed
capacity 2016 in kg/MW,
2015: 2,815 kg/MW



USE WIND INTELLI- GENTLY. LIVE SUSTAIN- ABILITY.

As a company that is fully aware of its responsibilities, through our wind energy systems we aim to contribute to climate-friendly energy generation – and ensure sustainable thinking is embedded in all areas of our Company.

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ORIENTATION FOR FAST READERS



Reference to sections in the report or to other Nordex publications



Links to external internet sources



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JOSÉ LUIS BLANCO
Chief Executive Officer of Nordex SE



Foreword by the Chief Executive Officer

DEAR READER,

G4-1 Today and in future, climate-friendly energy generation requires numerous actors to play their part in making sustainable energy a reality. As a company aware of its responsibility, at Nordex we fully intend to shape this global transition actively.

Against this background, the topic of sustainability continues to grow in importance – both for us and for many of our stakeholders. Our customers and shareholders in particular continue to approve of our company's thorough approach to safeguarding environmental, occupational and health protection standards. For them, Nordex's sustainability performance represents increasingly a fundamental factor when deciding whether to award projects or make investments. The present Sustainability Report provides our stakeholders for the first time with a comprehensive overview of our sustainability activities.

IN 2015 WE LAID THE FOUNDATION for the continual increase in our economic, ecological and social engagement by defining our Sustainability Strategy. Our strategy motto, '**Use wind intelligently – live sustainability**', emphasises our conviction that doing business sustainably in all areas of our company contributes to positioning Nordex successfully in the market for the long term.

At the same time, our strategy motto also describes our understanding of sustainability.

THE FIRST PILLAR and core element are our wind power systems, through which we contribute worldwide to limiting global warming to 2° Celsius and mitigating climate change. The United Nations agreed on this target value at the COP 21 Global Climate Conference in Paris in 2015. Within the global implementation of this stated climate target, companies play a vital societal role – and Nordex actively accepts this responsibility.

THE SECOND PILLAR of our understanding of sustainability is supported by the personal behaviour of our employees, suppliers, service providers, customers and business partners. We intend to live and shape sustainability together with our employees in our daily work, and a core Nordex management objective is to anchor sustainability as a fundamental attitude in all areas of our company.

THE IMPLEMENTATION of our Sustainability Strategy was launched in a year characterised by substantial change for Nordex. Through our merger with Acciona Windpower, with the acquisition of the Spanish wind power system manufacturer concluded on 1 April 2016, Nordex has structured itself even better for the future

2016

the merger between Nordex

and Acciona Windpower took place on 1 April, forming the Nordex Group.

and developed to become a globally active, competitive provider with a significantly expanded product spectrum. With this decision we are entering the next phase of our company's development.

ALONGSIDE SETTING OUR STRATEGIC COURSE, ensuring the health and safety of our employees and service providers is a central management task and takes the highest priority across all areas of our business. Following the introduction of the Safety First training programme and the resulting improvement in our LTIF (Lost Time Incident Frequency) rate, we plan to offer safety-training courses in further languages worldwide to reduce working accidents even more effectively.

A FURTHER MAIN TOPIC of our Sustainability Strategy is to minimise environmental impacts resulting from Nordex's operations. Comprehensive analyses and reviews of the Group's major locations now enable us to implement location-specific measures to move us consistently closer to our goal. Within this effort the individual company departments benefit from actively exchanging their experience. For example, this has made it possible to increase the share of renewable energies within our overall third-party electricity consumption to 66.8%. Additionally, initial detailed investigations

of Nordex's best-selling wind power system in 2016 identified a very satisfactory recyclability rate of over 86%. We will expand these analyses to cover further systems in our product portfolio, with the goal of achieving even better results from improved sustainability in the product-development phase.

While 2016 was mainly characterised by securing the prerequisites for establishing our Sustainability Strategy, the initial results in the reporting period give us cause for optimism. We are convinced that thinking and acting sustainably is inseparable from the future of the Nordex Group.

I cordially invite you to accompany us on our way to becoming a company that feels and lives its commitment to sustainability on every level.

Yours sincerely,
José Luis Blanco



Chairman of the Management Board



THE TOP MANAGEMENT OF THE NORDEX GROUP



JOSÉ LUIS BLANCO
Chief Executive Officer

CHRISTOPH BURKHARD
Chief Financial Officer

PATXI LANDA
Chief Sales Officer



ABOUT THIS REPORT

Reporting period and scope

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This Sustainability Report relates to financial year 2016 and covers the reporting period of 1 January 2016 to 31 December 2016. This is the first time Nordex has published its sustainability activities in this form. Henceforth the Company will update and publish its sustainability-related report content and data annually.

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INFORMATION

For the Nordex Group's full consolidated financial statements see the Nordex Group Annual Report 2016, [page 98](#).

The first Nordex Sustainability Report

In our Sustainability Report we provide detailed information for the first time on our economic, environmental and societal performance. The report describes our Sustainability Strategy 2015–2018 as well as current developments, activities and KPIs in the area of sustainability. Together with the Nordex Group Annual Report 2016, our Sustainability Report provides a comprehensive picture of our current business situation, taking financial and non-financial key figures into account.

The disclosures made in this Sustainability Report generally apply to all Group companies as recorded in Nordex's [consolidated annual financial statements](#). However, the key figures on consumption relate solely to the Nordex Group's active production sites in Germany, Spain, Brazil and India as well as to its head offices in Germany and Spain. While we report on the company's significant locations in quantitative terms in accordance with the materiality principle, over the coming years we intend to expand the scope of this report continually. Where information and data in the report relate to Nordex sites other than those stated above, this is highlighted accordingly.

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Content and structure

WE PRODUCED OUR Sustainability Report 2016 largely in accordance with the Core option of the [Global Reporting Initiative's \(GRI\) G4 Guidelines](#). In line with GRI Principles we applied an integrative process to work out the content focal areas before launching the reporting process. In the first stage, a working group of internal company representatives, which was established for this purpose, determined and prioritised all sustainability aspects of potential relevance. Nordex then identified 15 material topics derived from this research, and grouped them into five central fields of action. This report is structured in alignment with these fields of action, reflecting the key economic, environmental and social topics for Nordex with regard to sustainability.

We derived our overarching Nordex Sustainability Strategy for 2015 to 2018 from these key sustainability topics. For a detailed explanation of what underpins this strategy, and the targets by which we measure our sustainability performance, please refer to the section: 'Sustainability as part of our Corporate Strategy'.



INFORMATION

For an overview of all standard disclosures addressed in this report, see the GRI G4 content index on [pages 85–90](#).

MATERIALITY ANALYSIS



To define the relevant sustainability aspects Nordex carried out a materiality analysis which identified 15 material topics.

FIELDS OF ACTION



Nordex has grouped the material topics into five central fields of action: Product responsibility, Employee responsibility, Environmental management & resource efficiency, Responsibility in the supply chain and Responsibility for society.

STRATEGY 2018



The Sustainability Strategy is based on the fields of action and material topics identified. It forms the basis for the sustainability activities of the Nordex Group up to 2018.



The path to strategy

Materiality analysis, fields of action, and Strategy up to 2018.





COMPANY PROFILE

About Nordex



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The [Nordex Group](#) is a supplier of innovative onshore multi-megawatt wind turbines for use in a strong, moderate and light wind locations.

INFORMATION

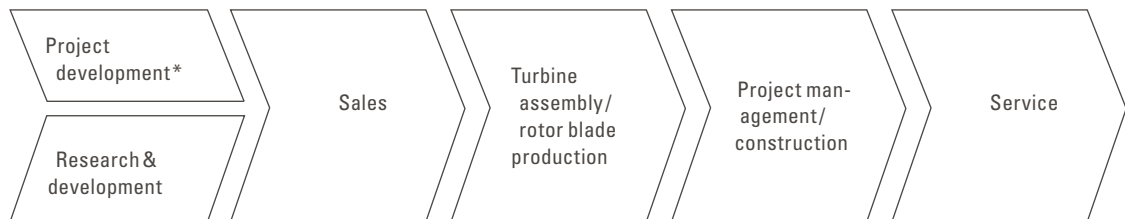
For further information on the basis of the Nordex Group, see the Nordex Group Annual Report 2016, [pages 40–57](#).

We focus on the development, production and installation of complete wind power systems, including control software and key components. At our facilities we assemble wind turbine nacelles and hubs in particular. We also manufacture a key part of the rotor blades there ourselves for later integration.

We sell our wind turbines through our own in-country offices. We also provide preliminary wind farm project development in selected markets and offer wind turbine installation services right through to turnkey solutions. Our core business also includes wind turbine services dedicated to offering our customers comprehensive, long-term support.

Nordex focuses on developing and manufacturing end-to-end wind power systems. The majority of components used, such as gearboxes, generators and inverters, are supplied by partner companies whose expertise we also frequently integrate when developing products. We develop the turbine rotor blades ourselves as a key component, and then either manufacture these at our own rotor blade facilities or source them from international suppliers as part of build-to-print contracts. Build-to-print is a process in which suppliers produce rotor blades at their facilities in accordance with our design specifications.

THE VALUE-ADDED STRUCTURE OF NORDEX SE AT A GLANCE



* Activities in selected markets.



G4-5 The publicly listed holding Nordex SE has its registered office in Rostock, Germany, where our nacelle assembly and rotor blade production facilities are also based. Our Company's main administration office is based in Hamburg where, besides the corporate functions, sections of our Sourcing, Project Management and Service Departments as well as Sales Germany are also based. In the reporting period the Group operated Sales and Service offices in 28 countries, mainly in Europe, North and South America, as well as in other selected markets such as India, Pakistan and South Africa.

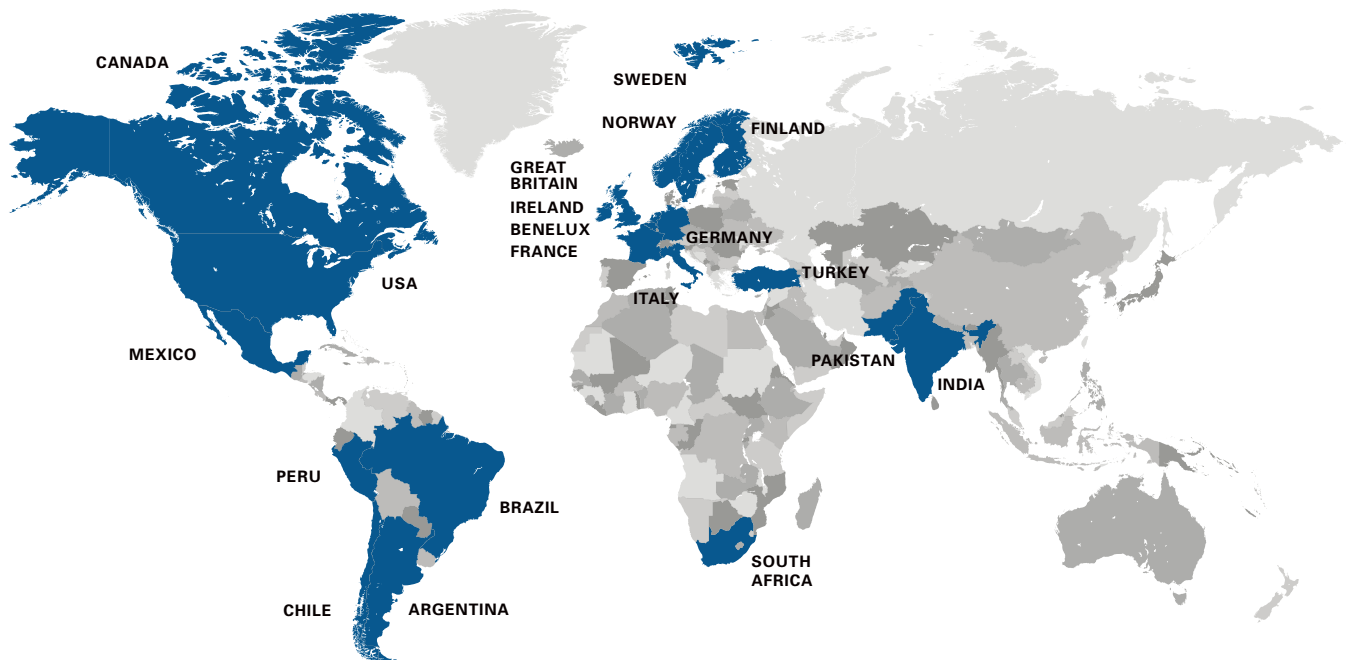
G4-7

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G4-8

G4-13 As a result of the merger with the Spanish wind turbine manufacturer Acciona Windpower, which was acquired on 1 April 2016, we have considerably expanded our geographical presence and product range, and developed Nordex into a global provider. Our total number of nacelle production locations rose by two facilities in Spain (in Barásain and La Vall d'Uixó), one facility in Brazil (Simões Filho), and one facility which opened in 2016 in India (Chennai). In Spain, rotor blades are also manufactured in Lumbier.

FOCUS MARKETS OF NORDEX GROUP



Through the merger with Acciona Windpower, Nordex also acquired the know-how and capacity for the first time to manufacture concrete towers for wind turbines. To do this we set up

mobile production facilities during the construction phase of major wind farm projects. In 2016 we operated two concrete tower facilities in Brazil; in addition, subcontractors manufactured concrete towers for us at one facility in Brazil and one in India, for which we provided the moulds.

ECONOMIC PERFORMANCE OF THE NORDEX GROUP

in EUR million	2016	2015	2014
Direct economic value generated	3,395.4	2,430.3	1,741.3
Economic value distributed			
of which operating costs	2,936.9	2,092.4	1,500.2
of which employee wages and benefits	289.9	197.3	167.7
Payments to providers of capital	34.7	23.3	20.5
Payments to the government	49.9	13.5	7.3
Community investments	n. d.	n. d.	n. d.
Economic value retained	84.0	103.8	45.6

Figures are based on the Group's consolidated income statement in the relevant Nordex Group Annual Report.

The Group has Sales and Service offices in Australia, Brazil, Canada, Chile, China, Denmark, Finland, France, Germany, Great Britain, India, Ireland, Italy, Mexico, the Netherlands, Norway, Pakistan, Poland, Portugal, Romania, Singapore, South Africa, Spain, Sweden, Turkey, Uruguay and the USA.

In financial year 2016 Nordex, with its 5,219-strong workforce (as at 31 December 2016), generated sales of EUR 3,395.0 million and consolidated profit after tax of EUR 95.4 million. The Projects segment accounted for 92% of sales, with the Service segment generating the remaining 8%. The Group installed 985 wind power systems in 15 countries with a total capacity of 2.6 GW. The largest single markets by installed capacity were Germany, Turkey and Brazil, followed by Great Britain and France.

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G4-EC1 FINANCIAL DATA OF THE NORDEX GROUP



INFORMATION

For a detailed presentation of financial indicators, see the Nordex Group Annual Report 2016.

The financial indicators presented comply with International Financial Reporting Standards (IFRS) for the entire period 2014–2016.

The Annual Reports 2014–2016 were audited by PwC.

in EUR million	2016	2015	2014
Sales	3,395.0	2,430.1	1,734.5
Total revenues	3,395.4	2,416.1	1,739.5
Earnings before interest and taxes (EBIT)	168.6	126.2	78.0
Cash flow	114.4	144.6	–24.6
Investments	102.4	75.1	76.3
Consolidated net profit/loss	95.4	52.3	39.0
Cost of materials	2,559.4	1,879.8	1,342.7
Personnel expenses	289.9	197.3	167.7

Figures are based on the Group's consolidated income statement in the relevant Nordex Group Annual Report.

Corporate governance

UNDER A TWO-TIER management system, the Nordex Management Board manages the Company at its sole discretion with the aim of achieving sustained increases in enterprise value, and attaining the established long-term Company targets. It also coordinates and controls all significant activities and conducts the Company's business in accordance with statutory provisions.

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As at the 2016 financial reporting date, the Group's total assets stood at EUR 2,994.2 million, of which EUR 940.0 million, or 31.4%, represented equity. Longer-term borrowing was restructured as part of the Acciona Windpower transaction and currently mainly comprises a promissory note loan with a volume of EUR 550.0 million. As a Company with sustainable business practices, Nordex achieved certification of this financing instrument as the world's first green 'Schuldschein' loan in accordance with the criteria of the [Climate Bonds Initiative's Climate Bonds Standard Board](#).

As part of the acquisition of Acciona Windpower, the shareholder structure of Nordex SE also changed. Acciona Windpower's former parent group, the publicly listed Spanish company Acciona S.A., took a 29.9% stake in Nordex SE through the issue of new share capital in the form of a capital contribution and the purchase of further shares. This makes it a strategic anchor investor and the Group's largest shareholder.

In compliance with its statutory obligations, the Supervisory Board advises and monitors the Management Board in matters relating to the Company's governance. It is also directly involved in all decisions of fundamental importance for the Company. The Management Board maintains ongoing contact with the Supervisory Board, briefing them comprehensively on the condition and performance of the Nordex Group as well as on all material business transactions. In financial year 2016 the Supervisory Board established three committees: besides the Executive Committee, which acts as Personnel and Nomination Committee, these were the Audit Committee and the Strategy and Technology Committee.

www

INFORMATION

For further information on the Climate Bonds Initiative standards, visit: www.climatebonds.net/standards.



SUSTAINABILITY AS PART OF THE STRATEGY

WWW
INFORMATION

For further information on the UN Global Compact, visit: www.unglobalcompact.org/what-is-gc/mission/principles.

WWW
INFORMATION

For further information about the OECD, visit: www.oecd.org.

Guiding principles and corporate culture

Values and guidelines

Our Company is committed to handling resources in full awareness of our environmental and economic responsibilities. Our actions also reflect the respect we have for all Nordex employees and everyone who works with us, which naturally includes our customers, suppliers, service providers, and shareholders, as well as our neighbours and communities.

G4-56 Our corporate culture is based on the values, principles and standards of conduct set out in general Nordex guidelines, area- and subject-specific Company guidelines, and in particular the Nordex Group Code of Conduct. The Code of Conduct comprises five core Compliance Principles: ‘Compliance with applicable law’; ‘Avoiding conflicts of interest’; ‘Protecting Company property’; ‘Upholding the Code of Conduct’; ‘Aspiration towards ethical standards’. The Code of Conduct is binding for the entire Nordex Group and must be signed by every Nordex employee in the form of a Declaration of Consent. As our Group is international, since 2016 the Code of Conduct has been available in German, English, Spanish, and Portuguese.

In accordance with our Code of Conduct, the ethical guidelines of the [UN Global Compact](#) and the [Organisation for Economic Co-operation and Development \(OECD\)](#) provide fundamental guidance for our business activities. The global observation of human rights provides the foundation for all our business decisions, including our investment agreements.

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G4-HR1

Global compliance

Our Code of Conduct is a cornerstone of the work of our Corporate Compliance Department. The core tasks of this department include the implementation of an effective compliance-management system which is designed to identify potential legal violations, stop them, and ensure they are henceforth permanently prevented. Corporate Compliance works to inform employees and management about general and current compliance issues such as tackling corruption and preventing anti-trust law infringements. It also supports them in fulfilling compliance obligations specific to their area of business activity. In addition, Corporate Compliance raises risk awareness and promotes integrity in order to establish a sustainable compliance culture in which there is zero tolerance for violations of the law. Corporate Compliance and the Compliance Team report regularly to the Nordex Management Board. They also work closely with site and department managers, and are on hand to answer any compliance questions that employees, management staff or contractual partners may have.

G4-EN29 In the reporting period we are pleased to confirm that there were no instances of anti-competitive behaviour, nor were any non-compliance or criminal proceedings initiated owing to violations of the law or regulations. Neither were we aware of, nor were formally submitted to us, any complaints regarding our labour practices, or regarding other human rights, environmental or social impacts.

G4-SO8**G4-PR9****G4-LA16****G4-HR12****G4-EN34****G4-SO11****G4-SO7**

In 2016 we aligned our Code of Conduct and Compliance programme with our new Group structure. In the future we intend to apply our Supplier Code of Conduct developed for all suppliers and subcontractors Group-wide. We will also raise awareness among our employees about compliance issues through [e-learning formats](#).

As part of a mediation process involving the OECD's German contact point, in the reporting year we agreed specific criteria for conducting even more stringent due diligence on our contractual partners. By doing so we intend to continue to meet our business partners' demands going forward. As part of implementing the Market Abuse Directive, which entered into force in July 2016, we enacted a Group-wide Insider Guideline. It is intended to ensure that insider information, which is relevant to our Company's market price, is handled correctly. In this regard, the Management Board of Nordex SE also made use of the statutory option and established an ad-hoc committee, which serves as the central body in our Company for the purposes of reviewing and evaluating any insider information and observing any subsequent disclosure requirements.

NEW GROUP STRUCTURE

The merger of Nordex and Acciona Windpower to become the new Nordex Group took place on 1 April 2016. For further information, see our Annual Report 2016, pages 14 and 41.

Tackling corruption

We naturally attach high priority to preventing corruption. To further minimise risks in this regard, we foster a culture of transparent communication within our Company. Furthermore, at the end of 2016 we launched e-learning based further training activities, which we intend to expand across the Group over the coming years. In 2016 all Nordex Management Board members and 21% of our managers received information on preventing corruption, and took part in related training activities. 709 employees across 6 regions (see table below) have also already completed a 40-minute e-learning course on the

same subject; as at the reporting date, this represents 14% of all Nordex Group employees. As was customary with the many face-to-face training initiatives held previously, the employees who were trained on our first Compliance e-learning course were also made aware of the relevant guidelines contained in our Code of Conduct.

G4-SO4

INFORMATION

For further information about further training and e-learning, see [page 45](#).

E-LEARNING COURSE ON CORRUPTION PREVENTION (2016)

Region	Number of participants
Total	709
Africa	1
Asia	0
Europe (excluding Germany)	38
Germany	669
North America	1
South America	0

100

percent

of our business locations were ranked in the reporting period.

Risk Ranking

With the external support of the auditing company BDO, our Internal Audit Department produced a ranking for our Audit Plan 2017. The following factors form the basis for assessing all Nordex Group companies in relation to their individual risk:

- [Corruption Perceptions Index \(CPI\)](#),
- employee fluctuation,
- date of the last assessment,
- assessment by the specialist departments and the Compliance Team and
- economic development (EBIT/revenue).

In the reporting period 100% of our business locations were ranked. The corruption risks are distributed according to the CPI within the Nordex Group. In the reporting period we are pleased to confirm that there were no confirmed instances of corruption, nor was any resulting legal action taken.

G4-S03

G4-S05



INFORMATION

For further information about CPI, visit: www.transparency.org/research/cpi/overview.

In 2017 we will update our existing Corruption Guidelines and harmonise them with the requirements of Nordex's new Group structure. Our Global Compliance Team is also working with our Internal Audit Department to agree Group-internal anti-corruption measures and processes.

Memberships and collaborations

Nordex is a member of various international and sector-specific associations. We are active in the following organisations, among others, as either a management board or steering committee member: VDMA PS (Verband Deutscher Anlagen- und Maschinenbauer) (Specialist Power Systems Association of the German Mechanical Engineering Industry Association), WindEurope, FEE (France Energie Eolienne) (French Wind Energy Association), ANEV (Associazione Nazionale Energia del Vento) (Italian Wind Energy Association), AMDEE (Asociación Mexicana de Energía Eólica) (Mexican Wind Power Association) and PSEW (Polish Wind Energy Association).

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The following associations and technical bodies are also highly relevant to us: FGW (Fördergesellschaft Windenergie und andere Dezentrale Energien) (Federation of German Windpower and other Decentralised Energies); VDE FNN (Verband Deutscher Elektrotechniker, Forum Netztechnik/Netzbetrieb) (German Association for Electrical, Electronic&Information Technologies, Forum Network Technology/Network Operation); ABEEólica (Associação Brasileira de Energia Eólica) (Brazilian Wind Energy Association); SAWEA (South African Wind Energy Association); TUREB (Turkish Wind Energy Association).

Financial assistance

G4-EC4 As an important actor in the wind power sector, energy market-related government policy decisions in particular greatly affect our business activities and projects. Nordex itself receives no subsidies for its products. The electricity we generate using renewables and which is fed into the consumer power grid is remunerated depending on the particular state's subsidy programmes.

In 2016 we received a government grant of EUR 993 thousand from the economic development organisation of the German federal state of Mecklenburg-Vorpommern. Furthermore, in 2014 we received a government grant of EUR 7,874 thousand to expand our production facility in Rostock, Germany. The subsidised plant assets must remain there until the end of the five-year restricted period, which commences on completion of the investment activity. These subsidies secured 979 jobs and created 147 new positions – a yearly average which must be maintained during this restricted period. We also received EUR 865 thousand in government subsidies in 2016 (2015: EUR 0 thousand) for the sourcing of additional productive assets.

Regarding Research and Development (R&D), Nordex projects received subsidies of EUR 497 thousand. These related to individual plant and joint projects in experimental and industrial as well as basic research, which we are implementing as part of specialist German federal state programmes.

Our customers make regular use of export credit agency (ECA) financing instruments. As an exporter affected by this system we support these guarantees by providing necessary information and binding declarations, and in doing so are also directly involved in the financial guarantees. In individual cases we also apply for our own supplier and production coverage to safeguard against specific risks associated with customers' wind farm projects. In the reporting period the Nordex Group concluded new business worth EUR 77.2 million covered by ECAs.

In the reporting year Nordex received EUR 90 thousand in tax relief for 2014 in Germany under the German Electricity and Energy Tax Act. We received no financial incentives, nor any other fiscal benefits that included forms of financial support. Furthermore, no governments held stakes in Nordex SE in the reporting period. For further information on our [shareholder structure](#), please see the Nordex Group Annual Report.



INFORMATION

For further information on our shareholder structure, see the Nordex Group Annual Report 2016, page 34.

2015
2018

Nordex has set itself clear sustainability targets for this period in the areas of Economy, Environment and People.

Sustainability Management

In 2015 we established our Sustainability Management organisational unit to coordinate sustainability measures in a goal-orientated way and meet our stakeholders' growing requirements. Sustainability Management is responsible for all aspects of sustainability at Nordex and is supported by a broad spectrum of Company areas. The unit's responsibilities include the management and communication of internal and external processes, coordinating different departments, and engaging in dialogue with various stakeholder groups. Its overarching objective is to implement the Nordex Sustainability Strategy efficiently.

In the reporting period, Sustainability Management implemented numerous measures which included software for the controlling of KPIs as well as for internal and external reporting. It also prepared and produced our first Sustainability Report, and coordinated specific measures to achieve the goals we set in our Sustainability Strategy. Given the significant expansion of Nordex's corporate structure in the reporting period, Sustainability Management is responsible for embedding the adopted Sustainability Strategy across the Group by 2018, particularly with regard to the merger with Acciona Windpower.



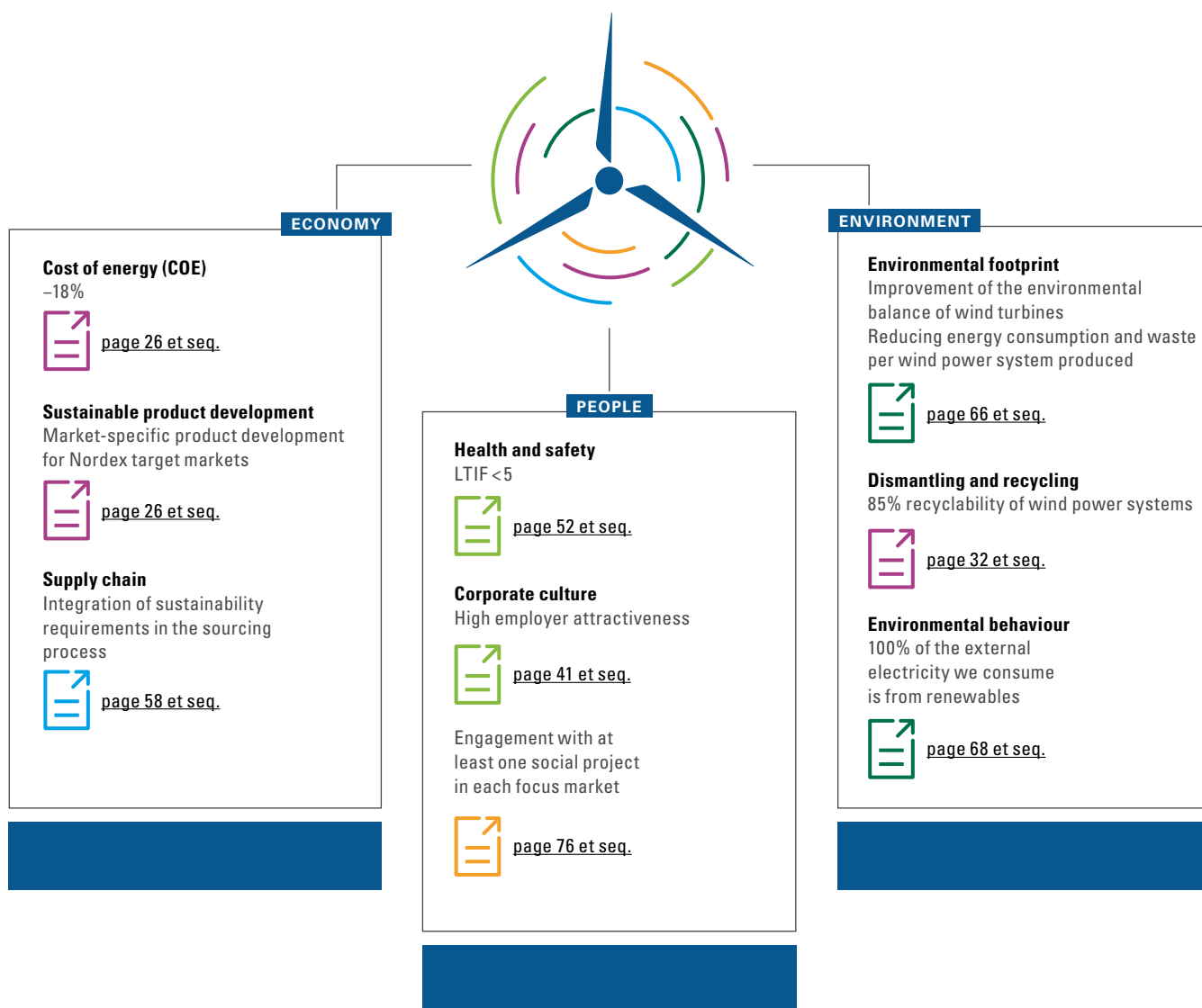
Sustainability Strategy 2015–2018

IN 2015 THE NORDEX MANAGEMENT BOARD ADOPTED THE SUSTAINABILITY STRATEGY ENTITLED 'USE WIND INTELLIGENTLY – LIVE SUSTAINABILITY'.

The strategy includes the strategic fields of action and the derived sustainability topics, for which we have defined specific goals and KPIs.

In 2016 we conducted a Group-wide status survey that focused on material sustainability topics. Together with the locations within the

survey scope we identified individual measures intended to secure the implementation of our Sustainability Strategy. In doing so we aim to make a systematic contribution to ensuring that our employees, together with our suppliers and service providers, live out our sustainability principles and take responsibility.



Materiality analysis

- G4-18** For us and for the majority of our stakeholders, the sustainability performance of our business partners continues to gain in significance. When selecting partners for a project or making investment decisions, their professionalism in fulfilling environmental as well as occupational health and safety standards plays an increasingly important role. The development of our Sustainability Strategy was therefore based on an integrative process which closely involved key Company functions in identifying relevant stakeholder groups and sustainability topics for Nordex, as well as in the development of the strategy itself. The working group we formed for this mission consisted of representatives from a broad spectrum of Company areas. The working group's goal was to identify and prioritise key sustainability topics for Nordex from a Company-internal as well as the respective stakeholder group's perspective.
- G4-25**
- G4-24**

- G4-26** The process encompassing the acquisition of new customer groups through to project finalisation can take several years at Nordex. During every stage of this process we engage closely and regularly with key stakeholder groups – for instance at supplier audits, and regular investor and analyst conferences. We also engage in regular dialogue with key stakeholders in many forms, including employee, customer and supplier surveys.
- G4-27**

The result of our materiality analysis is presented in the Nordex Materiality Matrix, which reflects the 15 sustainability topics from the areas of Economy, Environment, and Society. The core topics of 'health and safety', 'cost of energy (COE)', 'supply chain', 'sustainable product development', 'environmental behaviour', 'environmental footprint', 'corporate culture' and 'decommissioning and recycling' are highly

relevant to Nordex and our stakeholders, which is why they are integral elements of our Sustainability Strategy.

In the following chapters we present the material sustainability topics grouped into five fields of action, which represent the overarching challenges we constantly work to meet:

Stakeholders

OVER THE COMING YEARS, additional sustainability surveys will ensure that the perspectives of our stakeholders are also reflected in our future sustainability activities.

Our most important stakeholders include authorities and political actors, employees, customers, suppliers and service providers, shareholders and investors, non-governmental organisations, the media and public associations, local communities, competitors, grid operators, trade associations, and the scientific community.



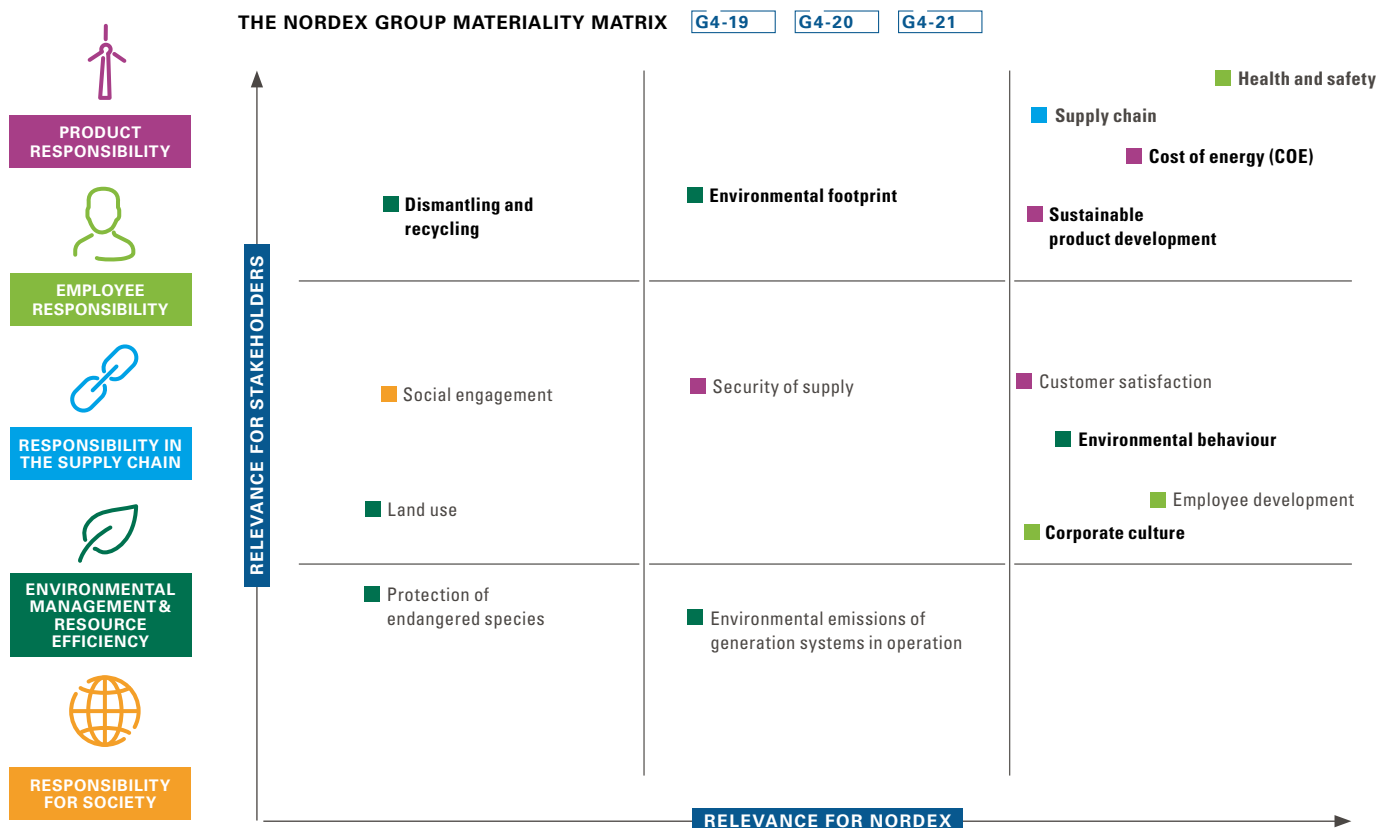
PRODUCT RESPONSIBILITY: Our goal at Nordex is always to be customers' first choice for new projects and their execution. Right from the development and construction of our wind power systems, alongside technological further development we prioritise ecological and social aspects that include recyclability, serviceability, use of materials, noise emissions, and health aspects. To ensure wind power remains competitive it will be essential to reduce our cost of energy (COE) further. This is therefore a material business KPI for Nordex.

EMPLOYEE RESPONSIBILITY: Nordex's success is based on a corporate culture, which focuses on recruitment, retention and further training as well as the satisfaction, health, safety and diversity of our workforce.

RESPONSIBILITY IN THE SUPPLY CHAIN: A significant share of Nordex's added value is created in the pre-production phases. This makes it vital to push through compliance with social and environmental standards in the supply chain too.


ENVIRONMENTAL MANAGEMENT & RESOURCE EFFICIENCY: As a manufacturer of wind power systems we act in the interests of our customers and the environment. Through the considerate use of resources we aim to continually reduce our environmental footprint.

RESPONSIBILITY FOR SOCIETY: As a dynamic global company, engaging for the benefit of society at a local level is part of the way we see and understand ourselves.



A large red and white wind turbine blade is shown in flight against a blue sky with scattered clouds. Below the blade, a panoramic view of a city, likely Copenhagen, is visible, featuring a harbor with several blue cranes and various buildings. A large, thin white circle is superimposed over the scene, framing the text.

OUR PRODUCT RESPONSIBILITY

An aerial photograph of a city, likely Copenhagen, with a large, white, curved architectural structure in the foreground. The city features a mix of modern and traditional buildings, a harbor with boats, and a forested area in the background under a blue sky with scattered clouds. A vertical bar with colored segments (purple, green, blue, orange) is visible at the top right of the page.

<
**The future
of energy**

Developing high-quality Nordex wind energy systems is based on vision and long-standing experience.

PRODUCT RESPONSIBILITY

Sustainable product development



DMA

INFORMATION

For further information on the Norddeutsche EnergieWende 4.0, see [page 77](#).

Renewables, particularly wind power, are gaining in importance globally. ‘Green’ electricity generated from them helps to reduce the environmentally harmful carbon dioxide (CO₂) emissions of traditional power generation methods. High-performance wind power systems play a key role in this positive development, and we intend to increase our customers’ satisfaction with our products and services through the continued development of our wind power systems to the highest safety and quality standards.

rating of over 21 gigawatts, ensuring electricity is supplied cleanly and securely in over 50 countries. To achieve the transformation of the energy sector with our partners, we are also active in cross-regional project initiatives such as [Norddeutsche EnergieWende 4.0 \(NEW 4.0\)](#) project (‘North German Region Energy Transition 4.0’) in northern Germany.



INFORMATION

For further information on reducing our cost of energy (COE), see the Nordex Group Annual Report 2016, [pages 8–11](#).

Once connected to the grid, our wind power systems generate electricity for some 20 years, thus making a major contribution to the eco-friendly supply of electricity as part of the overall transformation of the energy sector. A single large Nordex wind turbine can meet the average electricity requirements of up to 3,000 four-person households. Globally, Nordex and Acciona Windpower have many thousands of wind turbines installed with a combined nominal power

Sustainability aspects play a very significant role in all lifecycle phases of our wind turbines – from the development phase, through sourcing production and operation, to dismantling and recycling. This is why with our Sustainability Strategy we have set ourselves the aim of continually reducing our [cost of energy](#) as well as improving both our environmental footprint and the [recyclability](#) of our systems.



INFORMATION

For further information on recycling, see [pages 32–35](#).



STRATEGY 2018
Page 21



Nordex wind power systems

GIVEN THE HIGH priority of sustainability in the development and manufacture of our wind power systems, which is why we regularly review our core processes and use of materials for areas of optimisation potential. A central strategic aim of product development at Nordex is to reduce our COE by 18% by 2018 against our 2015 baseline. This figure has been calculated based on the total sum of all wind farm project costs over its entire lifetime, divided by the revenue that the wind farm generates after commissioning. COE can be reduced in two ways: firstly, through cost-reduction ('cost-down') measures, and secondly through increasing our wind farms' productivity ('value-up measures').



Product further development

Our Generation Delta wind turbine portfolio comprises solutions for strong (N100/3300), moderate (N117/3000) and light (N131/3000) wind locations as well as a tailor-made solution to meet the specific wind and environmental conditions in our key market of Germany (N131/3300). At the time of its completion in Germany in June 2016, one Nordex N131/3300 wind turbine set a record as the world's highest wind turbine. With a rotor hub height of 164 metres and rotor blade length of 65.5 metres, this installation has an overall height of some 230 metres. The use of an innovative design strategy as well as proven technologies meant that we achieved this tower height with comparatively little additional effort. Together with its 3.3 MW turbine, the new hybrid tower increases the annual energy yield by 5–7% at typical light-wind locations in Germany.

230

metres

was the overall construction height of the Nordex N131/3300, with a rotor-hub height of 164m, making it the world's highest wind turbine in June 2016.

G4-EN30 In 2016 we also presented an even more powerful wind turbine, with an increased capacity to 3.6 MW thanks to newly developed transformer and cooling techniques, smarter control functions, and adjustments of the electrical design. Based on a requirement-orientated platform strategy, these measures result in a higher energy yield with virtually the same amount of material use. As a result, in moderate winds an N131/3600 turbine system can raise its annual energy yield by 10%.

As part of the continued development of the AW3000 platform to improve its competitiveness, we also achieved numerous technological and procedural optimisations. For instance, we developed an enlarged rotor which uses an innovative, optimised blade design: this will be used in future on both steel and concrete towers, and thanks to its blade diameter of 132 metres it is expected to provide an annual energy yield increase of 4–5%. We have also taken rising logistical requirements into account by developing and implementing a new modular, weight-optimised nacelle design for the AW3000 turbine. Combined with our new modular solution for concrete towers, this significantly reduces effort and risk during turbine manufacturing, transportation and installation.

Standardisation and best practice

Besides the development activities and measures highlighted above, the further standardisation of steel tower components and the resulting material and installation cost savings reduced COE in the reporting period. As part of our Universal Tower Internals project we reduced the number of required components and significantly raised the number of interchangeable parts; moreover, through the introduction of a new modular design, required development efforts for project-specific tower developments will now be considerably lower.

R&D

The systematic reduction of our cost of energy is at the heart of our product development activities. For further information on R&D at Nordex, see our Annual Report 2016, pages 51–52.

Significant cost savings were also achieved in the reporting period through the application of joint processes and the exchange of best practices in the product development process. The harmonisation of a range of the Nordex and AWP development organisations' tools and the standardisation of methods, such as in terms of load calculation and design of components, decrease the licensing costs for calculation and design programmes, increase the quality of the results, and reduce the risk of capacity bottlenecks.



On the construction site

Installing a Nordex wind turbine in Hamburg.



‘CARRYING OUT THE FIRST TWO UPVISE PILOT PROJECTS IN FRANCE WAS A GREAT EXPERIENCE. WE HAVE ALREADY BEEN ABLE TO OPTIMISE MANY DIFFERENT PROCESSES THANKS TO THIS TOOL AND HAVE ACHIEVED MAJOR IMPROVEMENTS. THE FEEDBACK FROM CONSTRUCTION SITE PERSONNEL HAS ALSO BEEN EXTREMELY POSITIVE.’

Thomas Ferry, Head of Global Site Management

2017

Expansion

of the UPVISE project to further countries.

Digitisation on construction sites

Everyday construction site activities are characterised by considerable administrative effort in documenting and recording procedures and transactions. To increase the speed and efficiency of the construction team and project manager’s work, as part of the UPVISE project we use the benefits of a new application for mobile devices. This enables numerous tasks to be performed digitally and allows all project participants to view key information whenever they need to. The application is compatible with numerous devices, and can also be used offline at the construction site – with the data synchronised automatically as soon as the user is back online. In 2017 we intend to expand our UPVISE project to encompass additional countries in order to modify the application to best meet local requirements, and thus pave the way for Group-wide roll-out. The project will be carried out in close cooperation with the Continuous Improvement Department and the Nordex IT organisations. Implementation of the application will help increase transparency and efficiency at Nordex construction sites in future. Extrapolated to 1,000 construction sites, paper consumption can be reduced by 130,000 pages and the time spent on administrative duties can be reduced by 65,000 hours annually.



Product safety and customer health

Reducing or avoiding the negative impacts caused by wind power systems always takes top priority at Nordex. To help safeguard the health and safety of our customers we apply an iterative process to monitor markets constantly, and identify the statutory and normative requirements in each target market.

Nordex always constructs wind power systems in accordance with the European Union Machinery Directive and applicable national regulations such as the German Equipment and Product Safety Act. This generally also includes an analysis of:

- **ENVIRONMENTAL RISKS** relating to fuels, hazardous substances, noise emissions, bird migration, bat protection, ice cast-off and electromagnetic radiation;
- **STABILITY RISKS** relating to the wind power system, identified through foundation surveys, foundation design and load-bearing structure, as well as geological and wind conditions;
- **PERSONNEL RISKS** during manufacturing, transportation, warehousing and storage, installation and finalisation, as well as during commissioning, maintenance, repair work as well as turbine and tower dismantling;
- **FUNCTIONAL RISKS** which could affect technical or power availability.

G4-PR1

In the reporting period we assessed all significant Nordex products and services in terms of health and safety aspects.

To implement the measures resulting from these analyses, we have qualified, functionally structured specialist departments that monitor and perform our own construction, manufacturing, management, installation supervision and functional commissioning, as well as wind turbine servicing and maintenance activities. Nordex works with specialist companies such as crane providers and assembly companies for installation activities and special tasks involving the lifting of modules. To ensure health and safety is maintained at every stage, we train these providers on the special requirements of the Nordex Group and our customers.

Environmental impact of wind turbines

At Nordex environmental protection does not start with the finished product ready for operation, but is already considered in the product development and production phase. Protecting people and the environment during transportation, installation and the operation of our wind power systems is of critical importance to us.

As part of a continual improvement process we regularly implement measures to reduce the environmental impact of our wind power systems. Among these we refined specific equipment options such as improved wildlife protection modules, and demand-controlled air-traffic warning lights that reduce light pollution.

G4-EN27

We are working to reduce our noise emissions further through technical improvements, and in doing so make even more effective use of wind turbine potential. One example of this is a new component installed on the trailing edge of rotor blades and which for example can lower aerodynamic noise emissions to 97.0 dB(A) in an N131/3600 turbine. As a result the wind

power system can achieve a higher annual energy yield; as the environmental noise emissions are lower, the system does not need to be operated at reduced output so often in order to comply with stringent noise protection regulations. This enables us to install optimised turbines in areas with strict noise protection regulations, and to significantly expand these systems' opportunities for global use.

Synergies for environmental protection

ANOTHER FOCUS AREA of our environmental protection measures as part of our merger with Acciona Windpower was the realisation of technical synergies between the wind power platforms. Among other achievements, this has also allowed us to transfer noise-reducing components to AWP turbines. With our current generation of wind turbines, Nordex remains a market leader in terms of low-noise operation.

Wind turbine dismantling and recycling

While progress in wind turbine technology allows electricity to be generated ever more efficiently and with higher yields, the dismantling of 'first generation' turbines will also become increasingly important over the coming years. This gives rise to the need for eco-friendly, economically rational solutions for dismantling and recycling turbines. Here the primary challenge lies in the dismantling and separation of the individual components and materials. The customer, i.e. the owner of the turbine, is usually responsible for this; however, at Nordex we seek to meet our responsibility by getting actively involved in this process. As part of the Nordex Sustainability Strategy we aim to achieve a wind power system recyclability rate of 85% by 2018.

To achieve this goal we performed an initial analysis to identify the recyclability rate of 2016's best-selling N117/2400 system with three different tower types: two steel towers with a height of 91 metres and 120 metres respectively, and one 141-metre hybrid tower. As part of our analysis we investigated the rotor blades, rotor hub, nacelle, the tower and the foundation, as well as relevant operating fluids to determine the composition of materials.

Assuming that steel, aluminium, copper and concrete are completely recyclable, and that the fluids used are up to 72% recyclable, we calculated the recyclability of the N117/2400 turbine with its three different tower types to be 86.7%, 91.0% and 95.8% respectively. If the foundation is incorporated into the analysis results, these values increase owing to the higher proportion of concrete to 97.1%, 97.9% and 98.3%. The tower foundation type depends heavily on the turbine size and tower-construction type. Further influencing factors include the water-table height, and whether the soil is sandy or mainly clay. The required foundation mass can vary

G4-EN1

greatly depending on these factors. The values stated here are based on the average foundation type.

From 2017 onwards we plan to conduct a detailed life cycle assessment (LCA) which builds on the findings of the analysis process conducted in the reporting period, among other factors.

In view of the increasing amount of waste produced through the dismantling of decommissioned wind turbines, the Nordex Group continued its major component recycling measures in the reporting year. As part of these, used rotor blades are recycled in collaboration with

environmental service providers and transferred to the cement industry for thermal and material recycling of glass fibres and high-calorie synthetic materials.



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RECYCLABILITY

in %	Turbine type N117/2400		
	91m steel tower	120m steel tower	141m hybrid tower
Recyclability excl. foundation	86.7	91.0	95.8
Recyclability incl. foundation	97.1	97.9	98.3

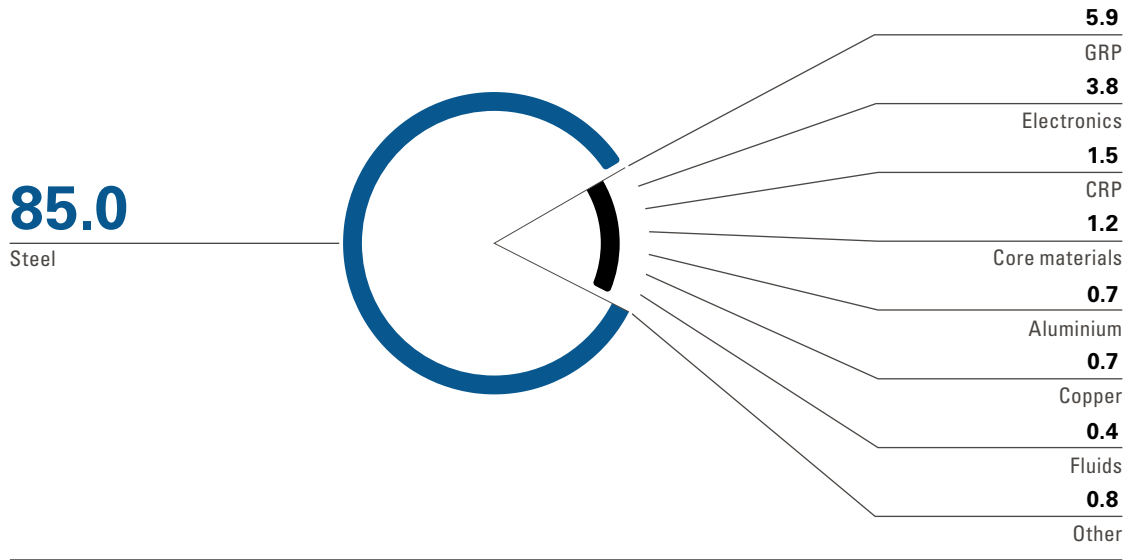
G4-EN1 SUMMARY OF MAIN MATERIALS USED IN THE N117 / 2400 SYSTEM, EXCL. TOWER FOUNDATION, IN TONNES AND PERCENT

Tower height	91m	120m	141m	91m	120m	141m
Material*	Proportion (in t)			Proportion (in %)		
Steel	320.1	499.1	293.6	85.0	89.8	24.6
Glass-Reinforced Plastic (GRP)	22.2	22.2	22.2	5.9	4.0	1.9
Electronics	14.2	14.2	14.2	3.8	2.5	1.2
Carbon-Reinforced Plastic (CRP)	5.6	5.6	5.6	1.5	1.0	0.3
Core materials (balsa wood and PET foam)	4.4	4.4	4.4	1.2	0.8	0.4
Aluminium	2.8	3.2	4.0	0.7	0.5	0.4
Copper	2.6	2.6	2.6	0.7	0.5	0.2
Fluids	1.7	1.7	1.7	0.4	0.3	0.2
Concrete	0.0	0.0	841.5	0.0	0.0	70.5
Other	3.2	3.4	3.8	0.8	0.6	0.3
Total	376.8	556.4	1,193.6	100	100	100

* Owing to the great variation in foundation types as described above, the detailed material composition breakdown is presented excluding the foundation.

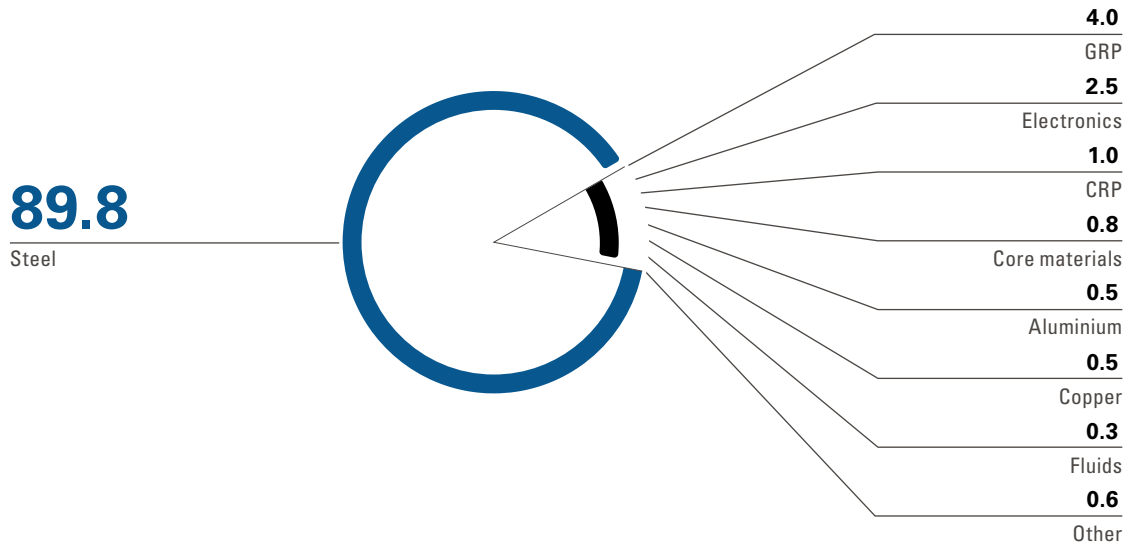
MATERIAL COMPOSITION 91 M STEEL TOWER, EXCL. FOUNDATION

in %



MATERIAL COMPOSITION 120 M STEEL TOWER, EXCL. FOUNDATION

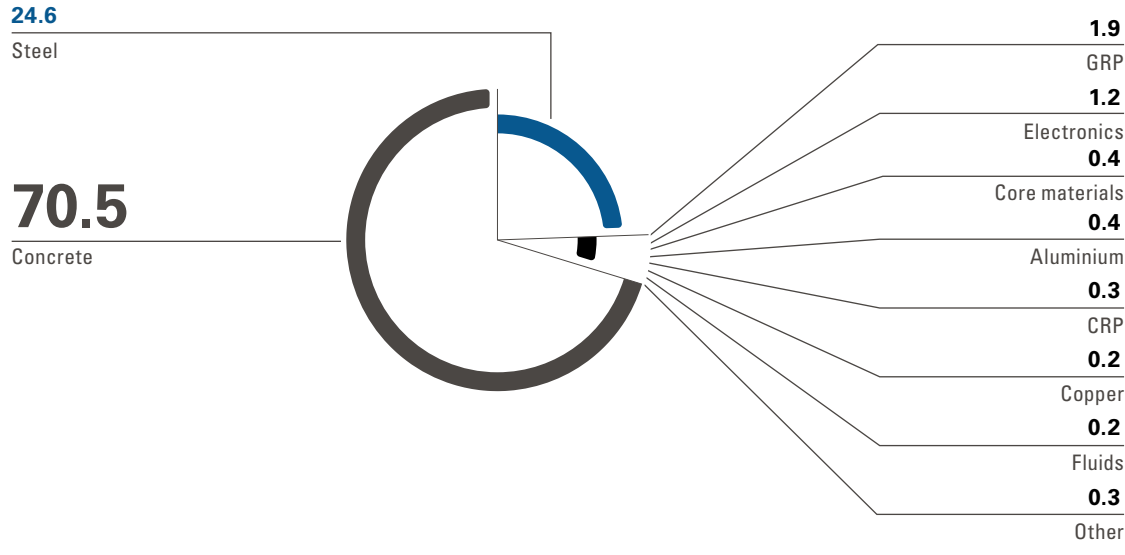
in %





MATERIAL COMPOSITION, 141 M HYBRID TOWER, EXCL. FOUNDATION

in %



Customer satisfaction

G4-PR5 As part of our annual customer satisfaction survey we review how satisfied our customers are with Nordex Service’s products and services. We see the survey as an important tool that helps us identify potentials for optimisation and to derive required actions, which is why we always analyse the results very thoroughly.

Over four weeks in the reporting period we conducted a survey of Nordex Service’s European as well as North and South American customers. The question regarding their overall rating of Nordex Service showed the best result since the survey was first launched in 2007. All other topics rated scored better overall than they did in the same period the previous year, with only the referral rate falling by three percentage points from 80% to 77% – although it still managed to achieve the second-highest rating since the survey began. 55% of survey participants were generally or very

satisfied with Nordex Service (2015: 46%). The most noticeable improvements were achieved in the areas of ‘Appointments’, ‘Quality’, and ‘HSE’ (Health, Safety and Environment). Regarding the survey topics of ‘Modernisations’, ‘Documentation’ and ‘Spare Parts’, which our customers rated the lowest, we have introduced corresponding measures to improve our service in these areas.

Furthermore, Nordex Sales also conducted a customer satisfaction survey in 2016. Over 1,800 customers were invited to share their experiences with Nordex Sales. Here too, our customers were very satisfied overall, with 89% saying they would recommend Nordex (2015: 93%). We identified opportunities for improvement in terms of flexibility in the tendering phase. Nordex Sales will conduct its next customer survey around mid-2017.

89

percent
of customers surveyed would recommend Nordex.



> **Systematic safety**

Exceptional working conditions require special safety systems.



**OUR
EMPLOYEE
RESPONSIBILITY**

EMPLOYEE RESPONSIBILITY

process, the promotion of diversity, the systematic development of managers and staff, as well as occupational health and safety. Our global workforce of around 5,100 employees benefits directly from this department’s activities and initiatives.

As a core part of the Nordex Sustainability Strategy, People&Culture is also responsible for continually improving our attractiveness as an employer. In the reporting period we won multiple awards for our efforts. Among them, Nordex is ranked among ‘Germany’s Top 100 Employers’ and is recognised as a ‘TOP National Employer’ as well as a ‘Fair Company’. In 2016, we were also recognised as one of ‘Hamburg’s Best Employer Brands’ for the second time in a row. And the high-quality training we offer secured us the ‘Top Training Organisation’ quality seal in Germany.

DMA We firmly believe that positively satisfied and motivated employees make a decisive contribution to Nordex’s business success. This is why our People&Culture Department manages and supports the continued development of our corporate culture, a professional recruitment

EMPLOYER AWARDS



G4-10 EMPLOYEES BY EMPLOYMENT CONTRACT

	REPORTING DATE			2015 Nordex	2014 Nordex
	2016 Total	2016 AWP	2016 Nordex		
Employees with temporary contracts	620	197	423	441	468
of whom male	473	155	318	367	417
of whom female	147	42	105	74	51
Employees with permanent contracts	4,509	1,273	3,236	2,895	2,451
of whom male	3,756	1,049	2,707	2,391	1,992
of whom female	753	224	529	504	459
Temporary employees	462	259	203	248	Not recorded
of whom male	383	226	157	202	Not recorded
of whom female	79	33	46	46	Not recorded

Differences to totals may arise owing to rounding off.
Technical temporary employees outside of our production facilities are not included. Further temporary employees at all locations globally have been included.

G4-10 EMPLOYEES BY EMPLOYMENT TYPE

	REPORTING DATE			2015 Nordex	2014 Nordex
	2016 Total	2016 AWP	2016 Nordex		
Total no. of employees	5,129	1,470	3,659	3,336	2,919
of whom male	4,229	1,204	3,025	2,769	2,423
of whom female	900	226	634	567	496
Full-time employees	4,867	1,437	3,430	3,146	2,764
of whom male	4,135	1,196	2,939	2,686	2,347
of whom female	732	241	491	460	417
Part-time employees	262	33	229	190	155
of whom male	94	8	86	72	62
of whom female	168	25	143	118	93

G4-10

EMPLOYEES BY REGION

	REPORTING DATE			2015 Nordex	2014 Nordex
	2016 Total	2016 AWP	2016 Nordex		
Total number of employees	5,129	1,470	3,659	3,336	2,919
of whom male	4,229	1,204	3,025	2,769	2,423
of whom female	900	226	634	567	496
Africa	57	7	50	44	34
of whom male	44	4	40	36	25
of whom female	13	3	10	8	9
Asia	172	80	92	55	77
of whom male	142	70	72	34	47
of whom female	30	10	20	21	30
Europe (excluding Germany)	1,794	878	916	844	693
of whom male	1,498	698	822	738	599
of whom female	296	180	94	106	94
Germany	2,468	–	2,468	2,247	1,997
of whom male	1,997	–	1,997	1,815	1,635
of whom female	471	–	471	423	362
North America	186	92	94	109	100
of whom male	166	84	82	94	88
of whom female	20	8	12	15	12
South America	452	413	39	37	18
of whom male	382	348	34	32	15
of whom female	70	65	5	5	3



Recruitment

At a time of demographic change, finding the right employees and securing their long-term loyalty to our Company is more important to us than ever. This is why professional recruitment is a cornerstone of our forward-looking Nordex Personnel Policy. Our employees and managers take a cross-departmental and interdisciplinary approach to address the diverse target groups. In 2016 we exhibited at 12 careers and training fairs in Germany alone, where our stand was staffed by personnel from a range of departments. In addition to Training and Recruitment Officers from the People & Culture Department, our Engineering and Service Departments as well as experts and managers from various central departments played an active role in targeting applicants.

Being a highly attractive employer is an important element of our Sustainability Strategy, and stems predominantly from our unique [corporate culture](#). Other reasons for joining Nordex are

ANNUAL AVERAGE NUMBER OF EMPLOYEES TAKING PARENTAL LEAVE IN 2016 (IN GERMANY)

Employees	2016	2015
Total	39	38
of whom male	15	13
of whom female	24	25

‘FOR ME, IT WAS ESPECIALLY NICE TO REALISE THAT EVERYONE SAW IT AS A GIVEN THAT I WOULD TAKE PARENTAL LEAVE AND NOBODY QUESTIONED IT AT ANY TIME. I GOT THE IMPRESSION THAT THE NEEDS OF THE INDIVIDUAL EMPLOYEE REALLY ARE CLOSE TO NORDEX’S HEART.’

Benjamin Stöckle, Head of Global Planning Office

the international composition of our workforce, the sustainability of our business activities, our technology and innovation focus, the wide range of development opportunities at our Company, and the feeling of community. Further occupational benefits, including company contributions to an occupational pension, are open to all employees regardless of their form of employment (full time/part time) and employment contract (permanent/temporary). Our offering is rounded off by benefits such as meal and travel subsidies at selected locations, as well as our country-specific benefits. Last but not least, our flexible worktime models, which include our parental-leave arrangements, ensure a work/life balance is maintained. In the reporting period 39 (2015: 38) employees in Germany took parental leave.

‘LOOKING BACK, I’M STILL VERY PLEASED HOW PROFESSIONALLY NORDEX HANDLED MY PARENTAL LEAVE AND MY ABSENCE. I TOOK NINE MONTHS’ PARENTAL LEAVE AND MY LINE MANAGER KEPT IN TOUCH WITH ME THROUGHOUT THIS TIME. I WAS ALWAYS UPDATED ON THE LATEST CHANGES AND ALWAYS HAD THE FEELING THAT I WAS ONBOARD, RIGHT THROUGH TO WHEN I REJOINED THE COMPANY.’

Lea Kirsch, Senior Project Manager, Service Modernisation Centre



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INFORMATION

For further information about our corporate culture, see [page 16](#).

[G4-LA2](#)

[G4-LA3](#)

Joining the Nordex Group

WE OFFER NEW RECRUITS to Nordex a range of options so they can familiarise themselves with the company. This is reinforced through the use of special orientation plans by the specialist functions and departments. Since 2015, ‘Welcome Days’ have been part of the integration process for Nordex employees. Over the course of two days, new recruits learn about the different departments, visit central production facilities and acquire an overview of the Nordex Group. In 2016 six of these events took place, four in German and two in English. There are numerous opportunities both during and after this event for new recruits to establish and expand their own network of contacts, which makes getting started and their future working life easier. We take care to ensure that we familiarise new employees with our Nordex corporate culture and core corporate values at an early stage.

We are pleased to announce a particularly positive development in the reporting year in terms of the number of applicants in the target group of engineers. For every engineering vacancy advertised, in Germany we received 35 applicants, representing a 40% increase over 2015 (2015: 25 applicants per vacancy). In terms of the applications we received globally, we recorded a decline across all occupational groups of around 15% to 13,916 applications (2015: 16,391). Acciona Windpower’s application figures were not included in this comparison.

**NEW EMPLOYEES IN 2016 BY AGE STRUCTURE AND GENDER
(NORDEX GROUP WITHOUT AWP)**

G4-LA1

	Number	in %
Overall result	578	100
Employees aged under 30	186	32
Employees aged 30–50	357	62
Employees aged over 50	35	6

New employees exclude interns, students, temporary staff or apprentices.

Vocational training opportunities

We consider opening up long-term career prospects to young people and training them in vocations relevant to Nordex to be an important mainstay in securing the future of our Company. This is why every year we offer apprenticeships in the following professions: Industrial Management (m/f); Process Mechanics (m/f); Mechatronics (m/f); IT Specialist Systems Integration (m/f). As at the end of 2016 Nordex employed 41 vocational trainees in Germany (2015: 41).

G4-LA1 NEW EMPLOYEES IN 2016 BY REGION AND GENDER (NORDEX GROUP WITHOUT AWP)

Region	Male		Female		Overall result	
	Number	in %	Number	in %	Number	in %
Overall result	485	100	93	100	578	100
Africa	7	1	3	3	10	2
Asia	28	6	5	5	33	6
Germany	258	53	59	63	317	55
Europe (excluding Germany)	171	35	25	27	196	34
North America	15	3	0	0	15	3
South America	6	1	1	1	7	1

Differences to totals may arise owing to rounding off.

G4-LA1 NEW EMPLOYEES AND EMPLOYEE FLUCTUATION (NORDEX GROUP WITHOUT AWP)

	REPORTING DATE		
	2016	2015	2014
New employee hires	578	796	728
Ratio of newly recruited employees (in %)	16	24	25
Employees leaving	330	232	258
Fluctuation rate (in %)	9	7	9

The 'Employees leaving' figure does not include interns, students, temporary staff or apprentices.

Employee feedback and development

G4-LA10 We aim to keep our employees' skills constantly up to date and enable them to meet the constantly rising market requirements, which is why the continued development of our employees is particularly important. Our 'Compass Dialog' process – the standardised annual appraisal between manager and employee – serves to assess performance and potential systematically. The People&Culture Department assesses how the appraisals are conducted, and supports managers and employees in identifying, selecting and implementing suitable measures with lasting effect. These range from workplace training and shadowing, through collegial advice, to participation in seminars, training sessions, congresses, and coaching. People&Culture also analyses the implementation status and derives supplemental measures as and when required. This structured process allows us to ensure that our employees' wishes and desires are taken into consideration, and the Company's requirements are met.

Besides the Compass Dialog we also hold development conferences. At these, managers agree on assessment standards, discuss employee feedback as part of the Compass Dialog process, and acquire a cross-departmental overview of talent and high-potential employees in the Company. In addition, participants are nominated for the Company-wide 'Upwind'

international management trainee programme. This programme aims to promote talent on a sustained basis from the Company's own ranks and ensure retention of management trainees within Nordex. The nominated participants first undergo an in-depth analysis of their potential and the further modules focus on the development of their management capabilities. We continued this successful programme to promote young talent in 2017.

As a consequence of the merger with Acciona Windpower in 2016, the Compass Dialogs and development conferences have not yet been conducted as usual across the Group; however, we intend to roll these out across the Group, including AWP locations, in 2017. Despite this, in the reporting year 72% (2015: 88.6%) of possible Compass Dialogs did take place, with managers holding discussions with 2,452 employees (2015: 2,466). The age structure of employees who participated in the Compass Dialogs largely reflects that of the Nordex Group: 67.5% of employees were between 30 and 50 years old, while 16.5% were under 30 years old. A similar share of employees over 50 years old was represented at 16.0%. Measured against gender distribution in the company, there were no significant differences between the participation of women (2016: 17%) and men (2016: 83%).

In addition to the Compass Dialogs, our People & Culture Department also moderated 30 development conferences (2015: 30) in the reporting period. Other conferences were held in the specialist departments and were supported by internal or external moderators.

Further training

G4-LA10

The Nordex Academy is a cornerstone of our employee development activities. It ensures our employees receive thorough technical and safety training, while also offering a training portfolio for further multidisciplinary training. Besides test rigs, various large components are available for technology, service and safety training to develop our employees' practical know-how, expand their knowledge and further secure the high quality standards of the Nordex brand. We will continue to expand the Nordex Academy's further training offering, and supplement this with specialised training courses run by external providers.

Alongside the Nordex Academy's further training offering and our established face-to-face events, in the reporting period we rolled out our first e-learning platform. This offering is aimed at all of our employees globally and is available in multiple languages. Initial tutorials and e-learning courses have already been produced and made available online, for instance by the Global Service Department, and cover topics that include the Production Development Process 4.0 and [Compliance](#). We will gradually select and produce e-learning courses over the coming years, taking into consideration the existing face-to-face offering and demand from

our employees and managers. To begin with, we plan to take a targeted approach to introduce face-to-face offerings using e-learning courses to establish a modern learning culture. In future, the online completion of certain tests and exams may also be possible.

In 2016 the Nordex Academy recorded 4,116 participants (2015: 6,266), who completed an average of 15 training hours. The majority of participants came from the Service and Engineering Departments. The decline in numbers versus the previous year is due to the fact that we launched two major qualification programmes in 2015: the Nordex-wide management training programme 'Trust.Listen.Lead.', as well as the 'Safety First Leadership Programme' initiative. A large share of the workforce was trained under both initiatives when they were first held, with only new managers and employees taking part in these qualification programmes in subsequent years.

G4-LA9

In 2016 employee and external training-provider costs for the Nordex Academy amounted to EUR 2.26 million (2015: EUR 2.16 million, equivalent to a 5% increase). For the pre-merger Nordex Group, costs averaged EUR 548 per employee. These figures exclude training courses and other vocational further-development courses undertaken outside the Nordex Academy, for instance at voluntary organisations or institutes. Likewise, the figures do not include established on-the-job training, through which the majority of practical (further) vocational training is delivered.



INFORMATION

Detailed information on compliance training courses [page 17](#).

Management development

G4-LA10

In alignment with our Code of Conduct we promote and call for a positive and holistic view of people and the understanding of leadership within our Company. We work hard to continually develop our leadership culture, with the aim of increasing our organisation’s performance and supporting our employees’ involvement. A commitment to our Company’ four corporate values is at the heart of our leadership development approach at Nordex: Integrity, Respect, Collegueship and Ownership. We have set these out in detail in the form of our ‘Ten Guidelines of Nordex’s Understanding of Leadership’. To embed these values and guidelines permanently, our managers have taken part in compulsory training courses since as long ago as 2014. The centrepiece of our further training programme is our ‘Trust.Listen. Lead.’ seminar, which is standardised worldwide. All employees with leadership responsibilities are required to complete this training programme.

In addition to this, we offer our managers numerous other options to develop their own expertise

further. The portfolio includes seminars on labour law, occupational safety, leadership, and conflict management, as well as coaching and workshop offerings and specialist further training courses. The positive results of our first global employee survey, which focused on our Leadership Culture, show that our various initiatives over the recent years are already having a noticeable effect.

GUIDELINES

1. Recognise yourself
2. Communicate appreciatively and transparently
3. Delegation & granting trust
4. Be able to endure difficult situations
5. Initiate, shape and implement changes
6. Sustainably create clarity and transparency – give orientation
7. Make decisions reflectively
8. Assume responsibility
9. Treat people positively and like them
10. Be a role model!

In 2016 we held 17 ‘Trust.Listen. Lead.’ seminars (2015: 42) in German, English, French and Turkish, as well as six workshops in Hamburg, West Branch (Iowa, USA), Istanbul, Manchester, Paris and Uppsala. When the programme was launched all current managers completed the training course, which is why 42 events were held in 2015. In 2016 only those managers who had either just joined or had just become managers as a result of an internal transfer were trained, which is why the number of events held in 2016 is lower. In terms of management development, the global roll-out of this training format from 2017 onward is a high priority for us, particularly at former AWP locations.

Employee survey and involvement

We promote a constructive discussion-based approach to help drive the continual development of our corporate culture. This approach aims to improve collaboration constantly and boost Nordex's attractiveness as an employer. In light of this, for the pre-merger Nordex Group we conducted the first global employee survey focusing on our Leadership Culture at the end of 2015.

Since the start of 2016 we have analysed and evaluated the very positive results achieved overall so far at all levels of our organisation. Every manager received a personal evaluation report, and numerous workshops and group discussions were held in which team-specific measures were derived. In some cases, managers received support from external trainers. Following this, we called for all individuals responsible to provide feedback on the status of the results and on the measures derived.

Beyond this team-based processing of results, as part of the employee survey we also identified overarching strengths and fields of action. Since 2016 four project groups have been working on these topics, which concern the entire

Company. The first group is dealing with the field of action 'Interfaces, Processes and Overarching Collaboration'. Their task is to optimise collaboration between departments. The second group is looking into the topic of 'Communication and Information'. Within the focus topic of our 'Leadership Culture', a further field of action was identified which the third group is working on: 'Feedback and Employee Development'. The aim here is to ensure feedback between managers and employees is communicated more intensively. The fourth project group is dedicated to the holistic continued development of the 'Leadership Culture', to further promote it as one of the Nordex Group's key strengths.

Another employee involvement measure is Lunch with the CEO, in which Nordex CEO meets with randomly selected employees every two months. It offers our employees a chance to put questions to him and discuss topics relevant to them in an open and transparent atmosphere.

Ideas for a better Nordex

WE ARE CONVINCED that our employees can contribute significant value to the long-term strengthening of our company with their ideas. This is why we always give our employees the opportunity to share suggestions for improvement through our 'Company Proposal Scheme'. If these bring savings, improve occupational health and safety, or reduce environmental impacts, we reward these suggestions with a monetary bonus. In 2016 we received 143 suggestions for improvement (2015: 159) and implemented 51 suggestions for improvement that represented total cost savings of around EUR 265 thousand (2015: EUR 176 thousand).

We have constructive working relationships with employee representatives in all countries, and promote collaboration based on trust. In Germany, all employees can contact their local Works Council to address topics at their location; the German Works Councils have information, advisory and co-determination rights in

social, personal and economic matters, and represent the employees' interests. Both the Works Councils and the employees are comprehensively informed by the company management and/or location management about significant company changes. This communication takes place in particular at Works Meetings, via the Intranet as well as via video and telephone conferences.

G4-LA4

We explicitly support the rights of our employees at all locations globally, and provide all individual European country-location representatives with the opportunity to exchange views and engage with members of the management board at least twice a year at the 'SE Forum', our information-exchange event.

G4-HR4

On the one hand, formal complaints procedures are provided within our remuneration system in Germany, in which the employee's salary grouping can be checked at any time. If employees feel they are not grouped correctly, they can lodge an appeal with the Arbitration Board, which comprises two employee representatives and two members of the local Works Council.

On the other hand, when we introduced our new remuneration system in 2016 employees were also given the opportunity to appeal to an Arbitration Board within three months in relation to their new grouping. When we rolled out our new remuneration system, all groupings from the old system were transferred to the new one. This Arbitration Board also comprises two employee representatives and two members of the local Works Council.

Should additional related conflicts arise, the Works Council and People & Culture Department in Germany have recourse to Conflict Resolution Officers as points of contact and mediators within our organisation.

Diversity

We understand the diversity of our workforce as a Company asset. Women and men of different ages, with diverse cultural backgrounds, different attitudes and varying lifestyles enrich our company and contribute to the Nordex Group's success. In the reporting period we are pleased to confirm that no instances of discrimination were confirmed by our relevant bodies.

G4-HR3

As a result of the merger between Nordex and Acciona Windpower, the number of women at our Company has fallen. Our efforts relating to the advancement of women are therefore not yet reflected in the Company's current gender distribution. At the end of the reporting year, women accounted for 18% of our workforce. While the share of women on the two uppermost management levels rose from 9% to 16% in the pre-merger Nordex Group, the figure for the Group as a whole stood at 10% in 2016. To improve this situation we pay particular attention to ensuring women are included in our advancement programmes. In

addition, recruitment consultants are obliged to put forward at least one suitable female candidate for each vacancy.

MANAGEMENT DIVERSITY G4-LA12

Members of the Management Board/Supervisory Board	REPORTING DATE		
	2016	2015	2014
Management Board total	4	2	3
of whom female	0	0	0
of whom aged under 30	0	0	0
of whom aged 30–50	2	2	2
of whom aged over 50	2	0	1
Supervisory Board total	6	6	6
of whom female	1	1	1
of whom aged under 30	0	0	0
of whom aged 30–50	1	0	1
of whom aged over 50	5	6	5

G4-LA12 EMPLOYEES BY AREA AND AGE STRUCTURE

	REPORTING DATE			2015 Nordex	2014 Nordex
	2016 Total	2016 AWP	2016 Nordex		
Total number of employees	5,129	1,470	3,659	3,336	2,919
of whom female	18%	18%	17%	17%	17%
of whom aged under 30	21%	20%	21%	23%	22%
of whom aged 30–50	66%	72%	64%	65%	66%
of whom aged over 50	13%	7%	15%	12%	12%
Administration employees	617	162	455	407	361
of whom female	45%	38%	47%	45%	45%
of whom aged under 30	15%	17%	15%	14%	15%
of whom aged 30–50	71%	78%	69%	73%	72%
of whom aged over 50	13%	5%	16%	13%	14%

	REPORTING DATE			2015 Nordex	2014 Nordex
	2016 Total	2016 AWP	2016 Nordex		
Blade Production and Sourcing employees	805	335	470	437	465
of whom female	16%	23%	11%	12%	12%
of whom aged under 30	19%	19%	19%	21%	25%
of whom aged 30–50	60%	66%	57%	59%	58%
of whom aged over 50	21%	16%	25%	21%	18%
Engineering employees	625	134	491	483	431
of whom female	18%	19%	18%	18%	19%
of whom aged under 30	12%	4%	14%	15%	13%
of whom aged 30–50	77%	92%	73%	75%	78%
of whom aged over 50	11%	4%	13%	10%	9%
Nacelle and Tower Production and Sourcing employees	1,121	566	555	538	469
of whom female	15%	13%	17%	16%	16%
of whom aged under 30	23%	24%	22%	27%	26%
of whom aged 30–50	62%	72%	52%	50%	51%
of whom aged over 50	15%	4%	26%	23%	22%
Project Management employees	427	84	343	190	156
of whom female	19%	12%	20%	20%	20%
of whom aged under 30	19%	21%	19%	16%	13%
of whom aged 30–50	69%	70%	69%	78%	80%
of whom aged over 50	11%	8%	12%	6%	6%
Service employees	1,430	163	1,267	1,164	937
of whom female	8%	10%	8%	8%	7%
of whom aged under 30	28%	28%	28%	28%	26%
of whom aged 30–50	65%	66%	65%	65%	69%
of whom aged over 50	7%	6%	7%	6%	5%
Sales employees	104	26	78	117	100
of whom female	23%	19%	24%	36%	36%
of whom aged under 30	14%	8%	17%	29%	25%
of whom aged 30–50	73%	81%	71%	66%	70%
of whom aged over 50	13%	12%	13%	5%	5%

Differences to totals may arise owing to rounding off.

The number of our severely disabled employees in Germany rose by 13% in the reporting period. As at the reporting date in 2016, 52 severely disabled persons employed at Nordex had notified the employer of their disability (2015: 46).

G4-LA12 EMPLOYEES WITH DISABILITIES (GERMANY ONLY)

	REPORTING DATE		
	2016	2015	2014
Employees with disabilities	52	46	43
of whom Administration employees	8	8	8
of whom Blade Production and Sourcing employees	18	16	19
of whom Engineering employees	3	3	2
of whom Nacelle and Tower Production and Sourcing employees	16	14	12
of whom Project Management employees	2	1	1
of whom Service employees	5	4	1

Occupational health and safety

Our employees' health and safety in the workplace is of critical importance to us, and forms a key part of our long-term Corporate Strategy. We continue to develop the culture of safety we practise, and to improve the active safety culture of our working environment in an ongoing process which includes all of our employees as well as business partners, subcontractors and suppliers.

Within the Nordex Group we take a systematic approach to ensuring occupational safety. We offer programmes and training courses worldwide which advance participants' safety awareness and their qualification levels. Our robust occupational health and safety organisation supports management by providing professional advice on strategic topics in our business areas; it also assists them with operational implementation at our locations and in specific projects.

With the objective of rooting the culture of safety sustainably in the wind power sector, our involvement extends beyond the boundaries of our own Company to include industry-specific initiatives such as the international Wind Industry Safety Culture Working Group.

We regularly benchmark our performance against a range of parameters to continually document and review the effectiveness of our measures – and therefore improve our safety culture. Besides indicators which provide clear

G4-LA6



> **The Nordex safety culture**

Even with extreme weather conditions, at Nordex safety comes first.

guidance on accident prevention, one of the most important parameters is the number of occupational accidents per million working hours: the LTIF (Lost Time Incident Frequency) rate. This key performance indicator comprises all working accidents causing one or several days' absence from work. As part of our Sustainability Strategy we aim to achieve an LTIF of below 5 by 2018. Thanks to the support and efforts of our employees and business partners, we further reduced our LTIF in the reporting period (LTIF data including AWP for the first time) to 6.6, from 8.2 in 2015 and 8.6 in 2014.

These results tell us that we can achieve our target of reducing our LTIF rate to below 5 by 2018 if we continue with the approach we have adopted.

In Germany last year we already held two safety conferences with all installation and service-provider contractors, at which we analysed a range of incidents and developed packages of measures based on these. In 2017 we intend to expand these activities to cover the entire Company to improve safety performance within the

Nordex Group through targeted, customised initiatives at our locations.

In addition to achieving certification for our Quality Management System (to ISO 9001), since 2010 our management system has also been successfully certified in accordance with Occupational Health and Safety (OHSAS 18001) and Environmental Protection (ISO 14001) standards. This means that in the reporting period all permanent production locations, our main offices in Germany and Spain, as well as all major subsidiaries and production facilities belonging to the pre-merger Nordex Group were certified according to these standards. In 2014 our German locations were also certified for the successful implementation of the Energy Management System (ISO 50001).

The accidents recorded are categorised with the aid of a classification system that defines four different rates of severity (SR):

- SR 1: No or only slight injury or health impact
- SR 2: Moderate injury or health impact
- SR 3: Severe injury or health impact
- SR 4: Fatal injury or extreme health impact

SIGNIFICANT ACCIDENTS

Region	Employees		Service providers	
	2016	2015	2016	2015
Total	13	2	8	6
Africa	1	0	0	1
Asia	2	1	0	2
Europe (excluding Germany)	6	0	0	2
Germany	0	1	1	1
North America	0	0	2	0
South America	4	0	5	0

The values for 2015 relate to the Nordex Group prior to the merger with AWP.



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INFORMATION

'Significant accidents' include all accidents with a SR of 3 or 4. In 2015 we are sad to report there was a fatal accident at one of our service providers. There were no fatalities in 2016.

Promoting the safety culture

We are convinced that occupational accidents, job-related illnesses and environmental incidents can be avoided.

Based on our identification and analysis of risks, we rely on the 'ESTOP' principle when implementing protective measures in the workplace and during product development. 'ESTOP' stands for: **E**liminate, **S**ubstitute, **T**echnical measures, **O**rganisational measures and **P**ersonal measures.

To raise our managers' risk-awareness, and to ensure the development of our culture of safety is as sustainable as possible in all our departments, since 2014 we have run a global training programme for managers (entitled 'Safety First Leadership Training'). During this programme we share important information with participants, including the key principles of our HSE Policy:

- the health and safety of our employees is of paramount importance.
- every accident is preventable – we are responsible for safety.
- managers have a special responsibility, and lead by setting a good example.

In addition, besides building their expertise in risk identification and risk assessment in routine work, participants in the Safety First Leadership courses also acquire practical skills in conducting 'Safety Walks'. These are regular inspection tours

which all managers in the Group undertake on a regular basis. Safety Walks take place in all areas of the Company (production facilities, offices, in project management and at Service locations).

During these inspection tours the managers engage in open discussion with employees on-site regarding safety and other HSE topics, which supports cross-divisional dialogue between management and employees.

Safety Walks are intended to:

- strengthen our values and inner commitment to safety
- show that our colleagues are important to us
- identify, confirm and promote safe working processes
- correct unsafe working behaviours and conditions
- actively encourage employees to avoid risks by considering these together

Promoting health protection

Healthy, productive and motivated employees are one of the key success factors for the Nordex Group. To underscore this fact, as part of a pilot project in 2016 we held our first Campaign Day

> Campaign day in Rostock

The topics of health and fitness are firmly in focus.



focusing on health and fitness at one of our German production locations in Rostock. Alongside a range of health checks followed by an analysis, the offering for our employees on the day comprised a vaccination-record check and flu vaccinations by the Works Doctor, as well as a skin-protection screening by the employers' liability insurance association.

In 2017 we intend to establish a health programme that builds on the anonymized data we collected and our findings, and also roll-out similar measures to promote employee health at our other locations. Moreover, in 2017 we plan to conduct an ergonomics assessment for the Service Department: this will ensure that greater consideration is paid in future to situational

prevention – i.e. planning working conditions and processes under health and safety considerations – and behavioural prevention on the part of the employee.

At the Nordex Group, agreements are concluded at an operational level to help ensure that the highest levels of occupational health and safety are maintained. As the Nordex Group is not a collective wage-agreement company, no formal agreements have been concluded with unions in this area. Instead, these topics are regulated through trusting collaboration with the Works Councils.

G4-LA8

Corporate Security

Through our newly established Group function Corporate Security, since 2015 the Nordex Group has been strengthening its involvement to protect employees and business activities at a global level. With the support of a worldwide Security and Crisis Management organisation, Corporate Security coordinates all activities for the preventive and reactive protection of our Company's own employees as well as any employees working for our subcontractors, locations under Nordex management, our Company intellectual property and know-how, and our company reputation. This includes proactive, systematic approaches to crisis situations to protect employees and safeguard business continuity in all the Company's activities.

In 2016 Acciona Windpower employees were included under the Nordex Group's security umbrella, and additional security initiatives were implemented. For instance, to protect employees when travelling abroad we rolled out a new risk-based travel procedure with multidisciplinary security measures. We also worked out special security measures to protect our business activities in regions which pose specific security challenges and established proficient local emergency support. In addition, we developed our Crisis Management organisation with the creation of scenario-based plans and exercises, which were already applied in the reporting period.



Employee health

Healthy, fit and motivated employees are one of the decisive factors for the success of the Nordex Group.




>
**Strong
partnerships**

When installing
wind turbines, we
also place stringent
requirements on our
service providers.





OUR RESPONSIBILITY IN THE SUPPLY CHAIN



RESPONSIBILITY IN THE SUPPLY CHAIN

Sustainability in the supply chain

DMA

As a manufacturer of wind power systems we source products and services from numerous suppliers based in a wide range of countries, and generate a significant share of value in our upstream production stages. The Nordex Group’s international structure has been further strengthened by the merger with AWP and offers us great opportunities – but also entails sustainability risks. This is why it is vital to our business that we also ensure environmental and social standards are upheld throughout the supply chain. The Nordex Group Code of Conduct for suppliers and subcontractors provides the foundation for this effort, and we expect and require all our subcontractors and suppliers to comply with it. Furthermore, the Principles of the UN Global Compact on Human Rights, Labour, Environment, and Anti-Corruption provide fundamental guidance for our business activities.

Our goal is to secure compliance with the standards and values set out in our Code of Conduct along the entire supply chain, and to embed our environmental and social standards permanently in our sourcing and supplier management processes by 2018. In view of Nordex’s very extensive supplier base and the new Group structure, this is one of the core challenges we face over the years to come.

The Nordex supply chain

In the 2016 reporting year the Nordex Group worked with over 4,500 suppliers. Approximately 79% (2015: 80%) of our purchasing volume of around EUR 2,508 billion is with suppliers that have their main offices or production locations in Europe. Of this, we place 52% of our overall sourcing budget for products and services with German suppliers. As a result of the merger with Acciona Windpower, the structural composition of our suppliers’ regions of origin has changed compared to last year (see next page).

G4-12

G4-EC9

SUPPLIER COUNTRIES OF ORIGIN		in %
Germany	2016	52.0
	2015	68.1
Europe (excluding Germany and Spain)	2016	18.0
	2015	15.8
Spain	2016	9.0
	2015	2.1
Turkey	2016	6.0
	2015	7.1
China	2016	4.0
	2015	2.7
America (excluding Brazil)	2016	4.0
	2015	2.1
Brazil	2016	4.0
	2015	0.0
Asia (excluding China)	2016	2.0
	2015	1.9
Africa	2016	1.0
	2015	0.2

Values for 2015 relate to the Nordex Group prior to the merger with AWP.

Values for 2016 relate to the Nordex Group including AWP from 01.04.2016 onwards (post-merger).

Regarding the products and services the Nordex Group procures from suppliers, our sourcing activities were distributed as shown in the table across the following areas:

SOURCING ACTIVITY BY AREA

Area	Share in %
Services *	28
Nacelle-mechanical	24
Tower	21
Rotor blades	15
Nacelle-electrical	12

* Services such as cranes & installation, transport & logistics, repairs, indirect material, consultancy, facility management etc.

80

percent

of purchases were analysed by our Credit Risk management system in 2016.

Global Sourcing

We organise our Sourcing Department according to three main criteria:

- **COMPONENTS AND SERVICES:** Nordex has specialised teams for different components and services.
- **CENTRALISED AND DECENTRALISED SOURCING:** Nordex sources components and services from global companies, with framework agreements governing how we collaborate with them in many cases. Furthermore, over 90% of our annual sourcing activities are focused on two Sourcing Centres in Germany and Spain, as well as two regional Sourcing Centres in the USA and Brazil.
- **STRATEGIC AND OPERATIONAL RESPONSIBILITY:** The Strategic Sourcing Department is responsible for supplier and material-group management as well as for concluding framework agreements. The Operational Sourcing Department deals with day-to-day business, such as placing orders.

Compliance with values and standards

It is vital to us that our suppliers uphold the values and standards set out in our Group’s Code of Conduct for the entire duration of their business relationship with our Company. To ensure this, we require them to provide us with sustainability information as part of an annual self-assessment. We also subject our suppliers to a regular assessment programme involving announced and unannounced visits and audits. Alongside regular audits, we also perform special event-driven audits in the case of perceived quality issues, relocations or process changes. The core aspects we review as part of each audit include the topics of the observation of human rights, occupational health and safety, as well as product and process quality. Our Finance Department also applies a credit-risk management system to transactions with our main suppliers; in 2016 this was used to analyse over 80% of all our purchasing transactions. The Finance Department discusses matters with Sourcing in quarterly meetings, and if required, takes measures to prevent potential impacts on the Nordex Group’s business activities.

Moreover, the Sourcing Department is very closely involved in our Group-wide project to reduce the [costs of energy](#) and works closely with suppliers to achieve the project’s aims. Prior to implementing COE initiatives, the locations concerned are analysed in terms of occupational health and safety as well as environmental aspects.



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For further information on reducing our costs of energy (COE), see the Nordex Group Annual Report 2016, see [pages 8–11 and page 48](#).

We also audit new suppliers before we start working with them. This audit result is then used to classify each supplier based on clearly defined indicators that dictate the frequency of regular audits, among other things. If critical requirements are not met – particularly in the event of human rights violations such as child labour, forced or compulsory labour, or short-falls in occupational health and safety – we refrain entirely from working with the suppliers concerned. In the reporting period 100% of new suppliers were audited in relation to their working practices, observance of human rights, impact on society and environmental aspects.

[G4-HR5](#)[G4-HR6](#)[G4-LA14](#)[G4-HR10](#)[G4-SO9](#)[G4-EN32](#)

In 2016 we conducted over 200 supplier audits (2015: 150). We are pleased to report that as in the previous year, we registered no incidents that were subject to disclosure requirements. We received no formal complaints in relation to the Nordex supply chain, nor did we terminate any business relationships owing to human rights violations, corruption, unacceptable working practices, or negative impacts on society or the environment. Furthermore, we expanded our supplier self-assessment and audit processes to include additional sustainability criteria; these enter into force in 2017 and cover the aspects of compliance, environmental protection and supply-chain responsibility.

[G4-EN33](#)[G4-LA15](#)[G4-HR11](#)[G4-HR12](#)[G4-LA16](#)[G4-SO11](#)[G4-EN34](#)

In many instances our main suppliers have specific expertise and long-standing experience, which is why we collaborate with them in many areas such as product development and process design. In 2016 we also engaged in dialogue with our suppliers on many occasions, including the Supplier's Day we organised as well as at international annual conferences.

Merger with Acciona Windpower

TO DERIVE MAXIMUM BENEFIT from the opportunities in Nordex's supply chain arising from the merger with AWP we are examining all processes along the value chain in detail; our goal is to consolidate and coordinate these to the greatest possible extent. In the reporting period, as part of a first step we reviewed common suppliers as well as suppliers of common components, equipment and services. We intend to continue this reorganisation and consolidation process over the coming years. Furthermore, especially at a time of increasing globalisation, we plan to introduce uniform General Sourcing Conditions in 2017.



In harmony

Nordex contributes to clean energy generation in harmony with the environment and society.





**OUR
ENVIRONMENTAL
MANAGEMENT &
RESOURCE
EFFICIENCY**

ENVIRONMENTAL MANAGEMENT & RESOURCE EFFICIENCY

DMA

As a manufacturer of wind turbines, the Nordex Group’s business activities aim to generate electricity from the wind in an efficient, environmentally friendly way. In doing so, we attach great importance to the consideration of environmental protection aspects in all lifecycle phases of our wind turbines – from development, through sourcing, production and operation, to dismantling and recycling.

Our overarching aim going forward is to improve our wind power systems’ environmental footprint and reduce our consumption values. Using our new controlling tool, which we rolled out in the reporting period, we will establish a Group-wide systematic reporting and analysis system to achieve this goal.

In accordance with our [materiality principle](#), data on our energy and water consumption as well as waste production is based on all the Nordex Group’s worldwide production locations as well as our head offices in Germany and Spain. Over the coming years we intend to expand our reporting scope progressively to include additional Company locations.

The Nordex environmental management system

Our Health, Safety and Environment (HSE) Department is responsible for operational environmental protection. It has implemented a Group-wide integrated Environmental Management System whose processes have been certified in accordance with ISO 14001 by the International Organization for Standardization. This system supports the Nordex Group in raising our environmental protection performance and ensuring we meet compliance requirements and our environmental objectives. Through regular audits, processes are reviewed and optimised as part of an ongoing improvement process.

In addition to this, besides other duties our Occupational Health and Safety Committees convene regularly to address the environmental KPIs of our German Nordex locations and derive measures for improvement as required.

Environmental aspects and impacts

We collect and analyse information on environmental aspects on a regular basis. This analysis provides a report on all of the Company’s global activities, services and products which may have a negative environmental impact. The areas covered in the audit include production locations, our Project Management and Service Departments, as well as service and administration locations.

The analysis results provide us with the basis for the continual improvement of our environmental measures. In the reporting year, 22 countries took part in the audit. The process of identifying environmental aspects and impacts is continual, so with a view to the future we intend to audit additional locations in further countries as part of our regular process of gathering and analysing data on environmental aspects.



INFORMATION

For further information on the scope of reporting in accordance with our materiality principle, see [page 10](#).

Environmental aspects

AS AN ENVIRONMENTAL ASPECT we understand any part of our business activities concerning the environment – such as the consumption of natural resources and raw materials, or greenhouse gas (GHG) emissions. We always actively identify and analyse each aspect in detail, document it transparently, and develop specific and suitable solutions to prevent negative environmental impacts as far as possible.



INFORMATION

For further information about the Nordex value chain, see [page 12](#).

Initial results reveal that the transportation, storage, use and disposal of hazardous materials at our production locations during exceptional operating conditions or emergencies are among the most critical environmental aspects. Thanks to effective preventative measures, well-trained and educated employees and a diverse set of protection systems, we reduce the resulting risks continually within our continuous improvement process.

Environmental reporting and data collection

In accordance with the agreed reporting scope, in the reporting period we analysed the environmental topics of all nine of our active production locations in Germany, Spain, Brazil and India, as well as our Company's head offices in Germany and Spain. To determine the electricity consumption and share of renewables used we evaluated surveys carried out at locations in 22 countries. This data was collected for the first time using our recently introduced controlling software. In instances where no actual data existed in the form of invoices or statements, we determined the results based on extrapolations and by using appropriate, carefully estimated values.

Consumption data relating to former Acciona Windpower locations has only been incorporated since the formal completion of the merger between our two companies, and thus reflect the period from 1 April 2016 to 31 December 2016. The incorporation of the new locations means that alongside rotor blade and nacelle production sites, the Nordex Group now also operates mobile tower production facilities. This enlarges our [level of vertical integration](#) and leads to higher relative consumption values. To collect and monitor this data we use absolute figures such as energy consumption in megawatt hours, and relative figures in relation to the installed capacity in megawatts.

While this is the first time we have reported extensively on the Nordex Group's sustainability performance in the area of environmental protection, where possible we compare data from 2016 with data from previous years to aid clarity. Please see the explanations for the base-data sets used.

Energy

USING ENERGY EFFICIENTLY and sensibly, both in terms of environmental and economic aspects, is a key aim of the Nordex Group. We are committed to continually increasing our energy efficiency through a continual improvement process, which is why our German production locations and office buildings have been ISO 50001-certified since 2014. The launch of our Energy Management System also lets us document our contribution to environmental and climate-protection activities.

Based on the Nordex Group locations in Germany within the scope of this report, overall energy consumption increased by 4,570 MWh to 45,527 MWh compared to the previous year, due to a variety of factors. Besides the higher headcount figure, increased production quantity and focus on producing longer rotor blades, the use of additional Company and commercial

vehicles also played a role. The consumption value also increased due to the incorporation of a further key logistics warehouse in Rostock, Germany, as well as the inclusion for the first time of forklift trucks in the energy-consumption calculation of our Rostock production locations. The fall in the average temperature versus the previous year also led to an increase in heating requirements; however, improved utilisation of our CHP (combined heat and power) plants and boilers in Rostock had a positive impact.

While our energy consumption increased in absolute terms, compared to the previous year we reduced our consumption per MW of installed capacity for the pre-merger Nordex Group by some 2,800 kWh or 11.8% to 21,282 kWh. We achieved this through greater capacity utilisation of equipment, facilities and buildings on the one hand, and the increased efficiency of our wind turbines on the other.

In comparison, the increase to 22,819 kWh in energy consumption per MW of installed capacity at Group level, which factors in the merger with Acciona Windpower, is due mainly to the initial inclusion of two mobile tower production facilities in Brazil.

G4-EN6

G4-EN7



STRATEGY 2018

Page 21

11.8

percent

reduction in energy consumption per MW of installed capacity (based on Nordex Germany).

G4-EN3 ENERGY CONSUMPTION

in MWh	2016 Total	2016 AWP**	2016 Nordex Germany*	2015 Nordex Germany*	2014 Nordex Germany*
Total energy consumption (direct and indirect energy consumption)	59,836.9	14,310.0	45,527.0	40,957.0	34,368.0
Total direct energy consumption	42,411.2	8,793.5	33,617.8	29,955.0	24,959.0
Gas	24,504.8	1,891.1	22,613.6	21,616.0	19,298.0
Heating oil	1,276.3	1,276.3	0.0	91.0	324.0
Diesel	16,630.1	5,626.0	11,004.2	8,248.0	5,337.0
Total indirect energy consumption	17,425.7	5,516.5	11,909.2	11,002.0	9,409.0
Electricity	15,196.1	5,516.5	9,679.6	9,825.0	8,321.0
District heating	2,229.6	0.0	2,229.6	1,177.0	1,088.0
Electricity sold	0.0	0.0	0.0	0.1	2.6

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

G4-EN5 ENERGY CONSUMPTION BY
INSTALLED CAPACITY

Energy/installed capacity	kWh/MW
Total 2016	22,819
2016 AWP**	29,627
2016 Nordex Germany*	21,282
2015 Nordex Germany*	24,135
2014 Nordex Germany*	23,081

Based on total energy consumption within the organisation.

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

At our Rostock location we operate two CHP plants with a power-generation capacity of 387 kW and 70 kW respectively. This provides the process heat required for rotor blade production in an efficient, eco-friendly way. Our natural gas fuelled CHP plant provides heat and electricity for our Company's production processes, using the thermal discharge from the power plant to heat the rotor blade moulds and the production halls. In the reporting period we laid heating pipes and optimised the large CHP plant's control system.

In 2016 we paid particular attention to reducing the processing times of each rotor blade we produce at our rotor blade facility in Rostock. Tempering, which bonds rotor blades together, is a



INFORMATION

For further information on our country-specific energy mix, see [page 84](#).

key part of our production process. This is a relatively energy-intensive process which leads to changes in material characteristics through controlled heating over a long period. We are pleased to report that our focused support, analysis and optimisation of this process have yielded positive initial results: through these steps we have reduced the amount of gas consumed to produce each rotor blade, and have shortened the tempering and processing time. In 2017 we will continue to optimise our tempering processes in terms of our gas consumption per blade.

In the reporting period we also reviewed the lighting systems at all of our German locations and adapted them to the location-specific lighting conditions. The measures taken included switching over to LED systems at the Nordex Logistics Centre in Rostock and at the Nordex Academy in Hamburg.

Purchased electricity

In our Sustainability Strategy we have set ourselves the target of obtaining 100% of our purchased electricity from renewables. To determine our locations’ progress towards this target we conducted a status analysis of the electricity we purchase. This included checking every production location, all major subsidiaries and facilities, as well as several Service locations. This extensive analysis covered 80% of all Nordex Group employees.

Our status analysis (as at 31.12.2016) revealed that at the analysed Nordex locations, 66.8% of the overall amount of electricity we purchase from third-party suppliers came from renewables. At Nordex locations where no specific information is available on the share of renewables, we based our calculation on the [country-specific energy mix](#).

PURCHASED ELECTRICITY

Electricity purchased by analysed locations in 2016 (in MWh)	Of which renewables (in MWh)	Share of renewables (in %)
19,470.9	13,000.1	66.8

While 100% of our purchased electricity at several locations already comes from renewables – for instance at our production facilities in Rostock, headquarters in Hamburg as well as offices in Finland, Italy and the Netherlands – we are making preparations at our other locations to switch over to green electricity. Among these measures we amended the supply contract for our offices and Service locations in Sweden with effect from the middle of quarter 1, 2017.

At several of our leased locations, where electricity consumption is included in the leasing contract, or at locations where local conditions restrict the availability of renewables, the Nordex Group only has limited influence on the sources of the electricity we purchase.



STRATEGY 2018

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66.8

percent

of our purchased electricity came from renewable energy sources in 2016.

Emissions

The major advantage of wind power electricity over conventional power plant production is that only a negligible amount of environmentally harmful CO₂ emissions is produced. Through our wind power systems we thus contribute to the elimination of several million tonnes of GHG emissions year after year. According to sector calculations, the energy scorecard of an installed wind power system is balanced after an operating period of just five to twelve months. This calculation includes the use of energy during the wind power system's overall product lifecycle, from production, through the operational phase, to recycling the decommissioned system.

Despite this, producing and transporting wind power systems generates considerable emissions. Through our holistic approach to dealing with the topic of environmental protection in harmony with our Sustainability Strategy, we make regular organisational and technical improvements to steadily reduce our environmentally harmful emissions.

G4-EN15 The Nordex Group's GHG emissions are divided into three Scopes:

G4-EN16

G4-EN17

■ **SCOPE 1** emissions are emissions caused by Nordex directly. We calculated these based on the fuel consumption of trucks and commercial vehicles as well as the direct consumption of oil, gas and diesel fuel to generate energy, taking into account the [standard factors](#) published by the UK's Department for Environment, Food & Rural Affairs (DEFRA). Scope 1 disclosures relate to all of our production locations and head offices in Germany and Spain.

■ **SCOPE 2** emissions cover emissions produced by the consumption of purchased energy. These indirect emissions were calculated based on consumption data for electricity and district heating. To calculate the emissions resulting from purchased electricity we incorporated [country-specific emissions factors](#), provided no contracts were concluded for locations that include the use of 100% renewable energy (source information in Annex). Nordex only procures district heating at one production location and the associated warehouse in Rostock. The district-heating utility, Stadtwerke Rostock, has provided us with the specific emissions factor. Scope 2 disclosures relate to all of our production locations and head offices in Germany and Spain.

■ **SCOPE 3** includes emissions produced by third parties during the rendering of services. Scope 3 disclosures made in this report relate exclusively to business travel by Nordex Germany employees and are based on information supplied to us by our service providers.

To selectively reduce the formation of GHGs, among other measures we plan to conduct a detailed life cycle assessment (LCA) to calculate the emissions produced during our production, installation and operation phases (including maintenance, repair and the exchange of components) as well as during the dismantling and recycling phases.



INFORMATION

For further information on country-specific emissions factors, see [page 83](#).



INFORMATION

For further information on the standard factors published by DEFRA, visit: www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016.

GREENHOUSE GAS EMISSIONS

in t	2016 Total	2016 AWP**	2016 Nordex Germany*	2015 Nordex Germany*
Scope 1	8,940	2,073	6,867	6,027
Scope 2	1,931	1,637	294	167

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

**GREENHOUSE GAS EMISSIONS
BY INSTALLED CAPACITY**

Emissions (Scope 1+2)/ installed capacity	kg/MW
Total 2016	4,146
2016 AWP**	7,680
2016 Nordex Germany*	3,348
2015 Nordex Germany*	3,650

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

G4-EN15

G4-EN16

G4-EN18

Nordex's Scope 1 emissions in Germany increased due to the use of additional car-pool and commercial vehicles, as well as the incorporation for the first time of forklift trucks at our production locations in Rostock. The Scope 2 emissions increase is due to the incorporation for the first time of district heating used at the Rostock nacelle production facility logistics centre. In the reporting year Scope 3 emissions from Nordex Germany employees' business travel increased to 2,341 t (2015: 1,755 t): this was due to an increase in travel activities owing to the merger with Acciona Windpower.

At Group level, Scope 1 emissions increased due mainly to the use of diesel fuel to generate electricity at Acciona Windpower's mobile tower production facilities. The relatively low Scope 2 emissions of Nordex Germany are due to the purchase of electricity from 100% renewables in this country. As no green electricity contracts have yet been concluded for our international production locations, the Scope 2 emissions are considerably higher owing to the change in the reporting framework as a result of the merger with Acciona Windpower at Group

level in 2016. As stated in the section '[Purchased electricity](#)' we continue to pursue the aim we set ourselves in our Sustainability Strategy to increase the share of renewables in terms of our purchased electricity.

Waste

In terms of our environmental footprint, the relevance of how much waste we produce depends mainly on the volume and type of waste, as well as the disposal methods we employ. We differentiate mainly between hazardous and non-hazardous waste, and aim to continually reduce all types of waste. To achieve this goal we conduct numerous measures: at our rotor blade production facility in Rostock, for instance, these include modifying punch cutters for glass and carbon fibre fabrics, optimising the selection of materials for films, lacquers and bonding agents, and recycling process materials. Within the Nordex Group we also encourage the sharing of knowledge and experience between similar production location types.



INFORMATION

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In the reporting period we implemented a range of measures to successfully reduce nacelle production waste. In rotor blade production at our Rostock location we produced more waste compared to the previous year, due mainly to special measures to scrap rotor blades which could no

longer be used. At Nordex Germany, while we reduced the amount of waste per MW of installed capacity, waste production rose in absolute terms in the reporting period by around 540 t (approx. 11%) to 5,314.6 t.



G4-EN23

WASTE PRODUCTION BY INSTALLED CAPACITY

Waste/installed capacity	kg/MW
2016 Total	2,607
2016 AWP **	3,149
2016 Nordex Germany *	2,484
2015 Nordex Germany *	2,815

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

WASTE PRODUCTION

in t	2016 Total	2016 AWP **	2016 Nordex Germany *	2015 Nordex Germany *
Total waste	6,835.4	1,520.8	5,314.6	4,777.0
Hazardous waste	731.7	188.2	543.5	176.4
Non-hazardous waste	6,103.7	1,332.6	4,771.1	4,600.6

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

Water

As a consequence of the integration of two mobile tower production locations in 2016, the aspect of water consumption once again gained importance for Nordex, as the production of the concrete sections in particular require a lot of water. We also use water at our nacelle and rotor blade production locations, as well as in our administration activities for cleaning and cooling processes.

The main share of our cooling-water requirement is driven in a circuit through our central cooling-water supply system. One special aspect is our use of rainwater for the sanitary facilities at the Nordex Forum in Hamburg. There, the rainwater is collected in cisterns and used instead of drinking water to flush the toilets. Based on the overall reporting scope, rainwater covered around 7% of our water requirements in 2016.

G4-EN10

G4-EN8 Regarding Nordex Germany, water consumption rose in the reporting year from around 20,000m³ to around 24,700m³. This was due mainly to an increase in water use for rotor-blade production in Rostock during the summer months of 2016, where high temperatures from July to August required occasional cooling of components such as resin and hardeners stored in the hardeners warehouse. Up until October 2016, cooling was achieved using a water cooling system to ensure the warehousing specification of the components and the quality attributes of the finished rotor blades was maintained. Subsequently, we took measures to achieve cooling in the same way as production using centralised process cooling. The connection to the central cooling network was implemented at the start of 2017.

To minimise water loss through the pipeline network, we also performed an extensive repair and upgrade of the heating pipework in the reporting period.

WATER CONSUMPTION BY INSTALLED CAPACITY

Water/installed capacity	m ³ /MW
Total 2016	17.2
2016 AWP **	42.1
2016 Nordex Germany *	11.5
2015 Nordex Germany *	11.7
2014 Nordex Germany *	12.1

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016).

In the reporting period, overall water consumption within the Nordex Group, including Acciona Windpower, was around 45,000m³. With the inclusion of AWP's production locations and headquarters in Spain, our consumption per MW was 17.2m³.

G4-EN8

WATER CONSUMPTION BY SOURCE AND WASTE WATER DISCHARGE

G4-EN22

in m ³	2016 Total	2016 AWP**	2016 Nordex Germany*	2015 Nordex Germany*	2014 Nordex Germany*
Water consumption total	44,973	20,320	24,653	19,811	17,995
Municipal water supply	41,703	19,082	22,621	17,898	16,311
Rainwater	3,045	1,013	2,032	1,913	1,684
Groundwater	225	225	0	0	0
Waste water discharge total	34,598	9,945	24,653	19,811	17,995
Non-hazardous waste water	34,598	9,945	24,653	19,811	17,995
Hazardous waste water	0	0	0	0	0

* Nordex Germany includes the two production locations in Rostock and associated administration units, as well as all administration locations in Hamburg.

** AWP includes all production locations and the company's headquarters in Spain (from 01.04.2016)

Hazardous materials management

At our locations we store hazardous materials for use in a range of business activities, especially in production and service. We are committed to avoiding the use of such materials to the greatest extent possible – and if this is simply not possible, to select substances which pose the lowest environmental risk. This approach is integrated as a distinct element in our product specification for product development. In addition to this we have developed a formal procedure to account for hazardous materials in materials specification, which we implemented in our Engineering Department.

We take a range of measures at our production locations to protect against hazardous materials. Through special ground seals and collection sumps we reduce the risk of hazardous materials coming into contact with the environment. We also established an emergency system and spill kits for the safe handling of hazardous materials at all of our production locations and regional Service points. We additionally ensure that unused or empty hazardous materials containers are separated and disposed of in accordance with local guidelines.

Besides this, with our employees' participation we also developed a new solution: a lockable container with collection sumps for hazardous liquids, which will make it even safer and greener to store hazardous materials. This container is also fitted with an air-conditioning unit that ensures the optimal material temperature is maintained at all times, irrespective of weather conditions. Originally designed for the Project Management Department, this solution will also be used in future in our Service Department.

G4-EN30 Besides the environmentally friendly handling of hazardous materials we also pay close attention to the transportation of these materials to project sites and regional Service points.

Among our activities in this area, in the reporting year we conducted a number of hazardous-material training courses, which we intend to continue systematically in future years.

Environmental incidents

TO FULFIL ITS ENVIRONMENTAL responsibilities the Nordex Group documents all actual and potential environmental incidents. To take preventative measures and minimise environmental risks, near-miss incidents are also reported and analysed in detail.

We then classify the recorded incidents based on their environmental impact using a classification system. We differentiate between four rates of severity (SR):

- SR 1: No or low environmental impact
- SR 2: Moderate environmental impact
- SR 3: High environmental impact
- SR 4: Massive environmental impact

In the reporting year we are pleased to announce that we recorded no significant SR 3 or 4 environmental incidents.

G4-EN24

G4-EN12

> **Integrated thinking**

Nordex provides vocational prospects through future-orientated development programmes.



The background of the image shows a close-up of industrial machinery, likely a large rotating component with a series of circular holes along its edge. The machinery is primarily grey and white, with some blue and yellow accents. A large, thin white circle is superimposed over the center of the image, framing the text. In the top right corner, there is a solid orange rectangular block.

OUR RESPONSIBILITY FOR SOCIETY



RESPONSIBILITY FOR SOCIETY

DMA Nordex is a dynamic global company active in over 28 countries. As such, accepting our corporate social responsibility (CSR) at a local level is part of the way we see and understand ourselves. As an integral part of our Sustainability Strategy, we consider CSR to be our opportunity to contribute to regional development and to engage as a member of society at the locations where we are based.

Besides our Company's business objectives we are committed to the principles of the United Nations 2030 Agenda for Sustainable Development: using global resources responsibly, protecting the climate, and ensuring people can enjoy prosperous and fulfilling lives. To achieve these aims, sharing knowledge and education are fundamentally important. This is why in the

Nordex Group we focus our social engagement activities on supporting public and private training and education institutes that are active in the areas of renewables and climate protection, as well as focusing on backing social and humanitarian projects and institutions. To be able to manage our activities in a targeted way, in the reporting year we developed a Donations Guideline which will be implemented Group-wide in the course of 2017.

As part of our projects and at our company locations, we are active in a range of local initiatives. We report on a few of these in the following, as representative examples of our activities.

Support for universities

We partner with the Hamburg University of Applied Sciences (HAW Hamburg). At the Energy Campus Hamburg run by HAW Hamburg's CC4E (Competence Center Renewable Energies and Energy Efficiency), future issues are researched, which may eventually be used to optimise wind turbines. To ensure that the course delivers hands-on training and that research is conducted under realistic conditions, in 2017 the Energy Campus plans to complete the installation of a wind farm with five Nordex wind turbines right next to the Energy Campus.



The Energy Campus is also involved in the [Norddeutsche EnergieWende 4.0 \(NEW 4.0\)](#) project ('North German Region Energy Transition 4.0'). This unique initiative brings together actors from the business, scientific and political spheres, and targets energy-supply sustainability in the northern German federal states of Hamburg and Schleswig-Holstein, and aims to strengthen the entire region's future viability. The initiative brings together around 60 regional and international partners, including the Nordex Group, forming a well-networked innovation alliance; this pools the partners' technical know-how on implementing the energy transition and is supported by the governments of both federal states. The core challenges facing this project are to be countered on the one hand by increasing the export of electricity to other regions by means of an efficient energy infrastructure and innovative grid technologies, and on the other by increasing the energy self-recovery rate. In doing so, NEW 4.0 systematically creates the prerequisites for supplying Hamburg and Schleswig-Holstein with safe, reliable electricity from renewables from 2025 onwards and meeting 70% of these states' electricity needs. At the same time, the power generated is to be used increasingly to supply heat, and drive industrial processes which were formerly powered by fossil fuels.

For the Nordex Group the core goal of our involvement in NEW 4.0 is to develop and demonstrate system services that increase the stability of the power grid through decentralised, renewable energy generation.



INFORMATION

For further information about NEW 4.0, visit: www.new4-0.de

Awarding scholarships in Hamburg and Rostock

FOR SEVERAL YEARS the Nordex Group has funded research at the company's home locations of Hamburg and Rostock. In the reporting period we awarded a further four German Fellowships in Rostock. And for the first time, we also supported four University of Hamburg students with scholarships. Alongside providing financial support, establishing early contact with future industry experts is an important aspect for us.

South Africa project

In South Africa we accompanied our market entry with our Nordex Education Trust. This foundation has a 20% stake in Nordex Energy South Africa and supports disadvantaged population groups as well as projects in the fields of school education, sports, culture and community work. Since 2012 we have already supported numerous non-governmental organisations (NGOs), schools and universities, as well as sports and cultural associations. The foundation has also entered into strategic partnerships with the Stellenbosch University and the Nelson Mandela Metropolitan University.

Our activities focus on targeted further education of people to improve people’s vocational opportunities and thus their life prospects. Among these activities, in the reporting period nine pupils participated in a programme to promote science and maths at Stellenbosch University. In addition, 15 students received a scholarship to study at various university faculties in South Africa. The community schools in Molteno, Sterkstroom, Cookhouse and Bedford also participate in various development initiatives supported by the Nordex Education Trust and the Nordex **B**road **B**ased **B**lack **E**conomic **E**mpowerment (BBBEE) Fund. Last but not least, we also provided targeted support to physically and mentally disabled children as part of the ‘[Hope in Motion](#)’ campaign.



INFORMATION

For further information about ‘Hope in Motion’, visit:
www.chaeli-campaign.co.za.

As a major player in the renewables sector we intend to play a part in bringing innovative technologies to South Africa and creating new career prospects. This is why we work in close partnership with the South African Renewable Energy Technology Centre to train new specialists. As part of this collaboration, 15 participants received special training on the operation and maintenance of modern multi-megawatt wind turbines.

In future years we will continue to build on the successes of our support programmes and collaborations in South Africa. Among other things, we intend to make an active contribution to new and existing educational projects in the field of the natural sciences, and provide even greater support to people with disabilities by supporting institutions and special training programmes.

▼ Lively exchange

Scholarship holders of our educational support programme in South Africa, together with the Country Manager.





SERVICES

Glossary

CAPACITY The capacity is the maximum electrical output, as specified by the manufacturer, that a system can generate.

COST OF ENERGY Describes the cost of converting a form of energy (e.g. wind) into electrical energy. It is also referred to as COE.

EMPLOYEES We define employees as being people employed directly at Nordex, excluding interns, students and apprentices.

ENGINEERING Research and Development company area.

GEARBOX The gearbox is located between the slow-rotating rotor shaft and the fast-rotating generator shaft. By using a gearbox, the generator shaft rotates up to one hundred times faster than the rotor shaft.

GENERATOR A wind turbine's generator converts mechanical energy into electrical energy.

GOVERNMENT GRANT State financial grant with the main aim to create and maintain jobs.

GOVERNMENT SUBSIDY State financial subsidy with the main aim to direct operating investment to specific regions (assisted areas).

HIGH-CALORIE SYNTHETIC MATERIALS Synthetic materials with a high-calorific value in the waste-to-energy process.

HYBRID TOWER Extremely high tower construction made from combined steel and concrete segments.

INSTALLED CAPACITY The installed capacity describes the maximum total output of all power plants (here wind turbines) installed in one area.

INVERTER Wind turbines are typically operated using variable rotor rotation speeds. An inverter adjusts the electricity supplied by the generator with its variable frequencies and voltages to the network frequency, phase length and voltage required by the electrical network so that constant, grid-compliant electrical energy can be supplied to the network.

ISO 9001 Internationally recognised quality management standard.

ISO 14001 Internationally recognised environmental management standard.

ISO 50001 Internationally recognised energy management standard.

KILOWATT Power is defined as energy per time unit and is measured in Watts. One kilowatt (kW) equals 1,000 Watts.

KILOWATT HOUR A kilowatt hour (kWh) is the amount of energy with a power of one kilowatt (1 kW) which is generated or consumed within one hour.

LIFE CYCLE ASSESSMENT With a Life Cycle Assessment (LCA), the environmental impacts of products and services across all lifecycle phases as well as associated downstream and upstream processes are analysed.

LOST TIME INCIDENT FREQUENCY The Lost Time Incident Frequency (LTIF) indicates the number of occupational accidents per million working hours that cause one or more days' absence from work.

MEGAWATT One megawatt (MW) equals 1,000 kilowatts.

MEGAWATT HOUR One megawatt hour (MWh) equals 1,000 kilowatt hours.

NACELLE The key components to convert wind power into electrical energy (drivetrain, generator, part of the electrical system, backup systems, etc.) are installed in the nacelle. The nacelle is mounted on the tower. The rotor, including the rotor blades, is attached to the rotor shaft in the nacelle.

NOISE LEVEL The noise level is the acoustic measurement unit and describes the source strength of a noise-emitting source.

OHSAS 18001 Internationally recognised occupational health and safety standard.

ONSHORE SYSTEMS Wind power systems installed on land.

POLYETHYLENE TEREPHTHALATE Polyethylene terephthalate (PET) is a thermoplastic synthetic material which is used in a variety of applications, including as a core material in rotor blades.

PROJECT MANAGEMENT Once handed over by Sales, the Project Management department assumes responsibility for a project until it is handed over to the customer, as well as internally to the Service department.

ROTOR The rotor of a wind turbine comprises the rotor blades and the rotor hub. The rotor is mounted on the main shaft.

SERVICE Nordex Service comprises a number of activities – from remote monitoring, preventative maintenance, on-site repairs and retrofitting additions to complete modernisation of wind energy systems.

STAKEHOLDER Stakeholders are both internal (e.g. employees) and external (e.g. customers, competitors and the community) parties with an interest or concern in our activities.

WIND FARM Wind farms comprise multiple, jointly-operated wind turbines.

List of abbreviations

AWP	Acciona Windpower (Corporación Acciona Windpower S.L.)	MWh	Megawatt hour
CHP	Combined heat and power plant	NEW 4.0	North German Region Energy Transition 4.0
CRP	Carbon fibre reinforced plastic	OECD	Organisation for Economic Co-operation and Development
CO₂	Carbon dioxide	PET	Polyethylene terephthalate
COE	Cost of Energy	R&D	Research & development
CPI	Corruption Perceptions Index	t	Tonne
db	Decibel		
DEFRA	Department for Environment, Food & Rural Affairs		
EBIT	Earnings before Interest and Taxes		
ECA	Export Credit Agency		
GHG	Greenhouse gas		
GRP	Glass fibre reinforced plastic		
GRI	Global Reporting Initiative		
GW	Gigawatt		
HSE	Health, Safety and Environment		
kg	Kilogramme		
kW	Kilowatt		
kWh	Kilowatt hour		
m³	Cubic metre		
MW	Megawatt		

External sources

CO₂ EMISSIONS FACTOR FOR THE ELECTRICITY MIX OF SELECTED COUNTRIES

Country	Source	Publication	Emissions factor (in g/kWh)	Calculation basis (year)	Link
Brazil	Climate Transparency	Brown to Green: G20 transition to a low carbon economy	98	2015	www.climate-transparency.org/ wp-content/uploads/2016/08/ Brazil-2016.pdf , p. 3
Germany	Climate Transparency	Brown to Green: Assess- ing the G20 transition to a low carbon economy	486	2015	www.climate-transparency.org/ wp-content/uploads/2016/08/ Brown-to-Green-Assessing- the-G20-transition-to-a-low- carbon-economy.pdf , p. 20
India	Climate Transparency	Brown to Green: Assessing the G20 transition to a low carbon economy	813	2015	www.climate-transparency.org/ wp-content/uploads/2016/08/ Brown-to-Green-Assessing- the-G20-transition-to-a-low- carbon-economy.pdf , p. 20
Spain	European Environment Agency	Overview of electricity production and use in Europe	304	2014	www.eea.europa.eu/data- andmaps/indicators/overview- of-the-electricity-production-2/ assessment

SHARE OF RENEWABLES IN THE ELECTRICITY MIX OF SELECTED COUNTRIES

Country	Source	Publication	Share of renewables	Calculation year	Link
Brazil	Climate Transparency	Brown to Green: Assessing the G20 transition to a low carbon economy	82,0%	2012	www.climate-transparency.org/wp-content/uploads/2016/08/Brown-to-Green-Assessing-the-G20-transition-to-a-low-carbon-economy.pdf , p. 16
Greece	Energypedia	EEA Report 2016	21,9%	2014	www.energypedia.info/wiki/Greece_Energy_Situation , p. 11
India	IBEF (India Brand equity foundation)	Power January 2016	6,5%	2015	www.ibef.org/download/Power_-_January_2017.pdf , p. 36
Ireland	SEAI: Sustainable Authority of Ireland	Energy in Ireland 1990–2015; Report 2016	27,3%	2015	www.seai.ie/Publications/Statistics_Publications/Energy_in_Ireland/Energy-in-Ireland-1990-2015.pdf , p. 22
Poland	European commission: Eurostat	Electricity generated from renewable resources % of gross energy consumption	12,4%	2014	www.ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=tsdcc330&plugin=1
Romania	ANDRE	Evolution of RSE-E production in Romanina	44,0%	2014	www.energynomics.ro/wp-content/uploads/2016/11/ANRE-Z.-Nagy-Bege.pdf , p. 5
South Africa	RECP Renewable Energy Coporation Programm	Energy Sector --> Electricity Sector	4,9%	2016	www.africa-eu-renewables.org/market-information/south-africa/energy-sector/
Spain	European commission: Eurostat	Electricity generated from renewable resources % of gross energy consumption	37,8%	2014	www.ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=tsdcc330&plugin=1
Turkey	Global Energy Statistical Yearbook 2016	Country Nuclear Power Profiles	31,7%*	2015	www.yearbook.enerdata.net/world-electricity-production-map-graph-and-data.html#renewable-in-electricity-production-share-by-region.html
UK	European commission: Eurostat	Electricity generated from renewable resources % of gross energy consumption	17,8%	2014	www.ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=tsdcc330&plugin=1
Uruguay	the guardian	Uruguay makes dramatic shift to nearly 95% electricity from clean energy	94,5%	2015	www.theguardian.com/environment/2015/dec/03/uruguay-makes-dramatic-shift-to-nearly-95-clean-energy

Applies to locations for which no specific information on the share of renewables is available.

* Assumption: Share of renewables in terms of domestic electricity consumption is equivalent to the share of renewables in terms of electricity production.

GRI Index

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Indicator	Brief description	Page	Note
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Indicator	Brief description	Page	Note
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G4-HR6	Operations and suppliers identified as having a risk for incidents of forced labor	61	Nordex is unaware of any incidents of forced labor in the reporting period
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Indicator	Brief description	Page	Note
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