



# HR Report 2018

Passion for Success

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# Passion for Success

Dear reader,

Infineon is driving digitalization at a tearing pace. Not only our markets are evolving rapidly, but also the way we work in Human Resources. Across the areas Leadership, Talents and Workforce many new opportunities have opened up. And we benefit from them greatly! In this report you can take a look at the broad range of programs and initiatives we have launched to move Infineon – and our employees – forward.

Our employees lie at the heart of our company and we care about them deeply. Because we know that a motivated workforce is key if we want to continue our successful journey into the future.

Enjoy the read!

Yours,

Thomas Marquardt, Global Head of HR



## Infineon Technologies: Our year 2018

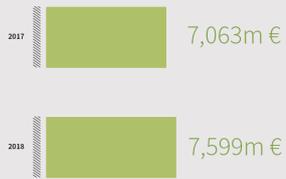
**Infineon continued to grow during the 2018 fiscal year. Revenue increased by 8 percent to €7.599 billion. Segment Result increased to €1.353 billion, corresponding to a margin of 17.8 percent. The revenue and profitability target, which we defined at the beginning of the fiscal year, has been adjusted due to currency effects and achieved in the course of the 2018 fiscal year.**

We make our customers more successful with leading technology and system understanding. Here we benefit from long-term, global megatrends and develop solutions that make life easier, safer and greener.

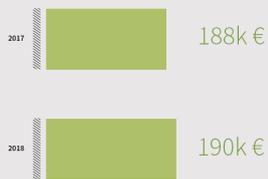
Today our traditional core competencies are in greater demand than ever. At the same time we continue to refine our growth strategy to prepare for the success of tomorrow. During the past fiscal year we have once again made strong progress in strategic projects.

At Infineon, success is not only defined by the targets that we achieve but also by the way that brought us there: Sustainability is at the core of our thinking. Listings in the Dow Jones Sustainability™ Europe Index (DJSI) and in the Dow Jones Sustainability™ World Index are both reward and motivation.

### Revenue



### Revenue per employee



“Strong growth, full order books, high capacity utilization, and a full project pipeline: The 2018 fiscal year was an important milestone in Infineon’s development. Annual revenue rose in the 2018 fiscal year by 8 percent to 7.6 billion euros. Earnings were almost 1.4 billion euros and hence the segment result margin was 17.8 percent. Our employees all over the globe have made this possible with their dedication and energy. We can be proud of what we have achieved as a team.”

Dominik Asam, Chief Financial Officer

You can find the complete 2018 Annual Report at [www.infineon.com](http://www.infineon.com).



## Human Resources @Infineon

**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 Services & People Operations

HR Services & People Operations supports Infineon's employees with standardized services and consulting services tailored to the needs of their customers. Always in Focus: HR Excellence. With the development and implementation of effective and efficient processes and systems, HR Services & People Operations makes a decisive contribution to the HR focus topics leadership, workforce and talents.

## 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

Our Human Resources strategy makes an important contribution to ensuring that Infineon can achieve its growth and profitability targets. This includes competitive talent management, an attractive working environment and high-performance HR processes.

In order to remain innovative, competitive and successful in the future, Infineon constantly searches for the most talented individuals. And the further increasing scarcity of experts facing a steadily growing number of vacancies makes this no easy task. This is particularly the case in the area of the STEM subjects, Science, Technology, Engineering and Mathematics: exactly those fields which are of particular importance to Infineon. We are therefore reviewing our recruiting measures on a regular basis and are working on an integrated system for talent management.



„As HR, we have a clear focus. Our personnel strategy follows the corporate strategy: we want to support Infineon's growth course, actively accompany digital change and continue to be successful in the competition for the best talents. Especially because the markets are evolving faster than ever and our working environment is constantly marked by digitization, our HR work is as important as never before. Why? Satisfied employees are essential for our company. In my eyes, satisfaction means: perceiving one's work as meaningful, enjoying it and finding enrichment in the collaboration with colleagues. And last but not least, living with a good life work balance. We can only deliver the highest performance for our company if we are healthy and balanced – this includes fun at work! I have personally committed myself to helping our employees achieve this.“

Thomas Marquardt, Global Head of HR

One of our great advantages is Infineon's positive employer image, which helps win over and retain talents. The fact that we make future-oriented products and create value for society makes our company very attractive to potential employees. We also define ourselves by the way we work together: with a well-developed culture of feedback, "Leadership Excellence" applied every day and an international working environment with colleagues from over 100 nations. We are proud of this diversity.

The most recent Great Place to Work® survey confirmed the satisfaction of the workforce – not only in Germany, but also worldwide. More than 80 percent of Infineon employees gave their employer an excellent evaluation: “Taking everything into account, I would say this is a great place to work.”

At the same time we are preparing the company for the working environment of the future – also in order to remain attractive to new generations of employees. This entails the flexible design of working conditions (for example work hours, mobile working, sabbatical) as well as the ongoing development of workstations in manufacturing (“industry 4.0”). Here we highly value constructive dialog and trust-based collaboration with Workers’ Councils.

We also orient our learning formats to future working environments, offering for example mobile learning with apps as well as virtual learning groups. Our objective in doing so is to continuously support our employees and to encourage them to try out new methods, while making use of the opportunities of digitalization.

Furthermore we are working on an HR infrastructure that allows the organization to react flexibly to growth and changing requirements, without costs increasing as fast as revenue. In order to achieve this, we constantly improve core processes in HR, for example performance management, the process of succession planning and organizational development. We use the new processes and tools to strengthen the employees in the self-directed performance of their responsibilities for their personal development. People are the focus of our actions: The highest level of long-term entrepreneurial performance can only be achieved by happy, healthy and successful employees.

You will find further information including detailed statistics in the [2018 Annual Report](#) and in the [2018 Sustainability Report](#).

## HR ‘connect’ – We take Infineon’s future into our hands

Our markets and the way we work are changing rapidly. The business environment in which we operate is becoming more connected: digital, volatile and disruptive. Infineon has always been part of the technological change with its products and technologies, and our people are a crucial contributor to this success. To stay successful in times of increasingly rapid change, we need to support and prepare our employees and their working environment for these changes. Therefore, we initiated the project HR ‘connect’ in 2017 to make Infineon future ready from an HR perspective as well.



To create the greatest impact for our employees, customers and company, HR 'connect' follows seven project objectives.



- › Enable the organization to be flexible and prepare for further growth: By partnering with business leaders on organizational development topics as well as simplifying our HR processes, we support the development of suitable and more flexible organizational models.
- › Create working conditions of the future: In a modern working environment, people expect more options on when and where to work. Within HR 'connect,' we evaluate the needs for different working environments and how we can introduce them at Infineon.
- › Enable high performance and individual development opportunities: We want to strengthen our employees' responsibility for their own development within the company and promote the collection of timely feedback.
- › Find, connect to and develop the best talents: As a company, we are only as good as our people. Our success depends heavily on attracting and developing the best talents within the industry to fill our key positions. To do so, we will strengthen our employer brand.
- › Simplify HR processes and our HR infrastructure: Our focus is to provide a positive HR experience for employees and managers. The target is to provide modern tools and intuitive self-services as well as easy-to-use contact channels.
- › Consult for people related decision making: Managers and HR work hand in hand, and through the solutions of HR 'connect' we jointly and effectively foster the potential of the employees – based on the right data.
- › Coach leaders to lead: As a strategic partner to our business leaders, we will collaborate in developing the right people strategy for each business. We will coach our leaders to drive their employees' development.

Since the start of HR 'connect' last year, we have taken decisive steps to align our business even more closely with the corporate strategy and develop our corporate culture. Our achievements already position our HR organization stronger than ever: HR 'connect' enables all employees to make their development wishes transparent so that we can consider them for filling vacancies. A new agile process for setting, managing and assessing targets and behaviors enables continuous and flexible target management throughout the year, which better reflects changing business demands.

In addition, HR 'connect' introduced a mobile app that integrates our digital learning offers, as well as piloted several innovative learning formats to provide a modern, just-in-time learning experience.

We also kicked-off a pilot for a new globally harmonized and simplified compensation planning process and clarified roles and responsibilities of functional and legal managers within our global matrix organization to ensure that we are ready for further business growth and global reach.



„Infineon is successful and continues to grow in a dynamic environment. As a company, we have set ourselves ambitious goals for the coming years to continue to be successful. With 'HR connect' we position HR globally as an important strategic partner for change and make our contribution to the achievement of these goals from an employer perspective.”

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."

„In recent years, Infineon has made good progress in terms of financial performance, on the journey from product to system, and in the way we approach things. This success also leads to new challenges. How do we cope with the



growth of our workforce and of our organization? How do we integrate the many new employees? How can we be successful when applications become more and more complex? Looking at our recent achievements, it becomes clear that leadership capabilities are a key to success – and will be even more so in the future. We are making good progress and now want to take a big step forward.”

Reinhard Ploss, Chief Executive Officer

## New management challenges

It is not just a matter of steadily improving leadership skills at Infineon, but also of adapting them to changing market conditions. Customers expect faster response times than just a few years ago, forcing businesses to act faster and more agile to requests. Infineon has to speed up assessment and decision-making processes at global level, even if that means not always taking all risks and details into account. However, making the right decisions is as important as ever to meet the ambitious growth targets and to guide Infineon towards profitable growth areas.

One measure to become more agile was the introduction of functional organizations in the last fiscal year. This means that employees often have a professional manager in addition to their disciplinary manager. For managers, this means that they can only lead their functional teams with technical influence and often across national borders – an entirely new experience for many people.

A completely new challenge is the generational change. The “new generation” not only deals with technology in a very different way, but can also contribute with valuable new perspectives and knowledge, which need to be taken into account. The knowledge of the younger generation is very valuable for a technology company like Infineon. Mutual appreciation along with the recognition and further development of new talents and skills play a major role here. Leaders must increasingly act as career coaches. In some cases, they have to learn new coaching qualities and engage intensively with their employees in order to be able to lead and develop them appropriately.

## Leadership development

With the already established Infineon Leadership Excellence Program (ILEP), Infineon is working consistently on the further development of managers at all levels. ILEP fosters comprehensive competencies ranging from management basics to leading leaders.

In addition, several new training programs are currently being implemented:

- › ILEP will be extended by an additional level: In the **ILEP Excellence Program**, top management leading organizational units is supported. The first pilot training took place in the last fiscal year, and the program will continue to be rolled out this fiscal year.
- › The ILEP program will also be offered specifically to **managers in manufacturing**. At the first production level, management challenges are completely different compared to everyday office life. The program includes an exchange of experience between the production sites and prepares the managers for current topics such as Industry 4.0, automation and digitalization. Local programs had already existed at individual locations. This pilot training was initially launched at the Austrian production site Villach in the last fiscal year, however, this year HR is adding the new cross-company concept with a common leadership understanding.
- › **Health management:** HR has been offering new courses since 2018, which take into account the health aspect for leaders at all levels. Top topics are, for example, perceiving self and others; showing, recognizing and appreciating authenticity; promoting empathy; and supporting employees in dealing with stress.

## Preparing our employees with digital capabilities

The gradual automation of Infineon's manufacturing sites comes with significant changes for many employees. They need digital skills and have to open up to accept this transformation before they can take on new tasks. In order to prepare for these challenges, appropriate and timely information and training is key. And not only the workforce – management and colleagues in administration must also learn to deal with this new situation.

In coordination with the works council, Infineon is currently preparing a concept to implement these preparations in a location-specific way and with the right training offerings.



HR is also supporting the Test Segment located in Singapore in their multi-year digital transformation journey to capitalize the benefits with focus on enabling a digital workforce. Leveraging on government support schemes, HR initiated the set-up of the **People@ Smart factory** work package. It is based on a three pronged approach with focus on change management, people development and workforce planning. With derived use cases from our experiences with the Test Segment, HR will in turn cascade best practices to other factory locations embarking on the same journey.

## Organizational development

In order to keep up with the dynamic change in the markets and to be able to act quickly and agilely, Infineon needs a company-oriented organization with clear roles and responsibilities.

If the strategic orientation or other internal or external factors change, for example through significant growth of a business unit, the organization must be adapted to be able to remain effective and efficient. The optimization of individual business areas can only be useful in the context of the overall organization. What is the best way to execute this sensitive and complex topic?

Infineon has globally standardized methods for organizational development that are adaptable to different complexities. They make it possible to quickly identify the necessary need for change, to develop holistic solutions and to anchor them in the organization in a sustainable manner.



„Identifying and approaching the need for organizational development is a leadership task. However, leaders need support through expert advice and methods. In addition to a common language, the use of uniform methods creates a comparability of organizational challenges and solutions from individual areas – this applies both to the conception and design of an organization, as well as to its introduction. On the one hand, this prepares the basis for organizational learning and consequently the systematic development of organizational competencies across all management levels. On the other hand, it allows for holistic organizational solutions that reflect the context and the consequences.“

Martin Stöckl, Global Head of Organization Effectiveness

HR provides support with specialized and experienced consultants for organizational development. They advise and support the business areas with analysis, conceptual organizational design and the implementation of the organizational change. Two methods are used consistently: 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: personnel and leadership, structures, processes, culture and measurement / motivational systems. The changes are decisively aligned with the strategy.

The Seven Step Process, developed by Infineon, structures the organizational development pro-

cess. It provides a fixed pattern, along which the organization can orient itself. Starting with the definition of the objectives, derived from the organizational strategy and the various design principles, a future scenario that specifies detailed measures is developed from the current situation. These are then implemented and ultimately also assessed.

Over a period of one and a half years, the Business Line Sense and Control has been realigned according to the Five Star Model. As more than 650 employees were affected by this reorganization, the focus was on intensive communication.



„After it was clear how the new organization would look like, we looked at what would change for the employees. In a six-month change project, we described and communicated in detail what would happen for the individual employee, how we would be working together, and what the new organization would be doing in the future. This was a key factor for the great acceptance and success of our project.“

Ralf Bornefeld, Vice President and General Manager Sense and Control, Automotive Division



”Because the Five Star Model worked so successfully in the previous fiscal year, we decided to use it on a regular basis: From now onwards, we will continually develop and prepare our organization, for example to conquer new business areas, foster new talents or explore digitalization opportunities. What I like most about this methodology is its structured approach. It provides a framework that people can easily understand and in which they can find themselves. All aspects are included, and you can see the connections between the different elements of an organization. The Five Star Model is extremely helpful and key to the economic success of our Business Line.”

Thomas Schafbauer, Vice President of the Business Line Power Conversion

## The new STEPS employee dialog

Infineon’s global STEPS process stands for “Steps To Employee’s Personal Success.” In a continuous, open dialog, manager and employee discuss and align goals, behavioral expectations and personal development.

Timely and constructive feedback is a key success factor for all of us, as are development opportunities.

### STEPS 2018: Same name, new content

Infineon has grown significantly and set new goals for itself. Our markets are gaining momentum, and we too need to become more agile if we are to further expand the company’s success. In the course of the HR ‘connect’ project (see chapter “Human Resources@Infineon”), we integrated these changes into the new STEPS process and introduced a new tool to map them.

Continuous management of our goals and improved feedback functionalities support the agility we need in our company. Employees take responsibility for their results, development and careers. Leaders act as coaches and accompany their employees on the way to success.





## 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 tracks are available. We also invest in various support programs, training programs and networks to help us put employees on the right track.**



“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. For me it’s important that we understand leadership in the sense of coaching, so that we can recognize and foster the potential of every employee.”

Jochen Hanebeck, Member of the Management Board

## Four careers to success

As employees grow at Infineon, they have four career tracks to embark on their career journey: Individual Contributor career, Management career, Project Management career, and Technical Ladder career.

- › The Individual Contributor career is the standard career track at Infineon. It is ideal for employees who contribute to the success of Infineon with their expertise in a specific business area, such as Purchasing or Sales.
- › The Management career is aimed at managers at Infineon. The focus is on the management and leadership of employees, teams and organizations.
- › The Project Management career is designed for employees whose jobs require project management and project team leadership.
- › The Technical Ladder career is aimed at employees who make their contribution through special technical know-how.

All four careers are equal, and switching between them 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.



Career Quest was launched by Infineon India as a forum to enable interaction between senior employees having well-established careers with juniors who are in the process of building their respective careers. The idea was to provide an open platform which brings young, ambitious engineers and successful professionals together for open discussions and chats. Conducted in the format of a one hour talk show every quarter, each 'episode' features a guest speaker and a host. In its sixth year, the Career Quest continues to receive enthusiastic feedback from both junior and senior participants.

## How we shape learning

If you want to develop yourself professionally, you need 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 training.

At Infineon, we have set up our own academies for various business areas in order to bundle and organize the learning. Our 13 academies are dedicated to building professional skills such as in Procurement and Sales, Production and Quality Management. At present there are a total of twelve "functional academies." These academies are managed by academy heads who coordinate qualification measures and actively promote a self-motivated learning culture.

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. It's the right mix that achieves the best possible learning success.

A first step was to merge the available training in one channel: Before, two separate booking systems for class-room training and online courses existed in parallel. Since the beginning of 2018, employees can book both in a tool called **Success Factors Learning**.

And there's more: With **Blended Learning** we refer to a mix of traditional and new learning formats. This especially supports learning from and with others. Mobile Learning and Learning-on-Demand are in preparation, and **Social Learning** has already been piloted at some Infineon sites, for example in Bar Camps (see below), Design-Thinking and Working-out-Loud groups.

These concepts put collaborative learning in focus and open up completely new opportunities to exchange knowledge and experience. Working-out-Loud for example fosters learning through target-oriented networking and the build-up of digital capabilities.

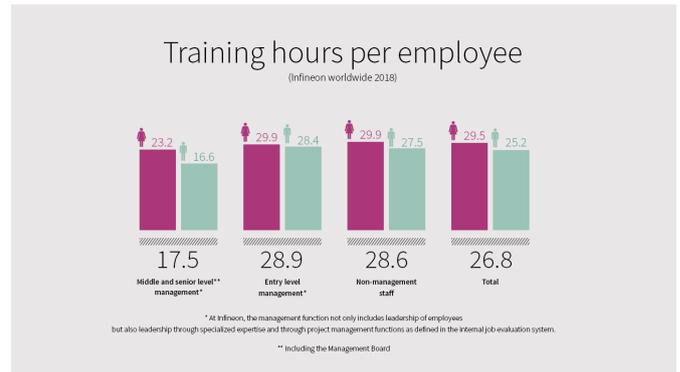
In a nutshell: We want to offer our employees and executives a broad range of opportunities to meet their respective needs. This means everyone at Infineon can put together a learning and development plan tailored to their personal requirements.



In future, we will manage our personal development in a different way: with networked learning experiences. These are primarily promoted through social learning. What does that mean? The world is becoming increasingly digital and this influences the way in which our employees work, learn and interact. Through social learning, we can collate knowledge, maintain our know-how and create an innovative, customer-oriented mindset. There are many forms of social learning. Each format addresses different requirements such as social co-operation, collaborative design, virtual networking, relationship building or crowd knowledge creation.



Infineon held its very first Bar Camp in Munich in July 2018, where 90 participants held 40 sessions on one day! The focus lay on the exchange of knowledge, informal discussions and networking. With this social learning format, we want to enable our employees to deal with the transformation into the digital world and to design this journey in a meaningful and purposeful way. In 2019, the next steps will be defined to roll-out bar camps at Infineon worldwide. So far, the feedback resonance was overwhelming: “thrilling“, “intense“, “many inspirations“ and “Please do it again“ were just some of the comments made by the extremely satisfied participants.



## Tutoring, coaching and mentoring

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 changed positions.



## Coaching

When external certified trainers come to the rescue, this is called coaching. Both in problem situations and 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.



Elfriede Wellenzohn from Villach in Austria is Head of Quality Management for PMM DCDC and an enthusiastic mentor: „It is fulfilling for me to see how mentees work on themselves, try out new approaches and leave their own comfort zone.”



Valentin Spinka from Vienna is mentee and currently employed in Transfer and Conversion Management. He finds best-practice sharing, support in tricky situations and identification of personal talents are most important in the mentoring project. He says: “I derive the greatest joy from seeing that solutions developed jointly by mentor and mentee bear fruit, and from the sense of having learned something from the mentor.”



## Talents – Diversity counts

**Everyone is different – and that’s a good thing. As an international company, the diversity of employees is of particular importance for us. We are committed to creating a work environment that is free from prejudice and that offers equal opportunities to everyone – regardless of age, disability, ethnic-cultural origin, gender, religion, belief or sexual orientation.**

Our diversity management fosters a culture where we consciously leverage the advantages of our diversity, making it possible for everyone to freely develop their potential. The result: A working environment in which we respect each other and enjoy working together.



“Diverse teams bring different perspectives to work and therefore have more potential for innovation,” says Peter Schiefer, Division President Automotive. “Our customers benefit from this! For this reason, gender diversity has been firmly anchored as one of our Division’s strategic goals for several years. I am pleased that the Automotive Division was able to increase the number of women in management positions by about 20 percent in the past fiscal year 2018.”



In Germany, Infineon signed the „Diversity Charter“, an initiative to promote the recognition, appreciation and inclusion of diversity in German corporate culture, as early as 2007.

Do you know the six dimensions of Diversity?

A working environment free of prejudice: Regardless of age, disability, gender, national origin, religion and sexual orientation – everyone and anyone can contribute to the success of our company.



## Diversity management

Our global network of diversity managers at all major Infineon sites ensures that we can foster and fully utilize the diversity of our employees. For this, we have defined three main focus areas:

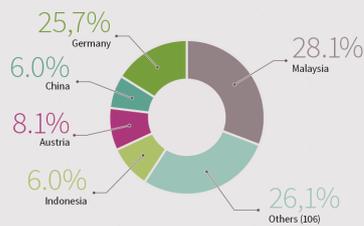
- > Good work-life balance
- > Corporate culture of equal opportunity
- > Demographic change



On Diversity Day, we actively set a mark for diversity with various events – in June 2018 for the sixth time.

## Nationalities

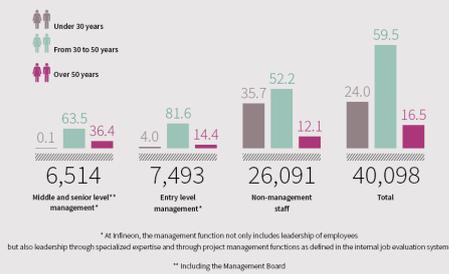
(Infineon worldwide 2018)



A good work-life balance is also an important aspect of our diversity management. It stands and falls with our broad range of flexible working models, such as part-time, home office, sabbaticals and partial retirement. In the chapter, “Workforce – We want everyone to be well and happy,” we give insight into what opportunities we offer at Infineon in this context.

## Age profile

(Infineon worldwide 2018, in percent)



## Female/male employees

(Infineon worldwide 2018, in percent)



In his role as representative for all disabled employees, Johann Wein from Regensburg advises and supports disabled employees, for example when it comes to equipping the workplace adequately. Whether it's wheelchair-accessible renovations in the lab, a new lifting technology in shipping, alarm devices in the disabled toilets, or lifting aids in parts cleaning – all requests are handled at his desk. When a production hall was expanded in 2017, Johann Wein made sure that it was accessible for everyone from the start. Thanks to his help, employees have been transferred to other workplaces where they could continue working with their handicap. Improvements in ergonomics such as height adjustable desks or chairs, which automatically adjust according to the person's body weight, have also been made possible. As he is affected himself, he knows the concerns of people with disabilities: „Easy tasks for healthy people can often turn into great challenges for people with disabilities. They do not want compassion, but respect and recognition! That should not be too much to ask for.“



Our employees are as colorful as life. The LGBT & Friends Network – an internal network for lesbian, gay, bisexual and transgender employees – was founded a year ago at the Campeon site in Munich – a reason to celebrate! Co-founder Janine Zimmermann (on the right in the picture) explains “Acceptance and openness towards employees of all sexual orientations and lifestyles is very important to the employer and to our colleagues. Nobody should have to pretend to be someone else in the workplace. A community like the LGBT & Friends Network is necessary in order to keep reminding people that our team is not composed of stereotypes and that each person – regardless of orientation – makes an individual contribution. Every employee has to feel comfortable and understood in order to fully realize their personal potential.”

## Woman power

Although the proportion of women in technical positions is increasing, women are still under-represented, especially at management level. We want to change that and provide a working environment equally attractive to women and men.

Infineon has therefore set itself the ambitious goal of increasing the share of women in management positions to 15 percent by 2020. In the long term, the share of women should be increased to at least 20 percent. All organizations support this goal with individual measures and performance indicators.

Already in 2011, Infineon managers founded a “Gender Diversity Network” (GDN) to help shape a working environment that is attractive to women and men and to further increase the share of women at.

In the meantime, gender diversity networks have been set up at many sites and actively support local activities.



„We at Infineon consciously commit ourselves to diversity. When it comes to gender diversity, we have defined clear goals for a higher proportion of women in our company and have created a framework that offers women interesting career opportunities. This is crucial for women to make the most of attractive professional opportunities. At the same time, the economy is particularly targeting women to build up a skilled workforce. A technical and scientific education is the best basis for an interesting professional development, which also allows women to actively contribute to the major global trends and challenges such as digitalization, mobility, energy efficiency and safety.”

Sabine Herlitschka, CEO and Technology Director Infineon Technologies Austria AG



Infineon India celebrated the formal launch of Spoorthi, its Diversity group, at its Bangalore office on 22 June 2018. The Spoorthi community is driven by the vision and aspirations of like-minded women at Infineon who want to support each other and are committed to the cause of gender diversity. The community aims to promote an innovation mindset at Infineon India, where each employee learns to apply the differences that exist in one another for their own success and for the success of the company. In the picture: the Spoorthi core team that organized the event.



Careers for women in technical positions? Of course! Cecilia Carbonelli, originally from Italy, is an expert when it comes to algorithms. As a Principal System and Algorithm, she is currently responsible for the characterization of environmental sensors at a system level. “One of the prejudices I had to deal with was the assumption that combining a full-time profession and having three children would have to be very difficult, if not impossible. How I handled that: I didn’t let unfounded assumptions discourage me and I simply gave it a try! Of course this has only been possible thanks to a company that values a proper work-life balance and offers a supportive infrastructure. Also, an effective teamwork both at home and in the office are key.”





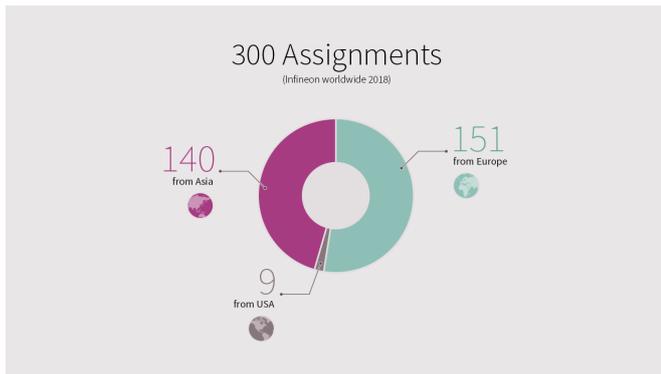
## Talents – Working abroad with Infineon

**Working for the company abroad on an international assignment – 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 on a temporary basis.**

Infineon offers three types of international assignments:

- › Long-term assignments (LTA) of 13 to 36 months
- › Short-term assignments (STA) of three to twelve months
- › On-the-job training assignments of three to twelve months (incl. assignees going abroad as part of the International Graduate Program IGP, which is explained in the chapter “Talents – We want the right people”)

Of course, a move to another country and a sometimes completely different culture is also a challenge. That’s why HR advises all international assignees and their managers before, during and upon the end of their assignment. To help them focus primarily on their job, on-site learning and digesting the new cultural experiences, the HR Employee Mobility team also performs many of the organizational tasks associated with the move – either in-house or with the help of specialized external service providers.



288 Infineon employees worked on 300 international assignments in 18 countries over the course of the last fiscal year 2017/18. Germany, Malaysia, Singapore, Austria and the USA are the five most important destination countries.



How does it feel to leave home in Bangalore, a metropolis of 8.5 million inhabitants, for Augsburg, a comparatively small town of 290,000? “It’s not only another order of magnitude, it’s a whole different culture as well.” Vidya Subramanian joined Infineon in India in September 2004 as a Software Engineer and now has the role of a System Verification Architect at the Chip Card & Security (CCS) division. In June of 2015 she and her family came to Bavaria’s third largest city on a Long Term Assignment. And her journey is far from over, since she’s had a local contract since 2017. “I am fascinated by the beauty of nature, which is given such a remarkable amount of care! I’m also very impressed by the punctuality of public transport and by how helpful the people in Augsburg are. That makes the everyday working world so pleasant: Everything has gone completely smoothly for me, thanks to my nice colleagues.”

„Mich begeistert hier vor allem die schöne Natur, die mit so bemerkenswert großem Aufwand gepflegt wird! Aber auch die Pünktlichkeit der öffentlichen Verkehrsmittel und die Hilfsbereitschaft der Augsburger haben mich beeindruckt. Sobald ein Problem auftaucht, muss man nur um Hilfe bitten, und schon kommt Unterstützung von allen Seiten. Das macht auch den Arbeitsalltag hier so angenehm: Für mich lief alles von Anfang an glatt – dank der netten Kolleginnen und Kollegen um mich herum.“



In his position as Head of the Singapore Development Center, Jerome Tija has welcomed seven international assignees to Singapore and sent eight of his employees on outbound delegations since 2013. “I think HR has done a wonderful job making sure that international assignees settle in comfortably. The onboarding support provided is very important since it lets our international assignees and their accompanying family members make a smooth transition to a completely new environment. The all-around support, from visa processing and customized cultural workshops all the way to arranging schooling their kids, certainly guarantees that our international assignees can begin their new jobs with peace of mind, adjust to the new working environment quickly, and focus on achieving their work objectives”, says Jerome Tija, who is pictured here on a business trip to Yogyakarta, Indonesia to mark the establishment of the Infineon-Gadjah Mada Research and Engineering Lab at the Universitas Gadjah Mada.



## 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 adapt to trends such as digitization and demographic change, and do so in a time of rapid technical progress.**

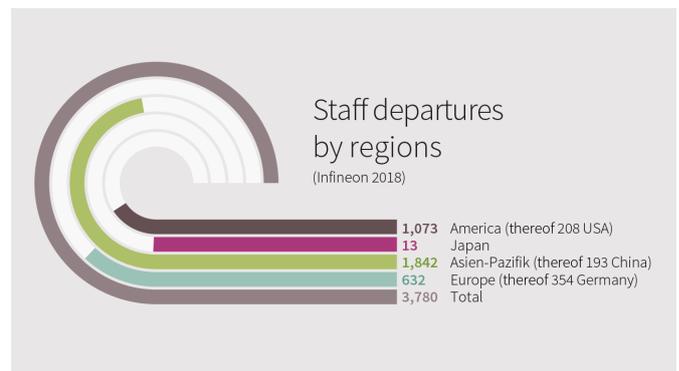
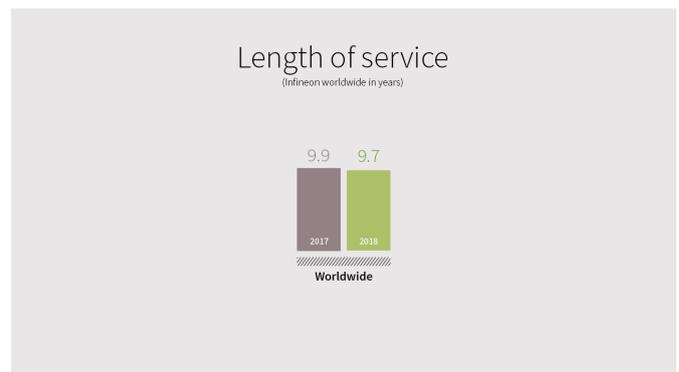
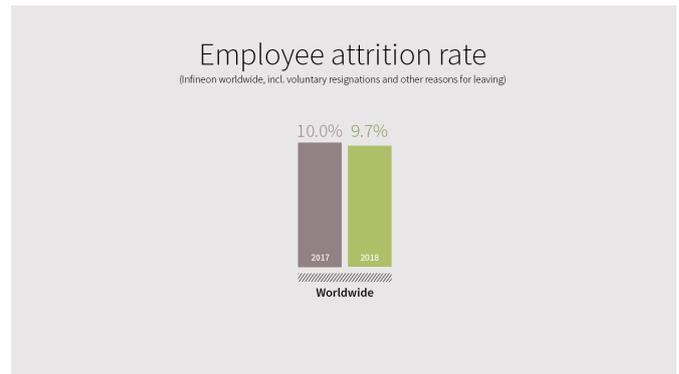
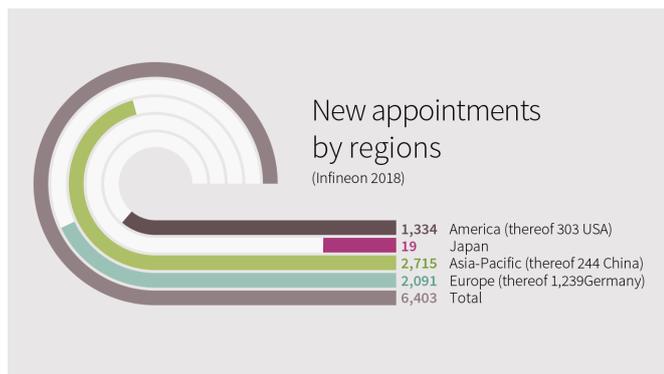
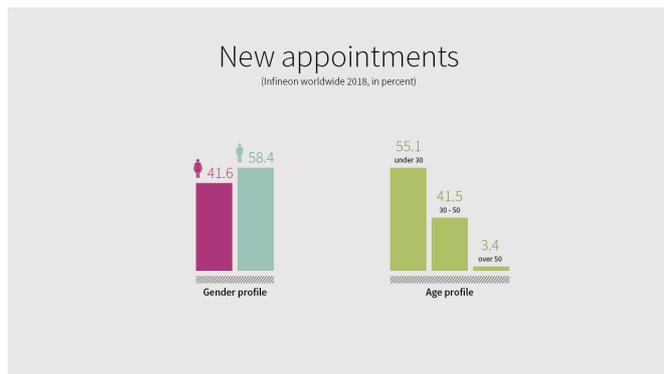
Only companies that adapt quickly to the changes in the job market will be able to fill their positions successfully in the long term.



“We cannot rely on traditional recruiting strategies. If we aim to continue to attract the best talent for Infineon successfully, we have to remain bold, put our target groups at the center of our actions and constantly try new methods. Only by being creative and questioning the status quo we can make recruiting decisions that lead our company to long-term success. For me, our Sales & Marketing inspired Talent Attraction strategy is the way forward.“  
Andreas Urschitz, Division President Power Management & Multimarket (PMM)

## 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 cooperate with universities, schools and state institutions, attend trade fairs and organize special events. We search all the channels, use movies and 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.





The seventh Infineon Recruiting Day in Villach was held on 29 August 2018. A total of 45 qualified candidates were recruited for Process Engineering, Maintenance and Factory Integration from among the 100 applicants at these seven events. They are welcomed by our specialists and hiring managers from Process Development and our HR talent attraction managers (see picture). After one-on-one interviews at an hour each, the applicants are invited to a get-together at the buffet. A guided tour of our Villach premises is offered to those interested in a look behind the scenes. “The recruiting day went very smoothly and the whole process was very enjoyable. I had to travel from Spain for the recruiting day, and it was perfectly planned to be a comfortable experience for me. During the hiring process itself, I appreciated the relaxed environment from everybody involved in it, which made it possible for me to focus on, or rather to enjoy the several interviews. At the end of the day I was more than convinced I wanted to join Infineon at the Villach site; I am glad the feeling was reciprocal,” said Pano Borja-Vicente.



In order to proactively develop a talent pipeline for our target groups and support the business growth strategy, Infineon China conducted a High Tech Afterwork event on

12 June 2018 in Shenzhen. This was the first talent marketing event conducted locally. Ten potential Application Engineers were invited. At the beginning, three Infineon Application Engineers from PMM, ATV and IPC introduced our products and businesses to the external talents. Then a fun speed dating between external and internal participants was set up. The event concluded with an office tour and 1-on-1 talks. A lot of positive indicated that the event was very innovative and helpful to find out more about Infineon as an employer. The HR team in China will continue to keep this strong momentum of building a talent pipeline.



The Infineon Austria team went on a „bounty hunter mission“! In November 2017, Bounty chocolate bars were issued after lunch in the canteen area to remind the staff of the global Hire4Infineon program and attract new talents. Hire4 Infineon is a global bonus program where you will receive an attractive bounty if you suggest a friend, acquaintance or colleague for an open position and your candidate is successfully recruited.

## 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 graduates. 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 6,403 new employees took up positions in one of our locations.

To transform the successful candidate journey into an even better employee journey, onboarding is extremely important. Here, the direct managers and their teams are the main drivers. But HR also takes on an important task: Both in direct contact with the new employee and indirectly through the new superior.

Onboarding has already established itself in many locations. In order to ensure a consistent and minimum quality, but also to share good ideas and support smaller locations, HR created a worldwide Onboarding Guideline in the fiscal year 2017/2018. It consists of many elements, such as a globally sent welcome email, welcome pages in the Intranet, a template for a familiarization plan and a checklist to help supervisors undertake all necessary preparations. Welcome and information events for the new employees should take place at all locations, where they can establish an initial network. In addition, the policy recommends a “buddy system,” which is explained in a flyer.



In Melaka, a very popular part of the New Hire Orientation program is a speed meeting to familiarize new executives. This format was adopted from the German New Hire Orientation and is still going strong as an ice breaker, since it allows new employees to get to know other new hires from different departments in a very quick and funny way.

## Training and dual study program

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.

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.



Infineon was proud to receive the training award of the city of Regensburg this year. Four companies were awarded the coveted trophy, which reflects their high standard of vocational training. In the photo: Mayor Gertrud Maltz-Schwarzfischer (first row in the middle) as well as those in charge of the vocational schools together with this year's award winners.

At Infineon, promoting young talent doesn't start when we train our skilled employees, but much sooner. We know that people who want to be experts start practicing early. To encourage this, we want to get the youngest members of our society excited about technology. This means explaining our complex products and technology in an understandable way, while making it fun. Kids thus learn early on how microelectronics and responsible management of natural resources can contribute to making our future sustainable and worth living.



"MINT" is also the German abbreviation for "Mathematics, Informatics, Natural Sciences and Technology (also referred to in English as the "STEM" subjects). Demand has never been higher for graduates in these fields. This is why Human Resources started the "MINT Minis" project in the fall of 2017. The new homepage in the intranet features age-appropriate materials and slide decks suitable for kids on technical topics in general and semiconductor technologies in particular. Cleanroom suits in various children's sizes and experiment kits can be borrowed at all Infineon training sites in Germany. The "MINT Minis" are intended to motivate Infineon colleagues around the world to go to kindergartens and schools and to generate enthusiasm among children aged three through ten for the "MINT World". The first projects have already taken place in Europe, the US and Asia.



Infineon founded the Chips@School competition in 2012, when it was held throughout Germany. Now it has grown and is held worldwide, including countries such as Singapore and Ireland. Pupils from the 9th grade onwards are called upon to develop new solutions and applications based around chip technology. The pupils focus on these questions for the competition: What should the chips of the future be able to do? What will the future be like? In 2018, pupils from the Lise-Meitner Gymnasium in Unterhaching won the national German competition. They presented a concept of an insect nest that can self-regulate temperature and humidity with the help of a Raspberry Pi minicomputer and a sensor. At the competition in Ireland, pupils came up with a “smart cup”, a reusable coffee cup made of stainless steel with an integrated chip that enables you to pay and collect loyalty points. In 2018, the students of the Lise Meitner school in Unterhaching won the German competition. They introduced an insect nest that regulates temperature and humidity by itself using a Raspberry Pi minicomputer and a sensor.

”Again, this year’s round of students participating in Chips@School provided an encouraging display of motivation, creativity and resolve in engaging with future technologies to tackle real world problems. It is always a pleasure to be part of the competition to witness what kind of things the next generation of young minds is imagining.”

Randolph Knobloch, Managing Director, Infineon Technologies Ireland

In addition, Infineon Germany offers A-level 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.



Thirteen young women and men have finished their education or dual studies at Infineon Regensburg – all with excellent grades. As you would expect with a high-tech company, all graduates have chosen a technical profession. Josef Schätz from Regensburg is one of them. He is the first dual student to successfully complete a Master’s degree in Electrical and Microsystems Engineering. „Infineon seemed the most sympathetic to me“, the native German thought during his search for a suitable dual study as a semiconductor developer. The fact that Josef Schätz is now the first Master’s graduate at Infineon was not foreseeable when he applied for this program six years ago. The 25-year-old continues without resting. The Master degree will be followed by a Doctorate – and the PhD position he found immediately at Infineon.

## Cooperation 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 in Germany and abroad to maintain close contact with the respective locations. We support universities with endowed professorships or research laboratories. We support doctoral students and candidates, visit university recruitment fairs, give presentations at conferences and invite students to visit our company.



“Cross the frontier!” was the motto of this year’s SummerSchool from 27 to 31 August 2018 at our Villach location. The focus of the week was on “Digital Industry and Products“. Interesting lectures, lab tours, field trips or the “Escape Room“ put boredom out of business during the SummerSchool week. 60 students from 13 nations, including Italy, Austria, Germany, Pakistan, India and Greece, spent an eventful week at Infineon Austria in Villach.



With the Singapore-Industry Scholarship (SgIS) Infineon Asia Pacific seeks to enable qualified sponsoring organizations to secure top young talents pursuing undergraduate studies in strong collaboration with the Economic Development Board (EDB) and the Ministry of Education (MOE). Infineon is well regarded by EDB and MOE as having good HR capabilities with a strong focus on talent development. This year, we mark the sixth year of this bountiful collaboration. The SgIS program not only helps to secure the talent pipeline for Infineon, but allows the company to play a role in inspiring young individuals.

“I decided to take part at Infineon SummerSchool for several reasons, like to get better insights into the company, because it is a leading company in the semiconductor industry. Furthermore it is a chance to get basic knowledge about topics like artificial intelligence, machine learning and data analysis and to construct a network within the company.“ Student Luca Lingardo.

“I came here to get in contact with the company, to get more information about Infineon and because I was interested in the topic of the SummerSchool as well. It was a fun week, full of social activities and keynotes with experts.“ Student Elisa Granata.

“I think it was a good decision coming here because I learned a lot. My background is the field of robotics and sense integration. At the SummerSchool we got to know more fields, like data analysis and what Infineon is working on. I would recommend everyone to come to the SummerSchool. It is a good place to network.“ Student Usama Saqib



## Interns und 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.

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

Over 5,000 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 "Star" is a tribute to its quality as an employer as well as its brand image. Interns at these companies are very satisfied with their employer and their internship.

In July 2018, 70 interns came together for the yearly Management-Intern Dialogue at Infineon Singapore. The session, as part of the students' internship experience, enables two-way communication between the management and the students. Besides being a platform for the students to gain valuable insights into Infineon's business and its management, the occasion is an avenue for the management to understand millennials' perspectives of the company. Under the theme "Why Infineon?" the participants shared their perception of the company and touched on topics crucial to Infineon through group discussions and a dialogue.

"Infineon connects global talents together. It crosses geographical and cultural borders to gather all the creative ideas. Personally, to start my internship with Infineon, I travelled from Germany to Singapore, I shifted my study area from Industrial Engineering to my internship area, Electrical Engineering and finally from an already open to an even broader mind-set!" commented Danjie Shen.

## Talent programs

Our world is changing – and at a fast rate. Infineon wants to meet the change with a broad-based initiative. At the heart of its activities is the International Graduate Program (IGP), whose goal is to attract highly qualified graduates. It has a global approach, which means that the 47 talents we currently have on the program can build their networks across both divisional and country borders. At least one station is located abroad. The participants exchange ideas and experiences in regular telephone and online conferences and also have face-to-face meetings at workshops 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



Mainly connected virtually most of the time, 35 of the 49 worldwide active IGPs came together for the Regional Conference in Dresden in March 2018. Regional Conference means that all participants of the program, staying in Europe or the US, meet in person. Two weeks later, all IGPs who stay in Asia had the chance to meet in Melaka.



“I am on the International Graduate Program (IGP), based in Warstein and supporting the Equipment Purchasing teams. From September to December 2018 I will spend four months in Wuxi (China) and then two months in Cegled (Hungary) to support the local purchasing activities. Afterwards, I will return to Warstein to continue my journey in strategic purchasing. Infineon is a global player for people to grow personally and advance their career. The close network within the company creates a great atmosphere for the employees and people can meet other bright minds across different sites over the world.” Zhang Zhe



The Infineon Melaka Talent Network team has every reason to be proud: In October 2017 they received the prestigious HR Excellence Awards 2017 at a gala ceremony in Kuala Lumpur. A regional expert panel of senior HR leaders judged the entries and selected Infineon as one of the winners in the Talent Management category. The success indicates that our HR professionalism has been raising the bar and adding business value to Infineon in the eyes of the HR community in Asia.



In Asia, there are two signature talent programs, which aim to develop the future leaders for Infineon: ENGINE for talents on the management and project management career and TECHStar for talents on the Technical Ladder. One major highlight of the ENGINE and TECHStar programs is the Campus Week at the Singapore Management University (SMU), which consists of four modules. During four separate residential weeks, participants are offered a customized curriculum covering both hard and soft skills relating to general management and leadership topics. In the picture you can see the ENGINE and TECHStar participants after they presented their reflections and learnings from the first module to the Infineon Asia Pacific management team in April 2018.



Cheetah is a two-year talent program at Infineon China, which is designed to develop the technical ladder talents to transform from technical experts to be business technical partners with deeper customer and business insights and innovative thinking. The first module “My Stage, My Story” was launched from 22 to 24 May 2018 in Wuxi, together with another talent program Eagle (for management career talents). In total 31 talents from different divisions, functions and locations in Greater China attended.

## Infineon gets you fit for the job market

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



Infineon is actively involved in two areas of the Integration through Education initiative, in “Integration through role models” and in “University entrance and qualification“. In the area of university entrance, each year Infineon subsidizes 15 “Kiron Higher Education” scholarships. “Kiron“ is a non-profit start-up that has made it possible for refugees to study an online curriculum in “Engineering“ or “Computer Science“ since 2016. The participants can then earn their final degree at one of the over 50 partner universities. Kiron supports the scholarship recipients with language courses and mentoring. The major advantage: Young adults can pursue the curriculum without having to first conclusively resolve their official residence status.

The “Vorbilderakademie Süd“ (“Role Model Academy of the South“) has emerged in the field of action “Integration through role models“. Infineon provides the Academy with financial support, inviting 39 youths from immigrant backgrounds to a week of self-assessment, personality development and career orientation. 22 of these young people live in Germany separated from their own families. The main countries of origin are Afghanistan (40 percent) and Syria (15 percent).

“I learned a lot of new things, not only from the content, but also about myself. Getting to know new people and finding friends was a really great experience,“ says one participant. And in fact the strength of this format is indeed making it possible to network with role models, to make contact with people who have similar life histories and who have already successfully found their own.

In order to ensure that the event has a permanent impact, a follow-up weekend was held in Regensburg from March 16 to 18 2018 (see picture). Two additional role models came to the Role Model Academy in September: Both of the young people with immigrant backgrounds are currently being trained in Regensburg as mechatronic technician and electronics technician for devices and systems.

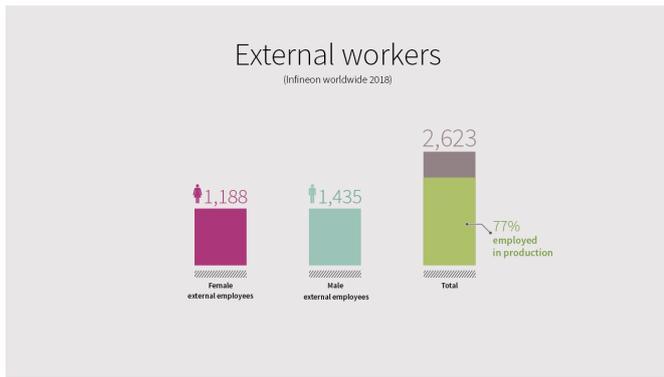




## Workforce – Good cooperation instilled into our culture

We want to offer our employees a great place to work. Because only satisfied and successful employees make long-term corporate high performance 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.





## Employee representation: Creating together

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 our 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.



„It is likely that a large number of operations will change in the next few years or that they will be replaced by automated procedures. At the same time, a large number of new job profiles will be created, that usually require a higher qualification. The basic goal for me is quite clear: To include all employees in the process and keep them in the companies! This goes hand in hand with many questions, such as: How do we train employees for new, more demanding jobs? What forms of learning and content are practical and

necessary? I am convinced that politics can only help us to a certain point – in the end we have to carry out these tasks individually and locally in a very close cooperation of employers and employee representatives, the works councils and also IG Metall. In the past year, the works council, together with the management of the company, has already started paving the way for Infineon AG.“

Ronald Künemund, Munich works council

## Compensation: Sharing in the company's success

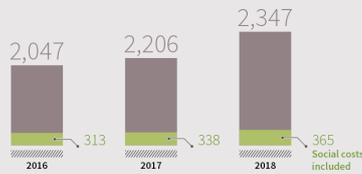
Attractive, fair and competitive compensation is an essential prerequisite for recruiting and retaining excellent employees. Since we want to give employees an additional incentive to perform at their best and to act in a results-focused manner, they are also appropriately involved in the company's success. The annual success 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 2,347 million euros in the 2018 fiscal year. These costs incorporate wages and salaries, including overtime and bonuses, as well as social costs.

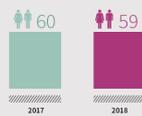
### Personnel expenses in € million

(Infineon worldwide)



### Personnel expenses per full-time employee in EUR K

(Infineon worldwide)



## YIP – Your Idea Pays

There is another way to share directly 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.

10,993 proposals for improvement were submitted in fiscal year 2017/2018. 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.

### Benefit / Premium Pay

(Infineon worldwide in € million)





YIP, YIP, Hurray: Over one billion Euros saved in 15 years! For 15 years now YIP (Your Idea Pays) has accepted suggestions from any Infineon employee that will save the company money or make work easier. Each suggestion is presented to a qualified expert judge for evaluation. Every idea which can result in benefits and which is implemented receives an award. The colleagues in Malaysia (picture) love YIP!



Idea managers from companies across all branches are meet on a regular basis at different locations. In June 2018 Infineon was the host, and our idea managers Jadranka Stamenkovic and HP Lang were pleased to welcome more than 20 colleagues from renowned companies including Sandoz-Ratiopharm, BMW, Autoliv, the Fraunhofer Institute and BayWa at the Campeon site in Munich. But not only the YIP program, also the Campeon campus was a big hit, from the landscape all the way to the culinary and sports opportunities.

## Voluntary social commitment

Whether it's a natural catastrophe, an educational project or local activities like helping the kindergarten next door, 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.

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



Ride for Charity: Infineon Taiwan has been working on a fund-raising program to sponsor “Taiwan Fund For Children and Families @Taitung” for years. A fresh idea came up in 2017: Team up with the Biking Club and invite seven Avatars (volunteering bikers) to cycle for the fund raising for six months. The Avatars have been dedicating their energy and time to ride before work, after work, during holidays and on vacations. Their footprints have reached as high as King of Mountain, the highest point of the paved road in Taiwan, Wuling at the elevation of 3,275 metres and as far as Kenting in southern Taiwan. 25% of all Infineon Taiwan employees participated and donated a sum of NTD 123,538 (3,436 Euro).

## Feedback from our employees

Infineon has been participating in the Great Place to Work® survey for several years. The aim is to continuously improve our working conditions and promote our corporate and trust culture – in line with our strategic objectives “Have the right competencies in place” and “Foster leadership excellence and build a strong high-performance culture.”

A “Great Place to Work®” is a workplace where you can

- > trust those you work for
- > be proud of what you do and
- > enjoy working with others.

In spring 2018, we conducted another Great Place to Work® survey. Around 11,500 employees were invited worldwide, 8,300 of whom took part (72 percent).

The following strengths are highlighted by our employees:

- > the pride of working together, the products and social contribution of the company
- > a friendly corporate culture and
- > the onboarding of new colleagues.





## 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.**

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.

From the medical service centers available in Germany, through social consultations and professional reintegration management to innovative prevention approaches in Asia and the Americas... A variety of programs and initiatives are already underway covering all Infineon locations, but it's never wrong to take greater care of your health! That is why we are constantly working on further improvements in this area. Where are the pain points? Which local activities could also be successful at other sites? And how can we prove that our measures make a difference? In all endeavors, our focus not only lies on the health of the individual, but also on the working environment and the well-being of the entire organization.



Anja Aldenhoff is Global Health Manager at Infineon. She explains “Maintaining and improving employee health is an extensive task with many national and international interfaces. Here making the employees aware of the topic of workplace health in all its facets is essential. Health is an important topic for managers in particular: How can I maintain my own health while promoting and strengthening the health of my staff? Here we’re currently developing a new workshop concept, which is to be implemented soon. Nevertheless every individual bears personal responsibility for health, which is why we want promote good self-care together with the ability to maintain a healthy balance between tension and relaxation. My experience has taught me that things people do with a sense of joy also succeed the most – so enjoying your work should by no means be underestimated!



Get on the saddle! Together with the Siemens Betriebskrankenkasse, a German health insurer, Infineon Warstein encouraged all employees to cycle by bike from June to September 2018. Whether for work, kindergarten or friends – every kilometer counted. They could come together as individuals or as a team and capture and retrieve their performance via a mobile app.



A safe, green and healthy workplace begets a more productive workforce. With this in mind, Singapore HR and Environment, Safety and Health (ESH) teams combined their efforts for a week-long campaign in April with a slew of multi-sensory activities: The ESHealth Week 2018. Participants at the kick-off event enjoyed their chair workouts which was also streamed live to the screens of our employees who were unable to be physically present at the Auditorium. Later, the ESH Roadshow featured topics like occupational health, recycling, and accident prevention.



At Infineon in Batam, Indonesia, we increased our health literacy in various topics including hydroponic gardening: We introduced water plants in the office compound with the intent of sharing the bountiful harvest with employees.



Within the Leadership in Healthy Lifestyle (LiHL) program at Infineon Asia Pacific, many managers have been trained and then engaged as role models, where they play a key role in fostering a healthy work environment for their colleagues and teams. Established in Singapore, Melaka and Wuxi, the LiHL is a well-received program that blends sports science, cognitive know-how and coaching into individual actionable steps for managers. “This training helps to raise self-awareness and reconfirms where you stand in terms of health. Personally, I changed the way I exercise and took up walking. If you consider walking as a form of exercise, there is absolutely no excuse not to do it,” said Hans-Martin Stech, Chief Financial Officer of Infineon Asia Pacific.

there was dramatic weight loss, inspiration to be fit and work it into our everyday lives, and so much team spirit and camaraderie with a bit of healthy competition! Excited to see what is next! Let’s keep it up!“



And how about this for an Olympic class performance: In just five years Infineon in Munich has grown the number of its employees participating in the B2Run from just six to a whopping 230! That’s reason enough for Olympic champion Magdalena Neuner to visit us at the Infineon Campeon site on the occasion of the company run. Hundreds of employees took up the meet and greet opportunity for a chat, some questions, a picture or a signature. Picture: Infront B2Run GmbH



“Infineon Americas made it to the moon! Adding up all the steps that 850 participants in our eight-week “Walk to the Moon Challenge” did we walked 481,838,505 steps. Throughout the sites in the US, individuals and teams worked hard to reach our goal and combined this energy with a wonderful team spirit. It is hard to put the energy around the challenge into words but one colleague did a great job in saying: “What a fantastic challenge the InFit program was! In speaking to many employees at the site,

## 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. There may be different reasons to use models with flexible working hours depending on the life stages of our employees – Whether it comes to taking care of children, relatives needing care 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.

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



“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.”

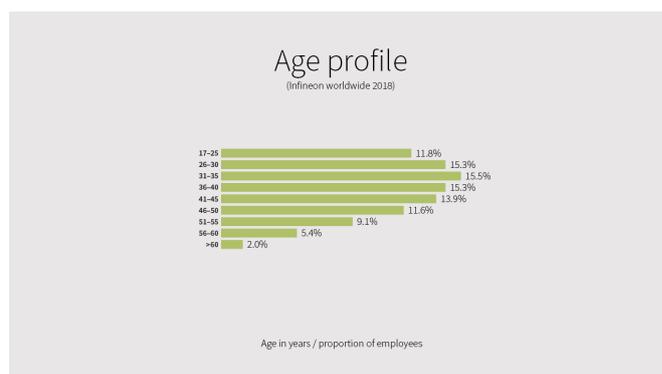
Ralf Memmel, Betriebsleitung Campeon

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 and 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.



Compatibility of career and private life is very important at Infineon. This also includes mutual exchange of experiences, which is why the Human Resources team in Regensburg cordially invited all employees who are currently on parental leave or part-time parental leave to a joint information and exchange session: The Parental Leave Café.

A large number of employees took advantage of the invitation on 24 April 2018. Happily, eleven children also attended, and appeared to feel quite comfortable in the corporate surroundings. For eight years now, an annual Parental Leave Café has been held at the Regensburg site. This is the company’s way of promoting regular contact among employees on parental leave.



## Day care and vacation camps for kids

In many cities, nabbing a kindergarten spot for your child is a stroke of luck. All major locations in Germany, Austria and Singapore either have their own company kindergartens or they cooperate with nearby childcare facilities, and we are continually increasing the options available.

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



For the sixth time, the Infineon vacation camp was held in Rütten from 16 to 21 July 2018. The joint undertaking was conducted and almost entirely sponsored by Infineon and Infineon Bipolar Warstein. Children between the ages of six and 13 were able to participate. Because of the high number of sign-ups, the spaces were increased generously and as a result all 68 children were able to attend the vacation camp, this time with the theme „Space Camp“. There was plenty for the children to discover. A nighttime hike on the lookout for an „Alien“, the rock climbing park, a visit to the Biberbad public pool, building rafts on the Möhne Reservoir and of course the bar-b-que party and a campfire evening.



Summer holiday is often a big problem for working parents in Hungary. 11 weeks full with questions: who will take care of the children, what kind of camps will be held and how will they pay camps for such a long period? It is important for Infineon Cegléd to ensure a balance between family and work. That is why the Gender Diversity team thought that they should help their colleagues with a summer camp offer: Half of the camp fee was paid by Infineon. The 1st Infineon Summer Camp was held in July 2018 for 5 days with 37 children. Lots of interesting programs were offered, like handcrafting, nature walks on horses, and a visit to the Palace of Wonders – Budapest’s science museum. The children had fun and loved it!



As part of our annual holiday program, there was also a wide range of activities for our employees’ children in Munich. On Penance Day 2017, as well as during the 2018 Whitsun holidays, a drum construction workshop took place, and a football camp was on offer over the Easter holidays. During the summer holidays, the Nature Indians settled in Indian tents at the Campeon site (see picture), where they baked bread and much more. In addition, it was possible to playfully discover the English language in sports, safari, or explorer camps.

Want to learn more about Infineon?

Then visit our website at [www.infineon.com](http://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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