HR Report 2017

Passion for Success

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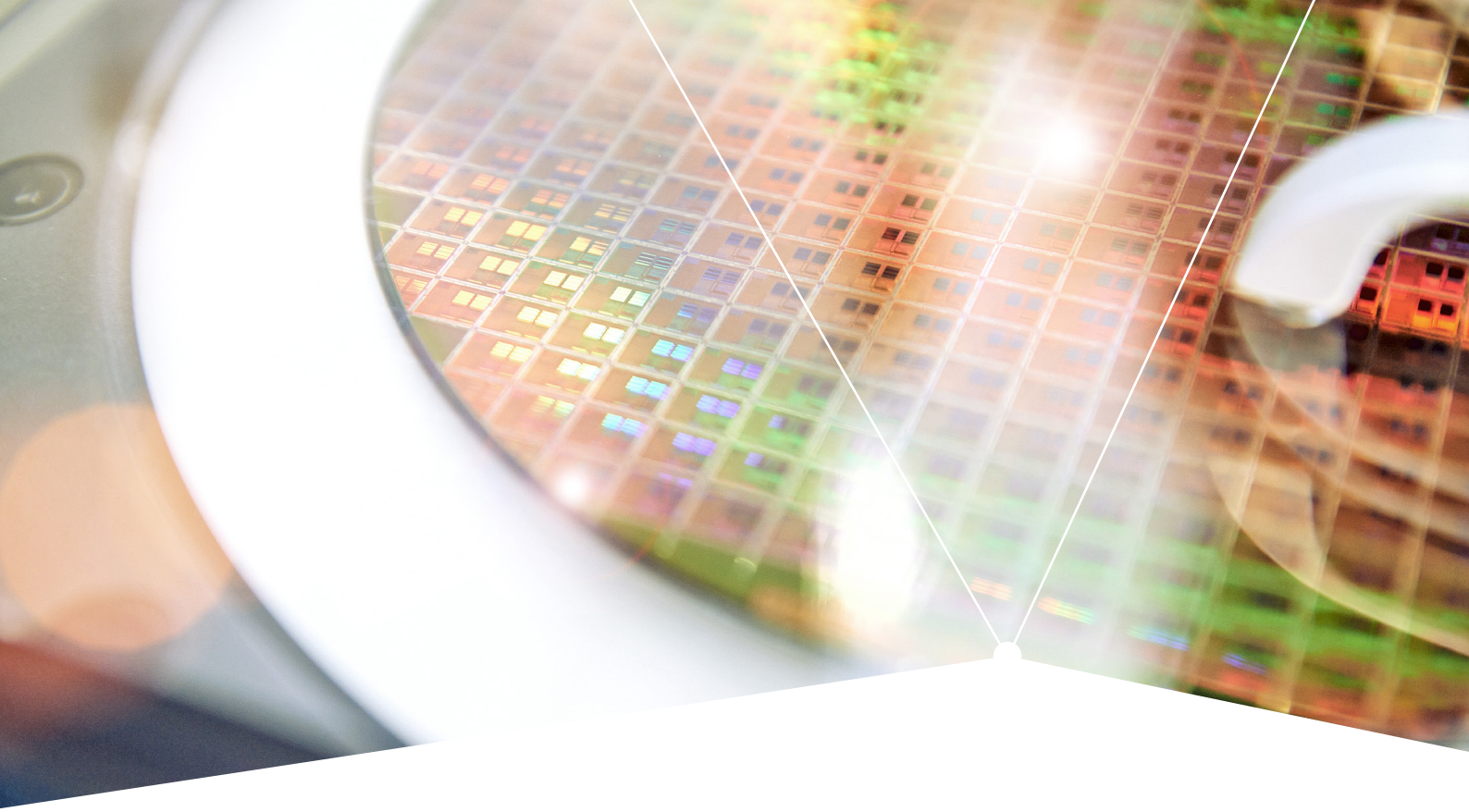
infineon

Passion for Success

It is very important to us that our employees come to work with enthusiasm. Because it's only when they're motivated that they can also be successful.

In this year's HR report, you will learn how we work to provide them with this motivation using the right HR strategy in developing leadership, talents and workforce, so our employees – and by extension Infineon too – can go even further.

Happy reading!



Getting to know Infineon

The world is changing every day, and we are all facing major challenges. The world's population is growing rapidly and more and more mega-cities are popping up. The global demand for energy is increasing enormously, while at the same time climate change is calling for new solutions in many areas of our modern life. Here, Infineon has a clear goal in mind: To make life easier, safer and more environmentally friendly – with technology that does more, consumes less and is available for all.

Infineon at a glance

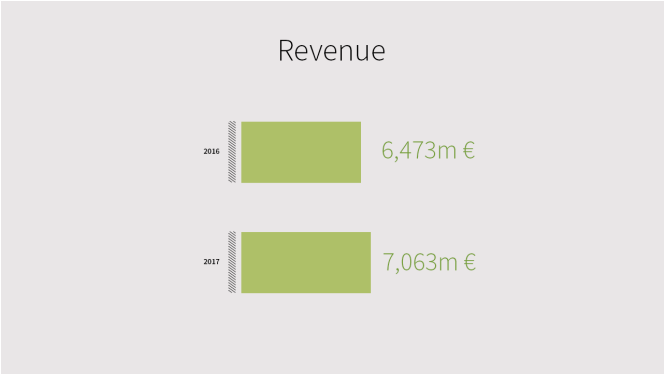
Semiconductors are small and barely noticeable, and yet they are indispensable companions of everyday life. Chips from Infineon are employed where power is efficiently generated, transferred and used. They safeguard our digital data exchange, reduce emissions from cars and will make fully autonomous driving of those cars possible.

Microelectronics from Infineon are the key to a better future.

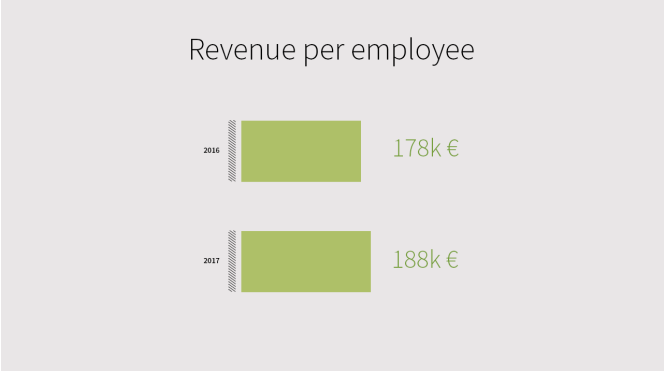
Infineon has four business segments:

› Automotive (ATV)
› Industrial Power Control (IPC)
› Power Management & Multimarket (PMM) and
› Chip Card & Security (CCS)

In the Power sector, Infineon is the market leader; in the Automotive and Smart Card ICs sectors, it is No. 2 on the world market.



Our plans for further financial development are ambitious. “At least 17 percent return on sales, on average 8 percent annual growth and 13 percent investment rate“ – these are Infineon’s goals.



As of September 30, 2017, Infineon employed 37,479 (37,031.9 FTE) employees worldwide.

Excellence

How is it possible to meet the high demands Infineon makes on its employees? It’s easy. We focus all we do on the High Performance Behavior Model. This model translates our corporate strategy into concrete behaviors.

How do we go about our tasks, how do we make decisions and how do we work together? The **High Performance Behavior Model** is a guide for all employees. It shows us what ethical and practical principles to act by, and how we can achieve high performance in our daily business.

Innovation

“Here at Infineon, we usually work in a very practical and objective way; there’s very little politics and hierarchies don’t play a major role. I think we’re a very human company. Colleagues feel good because we cultivate an open way of dealing with each other, so you can discuss anything, including problems. The openness and transparency we’ve got in the company continually inspires me and what’s more, I see it as a key to our success.”
Helmut Gassel, Chief Marketing Officer (CMO)

Nearly 250 top managers from around the world came to Munich to attend the “High Performance Forum 2017.” The participants refined their implementation plans in order to contribute to the achievement of their corporate goals.

For technology companies like us, innovation is very important. In fact, the idea’s built right into our name: Infineon: The word is a combination of “infinite” (from the Latin, infinitus) and “eternity” (From the Greek, aeon). The name refers to our living spirit of invention that ceaselessly continues to develop.

Innovation is encouraged in all areas of our company, for example, through our commitment to diversity, and by nurturing values such as openness, trust, and freedom of thought.

In this way, we continually create space for our employees to experiment, and create incentives for them to explore uncharted territory.

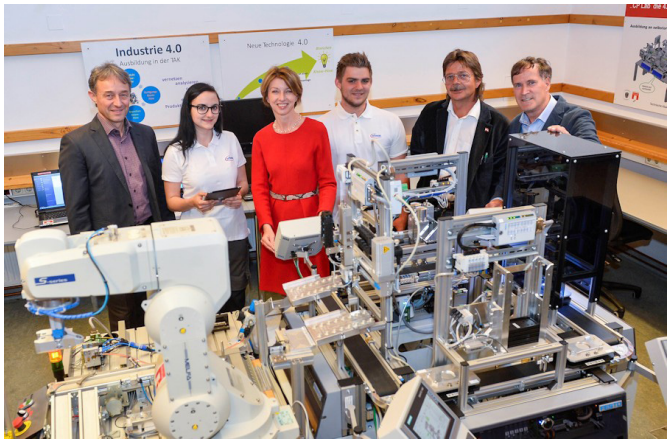
Inspired to Innovate (I2I) is an innovation platform at Infineon in India. In it, colleagues go on business trips in teams with the aim of transforming their ideas into products with the help of venture capital financing.

As a leading chip manufacturer for driver assistance systems, Infineon consistently continues its innovation course. The acquisition of the Dutch start-up Innoluce was an important step for Infineon in the lidar technology. We will offer chip components for lidar systems, which will be considerably smaller, cheaper and more robust than today's systems. „Next to radar and camera, lidar belongs to the most important sensor technologies in the security cocoon for self-driving cars," says Peter Schiefer, President Automotive Division. "Our goal is to make lidar a cost-effective option for every newly built car in the world."

Industry 4.0

When it comes to preparing the world for the future of work, Infineon is paving the way. Because when it comes to the integration of modern information and communication technology in networked systems, our chips have to be there. They allow human beings, machines, equipment and products to communicate with each other. Industry 4.0 is the industry of the future.

For Infineon, this means increased automation in manufacturing, but this also requires digitization of all our processes, from development to human resources. But at the same time, the human factor here will also be crucial, because Industry 4.0 will heavily depend on education and expertise. That is why Infineon has launched several initiatives such as collaborations with industry partners and universities.



In Austria Infineon is taking a lead role in the field of Industry 4.0. A key issue for Industry 4.0 there is the education and training at all levels. Even apprenticeship training is complemented by an increasing number of aspects related to digitization and the resulting requirements. For instance, there is now an "Industry 4.0 learning factory" from the Festo company available to our 49 apprentices at the St. Andrä Technical Academy as part of their training. There, the future Infineon employees learn about combining the elements from the real world of production with those from the virtual world of ICT.

More than 100 partners from 19 European countries are working together on the project, “Productive 4.0” – the largest European research initiative to date in the field of Industry 4.0. Infineon is coordinating this initiative. The aim of the project is to create a user platform across value chains and industries, that especially promotes the digital networking of manufacturing companies, production machines and products. “Real-time connected value chains will dramatically increase agility in development and production. They will thus help shorten time to market,” said Reinhard Ploss, Chief Executive Officer (CEO), in his speech at the kick-off event in Dresden.

From product thinking to system understanding: P2S

P2S is an essential element of our corporate strategy. The focus is on creating added value for the customer by seeking a comprehensive understanding of him, his interests and his environment. Because these days, “merely” technological unique selling points offer fewer and fewer competitive advantages.

To understand P2S, imagine the following scenario. A customer comes to Infineon and asks for a particular product with very specific functionalities. If we fully understand the system thinking, then we can understand what the customer really needs and can help him much more effectively with other products or solutions. That’s why we have initiated an extensive communication and training program here within our P2S project. We have also provided a number of targeted methodological tools to further facilitate the work.

“Living P2S means actively listening to the customer, and having a willingness to learn and an openness to sometimes unconventional solutions. What fascinates me most about it is what’s possible if we, as a company and a team, succeed in combining our different skills, experiences and best products, and thereby create customer value. Especially if in the end we achieve real customer satisfaction and higher sales.“
Rosina Kreutzer, Project Manager “Strengthen P2S” and Head of PMM System-to-Market

Responsibility towards the environment and society

Relying on excellence and innovation is not enough. We also need to keep an eye on the environment and our society. That's why sustainability is a top priority at Infineon – worldwide. We promote the social commitment of our employees. Our occupational health and safety management system has been officially certified. And our human resources management is based on respect and compliance with internationally accepted human rights.

Our innovative products address global societal challenges such as climate change, energy efficiency and resource management. And even in the production of our products, we always make sure that we operate in an environmentally and economically sustainable way.

For Infineon, sustainable business practice is not some distant goal. It is officially confirmed by an official body every year. For the seventh time in a row, Infineon was listed in the Sustainability Yearbook, which honors the best sustainability performance by companies per industry. This year for the first time we were included in the "Silver Class" – confirmation that we are among the most sustainable companies in the world.

"With the repeated inclusion in the Sustainability Yearbook, we have proven that we not only talk about sustainability, but we live it in our daily work. With our stakeholders – customers, investors, employees, suppliers, the communities at our locations and to the authorities – we have built good relationships and work with them to develop a sustainable company."
Dominik Asam, Chief Financial Officer (CFO)

Human Resources

We are fully committed to encouraging our employees to refine their skills and contribute to the success of Infineon. Because we see ourselves as enablers of top performance. And we know this: It is only when our employees succeed as individuals that they can also deliver maximum excellence to Infineon in a team.

This is precisely why the Human Resources (HR) team expects nothing less than excellence from itself. HR excellence for us means more than simply ensuring seamless HR service. We also constantly work on new programs and initiatives to help us evolve and meet new challenges.

The HR organization

Thomas Marquardt is the Global Head of Human Resources at Infineon. The Human Resources department is divided into several areas, which are also supported by the regional HR management teams.

HR Business Partners

The HR business partners are the first contact people for the departments. They help implement the HR and business strategy and assist with operational HR issues such as HR appointments, salary actions, talent promotions, organizational development measures and HR development decisions.

HR Service Delivery

HR Service Delivery bundles all the areas that support the entire HR organization through standardized process flows. Its focus is on an efficient and high-quality implementation of HR processes.

HR Competence Center

The HR Competence Center, broken down by specialty HR management areas, provides the company with their professional expertise. Examples of this include Compensation & Benefits, People Development, Labor Relations, Organization, Culture & Change and Future Work Environment.

The HR Strategy Excellent Employees

Our HR strategy aims to help our employees to be skilled, motivated and successful in the best possible way.

Our HR mission therefore is:

“We actively promote People Excellence in a high-performance company by supporting our employees and executives in seeing their roles and responsibilities as keys to their own success, and by extension to that of Infineon too.”

The HR strategy is based on the following three pillars:

- Leadership: Ensuring a positive and constructive culture of leadership and feedback;
- Talents: Identifying, recruiting, developing and retaining talent;
- Workforce: Creating a working environment and make sure that the right people are working with us with the right skills at the right time.

“Only when our employees are successful can Infineon be successful. The mix of our ‘Excellent Employees‘ strategy is therefore aligned so that we can offer our employees a wealth of opportunities for furthering their careers. We are constantly working on improving our programs and processes and adapting them to dynamic market developments, such as with our ‚HR connect.‘”
Thomas Marquardt, Global Head of HR

HR connect – Human Resources management of the future

Our business world is constantly and dynamically evolving. We need to tirelessly drive innovation and focus on the changing needs of our customers. Our human resources work is an essential cornerstone for further expanding the success of our company. Therefore, this year we decided to orient our HR management to meet the demands of the future with the “HR connect” project.

connect by HR

With “HR connect” we align our business even more closely with the corporate strategy and develop our corporate culture, which allows our employees to be successful. This is supported by a company-wide effort towards standardizing and simplifying our systems and processes.

Specifically, we have identified seven key goals:

- We want to create opportunities for the entire organization allowing it to be more flexible, thereby promoting future growth.
- We want to shape the working conditions of the future.
- We want to promote outstanding achievements and create individual development prospects.
- We want to attract, network and develop the best talents.
- We want to streamline our HR processes and the associated infrastructure.
- We want to be consultants on an equal footing in all corporate decisions that affect our employees.
- We want to help our managers to live the company’s concept of excellent leadership.

“With ‘HR connect,’ we’ve taken the decisive step to position ourselves for the coming years as a modern HR organization. In this way we are creating the conditions that will allow Infineon employees to contribute to the continuous success of Infineon – now and in the future.”

Markus Fink, Vice President HR Business Consulting & Services

Leadership

Excellent leadership is one of the foundations of Infineon's success. It helps us to achieve our operational and strategic goals. That's why good and strong managers are so important to us. Human Resources promotes and supports them with sophisticated programs and tools.

It is the responsibility of managers to assign their employees the right tasks so that business objectives can be met. It is also important for them to create an attractive work environment and to retain these employees long term. That's what we here at Infineon call "excellent leadership".

"As a member of the leadership committee, I have the opportunity to contribute to the success of Infineon in America by defining our mission, our vision and our goals for the next fiscal year. This depends on our strategy to communicate clearly and effectively to all our stakeholders. For me, helping to drive this task forward is both a challenge and a thrill."
Sian Cummings, Head of Communications Infineon Americas

The tasks of managers

The leadership culture lived at Infineon makes managers optimally able to support and encourage their employees. Managers have a great responsibility: They lead their employees to success, and for supporting them in their professional development. The HR department advises them and provides them with the tools at its disposal so they can best meet this responsibility.

The managers should clearly communicate to their employees the following three aspects:

1. **Reason:** Why am I performing my tasks?

2. **Results:** What do we need to achieve individually and collectively as a team? Are we meeting our goals?

3. **Responsibility:** How are we performing our tasks and how are we creating values such as trust and openness?

The aspect “responsibility” includes the clear clarification of roles, tasks and resources, as well as the behavior in the workplace. At Infineon, we have a corporate culture that is characterized by mutual trust and openness. A good manager is respectful and honest with all their colleagues and allows their employees to reach their potential.

Feedback- the constructive exchange between manager and employee - is clearly in the foreground. To ensure regular, open feedback and honest communication, Infineon has several tools and methods, which are presented below.

The STEPS employee dialogs

The STEPS dialogs between the manager and the employee are held every fall. STEPS stands for “Steps To Employee’s Personal Success.” During an open dialog, manager and employee discuss a feedback form together and fill it out online.

The most critical aspect here is that everyone gets honest feedback. This also includes the question of what development opportunities there are for the employee in the coming months and years. For Infineon, STEPS also means that performance, behavior and development are formulated in a uniform way, and orientated towards our High Performance Behavior Model.

Feedback through open and constructive dialog

Development and Succession Conferences

To support managers in formulating and assessing performance objectives, Infineon offers managers in Europe a practical workshop on “what“ and “how”. Here the participants learn how to meaningfully describe, observe and assess specific job goals (the “what”) and especially behavioral objectives (the “how”), based on job descriptions. “Good feedback is the foundation for successful cooperation. While the “what” goals are usually clear, with the “how” goals it’s much more difficult to formulate them in such a way that they can be observed and measured. That‘s why HR offers support here,” explains Helmut Hönsch, Senior Manager HR People Development. This year the practical workshop was held in Asia for the first time.

The further development of employees is actively supported – spread out over the whole year – as part of the Infineon People Development Cycle. The STEPS talks are followed by major global conferences where development measures and new career moves are discussed within the management team.

The Development Conferences are held in the spring. The main focus here is on employees with potential – those who are recommended for a switch to an advanced function on the basis of their recent STEPS dialog. These employees are not only offered new opportunities within their own area or location, but also across the entire company. Suitable positions for employees returning from abroad are also evaluated in these rounds of meetings.

Finally, in the Succession Plannings, all the key functions in the company are examined in detail. These are, on the one hand, all the positions at the management level and on the other, individually defined key functions such as that of a location HR manager or senior experts. At the Succession Conferences, discussions are held as to whether there should be a staffing change to a new position and which people might best fit the vacated positions. Succession management is thus a comprehensive approach to systematically identify and develop talent for key roles within the organization. This approach provides Infineon continuity and ensures an effectively functioning organization.

The Leadership Dialogs

Unlike the STEPS dialog, in the leadership dialog gives managers the opportunity to receive feedback from their team. In these facilitated dialogs every two years, employees tell their line managers how they perceive them in terms of their daily leadership behavior. The constructive feedback provided by their employees gives managers useful pointers showing specific areas in which they can personally further develop and how to better promote and improve their cooperation with the team.

The Infineon Leadership Excellence Program (ILEP)

To successfully navigate today's rapidly changing business environment, mangers need to have the right leadership qualities. Infineon's mission is to equip them with innovative skills so they can optimally motivate and lead the workforce of today and tomorrow.

Therefore, the Infineon Leadership Excellence Program (ILEP) provides an ambitious concept that provides the individually-appropriate steps for the development of our managers worldwide, customized to their stage of development.

First, managers are responsible for one team ("Leading Teams"). In their next development step, they lead teams with several managers ("Leading Leaders"). Finally, they are responsible for entire organizational units ("Leading Organizations"). During their careers managers must overcome different challenges, which differ at each level. This development demands the right preparation and continuous guidance. This what ILEP provides.

The individual development programs consist of several modules with action-learning approaches, which fosters ongoing learning through regular real-life application phases, continual self-reflection and support from a coach.

"ILEP 3 – Leading Leaders" was created to accompany the transition from team leadership to leader leadership. The program was launched in September 2017 in the Americas region. It provides managers with dynamic learning experiences that help them meet the demands of a changing marketplace by creating strategies that translate into tangible results. At the same time, managers need to learn to master strong leadership skills in a matrix organization and to navigate it through organizational change. ILEP 3 is expanding its knowledge and skills in these areas and can reveal hidden potential among managers, thus paving the way for future success.

LOFTT and LEAD in Asia

In addition to the ILEP training, Infineon also offers two internally developed trainings in Asia: LOFTT and LEAD.

While only executives with HR responsibilities are allowed to participate in the ILEP training, LOFTT was specifically designed for shift supervisors. It stands for Leading Others for Today and Tomorrow and has been running for two years. Thanks to the success of this concept, the program is now being rolled out in Mexico.

LEAD stands for Leadership Exploration And Development. This brand new program is aimed at managers with functional responsibilities. While external trainers were used earlier, Infineon's new concept in Asia now seamlessly and consistently covers all training needs relating to leadership.

The first training was launched in Singapore in August 2017. The program begins with an online self-assessment, followed by two two-day modules each. The four core elements of the LEAD program are: lead yourself, lead teams, communicate with and manage and develop your team. Here, the participants not only acquire theoretical knowledge, but also deepen their knowledge with role-playing, learning partners and group activities with scenarios that reflect their personal experiences.

ILEP, LOFTT and LEAD - all three training programs share the same goal: to give the participants the skills they need to succeed in leading teams efficiently and effectively to become High Performance teams. And to do so in a highly targeted way for Infineon.

The participants of the world's first LEAD training were thrilled. The pilot course in Singapore will be followed by regular training sessions throughout the region.

Organizational development

In order to keep pace with the dynamic changes in the markets and to be able to act quickly and with agility, Infineon needs an organization with clear roles and responsibilities that is transparent and aligned with the corporate strategy.

Should internal or external circumstances change – as a result of an acquisition or the organic growth of a business unit for instance – the organization must be adjusted accordingly. The optimization of individual business units can only make sense in the context of the overall organization. What is the best way to approach this sensitive and complex topic?

Infineon has globally uniform organizational development methods that can be adapted to different levels of complexity. They make it possible to quickly identify the necessary need for change, to work out holistic solutions and to anchor them sustainably into the organization.

“Recognizing and addressing the need for organizational development is a classic management task. Nonetheless, management needs to be supported by methods. The use of uniform methods not only creates a common language, but it also makes it possible to compare organizational challenges and solution approaches from individual areas. On the one hand, this provides the basis for organizational learning and consequently the systematic development of organizational competencies across all levels of management. And on the other hand, holistic organizational solutions are made possible, which consider the context and the consequences and are not aimed at just ‚treating the symptoms‘ by rearranging the boxes‘ for example.’”
Martin Stöckl, Head of HR Organization, Culture and Change

The HR department supports the organization in order to optimize its effectiveness and efficiency.

Two methods are used consistently in our organizational development: the Five Star Model and the Seven Step Process.

› The Five Star Model by Jay Galbraith systematizes the content. It ensures that all five aspects and their interactions are taken into account in the course of organizational development: Human resources, structures, processes, culture and measurement and incentive systems. The changes are then geared to the strategy.

› The Seven Step Process, developed by Infineon, systematizes the process of organizational development. It specifies a fixed step pattern to which the organization can orient itself. Starting with the definition of goals, derived from the organizational strategy and the various design principles, a future scenario is developed from the current situation that specifies detailed actions, which are then taken and ultimately evaluated.

“Organizational development is absolutely necessary for us. On the one hand, we expect very strong growth, especially in the area of electric mobility, and our team is growing accordingly. And on the other, customers in new markets such as California and China are presenting us with completely new challenges. The support of the HR department is extremely helpful for the systematic development of the organization. The methodological approach makes a lot of sense, because it avoids the urge to unilaterally change the structures or only the processes instead it supports a holistic approach. Plus it lets you compare possible solutions objectively. However, the most valuable aspect of this approach, in our case, was that we were able to involve our entire management team right from the start.“

Stephan Zizala, Vice President and General Manager Automotive High Power

Talents – Developing your full potential

Talent management is extremely important to us. We also attach special importance to recognizing the talents of our employees, developing these and putting them to use. Four different career paths are available. We also invest in various support programs, training programs and networks to help us put employees on the right track. These not only come from the Group headquarters in Munich. We also manage several global HR functions from Asia.

What makes the idea of networks so exciting in a world in which corporate structures are increasingly open and industry boundaries are becoming blurred? Severine Fiegler, Head of HR Talent Network, answers this question this way: “Today’s working world is characterized by highly qualified talents communicating worldwide in communities and networks. We need employees who use these opportunities in everyday life, who act across departments and sectors, who combine and interpret data, are creative and at the same time who think like entrepreneurs.”

Four career paths to success

As employees grow at Infineon, they have four choices they can make: Individual Contributor careers, Management careers, Project Management careers, and Technical Ladder careers.

› The Individual Contributor career is the standard career path at Infineon. It is ideal for employees who contribute to the success of Infineon with their expertise in a specific division, such as Procurement or Sales.

› The Management career is aimed at executives at Infineon. The focus is on the management and leadership of employees and business areas.

› The Project Management career is designed for employees whose jobs require project management and project team leadership. Tailored learning opportunities for the participants ultimately also optimize the quality of our projects.

› The Technical Ladder career is aimed at employees who make their contribution through special technical know-how and it thus offers targeted development opportunities.

All four career paths are equal, and switching between career paths is always possible. This allows employees to develop according to their individual preferences, skills and abilities and in alignment with the Company's strategic requirements.

60 colleagues were honored in a ceremonial event in the Regensburg company canteen. The event was to celebrate their promotion on the Technical Ladder and Project Management career as well as into the Management circle.

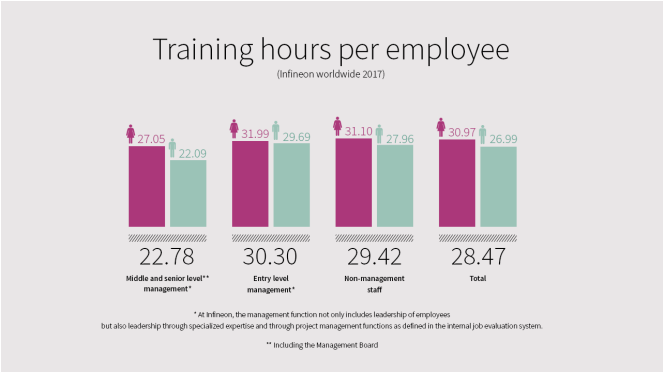
This year those employees who reached the next level on one of the four career paths were honored in Warstein too.

How we shape learning

If you want to develop yourself professionally, you need to be offered learning opportunities to match it. After all, the company also benefits from employees who are continually expanding their knowledge and skills. Infineon therefore provides a wide range of programs and initiatives. The 70-20-10 philosophy has proven its worth.

We are convinced that 70 percent of learning should take place on the job, 20 percent near the job and ten percent off the job. On the job means: in practice, through experience - with increasing challenges during an employee's career. Near the job means: through exchanges with others, mutual guidance and support. And off the job means: in structured trainings, workshops and workshops, including through e-Learning.

These three ways of learning complement each other and have a great impact on personal development. At 70 percent, it is clear that learning on the job is the most important of them all. Because in the end, the only way to retain what you have learned long term is by actual practice and experience.



Our employees spent a total of 1,067,178 hours in training (2016: 1,177,170). A look at the distribution of training hours in the hierarchy shows that we were able to reach employees at all levels and functions.

We place a lot of value in further education. We invested 12.2 million euros (2016: 10.1 million euros) in further education in the past fiscal year.

Tutoring, coaching and mentoring

“We’ve had a recipe for success for a number of years: set up the organization clearly, divide responsibilities, put the right employees in the right jobs and then invest in them.“ Jochen Hanebeck, Member of the Management Board

And how have our learning opportunities evolved over time? Increasing digitization allows us to make learning more individual and person-oriented. Learning opportunities are becoming mobile, shorter and faster. That’s something we at Infineon are working on too. We want to offer our employees and executives a broad range of services that they can use to meet their respective needs. This means everyone at Infineon can put together a learning and development plan tailored to their personal needs.

Often it is not theoretical methods and skills that help us advance, but personal experiences instead. So it is very valuable to have a supporter by your side – be it an experienced advisor or a sparring partner. Tutoring, coaching and mentoring are different concepts with which we mutually support, exchange and share knowledge.

Tutoring

Experienced employees support younger or new employees with help and advice and guide them both professionally and with social skills. That’s always helpful – not just when you’ve just changed positions.

Coaching

When external certified trainers come to the rescue, this is called coaching. Not only in problem situations or in professional challenges, but also in everyday work, they provide support and help the employee with the right tools to expand key skills and competencies.

Mentoring

Mentoring is the bringing together of one experienced and one less experienced person as mentor and mentee. They both work together for a year towards an individual goal within a jointly-defined program. It’s about professional issues and it also encourages personality development. In contrast to a coach, a mentor is usually not trained specifically for this role, but has the advantage of greater experience and knowledge. Infineon is committed to this type of support and learning.

Cross-mentoring and reverse mentoring

How do colleagues from other companies do it? In the case of cross-mentoring, mentors and mentees from different companies meet to exchange ideas thereby expanding their skills and perspectives. The focus is currently on supporting female executives in Munich who want to develop in their position or career. The feedback from the participants has been very positive, both on the mentor and the mentee side.

In reverse-mentoring by contrast, the mentee briefs the mentor in specific subject areas and thereby builds a bridge between the generations. This is currently taking place in Asia.

Géraldine Picaud, Member of the Supervisory Board of Infineon Technologies AG, visited our location in India and gave an inspiring speech to all female employees on site. She emphasized the importance of mentoring for women to be leaders. “Women inspire women!” She recommended that everyone should look for a mentor in the company to discover their own strengths and talents and take the next step up on their career ladder. Building a strong support circle for yourself is always the best career tip, she explained. According to Picaud, women possess many natural leadership qualities that they can strengthen with courage, determination, discipline and a bit of luck. “Connect your private and working worlds to become successful managers, and live a happy, fulfilling life,“ she advised her listeners.

Our academies

At Infineon, we have set up our own academies for various business areas in order to bundle and organize the learning. They are dedicated to building professional skills such as in Procurement and Sales, Production and Quality Management. At present there are a total of eleven “functional academies.” These academies are mainly run by internal trainers who have agreed to share their knowledge with their colleagues and thus promote a self-motivated learning culture.

At the “Trainer Recognition Day“ in Singapore, 88 internal trainers from Asia received an award from the management. This year, a total of 514 in-house trainers participated in various training sessions, contributing 17,000 hours to training Infineon’s workforce in Asia.

Shortly before retiring, Werner Kanert became the first ever to receive the AEC Lifetime Achievement Award, which recognized his outstanding commitment. The AEC (Automotive Electronics Council) is the most important standardization body for automotive semiconductor products. The award is given in recognition of his constant groundbreaking contribution to the development of the AEC and the automotive industry. Passing on his knowledge – not only as a coach, but also in everyday working life – was always a matter of course for Werner Kanert. “Of course, I’m pleased that my own work in the AEC is valued, because I’ve contributed to reliable semiconductor components in the car,“ he proudly noted. “But above all, this award proves to me that Infineon is developing the best products in the world because the most competent teams are working there.”

Talents – Diversity sets us apart

Everyone is different – and that's a good thing. An important factor in Infineon's success is its diversity, because every employee has the opportunity to contribute their own strengths. This diversity leads to new perspectives, ideas and abilities – and thus promotes a spirit of innovation. Infineon sees individual differences as a gain for the company.

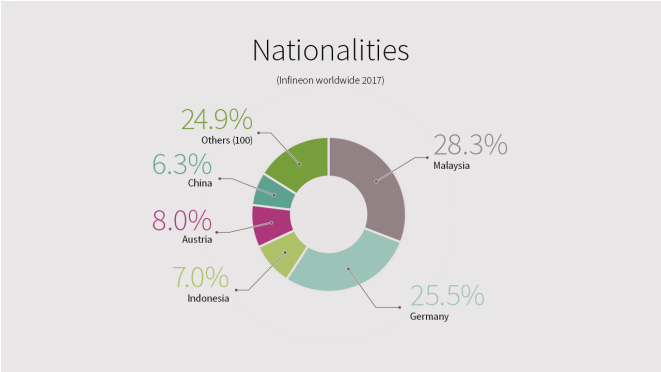
Diversity management

Our corporate culture is also based on valuing the individuality of our employees. Regardless of age, gender, disability, origin, religion, beliefs and sexual identity, all people are respected, equal opportunity is required and talent is developed.

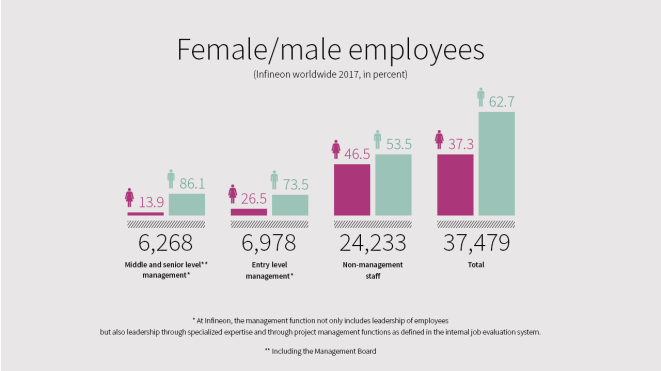
Diversity management at Infineon promotes this culture worldwide – with three main focuses:

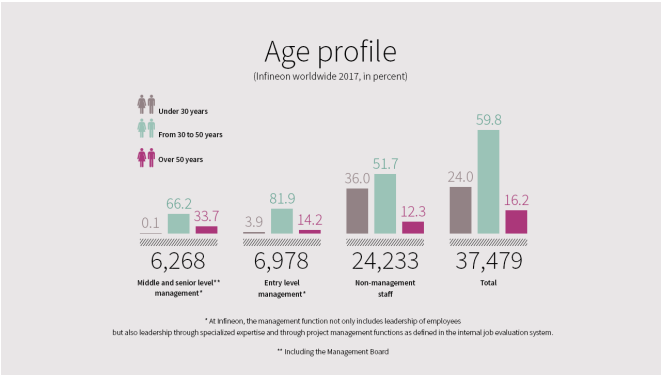
› Good work-life balance,
› Corporate culture of equal opportunity and
› Demographic change.

A good work-life balance at Infineon stands and falls with our range of work models with flexible working hours, such as part-time, telecommuting, sabbaticals and partial retirement. There may be different reasons to use models with flexible working hours depending on the life stages of our employees – whether it's child-care, relatives needing care or other individual reasons. In the chapter, "Workforce – We want everyone to be well and happy," we go into detail describing the different flexible working hours options.



On Diversity Day, Infineon sets an example for diversity in the company. As early as 2007, the company had signed the “Diversity Charter”, an initiative to promote the recognition, appreciation and inclusion of diversity in German corporate culture. We have set ourselves the task of creating a work environment that is free from prejudice.





On May 30, 2017, the fifth German Diversity Day was held at all German Infineon locations.

Jens Oestreich works as a system expert for electrical parameters in product engineering. He has taken parental leave twice over a longer period of time. After being completely at home with the first child during his first parental leave, he reduced his working time when the second child came. “The applications were filled quickly, and the implementation went smoothly. But the transitions between first parental leave and work were very abrupt – both in terms of work and the social environment. As a result of our experience, I reduced my working time for my second parental leave from eight hours to four hours a day. And my wife did the same thing then too. This gave us the best of both worlds: a lot of time for our children, but also regular contact with our colleagues and keeping an eye on our job responsibilities. This had a much smaller impact on our social and professional lives than with the first parental leave. And we liked it better as a family because the transitions were much easier to manage. After the end of my parental leave, I simply increased the number of hours again.”

Women’s power

Although the proportion of women in technical occupations is on the rise, women are still outnumbered by men. Making sure that women and men fundamentally have the same opportunities at Infineon is the goal of the “Gender Diversity Initiative.” Already by 2011, Infineon managers had established a Gender Diversity Network to help shape an attractive working world for women and men, in which equal opportunity was lived, thereby contributing to increasing the proportion of women at Infineon even more.

Since then, there are now local gender diversity networks (GDNs) at many company locations, which actively support local activities.

“It’s very important to me to make girls and women in technical professions visible and to promote them. Infineon does a great deal to promote women and guide them on their way. I myself have taken many of the opportunities that have been offered to me, and I am very grateful for that. That’s why I always like to support young women and give them the courage to go their own way.“
Irina Schell, Manager in the Design Center Villach, Austria, center

Infineon Regensburg regularly organizes Role Model Talks in cooperation with the local partner schools. Here, schoolgirls have the opportunity to ask their questions to female engineers in a relaxed atmosphere and learn what their daily work days are like. The aim of these events is to remove any fear the girls may have about pursuing technical studies or apprenticeships and to show them opportunities for their future career.

In Munich, Regensburg (picture) and Dresden, over 100 female students aged 12 to 19 visited Infineon at this year's Girls' Day. The girls were able to gain insights into various technical occupational fields and also do experiments themselves.

In India, Korea, Malaysia, Singapore and Taiwan, the International Women's Day was celebrated on March 8, 2017, under the motto, "Be bold for change." In the picture, the women from Infineon Bangalore, India, are gathered in the cafeteria on the terrace after their workshop of the same name.

With more than 19 percent women in management positions, Infineon has already exceeded its 2020 target for the Asia Pacific region. In the long term, the proportion of women should rise to over 20 percent. But it's not just about numbers, it's also about creating a work environment in which all employees can contribute and achieve individually.

Talents – Working abroad with Infineon

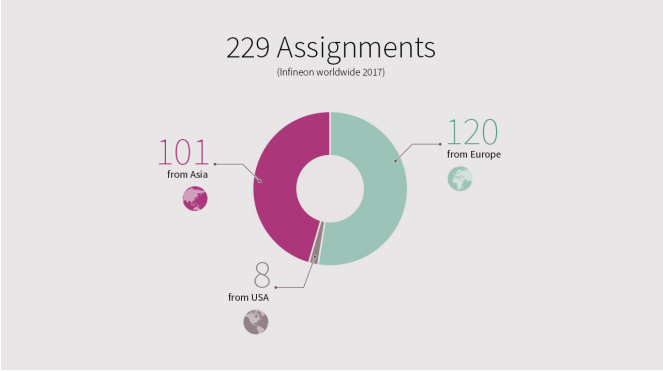
Working for the company abroad – for many this is a dream. And it's a good reason to work at Infineon, since there are many opportunities within the company to move to another location.

Infineon offers three types of international assignments:

› Short-term assignments of three to twelve months,
› Training on the job assignments of three to twelve months, and
› Long-term assignments of 13 to 36 months.

Of course, a move to another country and a sometimes completely different culture is also a challenge. That's why HR advises all assignees – as they are called on foreign missions – and their managers before, during and after their assignment.

To help them focus on on-site learning and cultural experiences, the HR International Assignments team also performs many of the organizational tasks associated with the move.



Currently there are approximately 229 Infineon employees working in international assignments in over 18 countries. Germany, Malaysia, Singapore, Austria and the USA are the five most important target countries.

Florian Scheiner from Germany (back row, third from left, with his colleagues) joined Infineon as a trainee in 2000. As a participant in the Young Professional Program, in 2007 he supported colleagues in Kista, Sweden for nine months. At the end of 2016, he was sent to Tijuana, Mexico for seven months. “I think it’s great that Infineon regularly supports its employees in their desire to go abroad, and that there are so many options available to them. I was lucky – there was a job for me in my dream country. I find Mexico exciting and the people there very nice. In my opinion, the difference to Germany is the consistently positive way of thinking of my colleagues in Tijuana. The people there always see the positive in all the challenges that arise every day on a production site. It’s great that I was able to pursue my career in such an environment.”

Jee Eun Jung from Korea worked for the logistics management office in Ireland for two years on behalf of Infineon. “It wasn’t always easy for me to adapt to the European everyday life, but this stay abroad was definitely worth it for me, not only because I got to know another country and its culture. It was a fantastic opportunity to grow and to learn a lot about myself. Plus I got to know a lot of lovely colleagues.”

Talents – We want the right people

One thing is clear. Our business strategy can only be implemented when the right employees are working in the right positions. But even a renowned company like Infineon can't simply rely on the right candidates to apply for open positions.

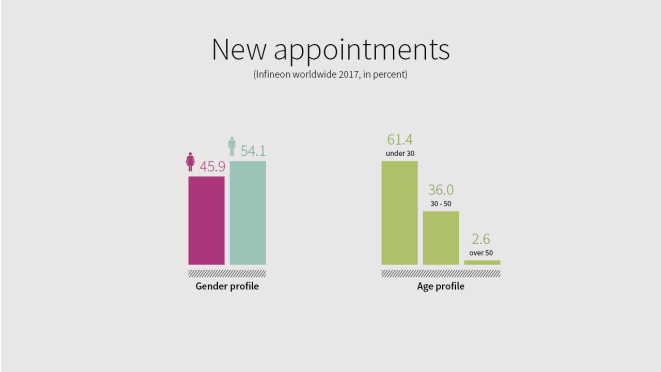
The job market is highly competitive. We have to consistently adapt to trends such as increasing digitization, international networks and demographic dynamics, do so in a time of rapid technical progress.

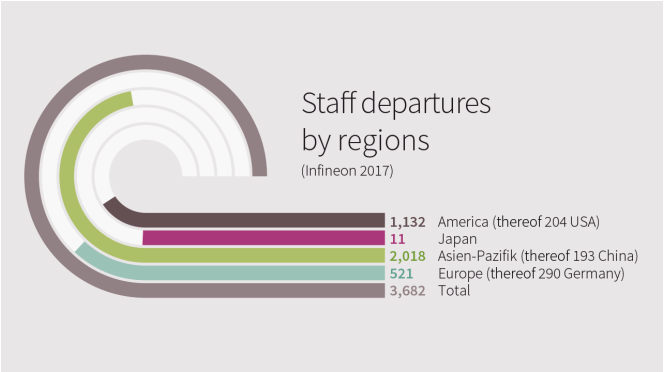
Only those companies that adapt quickly to the changes in the job market and are in contact with a sufficient number of candidates will be able to succeed long term.

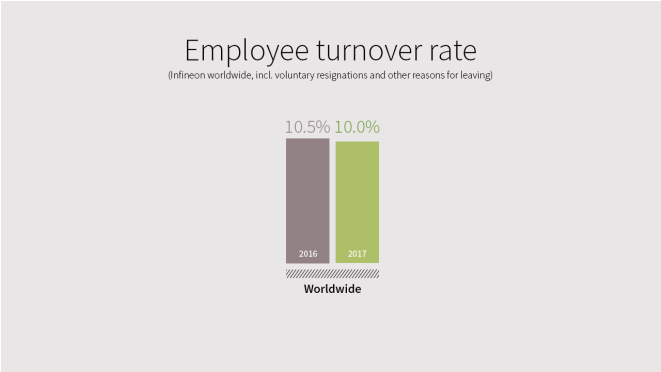
Recruiting: Targeted search for talent

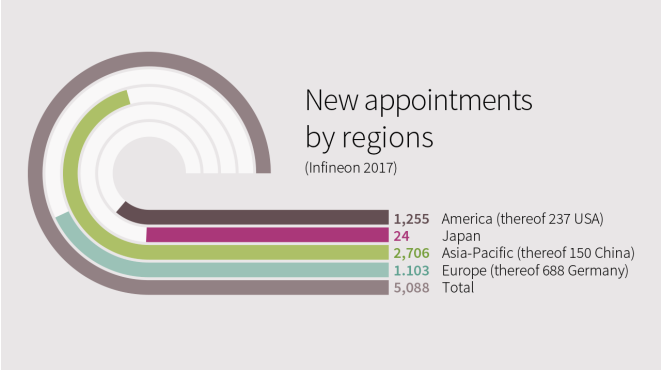
That is why we are active at all our locations around the world in finding and attracting the right candidates. We are constantly working on our name recognition and on employer branding, in other words, on our image as a popular and innovative employer.

To foster this we enter into cooperations with universities, schools and state institutions, attend trade fairs and organize special events. We search all the channels, use movies, make the job search and application on our career site easy. At the same time, our Talent Attraction Management Team (TAM) actively approaches suitable candidates.









For the sixth time this year, the Human Resources Excellence Awards nominated excellent and innovative projects within human resources in Germany, Austria and Switzerland. Infineon's Talent Network Team in Europe won the prize for the category "Employer Branding & Talent Acquisition Strategy". The awarded strategy puts the recruiting focus on important key functions and aligns talent marketing, active sourcing & candidate relationship management activities. The team around Nicole Goodfellow and Severine Fiegler received the award during the gala in Berlin. Their résumé: "We convinced the jury with the results of our strategy: since the start of the approach we had 40% more unique visitors on our website, 30% more applications and considerably less headhunter cost by filling four times more positions. I would like to take the chance to also say a big thank you to more than 150 Infineon employees from our key functions such as software or maintenance engineering in our production who participated in interviews and focus groups. They helped us understand where we can find candidates for these positions and how we can convince them of Infineon and our jobs."

Infineon Japan participated in two major events that took place in Fukuoka and Tokyo (picture) to introduce the company to Japanese students as a “Great Place to Work.“ In total, nearly 100 students visited the Infineon booth. The next step is participation in the company’s career presentation at the Tokyo location. The Infineon team also met more than 100 potential candidates in Singapore at four campus events.

As part of the visit program “A Day on Site”, 20 young physicists made their way to Infineon in Warstein and learned about the company’s products, manufacturing processes and career opportunities. “Here there are a variety of different work areas open to physicists,“ explains Dr. Stefan Buschhorn, development engineer and initiator of the first site visit three years ago.

“BEST RECRUITERS“, the largest recruiting study in the German-speaking world, has analyzed the recruiting quality of Austrian companies and institutions for the seventh time. In it, Infineon Austria secured first place in the industry ranking. Sabrina Moser and Aiste Jankauskaite, both in the Talent Attraction Management Team, accepted the award. They summed up the situation. “The framework conditions on the job market have changed – megatrends such as the increasing digitization pose new challenges for us. It’s becoming increasingly difficult to find highly skilled professionals that fit our corporate culture. Therefore we’re all the more proud that Infineon Austria’s strong recruiting strategy is well received by the target group and appreciated.”

Internal search: The new employee profile

Of course, when filling an open position, Infineon initially focuses on the internal job market. Because the many opportunities available in a large global enterprise are immeasurably large, both for the employees involved in their internal development and for the recruiter.

Consequently, since April 2017, a new tool has been available: the Employee Profile. Employees can indicate their professional experience, skills and qualifications while setting their goals. What have I done so far, and where do I want to go? What position would I like to reach next? In which countries do I want to work? With this information, Infineon can help the right person to fill the right position.

The principle is simple. Enter your individual career development and personal development wishes and let HR point you to a suitable vacancy. The Employee Profile thus brings together the goals and competencies of the employees with the requirements of the company.

Welcome on board!

For external candidates, there are countless opportunities to join Infineon. High school graduates can complete an internship, an apprenticeship or a dual degree course, and students can work for us as interns, working students or trainees. Another way of starting out at our Company is via a doctoral post.

No matter at what age or into what position a member of staff comes to Infineon, everyone gets responsible tasks right from the start and an interesting insight into a dynamic professional life.

In the past year 5,088 new employees took up positions in one of our locations. In their very first week, HR invited new hires to a Welcome Breakfast, where they could get to know each other in a relaxed atmosphere and get some important start off information.

After about three weeks, the New Hire Orientation Day (NHO) is held for all new recruits. This affords them in-depth networking possibilities and gives them an overview of the entire company. Strategy, locations, products, divisions and corporate functions with their responsibilities and services. Instead of frontal lectures, the speakers present their areas in communicative poster sessions. Speed meetings accelerate familiarization. And meet-and-greet opportunities with top managers are always the day's highlight.

In Japan, a university graduation ceremony was held on April 14, 2017. Keishi Komatsu (front row, second from left) tells how he heard about Infineon for the first time. “Someone spoke to me at a recruiting event. I was quite familiar with semiconductor material, but I didn’t really know in which areas these semiconductor devices from Infineon were integrated. The job of an Application Engineer demands both technical skills plus a lot of customer contact. So I knew that this job would allow me to use both the expertise I’d acquired during my studies and the experience of working with others I’d gained through my part-time job. The atmosphere here is open and offers lots of possibilities. Since joining the company, I’ve been able to participate in various trainings both internally and externally. I’m very grateful for the extensive training I’ve received here.”

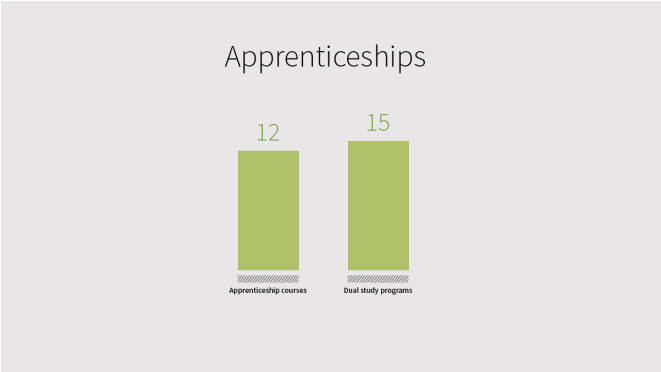
In 2017 Infineon hired 103 apprentices globally.

Apprenticeship at Infineon

Are you still studying or nearing the end of your studies? Are you ready for a new adventure? Whether you’re interested in a classical apprenticeship or a dual study program, at Infineon, high school graduates can choose from a broad spectrum of technical and corporate apprenticeships and dual courses of study.

Interested young people looking for training were able to find out about training at Infineon as a mechatronics engineer or microtechnologist at the trade fair “Career Start 2017“ in Dresden. The company was a hit with exhibits from the world of chip production, infotainment and many eye-catchers, such as a film about the clean room. Currently 54 apprentices are studying at Infineon Dresden.

At the locations in Munich, Regensburg and Warstein the commercial apprentices have a very special opportunity. They can spend four weeks of their training in foreign European countries as part of the EU Erasmus Funding Program.



20 of 27 apprenticeships are of technical nature. The technical rate therefore currently lies at 74%.

Dual study program

Since 1999, Infineon Deutschland offers graduates and former apprentices a dual study program. No other degree program contains such a high proportion of practical experience, because the theoretical and practical phases alternate. Depending on the study model, the dual study lasts three, three and a half or four years; it ends with a Bachelor's degree. Successful Bachelor graduates can then expand their knowledge with a dual Master's degree program.

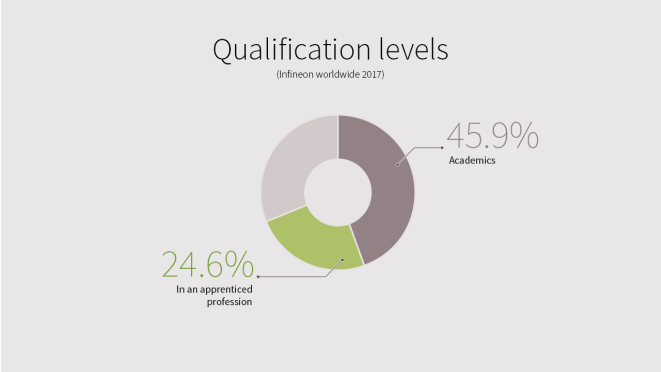
A dual degree course is the ideal way to study with a monthly salary and to learn about the company's different tasks at the same time. Afterwards, the graduates have an excellent idea of what area they would like to get started in.

Florian Ernst (center) studies electrical engineering and information technology in Regensburg and works for Infineon in the manufacturing department. During a business trip to Kulim, Malaysia, he had the chance to get impressions of the working life at the partner department Product and Test Engineering.

Cooperations with universities

Close cooperation with universities is very important for many different reasons. Of course, first and foremost is to attract successful graduates as career starters. And we offer a variety of dual degree courses as part of that effort. But the exchange of knowledge and joint innovation projects are also being advanced in order to stay up-to-date with the latest technology.

For instance, many Infineon engineers have given guest lectures at recognized universities inside and outside Germany to maintain close contact with the respective locations. We support universities with endowed professorships or research laboratories. We run doctoral programs, and we visit university recruitment fairs, give presentations at conferences, and invite students to visit our company.



Reinhard Ploss, Chief Executive Officer (CEO, right), and Prof. Zhiqiang Wu, Vice President of Tongji University (left), extend the long-standing partnership between Infineon and Tongji University for another five years. Together with the university, Infineon is developing solutions for energy efficiency, mobility, and security. The partnership also connects the company with young talents. China is a particularly important market for Infineon. It's where 2,000 colleagues work, and it's where Infineon generated 24 percent of its total revenue in the past fiscal year. China is becoming a global innovation center where having a local presence is extremely critical.

Infineon in Melaka, Malaysia, has been working with the Multimedia University (MMU) and University Technical Melaka Malaysia (UTeM) for eight and five years, respectively. The "Infineon Week", a series of specially designed three-day cooperation programs for university engineering and IT students, included a factory visit, a career lecture, an alumni meeting, an interview session, internship application opportunities, and a competition for innovative projects as well as the presentation of posters.

Infineon Korea recently shared its expertise in the automotive semiconductor technology with electronic engineering students. The training is conducted as a three-week course by the professors of local universities and engineers at Infineon Korea and Infineon's headquarters.

Infineon Batam in Indonesia is one of the sponsors of a popular hacker marathon. The aim of the sponsorship is to support the digital economy in Indonesia and to inspire young people about the opportunities in the digital sector. About 800 participants from universities throughout Indonesia registered for this competition. The event is called BYOC Hackathon, where BYOC has several meanings: Bring Your Own Computer, Build Your Own Code, or Boost Your Own Career.

Interns and working students

For students and university graduates, Infineon offers attractive opportunities in all areas to become part of the team.

We offer internships, working student jobs, or the advisement of your Bachelor's or Master's thesis. One thing is clear. All new hires can look forward to room for creativity and practical experience with the newest technology and get their careers off to a successful start.

On www.karriere.de Infineon has been awarded the "Fair Company" seal of quality because our "Fair Company" rules for interns and working students are a matter of course for us. For example,

- We never fill any normal, full-time positions with interns or working students.
- We offer internships primarily for educational training purposes.
- We pay our interns and working students appropriately.

Every year, Trendence, an independent market research and consulting firm, identifies the most attractive employers in 28 countries. In Germany, Infineon was voted one of the top 100 employers by engineering students.

Roughly 7,500 interns evaluated Infineon in a survey conducted by the CLEVIS group regarding employers' working conditions. The study categorized companies in four areas: Stars, Pretenders, Hidden Champions, and Challengers. Infineon's categorization as a "Hidden Champion" means that do more for our interns than we promise.

The Munich PIUs of this year: Graduates of Danish business high schools, who gained experience at Infineon for twelve months and had an opportunity to experience business relationships first hand. PIU stands for „Praktik I Udlandet“ in Danish, and means “International Internship” in English. Every year around 30 business high schools from all over Denmark participate in the PIU program. For a year, about 30 interns are sent to England and 130 interns to Germany.

Stine Hansen works in the Automotive division. There she mainly deals with product change notifications and with tracking orders. “For me, the PIU internship is a great experience, where I can really learn a lot about myself and about my own abilities – even and especially when I’m in situations that push me to my limits. Here, nobody stays in their comfort zone, that’s for sure! Apart from that, I’m learning a lot about the corporate culture in Germany, improving my German and English skills and experiencing what it’s like to work full time for a large international company like Infineon.“

Global trainee program

Our world is changing – and at an ever faster rate. Infineon wants to meet the change with a broad-based initiative. At the heart of its activities is the newly launched International Graduate Program (IGP), whose goal is to attract highly qualified graduates. Unlike previous programs, it has a global approach, which means that our 35 trainees can build their networks across both divisional and country borders. At least one station is located abroad. The participants exchange ideas and experiences at regular telephone and online conferences and also have in-person meetings every six months.

Information about the International Graduate Program (IGP):

- Duration: 18 to a maximum of 24 months
- Candidates: University graduates with Bachelor’s, Master’s or Ph.D. degrees
- Three to four stations, at least one of which is a stay abroad for four to six months
- Support: individually through buddy and mentoring program
- Network: international with regular virtual, regional and international IGP meetings

IGP trainee Veronika Filser comments: “The IGP is the perfect career start for me. I find it particularly exciting to be involved in various positions and work areas. I hope to learn more about my own abilities, strengths and weaknesses. And I am actively supported in doing so. I participate in IGP events, get advice from my mentor, and meet with the management on a regular basis. I have the feeling that I can prove myself. The work I do here is really means something!“

Infineon gets you fit for the job market

For years, we have been helping young people to prepare for the job market.

Among other things, we offer refugees internships with us. Here's an example. Shortly before 22-year-old Rahmatullah Muqbil finishes his three-year business administration studies in Kabul, the political situation in Afghanistan forces him to leave his homeland. A volunteer Infineon employee becomes aware of him in an accommodation in Unterföhring near Munich. She suggests Rahmatullah to seek an internship in IT at Infineon. Shortly thereafter, intense weeks begin for the young Afghan, which will be a win for both him and Infineon.

Young scientists have various options as part of a two-year project of the EU Erasmus Funding Program called "PEP UP" (PhDs Enhanced for Prospects Erasmus Plus). The aim of the two-year project is to provide young doctoral students from various European universities with skills for and orientation to the job market – so that after they conclude their doctoral work they can immediately enter the industry. Here Infineon makes a significant contribution with its expertise – the company co-designs trainings, for instance, and teaches the PhD students in workshops.

But there is also a wide range of support for schoolchildren, which is managed locally.

Every year, in Warstein, Infineon organizes job application training for around 85 pupils from primary and secondary schools in Warstein and the surrounding area. The company supports them in their application activities so that they can start their application phase for vocational training well prepared.

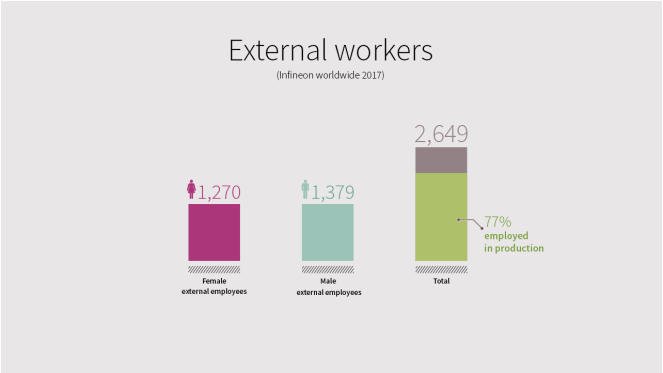
Workforce – Good cooperation instilled into our culture

We want to offer our employees a great place to work. Because only satisfied and successful employees make long-term corporate high performances possible. That's why we do our utmost to provide fair working conditions and create a corporate culture in which everyone feels comfortable. Just as is in sports, we are committed to recognizing performance, commitment and achievements and to rewarding them accordingly. Therefore, we are active on many levels to remain an attractive and competitive employer in the global job market.

Quality, innovation and reliability: Our values and what we stand for.

Employee representation: Creating together

As of September 30, 2017, Infineon employed 37,479 (37,031.9 FTE) employees worldwide.



A strong culture of trust with open and honest communication is also extremely important to us whenever we engage in dialog with our employee representatives. Codetermination is an essential aspect of the HR work. Together, we create the basis for successfully implementing our key issues in the respective bodies, in particular the Central Works Council and the Executive Staff Representation Committee.

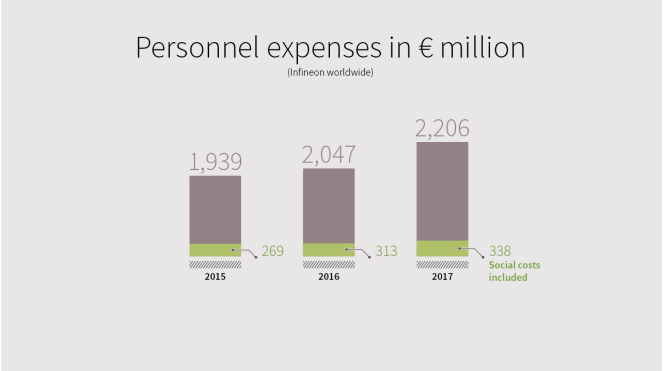
At the invitation of the General Works Council, the representatives of the works council units from all Infineon locations from Germany and Austria meet once a year for the works council meeting. Over two days, the developments of the past year are discussed together with company representatives and experts from HR and our IG Metall sponsor. In addition, plans for the future work of HR, location works councils and the general works council are discussed. Meeting this year in Regensburg were (f. l. t. r.): Johann Dechant, Hermann Eibach, Ronald Künemund, Jochen Hanebeck, Jürgen Scholz and Thomas Marquardt.

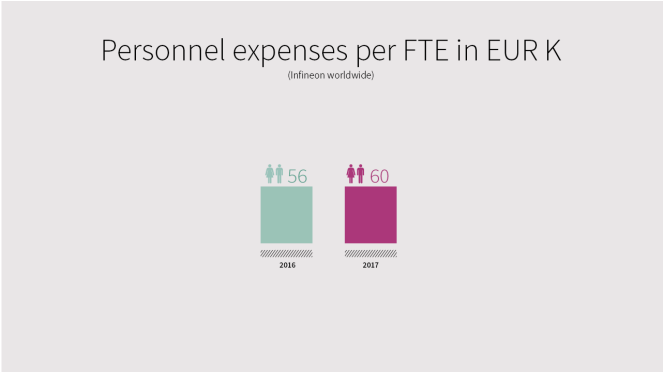
Compensation: Sharing in the Company's success

Attractive and fair compensation is an essential prerequisite for recruiting and retaining excellent employees. Since we want to give employees an additional incentive to perform at their best and to act in a results-oriented manner, they are also appropriately involved in the company's success. The annual performance bonus, which is directly dependent on business performance, is paid in addition to the fixed salary.

In addition, employees benefit from company benefits, which are offered to both full-time and part-time employees. The type and extent of the benefits are defined according to the respective regional statutory requirements and normal market practice. We pay our staff on the basis of work-related criteria, such as job requirements and performance, and in accordance with the respective local market requirements. Men and women are paid equally at Infineon. Each employee receives appropriate, transparent remuneration for their work, in compliance with all legal standards.

Global HR costs for active, internal Infineon employees were 2,206 million euros in the 2017 fiscal year. These costs incorporate wages and salaries, including overtime and bonuses, and social costs.





YIP - Your Idea Pays

There is another way for direct sharing in the company's success. Through our ideas management program, we can not only promote and acknowledge the ideas of our employees, but they are also compensated according to their potential.

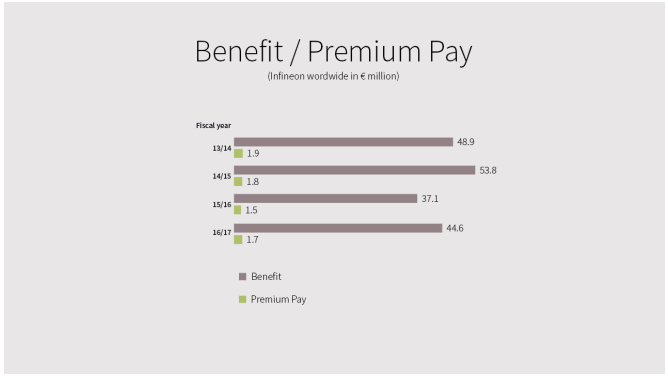
The YIP program is a cornerstone of Infineon's culture of ideas and innovation. YIP stands for Your Idea Pays. For decades, the workforce has been encouraged to share their ideas, and even interdepartmental and international teams can participate. The better the idea, the higher the reward.

The ideas range from process and product improvements to cost-saving measures, which often make a significant contribution to business success.

In addition to YIP, there are also CIP ideas. CIP stands for "continuous improvement process." It takes place mainly at production sites.

This year, a new tool was introduced that allows employees to submit YIP and CIP ideas. This tool makes it even easier to share ideas, and it also reduces the processing times. It was launched worldwide on May 6, 2017. It was accompanied by lots of local actions, with information booths in the canteens for example, where employees could learn details about the new tool.

In fiscal year 2017 10,862 proposals for improvement were submitted. Infineon has paid out 1.7 million euros in bonuses to the idea providers. The impact of these proposals on business performance can be clearly calculated and is much higher. Even a single proposal can bring Infineon millions - or provide high cost savings.



In Austria, a YIP award ceremony was held in April 2017. From a total of 1,292 submissions in the first half of the 2017 financial year, management honored the 19 best ideas in a festive ceremony. 664 ideas were put into practice, and these have translated into a savings of 3.29 million euros for Infineon Austria. For these ideas, 203,500 euros in prize money was paid out.

These are the YIP initiators who organized the Infineon YIP Day in Bangalore, India. As it turned out, an overwhelming number of 49 YIP proposals were submitted across all departments. The event quite clearly created the right atmosphere and has motivated employees to actively participate in the YIP program.

Excellent ideas: The High Performance Award

In 2017 for the fifth time, Infineon sought out outstanding projects and initiatives that are contributing to its strategic goals. The High Performance Award brings good examples to light and above all honors the commitment of the employees. In addition to the award itself, the teams also received a donation budget of 10,000 euros each for Gold, Silver and Bronze, or 5,000 euros for the three special awards that were awarded this year.

As different as the winners of this year's High Performance Award may be, they all have one thing in common: They all help make Infineon's customers more successful. There was gold this year for the project "Introduction and application of new quality requirements categories." Team member Elfriede Wellenzohn, Director Quality Management in Villach, Austria (third from left in the photo), said: "Listening to the customer - that's one thing. The other is to get the support of the entire company in order to be able to actually meet the customer's requirements. Here, the attitude in the company has really changed in recent years. The support of our colleagues was the key to our success."

Social commitment

Whether it's a famine in Africa, a refugee crisis in Europe or a kindergarten next door that needs help, with various actions, Infineon employees at all locations are committed to helping others. They help to make the world a little better – not just by donating money, but also by active participation.

Voluntary community social commitment – we call it corporate citizenship – is an integral part of our corporate culture and is supported by Infineon wherever we go. For example, by specifying that the prize money from the High Performance Award – totaling 45,000 euros – goes to benefit a charitable organization.

In total, Infineon contributed more than one million euros to corporate citizenship through donations, sponsorship, volunteer activities and donations in kind.

In Somalia, South Sudan, Yemen and north-eastern Nigeria alone, 20 million people, including many women and children, are suffering from acute food shortages. In April 2017, the Infineon Management Board pledged emergency aid amounting to 50,000 euros to fight the famine in Africa and set up a donation account with the German Red Cross. Many employees also made a spontaneous contribution privately, donating more than 30,000 euros.

In May 2017, Infineon Singapore supported the national Keep Singapore Clean campaign and organized a joint garbage collection campaign at the Kallang Riverside Park. Forty-five employees took part with their family members and collected a total of 135 pounds of garbage. The campaign was organized by the long-standing initiative “Infineon Cares“, which supports the issue of environmental protection and especially a clean and safe environment near the location. This is consistent with the global corporate culture of promoting initiatives that raise awareness of the importance of environmental protection and ecosystems.

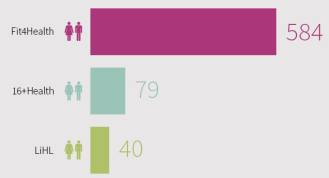
Infineon Tijuana takes care of the people. Following a tradition that began seven years ago and is part of our Corporate Social Responsibility program, the Human Resources Department in Tijuana called on its colleagues to collect donations in kind. Clothes, shoes and toys were then distributed to a center for the elderly and two local orphanages. The employees who donated the money then stayed there to play with the children and share life experiences with the senior citizens.

Workforce – We want everyone to be well and happy

There's a well-known saying, "Health isn't everything, but without health, everything is nothing." For us, health at work not only means protecting our employees from danger and creating a safe workplace. We also support them with a wide range of measures for a healthy lifestyle and working style.

Number of participants in healthcare programs

(Infineon worldwide)



Health care management: We're one of the best

Those who put their whole hearts into their jobs often forget to think of themselves. That's why we help our workforce to stay healthy. And with a company physician, counseling, sports offerings, and health checks on site, it's easy. For these efforts, all of our German locations have been given the Corporate Health Award. Likewise, our location in Singapore has been recognized with the Singapore Health Award.

For World Health Day, Infineon organized a series of physical and mental health activities in several Asian locations. In Singapore, employees were able to reduce stress with a workout, have a health check-up, simply leave their cares behind, or attend infra-sessions such as “Getting a grip on stress,“ “Effective stress relief,“ and “Stress control strategies.“

According to the World Health Organization, depression is one of the leading causes of disability. In Singapore 4.6 per cent of the population suffer from depression. As a result, Infineon has been offering an Employee Assistant Program (EAP) since April 2017, allowing employees to contact a hotline or receive confidential professional help for up to five sessions.

Since the introduction of the HAPPY program (Health Active People Program for You) at Infineon in Wuxi, China, physical health has been high on the list for all location employees. To refresh HAPPY and kick off the New Year, 40 colleagues accepted the invitation from the Infineon Wuxi Hiking Club and spent four hours on an eleven-kilometer hike in a nearby hiking area.

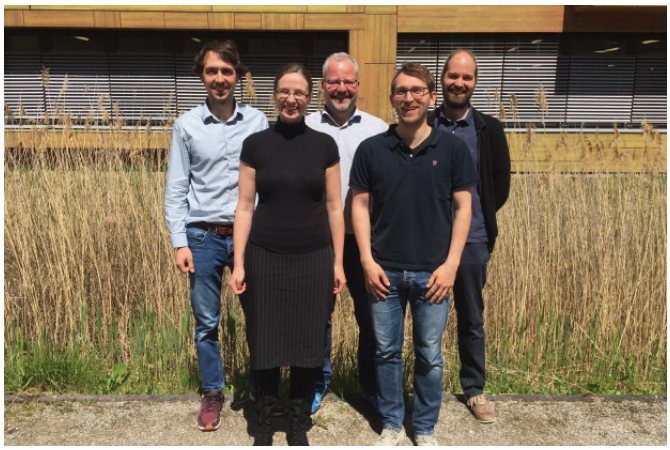
In Cegléd, our location in Hungary, health at work is also becoming more and more important. There Infineon is supporting sports activities, events and programs that focus on the well-being of its employees. Ergonomic tests were again conducted there this year.

Models with flexible working hours

In today's world, it's becoming increasingly important to master professional challenges while at the same time having enough space for family and private life. Whether it comes to taking care of children or a long awaited break: With flexible forms of work, Infineon offers its employees the ability to reconcile career goals and private interests with business needs.

The HR department creates the necessary framework for attractive working environments at Infineon, because it knows doing so will promote satisfaction, motivation and performance. Part-time, job sharing, home office, telecommuting, sabbatical – these models with flexible working hours are attractive for many working people.

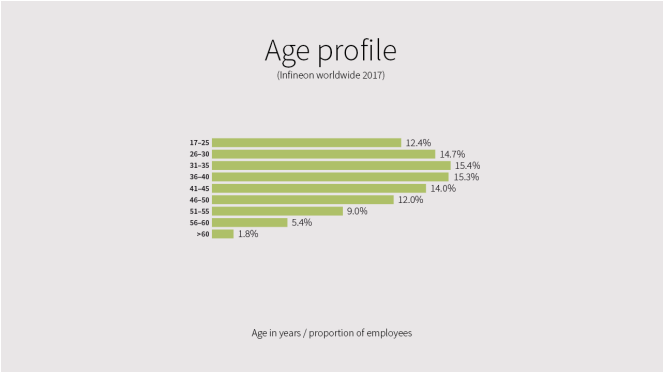
"It is extremely important to us that our employees have enough time and energy to pursue their private obligations and hobbies. Because when the pressure on all sides is too high, nobody can succeed. That's why at Infineon we offer various models with flexible working hours that allow our employees to successfully combine work and private life, in a way that's right for their individual situation."
Ralf Memmel, Head of HR Future Work Environment



These five colleagues in Munich, who are able to flexibly organize their working hours, are models for many other employees at the location. Moritz Hauf (from left to right) took seven months parental leave, so he could take care of his wife and the twins. He was pleased to see how straightforward Infineon was in helping him to do this. Yvonne Gawline-Schmidt has a telecommuting contract and works from home three days a week. Frank Hille uses flextime and leaves the office earlier every two weeks to pick his son up from day care. As a manager therefore, he needs to organize his work properly. Marten Müller reduced his working hours to 30 hours a week to spend more time with his son and to enable his wife to return to work. And Christian Sandow also works as a manager with reduced working hours. Twice a week he leaves the office at 1:30 pm to pick up the kids.

But you don't need to have children to have for a reason to cut back on your work hours. When parents or other family members require long-term care, you usually have to invest a lot of time - especially in the beginning - to be able to take proper care of them. At Infineon, employees also have access to models with flexible working hours.

At first, Udo Sommer temporarily and then indefinitely reduced his weekly working hours from 40 to 35 hours. This allowed the marketing manager from Munich to take better care of his ailing mother. “At the start of the year, I often had to go to the hospital at short notice. My supervisor was very understanding and always emphasized that my mother’s health had priority over work. Infineon was also extremely accommodating in reducing my working hours, “ he says.



Although models with flexible working hours are not as common in Asia as they are in Europe, they are becoming increasingly important. At Infineon, work-from-home models and flexible working hours are already available at almost all locations.

In addition, in Singapore, the government has introduced a program called “Silver Workforce.” This gives companies the opportunity to (re-) hire retirees. At Infineon, several employees who have reached the legal retirement age of 62 have seized this opportunity and extended their contracts. As a result, the company can continue to benefit from their broad knowledge and many years of experience.

Day care and vacation camps for kids

In many cities, nabbing a kindergarten spot for your child is a stroke of luck. But not for Infineon employees. All major locations in Germany, Austria and Singapore have either their own company kindergartens, or they cooperate with nearby childcare facilities, and we are continually increasing the options available.

For the older children, we also offer a varied vacation program at various locations.

Whether it's archery with a self-carved arrow and a hand-made bow among the Nature Indians, circus arts exercises in the children's circus or English sports camp – there's something for everyone. Every year, the diverse offerings allow Munich employees to keep their children well looked after by experienced providers during vacation time.

What do mom and dad actually do at work? There are regular events at our locations where the kids are welcome and where they can get a glimpse of the world of semiconductors as well as mom's or dad's workplace.

Singapore: At the "Little Ones @ Work" Day in December 2016, more than 50 children came to work with their parents. The bigger ones were taken on a tour through the production plant and had a lot of fun playing and dancing together with their parents.

Workforce – Proud to work with Infineon

A company can offer all the programs for its employees it likes – but in the end, it's ultimately the employees who decide whether it really is a "Great Place to Work." Each and every one makes their own overall picture of his or her job. And here corporate culture, leadership styles, development opportunities and many other criteria play an important role.

Infineon wanted to get a real and accurate answer and asked: What do employees truly think about their job at Infineon? The result is impressive.

Feedback from our employees

Every year, the Great Place to Work® Institute conducts the "Best Employers" competition in more than 40 countries worldwide. The same method is used everywhere to determine the trust and quality of relationships between employees and management.

The aims of the survey are to improve job quality, strengthen competitiveness and promote the attractiveness of the company as an employer.

A Great Place to Work® is a workplace where you

› Can trust those you work for,
› Are proud of what you do, and
› Enjoy working together with others.

Infineon has been participating in the “Great Place to Work” survey for many years. The goal is to continuously improve our working conditions and to promote our corporate culture of trust.

The 2017 results are based on the employee survey conducted in 2016, the Great Place to Work Culture audit, a detailed corporate culture survey, and internal HR and communications measures.

In that survey we asked 12,000 of our employees for their feedback, and in the end 9,000 of them gave us their opinions and suggestions for improvement.

The result is impressive. Both in Germany and in Portugal as well as in China, Infineon holds a top position as the best employer.

“I am sure that Infineon will be able to capitalize on the current growth opportunities in the marketplace. We’re addressing the right issues and, more importantly, we have a team that has the know-how and enthusiasm for it and the ability to make it happen. This can be seen in the surveys with „Great Place to Work“, where we have taken the top spots in the competition in many countries. But it’s not about being better than the others. We look in the mirror and think: How can we become even better? And what makes me especially happy is that everyone joins in when it comes to further developing ourselves and moving towards new goals!”
Reinhard Ploss, Chief Executive Officer (CEO)

In Germany, we are ranked No. 1 in the employers’ league for companies with at least 5,000 employees. The festive award ceremony took place in Berlin.

In 2016, Infineon China was the only semiconductor company to be named a “Great Place to Work“ in China and was ranked among the top 30 employers. After the results were in, Infineon Wuxi held a “Great Place to Work“ month with a series of festive activities.

“At Infineon Wuxi, we take looking after the people as a given,“ said Roger Xiaolong Chen (second from left), CEO of Infineon Wuxi. „We have discovered a very clear correlation between employee commitment, production excellence, and business success. This recognition is not only an honor, but also proof of our differentiation from the competition. We will continue to uphold our commitment to continually improve working conditions for our employees and to set new standards for the jobs of the future.”

The Infineon Shared Services Center (IFSSC) headquartered in Porto, Portugal, is listed as one of the top 20 companies in the Great Place to Work® for Portugal 2017. The significance of this award for Joana Marques (second from left), managing director of IFSSC, is “the true recognition of the dedication of our employees to the development of our company. We’re very proud of this award, which could only have been achieved with our diverse social and technical skills combined with strong team spirit and passion.”

The following strengths were especially highlighted:

- Proud of the employees and a very high degree of identification with the company and the products,
- Employees want to work at Infineon for the long term,
- Integration of new employees.

In addition, the workplace culture, the good working atmosphere and the recognition of good work were also praised. Eighty-five percent of all employees would recommend Infineon as an employer – few people leave the company.

All German and Austrian Infineon locations were also awarded the “audit berufundfamilie” (work-life balance) certificate because they are considered to be particularly family-friendly.

All other Infineon locations also performed excellently and often even exceeded the already good results received the previous year.

According to the results of the recent “Great Place to Work“ survey, the colleagues from Korea also seem to be much happier than they were three years ago.

“I have to admit that in the past work was a top priority for me. Since then, I’ve come to realize how important work-life balance is for healthy growth and cooperation in a company. The management training on the topic of “Healthy Living” was very informative for me and other managers. Following the training, we decided to promote the health and satisfaction of our colleagues in the work-place. In 2016, we implemented initiatives that contribute to a healthier and better working climate. I believe that both these measures and the economic success of Infineon have helped to keep employees happy and satisfied with the company.“
Scott Lee Seung Soo, Managing Director Infineon Korea

But the “Great Place to Work” survey isn’t the only way employees can share their positive experiences with Infineon as an employer.

kununu is an online portal where employees can evaluate their employers anonymously. Thanks to our employees’ evaluations, Infineon has received the “Top Company” award. You can read the testimonials at www.kununu.com.

Feedback from outsiders

When not only its employees value a company positively, but it also receives recognition from an external point of view, that's a very special honor for Infineon.

This year, Infineon's Melaka location received a Human Resources Excellence Award in the Graduate Recruitment and Development category. The honor is mainly thanks to the efforts to make Infineon a "Great Place to Work", as well as the successful HR programs and recruiting initiatives.

Become your own CLO – your "Chief Learning Officer"! This is something that Ajayan Ramachandran (left), Regional Head of HR People Development, not only does himself every day, but also what he recommends the participants of his training sessions do as well.

In August 2017, the Government of Singapore honored him by presenting him with the SkillsFuture Membership Award. At the same ceremony, Infineon Technologies Asia Pacific received the SkillsFuture Employer Award for strong commitment to employee development and for building a culture of lifelong learning.

In the spring of 2017, the German-Hungarian Chamber of Industry and Commerce (DUIHK) honored Hungarian companies that offer their employees exemplary working and living conditions. The title „Trusted Employer" is awarded for two years by a jury of five experts. Applicants must meet the requirements in seven areas, such as compensation, social welfare, health and working conditions and training and development opportunities. In today's job market, this recognition represents a great success. It recognizes a long-lasting and continuous HR effort.

Want to learn more about Infineon?

Then visit our website at www.infineon.com.

Here you will find information about our products and where they are used. You will also learn more about career opportunities and current jobs in the company.

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