



# Human Resources Report 2014

Diversity is the Key to Success

# Contents

|                                                                 |    |
|-----------------------------------------------------------------|----|
| 15 years of Infineon                                            | 5  |
| Interview Arunjai Mittal – Member of Management Board           | 8  |
| Interview Dr. Thomas Marquardt – Global Head of Human Resources | 12 |
| HR Excellence                                                   | 14 |
| Leadership                                                      | 17 |
| Talents – individual development                                | 25 |
| Talents – global, local, and always focused on the individual   | 33 |
| Talents – more than the sum of its parts                        | 43 |
| Workforce – collaboration without borders                       | 51 |
| Workforce – healthy employees in an attractive environment      | 59 |
| Workforce – looking at people holistically                      | 63 |

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# Infineon Human Resources Report 2014

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In our latest Human Resources Report, we again present selected highlights from our global HR work. Our HR work focuses on developing our employees and on recruiting new colleagues. This report is intended to show by way of illustrative examples what it means to be part of Infineon.

Happy reading!





[www.infineon.com/human-resources-report-2014/en/  
ifx-company-movie.html](http://www.infineon.com/human-resources-report-2014/en/ifx-company-movie.html)

15 years of Infineon

## Who we are – Infineon at a glance

**For 15 years, Infineon Technologies has been developing semiconductors and system solutions that make everyday life more efficient, more mobile, and more secure.**

Through our three Focus Areas, Energy Efficiency, Mobility, and Security, we concentrate on important growth markets. Our segments, Automotive, Industrial Power Control, Power Management & Multimarket, and Chip Card & Security offer the right products for these markets. In fiscal year 2014, Infineon generated revenue of €4,320 million (previous year: €3,843 million).

Semiconductors are an indispensable part of our modern world. If we want to let future generations have a future worth living, we need intelligent and resource-saving solutions for sustainable progress. In September 2014, Infineon was included in the Dow Jones Sustainability Index for the fifth time in succession. This highly respected sustainability index considers not only economic, but also ecological and social criteria. Every year, the output of the over 2500 largest listed companies around the world are analyzed to this end.

### **A look into the future: Acquisition of International Rectifier**

With the planned acquisition of International Rectifier, we have a significant task ahead of us in the coming fiscal year. The US semiconductor manufacturer has a workforce of over 4,000 employees in 20 countries. Our human resources work will focus on structuring and guiding the transition process, especially with regard to organization, talent and culture, in order to ensure that the integration process is successful and adds value.

### **Our roots: 15 years of corporate history**

On April 1, 2014, Infineon celebrated its 15th anniversary. Officially, Infineon Technologies AG came into being on April 1, 1999, but in fact our history began as far back as 1946, when Siemens decided to build its first semiconductor research laboratory in Pretzfeld. That's where our roots are. We have captured the sometimes turbulent times since the Company's formation in an interactive timeline.

[www.infineon.com/timeline](http://www.infineon.com/timeline)



As of September 30, 2014, Infineon had 29,807 employees around the world, of whom 16,072 in Asia-Pacific (incl. Japan), 13,179 in Europe, and 556 in the Americas. Infineon's headquarters are in Neubiberg on the outskirts of Munich, Germany.



15 years of Infineon

# How we prepare for the future

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**Interview with CEO Dr. Reinhard Ploss**



[www.infineon.com/human-resources-report-2014/en/  
interview-reinhard-ploss.html](http://www.infineon.com/human-resources-report-2014/en/interview-reinhard-ploss.html)

### Quality and productivity mindset in everyday life

When I joined Infineon in 2008, I had zero experience in a wafer fabrication working environment. I was supposed to be assigned to M3 deposition but just before I started Mr. Liang Kar Kaan called me and asked me to report to his department, Module 6. Mr. Thinagaran welcomed me in his shift. When Infineon launched the INSTALL VALUE program, I gained additional knowledge and ideas on how to improve my QUALITY and PRODUCTIVITY mindset. Once I even took over the trainer role and explained to my colleagues the value that the program held for them. The values I've learned from the program I apply in my daily routine.



### Why innovation is important to us

## The future doesn't arrive, we create the future.

For technology companies such as ours, innovation and technical expertise are core brand values. That was already the case when our company was demerged from Siemens AG 15 years ago. Our name – an amalgamation of “unlimited” (Latin “infinitus”) and eternity (Greek “aeon”) – suggests that creative talent never stops reinventing itself. This is why our behavior compass contains a clear commitment to innovation as a contribution to customer success.

Creativity is driven by many factors, and diversity is a critical component in helping ideas to develop freely. Sure, diversity is not the only source feeding the power to innovate, it is also helped along by accuracy, consistency, freedom of thought, and sometimes simply chance.

The more complex our environment, the greater the need to shape it with good yet cost-efficient products. Each decade faces its own challenges, of course. As a result of digitalization, however, society is confronted with a sea change, which is already becoming evident in some areas.

Infineon's Focus Areas of Energy Efficiency, Mobility, and Security are not only relevant to the future, but extremely innovation-driven.

We promote innovation in many different ways: for example, by employing people from 83 nationalities or through our culture, where values such as openness, trust, and mutual learning play an important role. And also by opening up experimental space with suitable partners and creating incentives to embark on unknown journeys, we support what we believe is important: to help our customers attain success with innovative and efficient solutions. Not least, our childcare and Little Tech initiatives are aimed at preserving children's urge to explore, encouraging them to have fun with technology, and enabling creative trial and error. Behind all our ideas are people and their stories. We have compiled some of them in this report.





**Arunjai Mittal**

Member of Management Board

Responsible for: Regions, Sales, Marketing,  
Strategy Development and M&A



# Three topics, nine questions on Infineon, Regions and Diversity

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## Infineon

### ... and career

**Is your own career a good example for careers at Infineon – and if yes, how?**

One significant element in my career has been the availability of opportunities and my willingness to gain exposure and experience in various locations. Having worked in many different regions, functions and areas has helped me to gain experience that has been key to my personal and professional development. I started my career two decades ago. Back then it was less common to move around that much, but looking at Infineon today I would say that Infineon does offer many opportunities with our global presence and operations.

### ... and responsibility

**What is the value-add you would stress?**

What comes to my mind first and foremost is the responsibility to develop and live by 'our feedback culture'. It encompasses two aspects: The ability to give feedback and to receive feedback. I consider this very open dialogue the basis for a responsible way of working together.



### ... and talent

**Which aspects are relevant?**

As a guideline I personally consider four aspects most relevant: Attitude, aptitude, skills and experience. Some people may have a lot of experience, but not the right attitude. Others may have absolutely no experience, but a high aptitude that allows them to learn and adjust very fast. Looking at Infineon I highly value our company's behavioral model and aim to live by it every day. I find it fascinating that the core idea of the eight behaviors remains valid regardless of the function and business context one is in.



## Regions

### ... and opportunities

#### Where are they and how can employees grab them?

As we are operating in a global business, being close to our customers is essential for the success of Infineon. Whether you are in R&D, manufacturing or sales and marketing, proximity to the customer gives you a unique chance to understand the customers' systems, their end markets and act as a solution provider. I am convinced that having the right expertise in the right spot at the right time is a major success factor. That's why I encourage colleagues to focus on the regions and grab the opportunities that they offer.

### ... and challenges

#### How does Infineon support customer understanding on a global scale?

With P2S - Product to Systems - we are strengthening our focus on systems rather than products. This is clear throughout the organization, however we often feel challenged by the question of how to do it even better in our everyday work. Part of this challenge is due to the fact that not every employee can have the same understanding of what "a system" means. Communication is of major importance in order to achieve the necessary change in perspective. Only when each one of us has the necessary information can we truly understand the trends and customer needs that are the basis for our actions – regardless of each person's position and function.

### ... and intercultural competencies

#### What matters?

In my experience I've found that listening is crucial. As management guru Stephen R. Covey put it – "Seek first to understand, then to be understood". All this of course applies not only to intercultural competence but also to dialogue between humans in general. I remember a time when employees in the regions would look to a company's headquarters and try to orient towards the headquarters' mindset and value systems. Nowadays the perspective has changed: It's now the people in the headquarters who look to the regions, seeking to understand their culture, mindset and needs.

## Diversity

### ... and design

#### What does Infineon focus on?

Diversity is a fundamental building block for our success. In order to be successful globally you need to have the capabilities to understand differences. We are doing well in terms of cultural diversity, but gender diversity is a different story. The focus should be on the reason for diversity. Only if we constantly remind ourselves of the benefits will we be able to reach our goal of having the right people on board to solve problems with their different ways of thinking and providing the brainpower to deal with the upcoming diverse challenges.



### ... and complexity

#### How does it add to the success of Infineon?

At Infineon we are very good at dealing with complexity. Be it business, technological or product complexity, it doesn't scare us, since we are operating in a very complex environment. Diversity only increases complexity if you don't know what it is good for, if you leverage diversity it even makes dealing with complexity a lot easier. We will always have to deal with complexity: It's in our environment and in our business. However, we have to think about how we can adapt to changing markets and challenge the way we are doing things.

### ... and company culture

#### What role does it play in a global company?

We all know that culture plays a very important role in our everyday work, as we do business globally. The important question is: How do we live our culture? Understanding our customers by using diversity is part of the answer. At Infineon we have very diverse people in different functions and with different skills. Even though we might be a company head-quartered in Germany, we have quite nicely developed the ability to understand and integrate other cultures. We need to leverage this diversity since it will give us the flexibility to adapt and operate successfully globally, well into the future.

## Interview with

# Dr. Thomas Marquardt, Global Head of Human Resources

As Global Head of Human Resources at Infineon, Dr. Thomas Marquardt has been responsible for global HR activities for more than ten years. His work has a strong international focus, comprising both strategic and operational HR aspects. He qualified as an attorney, and before joining Infineon he spent 16 years working for Deutsche Bank in various HR management positions. In this interview, Dr. Marquardt shares some personal insights into the job application process.

**Dr. Marquardt, do you remember your very first job interview? What did you take on board at the time?**

It was an assessment center, in 1987, at Deutsche Bank. Two things in particular were important to me: Firstly, I wanted to learn a lot for myself from that process, because ultimately this kind of situation is about both sides getting to know each other. I am not the only one presenting myself at that moment; the impression the company and potential new colleagues have of me is also important. Secondly, you should always portray your true self. You can only get to know each other by being perfectly honest.

**Let's assume the following dilemma: two candidates are equally suitable for a job. What do you do?**

My immediate response would be: let's take them both! If someone is a good match for us, we try to make sure they stay with us. If we don't have a suitable vacancy, our Talent Attraction Team kicks into action. The candidate is added to our database and will be notified as soon as a new interesting opportunity arises.



**What is the most interesting aspect of job interviews in your view?**

I find it stimulating to talk to people from widely different backgrounds. The trick is to be open to what my interview partner has to contribute. The values someone believes in certainly play a critical role. One way to find out how well a candidate is suited to our company is to use the Infineon Behavior Model, which contains eight specific behavior descriptions that guide our day-to-day activities.





**Is there anything a candidate has said that has particularly impressed you?**

A short while ago I spoke to an applicant who was interested in Infineon because of our energy efficiency and sustainability activities. In areas such as sustainability and energy efficiency, we work toward improving the lives of many people on a daily basis. The search for suitable candidates may not always be easy, but fortunately Infineon has a lot to offer.

**What topics do you cover to present Infineon during job interviews?**

Firstly, I talk about the fact that Infineon is a high-tech company. We have a wealth of technical expertise and are working on innovative products in the relevant core markets. Secondly, we are a global company with a local presence and involvement throughout the world. Then I introduce our high-performance culture. Good performance

is important to us and rewarded accordingly. Last but not least: the working conditions. We want our employees to enjoy working for Infineon and to have opportunities for further development. Health is a key factor in this regard, in relation to the most stringent safety requirements in production and all other functions.

**What questions do applicants ask most frequently?**

They are mostly curious about our corporate culture. My response is to point out one of our fundamental principles: We want to enable each individual to be successful so that ultimately Infineon as a whole can be successful. One consequence of that is, for example, that we maintain a culture where many different viewpoints are shared.



## HR Excellence

# Successful employees – successful company

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## People Excellence

Infineon aims to achieve sustainable success and to create excellent performance and values for its different stakeholders. We have embraced this aim by making the high-performance company one of our corporate principles.

To this end, the Company needs competent, committed, and successful employees. For this reason, our mandate in HR is people excellence: We support management and employees in creating their own success and in making the Company successful in this way. This entails various approaches and projects, which we have combined into three pillars in our HR strategy: “leadership,” “talents,” and “workforce.”

## 1 Leadership

Managers are responsible for leading their reports to success and for supporting them in their professional development. They do so by selecting suitable employees for the tasks to be performed, setting them clear goals and defining expected outcomes, providing the necessary resources and – where appropriate – supporting them in performing their duties, for example with constructive feedback. HR encourages and enhances this leadership and feedback culture by giving advice to ensure commitment and top performance.

## 2 Talents

Each employee has unique skills and potential. Infineon needs the full breadth of their input to be innovative, successful and ready for the future. For this reason, we are especially interested in identifying, developing, and utilizing the different aptitudes and talents of our employees. To this end, we offer different areas of responsibility, career paths, and skills development opportunities. Together with the line managers, we want to create a Company-wide diversity-based talent culture and thus ensure the technical and leadership skills of the future.

## 3 Workforce

Infineon aims to be an employer that is both attractive and competitive. In pursuing this aim, it addresses issues such as compensation, including the ability to adapt to global cost structures and economic cycles, and embraces the “soft” factors of corporate culture. Infineon has committed itself to being a “great place to work” and has developed an HR strategy fully geared toward creating a success-focused environment of incentives and demands. In short, a top performance culture.

## HR excellence: HR work to foster joint success

To perform its role as enabler of top performance, the HR function continuously develops its own capabilities. In addition to its traditional role of expert for personnel administration, we are increasingly called on to act as consultant and strategic partner: Our input is required to deal with the HR aspects of implementing Infineon’s strategy, when managers want to put their organization on a successful basis for the future and select, develop, and motivate the right employees to meet their objectives. To give management and HR enough time for their essential tasks, we are continuously professionalizing the administrative basis: With the HR Operational Excellence program, we ensure stable and efficient HR processes and tools worldwide.

Ultimately, the quality and success of our HR work critically depends on the smooth interaction of our HR business partners, HR competence centers, and HR service centers: We want to be business partners and work with our internal customers to achieve shared success, by combining customer proximity and business know-how with professional HR solutions and programs and well-organized HR services.







# in a high-performance company

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**Excellent leadership is one of the foundations of Infineon's success. Good leadership is essential for each individual to do their work competently and thus contribute to the Company's success. By the same token, our employees expect to be able to develop their skills and capabilities in a conducive environment. Creating an attractive working environment and ensuring the long-term commitment of employees are key management responsibilities at Infineon.**

### **How we define excellent leadership**

Leadership has to do with conveying a sense of purpose, and probing the reasons why we do things. Leadership should give employees guidance as to why we, as a company, do what we do, what social contribution we want to make by doing it, and how each employee can help.

Leadership is aimed at achieving outcomes and successes and for this reason deals with the question as to "what." Managers create the conditions for employees to be successful. This includes, for example, formulating clear expectations and goals, monitoring target achievement, clarifying roles and responsibilities, and providing resources.

In addition, managers clearly show what they expect in relation to the right behavior at work and as part of a team while personally embracing this kind of behavior. In this way, they respond to the question as to "how" and thus very specifically promote a culture inspired by mutual trust and feedback.

Since excellent leadership helps us attain our most important operational and strategic goals, it receives the appropriate support and is measured accordingly. We keep track of the development of our leadership and feedback culture, for example through our regular "Great Place to Work" employee survey.



**Shawn Slusser**, Vice President Automotive Segment at Infineon North America has been with the company for 17 years. Running the automotive business for the Americas, he is an experienced leader with valuable insights – gained not only in his day-to-day business but also during exceptionally challenging times.

#### Shawn Slusser:

Over my career at Infineon, I have learned many valuable leadership lessons that I now keep in mind to help me be a better leader. Using different leadership styles is the most important lesson I have learned. I would say most often I find myself relying on a “participative” leadership style. I strive to bring a team together to review a situation and then come to a joint plan for moving forward. While this has been a successful style for me, I learned that it’s not always appropriate for the situation a team is facing.

For example, in times of crisis like the 2009 Detroit automotive market collapse, I quickly learned the value of using a different leadership style. In this situation, quick decisions and clear direction were needed to survive the crisis. A shift to a “directive” leadership style was necessary to provide the team with quick decisions and direction. What I will never forget from this experience is that you cannot rely on a single leadership style to yield the best results. Too often, I see leaders who rely only on a single leadership style regardless of the situation. As a leader, you must have the awareness to identify the situation and adjust your leadership style to match what’s needed.

## How we set and attain our goals and create

### systematic foundations

We have laid down our corporate purpose in the Infineon Compass. It documents what we aim for (our purpose), how we will get there (our way), and what determines our actions (our values). In the High-Performance Behavior Model, we have put together the methods and conduct needed to achieve that. The two together provide us with the necessary guidance in our daily work – on a global basis. Finally, in the High-Performance Monitor, we have defined our key strategic objectives and systematically linked them to each other. It gives us a basis for consistently choosing our actions.

In spite of the need to have divisions, clusters, and functions in the Segments with international operations, we want to work with increasing dedication on establishing a globally uniform Infineon culture. The HR department, as a service-based business partner to the Segments, Corporate Functions, and Operations, supports the strategic business objectives along the human resources roadmap.

### High-performance company



## How we develop our corporate culture

### Open dialog with transparent objectives

We value good leadership as a key factor to ensuring success in a highly competitive and extremely dynamic market environment. Leadership begins at home: only those who know themselves can lead others with openness, respect, and trust. This applies to direct leadership – and by analogy to indirect leadership, which is about enabling your own managers to lead their employees. Leadership is not possible without sincere communication and constructive feedback.

Our annual staff dialogs, STEPS (Steps to Employees' Personal Success), and leadership dialogs are two tools we have developed to allow continuous feedback between managers and employees. Both tools are based on a similar structure and allow transparent targets to be agreed.



## Feedback through open and constructive dialog







## What is the leadership dialog?

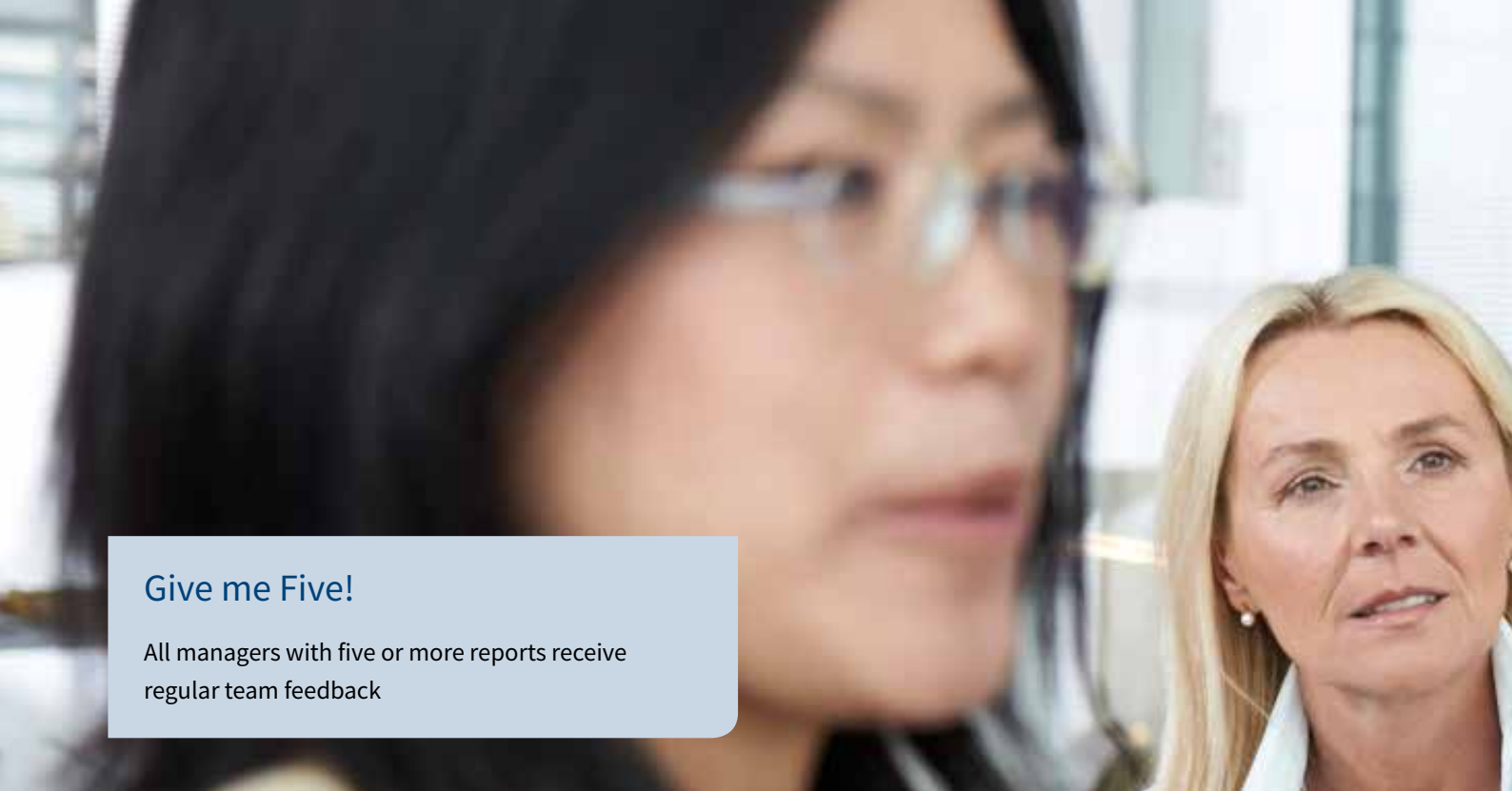
Similar to STEPS, where the line manager gives personal feedback to the employee, managers also have the opportunity to get input about their leadership behavior from their employees. At the leadership dialog, the employees tell their line managers how they perceive them in terms of their day-to-day leadership behavior. The leadership dialog has been developed as a facilitated team meeting.

The team members can decide for themselves whether to tell their line manager about their personal perceptions on a one-to-one basis or as group feedback. In the latter case, it may be presented by a team spokesperson. The facilitator – normally the HR adviser assigned to the team – chairs the meeting and ensures that the feedback rules are observed. By signing a symbolic “contract,” the employees or the team document how they can help their line manager to attain their goals.

## Development Conferences

Development conferences are designed specifically to drive the development of our talents and managers. To allow them to build career opportunities at Infineon worldwide, the tried and trusted regional and global development conferences of the business areas have for three years been complemented by regular exchanges across organizational boundaries. In line with our business requirements, this allows us to cultivate our “One Infineon” approach to an even greater extent and to reduce the silo mentality.

This process offers many advantages to participating managers. When a work assignment is completed successfully, but the division concerned does not offer any follow-on prospects, the global development conference broadens the perspective. This allows us to provide better support, especially to employees with excellent technical skills, who have only had limited opportunities to network within the organization because of the nature of their previous tasks. Questions such as “Who could be the right mentor?”, “Which exciting project could be taken on?” increase the opportunities available to those employees and also their future expertise.



## Give me Five!

All managers with five or more reports receive regular team feedback

### **Eva Kern** **Senior Manager Learning & Development**

“In the vast majority of cases, it turns out that our self-image and how we are perceived by others are not worlds apart. Assuming honesty in how they deal with themselves, most of our line managers have a good idea of personal strengths as well as of areas for improvement.”

At Infineon, leadership dialogs are held once every two years. They should be seen as an opportunity, because the employees give their line managers valuable information about their actual leadership conduct. Since it happens in real-life situations rather than textbook scenarios, the feedback given by their employees on a basis of trust gives line managers important specific pointers as to how they can further their personal development.

### **Carrie Zhang** **Senior Purchasing Manager, Infineon Wuxi**

“For the team leader, it provides a good opportunity to find out what the team members really think. I was surprised by how frank they were about my leadership qualities, my behavior, and about things they liked and things I should change. For me, that was proof of the high level of trust within my team. I was very happy to receive frank, honest feedback and I am sure that we can grow together as a high-performance team within the Infineon family.”

But leadership dialog facilitators also know that good leadership dialogs evolve and therefore need continuity. Stephan Kolibius (Manager Learning & Development) has facilitated many leadership dialogs: “After two or three leadership dialogs, the employees have the confidence to really broach any subject. The teams progress, learn to manage themselves better all the time, and that’s what it’s all about.”

### **Rick Ruiter** **Director System Application Marketing and Standards, Infineon Livonia**

“Managers like to think that their teams are always upright and honest with them. The leadership dialog involves all team members and thus creates a much broader basis of trust. The team members first discuss their individual viewpoints amongst each other and then with the team leader. That makes it much easier to highlight strengths and development potential. The leadership dialog gave us the opportunity to discuss openly how we can improve the way we interact with each other. We also made plans about how I can use my strengths and possible improvements for my own benefit and to boost the team’s performance. I can recommend the staff dialog to every team.”



I wonder what they are going to tell me ...

How will the team rate me?

Are there things I'm not even aware of?

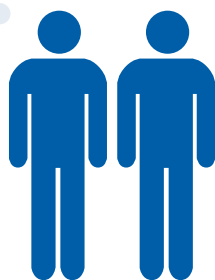
Have I thought of everything?

Should I tell XXX now how annoying I find it when he rushes through the office in the morning without a word of hello?

I would really like to talk about XXX, but maybe I'm the only one who sees it like that.

XXX probably already knows that XXX...

Great to have the opportunity to tell XXX personally what's bothering me.



Two thought bubbles that indicate what is going through managers' and employees' minds as the date of the leadership dialog approaches. But there is no need for butterflies or worries before a leadership dialog meeting.







# Realizing potential – in planned and transparent ways

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## How you can become part of our team

There are three different ways to pursue a career at Infineon: Firstly, as individual contributor by providing expertise in a classic area of the Company, such as finance, purchasing, or sales. Secondly, as a technical expert on our Technical Ladder career path. And thirdly, as a (junior) manager on the management career path. A fourth career option – that of project manager – is under preparation.

Transparency and the ability to plan are of equal importance to both employees and the Company. This is why we offer structured career paths. Let's take the Technical Ladder as an example. On the basis of a clearly defined skills matrix, which objectively defines the requirements and core competences at each level, we provide clarity about what we expect from, say, a Senior Engineer or Senior Fellow.

By defining the skills we require as a global enterprise on the basis of a strategic process, we make it easier for all employees to find their way. Where and how employees can develop their own careers at Infineon must not be left to chance. We want qualified employees to realize their potential with Infineon on a sustainable and long-term basis. Personal and corporate success should go hand in hand. For this reason, we invest a lot of time and resources in employee development – for example through our worldwide annual STEPS dialogs, the global development conferences, or the two-yearly management dialogs.



**Martina Da Rold, Senior Staff Engineer Power Management & Multimarket Application & Systems**

“After I came back to Infineon in part-time at the end of my parental leave, I have been promoted to Senior Staff Engineer. What I enjoy about the Technical Ladder? My technical know-how is valued and at the same time I can widen it through a broad range of high-level trainings, which allow me to develop myself beyond my technical expertise.”

## Technical Ladder

### The career path specifically for technical experts

#### 3,193 Employees on the Technical Ladder at 30.09.2014

With the specific Technical Ladder career path, we offer a development model specially designed for technical experts who focus on ideas development and implementation – always in unison with the Company’s business requirements.

The Technical Ladder has eight steps, from Senior Engineer to Senior Fellow. By strategically planning how to deploy resources, we ensure that we can always access the right skills, at the right time, and in the right place. From the business strategy, we derive the demand for technical experts, and then in turn the nominations for technical experts.

But what exactly makes a technical expert? The skills are described in the Technical Ladder Competency Matrix. Line managers accompany the personal development of their reports using the annual STEPS (“Steps to Employees” Personal Success”) dialogs. Nominations to join the Technical Ladder and development assessments within the Technical Ladder career are therefore carried out on the basis of individual performance and talent.

The career paths have been designed in such a way that they provide optimal support to employees in their development. Transparency and flexibility are important in this context, which is why it is possible to switch career paths.



**Peter Stamminger, Head of Operational Excellence**

“With the Technical Ladder we ensure that we have a strategic view on the competencies we need to be successful. Our technical know-how is key for innovation and revenue. We have to strengthen our efforts to be prepared for future challenges.”

How much learning and development is worth to us

## Harnessing knowledge – globally and efficiently



**Maria Cotorogea, Principal IPC**

“Technical Ladder: For me, it’s an opportunity to network and to share my knowledge.”



**Marcus Janke, Lead Principal CCS**

“25 years of security technology – I have turned my hobby into my job.”

How we develop our employees around the world

## Power Academy – full steam ahead for knowledge transfer



As a founding member, Johannes Schoiswohl, Senior Manager Application Engineering, played a key role in setting up the Power Academy of the Power Management & Multimarket (PMM) division.

“Initially, the main focus was on establishing how the extensive know-how implicitly anchored in our organization can be made transparent and accessible to others. We then developed the special format of the Power Academy on that basis.”

Originally, the Power Academy had been designed for people with direct customer contact – mainly in sales or in the area of field application engineering – or to provide support in such areas, for example marketing or application technology. But we soon realized that there was great interest from other areas, such as R&D.

“We are delighted that the Power Academy is attracting such great interest. We have continuously been adding to the training schedule since its inception about three years ago,” says Johannes Schoiswohl.

In this regard, the Power Academy’s main focus is P2S – product to system. It is driven by the basic idea that Infineon’s success in the market increases as its understanding of the customers’ areas of application grows. It is not enough for this system know-how to be held only by those who have direct customer contact. The areas of the organization that are further in the background, such as research and development or procurement, also have to develop this understanding. For this reason, the training units are structured according to application systems. For example, participants can immerse themselves deeper in the solar, server, or mobile devices systems and benefit from the wealth of experience the trainers have gained from their direct collaboration with customers.

Accordingly, the training programs have been adapted so they can convey complex matters. They take on different formats, from short introductory videos through personal question and answer sessions to concrete sample experiments in the laboratory. “We want to develop application-based technologies. That sounds very dry at first, but once you have gained a vivid insight into the application at the customer’s site, it immediately becomes easy to transfer the knowledge to your own daily work environment,” says Johannes Schoiswohl in summary of the benefits for participants. The Power Academy has now also been coordinated with the annual staff dialog, STEPS, so that training requirements are even more tailored to the personal needs of individual participants and its benefits last even longer.



How we share our knowledge

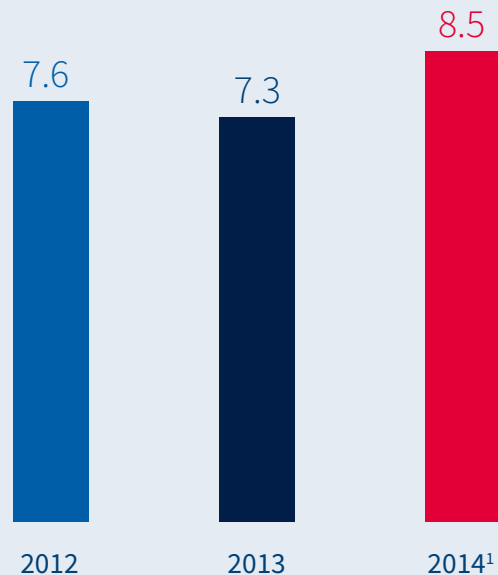
# Academy Connect as a central learning platform

With our Academy Connect platform, we set global standards and share our knowledge worldwide. In this way we want to increase our own productivity, create added value, and promote our “One Company” approach by sending consistent messages. In total, eleven functional academies with a global reach collaborate on this learning program. This close consultation prevents duplicated effort and redundant structures. In 2014, the Finance Academy was launched globally as a new element. Developed by our own experts for the finance area, the webinars and training events include examples from the day-to-day operations at Infineon and refer to current Infineon guidelines.

Other academies have been established in procurement, manufacturing, quality management, and logistics, for example. On the PMM Power & RF Academy learning platform, the sales, marketing, and application development areas operate closely together for our Power Management & Multimarket segment. Employees can use this platform to reinforce and enhance their technical skills.

Money spent on furthering the skills of our employees is an investment in the future.

Further training expenses  
(€ million)



<sup>1</sup> incl. the further training expenses of the academies in the relevant areas

All training from a single source at last!

# Launch of the Finance Academy



Magaly Thierry initiated the Finance Academy

**What was segment profit margin again?**

**How do I calculate product costs?**

These kinds of questions are easy to answer now: one visit to the Finance Academy will sort you out. The online platform, which went live in June, has a lot to offer. Project manager Magaly Thierry explains exactly what to expect.

**Magaly, what is the Finance Academy?**

The Finance Academy is a global platform for all finance staff at Infineon – whether they are based in Germany, Singapore, Villach, or Milpitas. Here you find all the training and information you may need. What is more, within its community you will find the right finance expert for any question.

**Who is this offering aimed at?**

Globally, there are around 650 finance employees. Our training programs are suitable for all – from trainees who have just joined, to experts with many years of experience. Of course people from other departments can also take part in the training. Since the material is easy to comprehend, some of our non-financial colleagues could also learn a thing or two.

**What prompted the idea to create the Academy?**

Previously, each finance department did its own thing. The people there devised and organized their own training courses. This often led to a lot of additional effort. Now we coordinate these training events centrally, for all the people involved in finance. What this means is that all training comes from a single source at last!

**How do I picture this Academy? Does all the training take place online? Or in the conference room, face to face?**

On our platform, we provide web-based training, documents for downloading, and in future classic classroom training. At the Academy, I can select the training courses according to subject or role. For example, I can generate a list of training events on accounting and financial control, or I can let the system surprise me with what it has in store for a local accountant or Division controller.

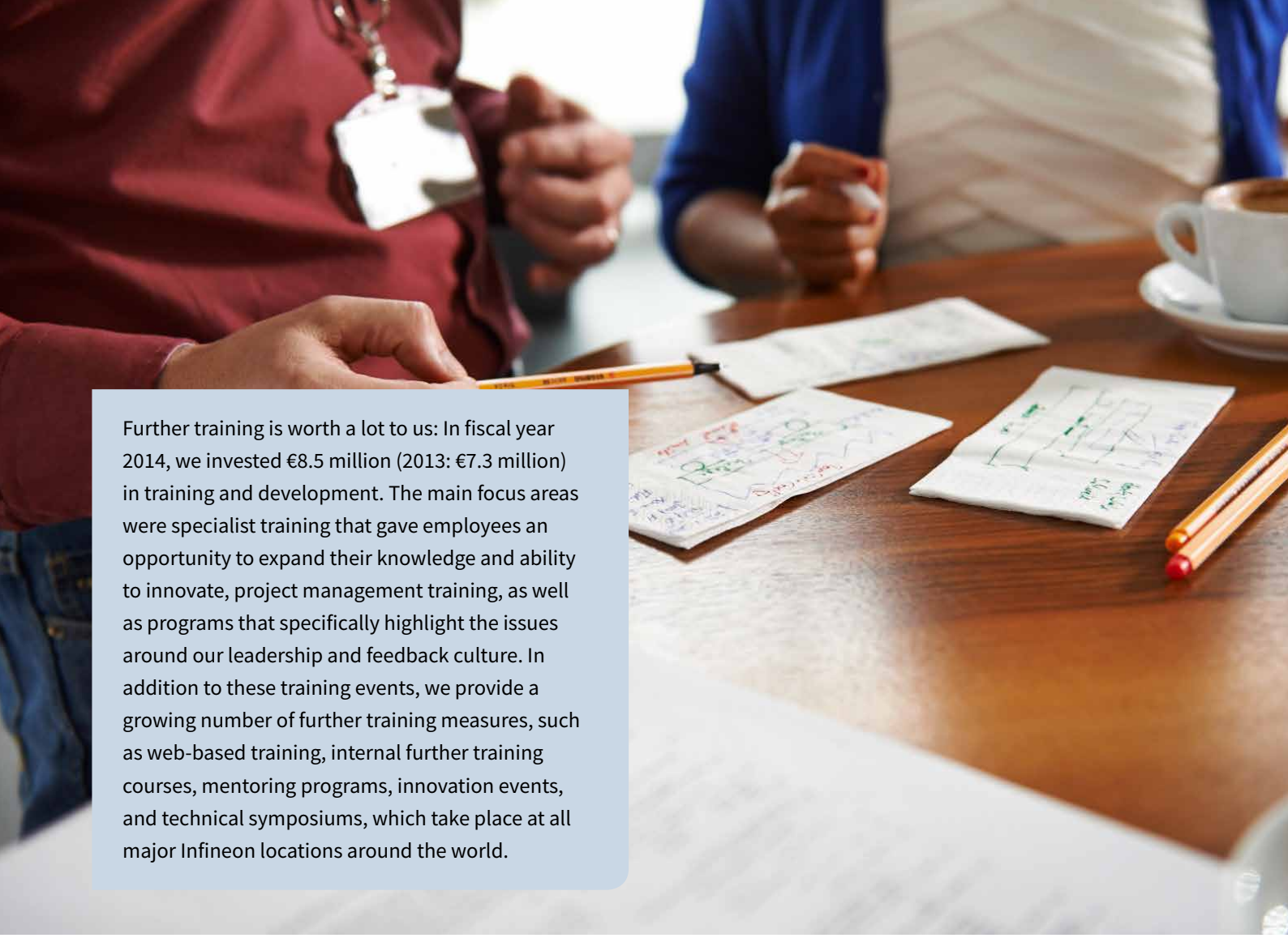
What's special? All training has been developed by Infineon experts for the finance community – each element includes examples that relate to Infineon and refers to current Infineon guidelines. This shows that we have listened to our colleagues and increased the added value of the platform enormously. Google or Wikipedia can't do that!

**What topics are covered by training courses?**

The Academy offers training on all finance areas, ranging from the basics to accounting and financial control, reporting, tax, treasury, the internal control system/risk management, processes and tools, charts of accounts, and many more.

**What next?**

The development of the Finance Academy is far from complete. We will continuously develop new training courses, add new functions to the website, and try to continue to align it with the needs and demands of our colleagues.



Further training is worth a lot to us: In fiscal year 2014, we invested €8.5 million (2013: €7.3 million) in training and development. The main focus areas were specialist training that gave employees an opportunity to expand their knowledge and ability to innovate, project management training, as well as programs that specifically highlight the issues around our leadership and feedback culture. In addition to these training events, we provide a growing number of further training measures, such as web-based training, internal further training courses, mentoring programs, innovation events, and technical symposiums, which take place at all major Infineon locations around the world.

**Since when have you been working on the Academy?**

We developed the concept in November and December 2013. To this end, we conducted many interviews with colleagues from all operating departments, Regions, and Divisions – thus rounding up the entire finance organization: What is important to you? What should it look like? What training topics are relevant to you? What does a good intranet site look like? At the beginning of the year we successfully tested our beta version.



**Finance**  
**Academy**  
securing financial success





Talents – global, local, and always focused on the individual

## Developing Infineon

Talent is important to keep our actions focused on the business. But building a talent culture that matches our values and our strategy is just as important as talent itself.

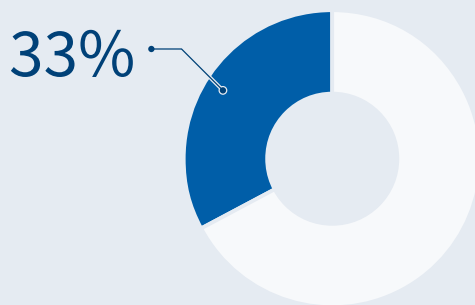
### Turning talents into high performers

Talent is important to keep our actions focused on the business. But building a talent culture that matches our values and our strategy is just as important as talent itself. We want to make sure we attain our medium- and long-term goals, for example in Asia, with our own talent base. Through clearly structured career paths, our employees with technical qualifications can become recognized experts or managers, ready to take on responsible jobs, for example in manufacturing.

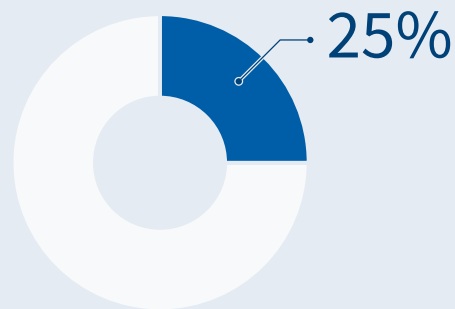
We launched two programs to this end in 2011 and 2012: ENGINE for the management career and TechStar for the Technical Ladder career path.

Both of them provide a systematic and at the same time compact introduction to our corporate philosophy and the key factors of our success. Through job rotation, training events, knowledge transfer across all divisions, project responsibility, and mentoring we support the cooperation between sales, marketing, and development.

In fiscal year 2014, 33 percent of the participants of the ENGINE program and 25 percent of the participants in the TechStar program advanced another step in their careers.



ENGINE Program



TechStar Program

# Promoting talent

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**Tan Ban Heng, Head of Center of Competence – Test Engineering, Kulim**

“The ENGINE program is about shaping our Asian leaders (AP talent pool) for the global markets of tomorrow and bringing together the talents from different locations by fostering a team with a drive for change and results. After the 2-year campus program developed in conjunction with SMU (Singapore Management University), I am able to further encourage my functional team to strive for change and results as part of our High Performance Company philosophy.”



**Thorsten Meyer, Principal ATV, Germany**

“First of all, I have enjoyed the program a lot. It was a great experience. Being in Asia for the first time and getting to know so many different people from different parts of Asia as well as different parts of Infineon certainly has broadened my horizon. The TechStar training itself was very helpful, too. It was very well organized. We had excellent trainers. And I could already use some of the skills I have learned in the training in my everyday work as a technical leader.”

A photograph of the Infineon building, a modern structure with large glass windows. In the foreground, a white flag with the Infineon logo is partially visible. Several other flags, including the Swedish flag and a Danish flag, are flying from poles in front of the building.

## Diversity

### Embracing difference

Recruiting, retaining, and developing talent dovetails into our global diversity management. The more complex our world, the more successful those companies that promote the diversity of their employees. A 2011 study by the Fraunhofer Gesellschaft confirmed that Infineon has an open and dynamic corporate culture. It has to be cultivated by each and every one of us to ensure that all employees – regardless of age, disability, ethno-cultural background, gender, religion, worldview, or sexual identity – are given every assistance in translating their personal success into corporate success.

## Talent management in China

Infineon China offers its employees a talent management program developed specifically for the Chinese market.

### Core aspects of the initiative are:

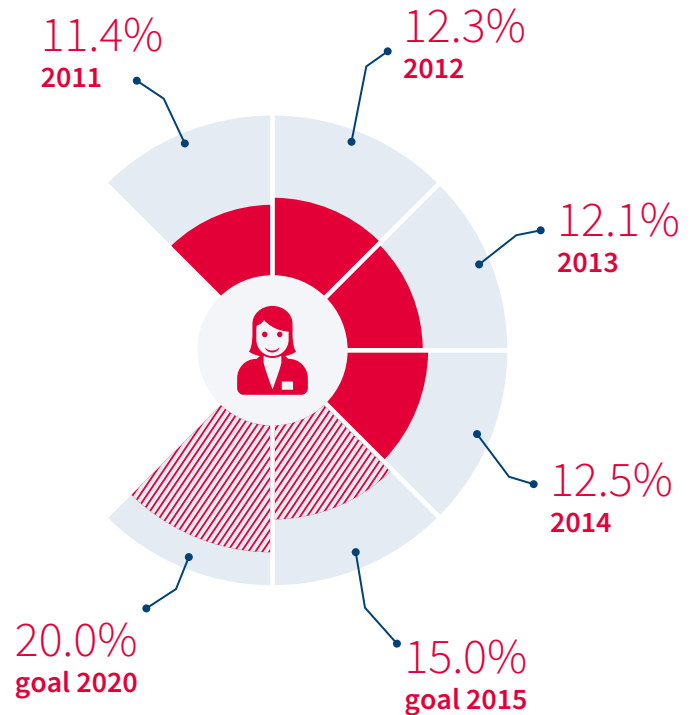
- The China Talent Council, where managers, heads of divisions, and HR managers from different areas sit at the same table. The Talent Council meets every six months to assess the target achievement to date and define the strategy going forward.
- The annual China Talent Event, during which participants, together with the management team, spend three days attending talks presented by internal and external speakers, taking part in workshops where they develop certain issues, and going on plant tours to learn more about Infineon. This year, the event, which was held at the beginning of May, was attended by 38 talents and 34 members of management. Guest speakers from the Danish pump manufacturer Grundfos rounded off the program.

- The mentoring program, under which 31 senior managers support their mentees by providing regular coaching throughout their development.

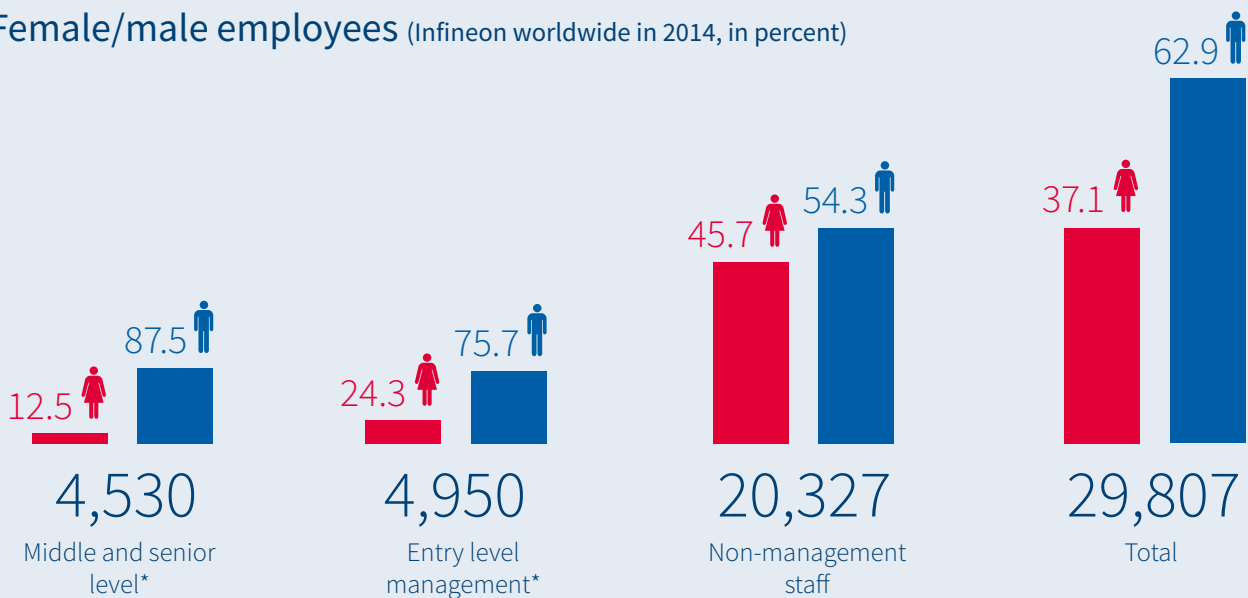
Through its talent management program, Infineon gives its Chinese employees specific development opportunities and in this way expands its local talent pool in this important Asian market for the long term.

## Women in management

Our very ambitious aim is to increase the proportion of women in middle and top management positions to 15 percent in total by 2015. As a result, we raised the proportion of women in management from 9 percent in 2006 to 12.5 percent in fiscal year 2014. Although we are behind on our self-set target, we remain committed to this goal in the long term: to increase the proportion to 15 percent by 2015 and to 20 percent by 2020. An important aspect on our way to reaching this goal is the changes we make to the organization that facilitate the successful development of careers for female managers.



## Female/male employees (Infineon worldwide in 2014, in percent)



\* At Infineon, the management function includes not only the leadership of employees but also leadership through specialist expertise as defined in the internal job evaluation system.





### Stimulating interest in technology – Technology is fascinating

By encouraging them to take part in our Girls' Day, we try to get girls interested in technical professions. Alexandra Kiener's (fourth from right) résumé is a good example of how an interest in technology can be kindled and lead to a successful career.

## Gender diversity

Gender diversity has been made an issue to be addressed in our annual STEPS staff dialogs, in the recruitment process, and in all relevant management seminars. Established in 2011, our gender diversity network branched out to regional satellites in Dresden, Graz, Munich, Regensburg, and Villach in 2013 and 2014. Because of the many local activities, they play an important role in driving cultural change in the Company.

The launch of the Spoorthi initiative marked the start of highlighting gender diversity in India; following a successful first event in Singapore (2013), another female leadership forum was established in Kulim. Women in management are also affected by the issue of returning to work after parental leave. Our "return to work after parental leave" process at Infineon in Germany has been extremely well received. Through initiatives such as the "parent time breakfast," we encourage ways to stay involved with the Company.

## From Girls' Day to Infineon

"The start of it all was when I attended Infineon's Girls' Day. The most fascinating aspects for me were how the tiny chips are produced and the many different applications they are used for. I found that really interesting! That was the first time I could envisage working in a technical job."

For Alexandra Kiener, Girls' Day 2002 was the initial spark that eventually landed her a technical job – even though she majored in English and French at school. "I had always found learning languages easier at school than physics or maths," says Alex, twelve years down the line. Despite that, after attending the Girls' Day, she opted for a course in microsystems technology at Regensburg University. And she hasn't looked back. The reason: "It's quite nice to know languages, but a technical area to work in is much more interesting!"

In the technical university's cleanroom while etching with hydrofluoric acid. On Alex's way to taking a technical profession, her older sister also played a role: she, too, studied microsystems technology. "I spent a day shadowing my sister at university to get a feel for student life and accompanied her to lectures. By watching her, I saw that a technical course can be really fun."

It didn't take long to make the decision: Alexandra Kiener enrolled in 2008 at what is now the University of Applied Sciences (OTH) in Regensburg for a course in microsystems technology, and Infineon became a regular port of call during her studies: She came back as a working student. She also wrote her Bachelor's thesis at Infineon and at the beginning of 2012 went to the Morgan Hill location (California) for a six-month placement. "The opportunity to spend time there was an enriching experience: I learnt a lot and took in a lot. The colleagues were friendly and supportive. They even helped me outside of work, for example when opening a bank account or with my American driver license. The good level of English I'd attained at school was a great help, of course!"



### Profile Alexandra Kiener

**Participant in Girls' Day at Infineon:**

2002 through 2004

**Tertiary education:**

Bachelor of Science in microsystem technology at OTH

**Profession:**

Process development engineer for sensor packages at Infineon in Regensburg

Back from the States, Alex started as a SPRINT trainee at Infineon's Regensburg location in October 2012. The one-year trainee program led her to process development in the sensor backend – the very same unit she'd got to know on Girls' Day! Today Alexandra Kiener works as a process development engineer in package development of a sensor line.

Her team guide from Girls' Day 2002 is her boss today – Ingrid Bollmann: "For me it's a kind of reward to see that our Girls' Day gets the girls interested in technology and even persuades them to take a technical course at university or pursue a technical career. We have also made it an objective of our GENDER DIVERSITY NETWORK in Regensburg to raise awareness of technology and its many facets among young people in kindergartens and schools. For us as a location for innovation, this is an important aspect of securing our future."

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Why we look out for suitable employees

# Welcome to the pool

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Responding with foresight and flexibility – this principle helps us not only in the development of innovative products for our customers. We use it in exactly the same way in our HR strategy, because the labor market changes all the time. Companies with the ability to adapt to the changes early can shape their future successfully for the long term.

To achieve our ambitious financial targets, we need the right people in the right place. This is nothing new. But against the backdrop of demographic change, it is becoming imperative for any company to be in contact with a sufficient number of suitable candidates. This requires a shift in focus: from vacancies to talents.

Both our employer branding and our recruitment activities follow this approach. By taking extensive measures in 2014, we created the conditions for balancing the requirements of our companies and their unique regional attributes in a globalized working environment.

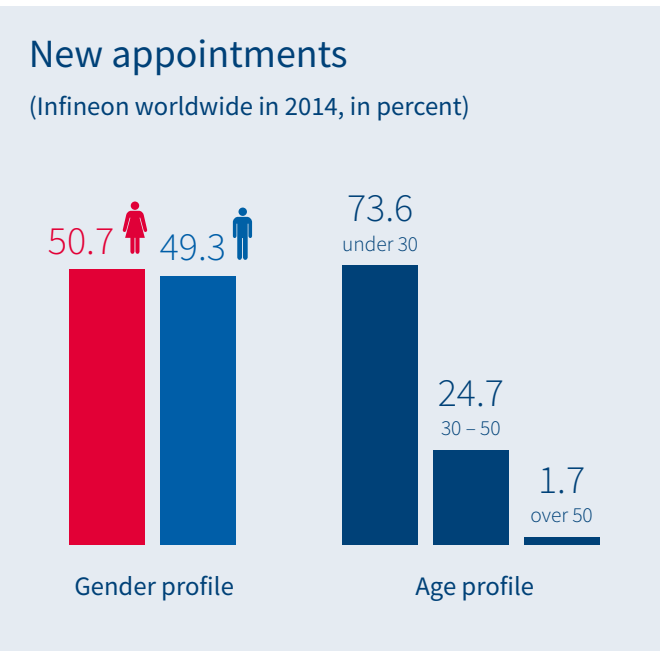
Our aim is to create a transparent talent pool for Infineon worldwide. Its cornerstones are a new sourcing strategy, a simplified application procedure, an optimized database, and an accelerated process.

Of course Infineon's talent pool is not limited to our recruitment efforts, but all other HR marketing activities – such as alliances with universities and colleges – are also included. Partnership and cooperation are key factors for ensuring its success.

# How we win new talent

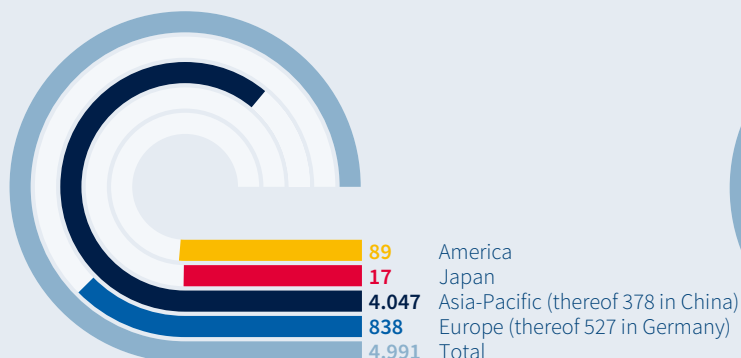
Our talent attraction management (TAM) team actively approaches suitable candidates. With fresh ideas, from video job advertisements through interactive contact maintenance, we make sure our Company is visible on many different levels. This allows young talents as well as experts to genuinely check whether Infineon is the right company for them.

Modular and user-friendly information and training offerings help achieve the necessary clarity and speed in the recruitment process – for hiring managers, business partners, and not least the input-providing service departments. The new process and the associated IT platform allow all stakeholders to make better use of the talent pool than ever before. Fast, transparently, accurately, and consistently. This benefits employees and companies alike.



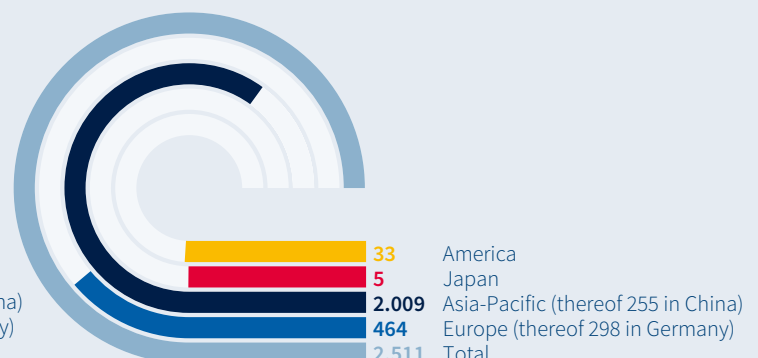
## New appointments by region

(Infineon 2014)



## Staff departures by regions

(Infineon 2014)



Fully committed to winning new employees

# Recruitment at Infineon Japan

Every year in the fall, Japanese students throughout the country simultaneously embark on “shukatsu,” the laborious process of finding their first job. Shukatsu starts in the third year of university and takes one and a half years in total. At the end of this process, the students hope to get an informal job offer from an employer, to be followed by a formal job offer. In Japan it is quite common for employees to work for the same company for their whole lives. What is more, companies prefer to recruit their staff directly from university. For the students, this means: those who don’t get an offer while they’re still studying will face considerably more difficulties a year later. And for the companies: at the same time each year, all employers in the country compete fiercely for the best recruits.

Infineon Japan has developed a special recruitment process for this purpose. A core element is the new graduate recruitment committee, which consists of 13 Infineon employees from different parts of the company who accompany the recruitment process as part of a dedicated effort. The activities comprise, among other things, attendance at selected career fairs, individual interviews, networking, and tours of the company’s site. The success confirms that this is a good approach: Out of 120 applications during the last shukatsu, three candidates were selected to join the team of Infineon Japan.





Talent – more than the sum of its parts

# Making Infineon sound good worldwide

## How we show why it's good to work for us

Since semiconductor production facilities require high levels of investment, we have rather few locations compared with other multinational companies. As a B2B company, our communications are by their nature not addressed to end consumers, which in turn means that the public is less aware of our Company.

In Asia, where local companies are preferred as employers, especially in the B2B segment, we aim to increase brand awareness in order to emphasize our strengths as an employer. To this end, we have developed a dedicated employer value proposition concept for the Asian region, which expresses the core values of our employer brand in this market.

The score on which the Chinese HR team in Asia is working is called “employer value proposition.” Its purpose is to show why Infineon in Asia is an attractive employer. Reputation plays an important role, and this starts with the name. Patiently Bi Jing explains to her German colleagues why Infineon has to be reinvented in Chinese, or at least needs a tagline: “A single word has no meaning in Chinese.” Only two or, even better, three words will provide the context to give the phrase meaning in written Chinese.

英才汇聚  
飞而凌云

The new name evokes positive associations, because it contains the Chinese corporate logo, which means: “Elites are gathered here, and together we take off into the limitless sky.” Together with senior management, Infineon employees, and a consulting firm, the name “Infineon” was translated to tie in with the special needs of the Asian labor market.

Sometimes the differences between the Chinese and European cultures could not be greater. Where the one is quick and ready to implement, the other is thorough and keen to discuss. “These are of course only the tips of two icebergs – each of the two working cultures has many other characteristics. According to Bi Jing, cultural work is what she and her team produce, with the aim of combining the best of both worlds.

“For me personally, the open and honest feedback and discussion culture is an important experience, something I will take from Europe back to my own country. It is my responsibility as a manager to set an example by living this culture. And success has proved us right. We don’t give people a dressing-down because they make the odd mistake. Unexpected events can happen at any time, it’s the long-term result that matters.”

Asia’s economy is booming. Both local companies and large multinationals want to do business in the Asia-Pacific region. To do so, they need talented, reliable employees. The growth market creates an oversupply of vacancies, much to the delight of the many employees of the up-and-coming middle class as well as migrant workers.

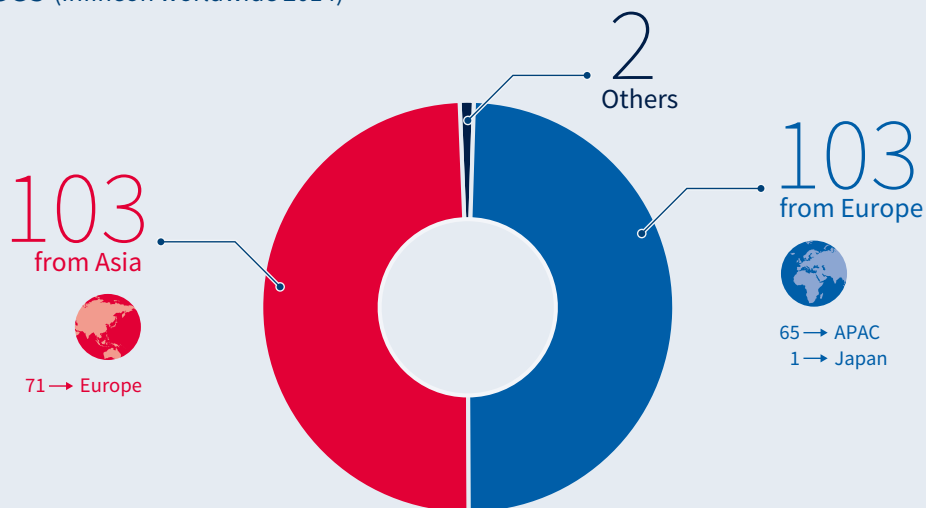
For employers, it means they have to get creative, seeing that there is fierce competition for good people, from production staff through senior management.



“I’m a conductor during the day and an octopus at night.”

Bi Jing’s baton is invisible, her stand, a modern office desk, can be found either in Shanghai or in Neubiberg, there is no score to play from. And yet, this young Chinese manager, who works at Infineon’s headquarters in Munich, is convinced she is doing the job of a conductor. „My orchestra extends beyond the 10 employees in my team in China – to make high-quality music, we need the voices of our international colleagues as well. I make sure that they come in at the right time so that their individual voices and timbres create a uniform whole.

208 assignees (Infineon worldwide 2014)



“Our value added is appreciation and development opportunities,” says Bi Jing. “I’ve experienced it myself.” She has been with Infineon for over ten years. Her career started in 2004 in the Commercial Development Department. She was soon given responsible tasks. “I was asked whether I’d like to take my next career step in the HR area. My line manager believed I could do it and promised to support me. And he kept his word.”

Her team has since grown from 5 to 10 people. Whereas initially, their task was to implement European programs, they now have to pilot projects for which there is no blueprint. “I am very loyal,” admits Bi Jing, “when I’ve found a job that suits me, why should I change it?!” And she adds with a grin: “After all, I also married my first boyfriend.”

International Assignment Services (IAS) is the name of the program Infineon has put in place to support its employees when they transfer to a foreign location. The responsibility for this important function has been assigned to Singapore. Bi Jing knew therefore that she would not have to worry about accommodation, tax issues, or visas. That certainly helped. In the end, she and her husband took the decision together. One motivation was that the grandparents of their son Raimond Cao offered to provide support during her nine-month stay in Germany.

Bi Jing is proud that they rally behind her. “I’m glad to have my family and the tremendous support they have given me.”

Now Bi Jing has regular video chats, although she knows that’s only a substitute. “China offers many opportunities at the moment. We can achieve a lot for ourselves and our country. I hope my son will also see it that way in the future.”

Although the young Raimond Cao is more interested in numbers than in music, but if Bi Jing tells him about her many different tasks at work. “He doesn’t get the conductor metaphor yet, the transference is too much to grasp for a five-year-old. For him, I’m a kind of octopus – with a large head and many arms.”



## San José – Villach

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Johannes Schoiswohl, Senior Manager Application Engineering, has been back in Villach since August, after spending three and a half years in San José in California. Although he quickly managed to slot back into the rhythm of his home location, the experiences he gained in Silicon Valley will stay with him for a long time. “It’s only when you really live in a place for a while that you begin to understand the foreign culture in the context of everyday life. To us Europeans, Americans seem more prepared to take risk, they are faster at making decisions, and do things by trial and error more often. You learn to deal with these differences much better, if you see for yourself what day-to-day business in America is like.”

The cooperation with our colleagues in California brings tangible benefits for both sides: “I was able to apply the application engineering expertise I had gained in Villach directly at the customer’s premises. Conversely, my colleagues in Austria now benefit from the fact that I have a better understanding of what may be going on in the background as a result of having experienced everyday life in the USA.” Johannes Schoiswohl would not want to have missed out on his long-term assignment to California, because this kind of experience is invaluable for cooperation in an international team and for exchanging views and information across borders.



## How we create a home from home for our employees

We work in international teams and exchange expert know-how across borders. It is easier to make allowance for regional features when you meet face to face. We want to open up the flow of knowledge in both directions in order to sustainably improve the end result. To ensure that our employees can fully concentrate on cooperating with their colleagues, the International Assignment Services (IAS) team takes on all duties associated with a move abroad. The IAS team in Singapore is in charge of this challenging task. Insourcing leads to a much higher level of cost transparency, as well as giving managers access to better advice and facilitating more extensive pooling of the necessary services.

st international assignments were for an average of two to five years in fiscal year 2013/2014. All segments and almost all hierarchy levels are represented, although most delegates come from the production areas. Since employees usually take their families with them on international assignments, one of the main tasks the IAS team has to deal with is to support the organization of childcare. As a multinational company, we want to step up our involvement in this area.

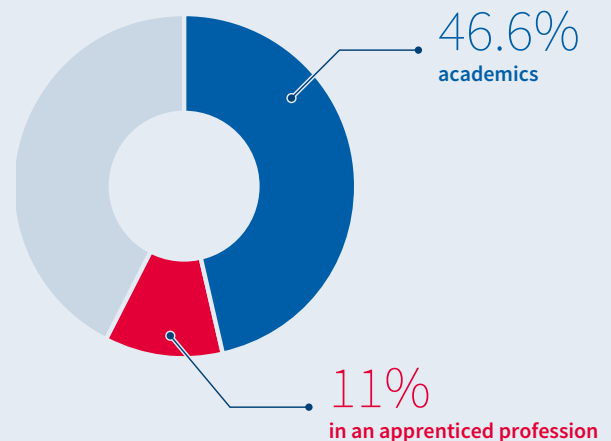
## Why we cooperate with universities

Close contact with universities is important to us. Proximity to research plays a role not only in the R&D department. Because of our expertise in semiconductor electronics, many engineers have teaching assignments at recognized universities at home and abroad. Our aim is for Infineon to be included in the group of preferred employers. To this end, we attend university career fairs, invite people to exploratory visits at our Company, and present specialist papers at conferences and career days to inform them of the benefits of joining Infineon.

There are many ways to join our Company. The options include university-level work-study courses, working student jobs, or traineeships. An internship may also be a good way to get to know each other. In our Company, everyone, whatever their level, is given real-life assignments to experience what professional life is like. A taster day may very well lead to a career.

### Qualification levels

(Infineon employees worldwide 2014)



# Our trainees



**Alice Schorb, former apprentice office management assistant & foreign language correspondence clerk, Munich**

“I’ve always known that I want to work for an international company. Where else would you get such deep insight into other cultures and such close contact with people in other countries? This is why Infineon is my no. 1.”

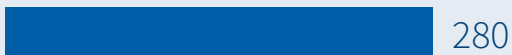


**Robin Hötte-Flormann, apprentice electronics technician for industrial engineering, Warstein**

“I’ve been really interested in natural sciences for a long time now. So it’s great I can stay involved during my traineeship. And with excellent career prospects to boot!”

## Employees in training (Germany, Austria, and Malaysia, September 30, 2014)

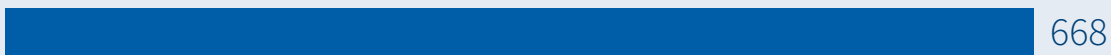
vocational trainees and students on work-study courses



interns



working students





## Launch of work-study training program at Infineon Malaysia

In June 2014, two Malaysians embarked on their training under Malaysia's first work-study program. This training path was established by Infineon and the German-Malaysian Chamber of Commerce and Industry. The Chamber of Commerce and Industry and a consortium of 17 companies led by Infineon spent two years setting up the program. The training corresponds to the German program that finishes with a qualification as industrial business management assistant (IHK) or logistics business assistant (IHK). The curriculum for the program was developed with the involvement of not only the German-Malaysian Chamber of Commerce and Industry, but also the Malaysian Education Ministry and Infineon as sparring partner from business.

Our new Malaysian trainees were chosen above the other applicants after going through a full-day selection process in the Infineon Melaka Learning and Development Department. In workshops, Infineon introduced itself as a potential new employer, while the applicants presented themselves before Infineon trainers from different departments. A month later, the program began for the two trainees. The first three weeks were devoted to theoretical training at the German-Malaysian Institute in Kajang, Selangor.

The next three years until they qualify will offer a very varied program for the trainees: only 25% of the professional training will feature theory; they will spend three quarters of their time at Infineon gathering practical experience in various corporate units. This mix of conveying theoretical knowledge and practical know-how will be complemented by a study trip to Singapore, where they will take a look at Infineon's sales organization.

The German work-study training program has model status around the world. The establishment of this training path in Malaysia is aimed at improving the country's general training landscape. Expectations are high: in cooperation between the local government, German and Malaysian companies, further training programs are to follow, which are expected to have a lasting positive impact for Malaysia's working population. Infineon is therefore strongly committed to implementing the training offering throughout the country in conjunction with the German-Malaysian Chamber of Commerce and Industry and sequa, a non-profit organization that acts as a link between private business and cooperative development initiatives. The organization of training and development programs will remain a focus for Infineon and the 17 other companies involved.



# Creating value through collaboration

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A truly excellent team is never just a group of people working in isolation. To ensure lasting success, you have to turn top players into a top team. With well-organized teams, clear agreements, and properly defined responsibilities, we can achieve more in the long term than through excellent standalone performance.

We therefore do not want to do without direct collaboration, especially in major projects. Through personal contact, we want to strengthen the culture of trust, which is essential if we want to harness the potential for ideas and expert knowledge of our employees for Infineon.





**Culture of good collaboration is one of our key success factors**

Collaboration between corporate units and across international borders is an important focus at Infineon. But what is the reality? Do we really make full use of the potential of good collaboration in our daily working lives? CEO Dr. Reinhard Ploss discussed this issue with colleagues around the world in a chat entitled „How can we make our collaboration even better?“

Around 400 colleagues took part in a live chat on May 13, 2014. In response to one of the key questions, namely how we can achieve good collaboration in an organization as large as ours, Dr. Ploss pointed out that efficient collaboration can only be achieved on the basis of clear structures and responsibilities. Especially colleagues cooperating across geographical and departmental boundaries need them to ensure smooth cooperation. Another factor is that diversely organized teams benefit from their different skills, approaches, and ways of thinking.

Asked about the most important success factors for good collaboration, the participants cited “open communication” as the number one priority, followed by personal contact. Both results show how important it is to exchange views and information personally, even in the age of digital communications. Another area that was highlighted was the need to formulate expectations clearly and to deal honestly with capabilities and problems. Collectively, they are all elementary prerequisites for trustful and open communication. According to Dr. Ploss, it is exactly this clarity in roles and responsibilities presented by the participants that makes it possible in the first place for a company the size of Infineon to maintain a true culture of good collaboration.

# Successful collaboration

## Openness as a basis for good cooperation with employee representatives

Open feedback is also important to us whenever we engage in constructive dialog with our employee representatives at the plants. Co-determination is an important aspect of our HR work. Together, we create the basis for successfully implementing our key issues on a basis of trust in the respective bodies, in particular the Central Works Council and the Executive Staff Representation Committee.



A number of years ago, we set up the High Performance Award as a way of rewarding successful examples of horizontal collaboration across departments. All Infineon employees can apply, including cross-functional or trans-regional groups. The critical factor is that the team can demonstrate success in a project that qualifies in terms of the award motto, which changes every year. The jury consists of a varying group of ten senior Infineon managers from different areas and geographies of the Company.

The three winning teams are handed their awards at the annual High Performance Forum. There they receive a donation budget of €10,000 each, which they can give to a charitable cause.



Stephan Zizala and his manager Peter Schäfer

The winner of the 2013 High Performance Award is the cross-functional team that developed the XMC1000 micro-controller. What is special about this project: The development processes of the Automotive Division are not normally suitable for such a project. Despite that, the team successfully brought together experts from very different functions, departments, and locations within a short space of time – and solved all the technical, organizational, and cultural challenges quickly and without any problems.

The motto for 2014: “Creating value through collaboration: How to best take advantage of our know-how and experience”



How our employees get involved

## Rewarding and supporting commitment

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A culture of mindfulness is driven by people who share their own success and – in spite of being top performers – don't overlook the fact that many others need help. Many of our employees privately get involved in voluntary initiatives. As a company, we also promote social engagement – for example by making donations to children's facilities or specifying that the prize money from the High Performance Award has to benefit a charitable organization.

Here are some examples: Employees of Infineon Malacca collected money and care packages for the victims of Typhoon Haiyan, which destroyed the city of Tacloban in the Philippines. Employees of the Infineon Bristol Design Center in the UK took part in the "Below the line" donations campaign to raise awareness of life below the poverty line.

How we share our success with our employees

## Success as a benchmark

We are clearly committed to business success. Our global compensation strategy reflects this commitment. Since we cannot meet our corporate targets without our employees, it is of course important to share our success with them in accordance with their performance. We do so by paying a fixed annual salary as well as variable components (a bonus in relation to target achievement in each case). Our bonus guidelines are derived from key indicators used to measure company performance: ROCE (return on capital employed), FCF (free cash flow), and segment margin results.

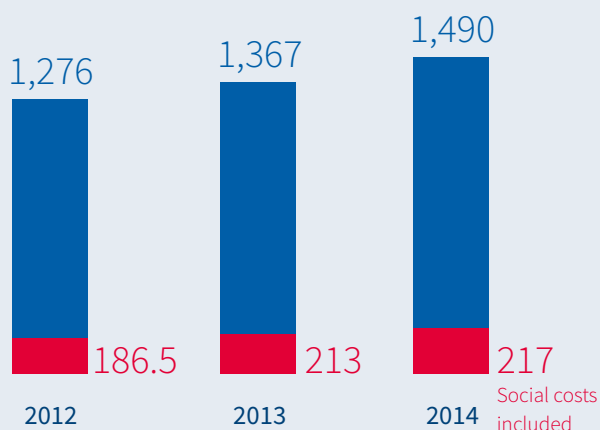
The annual performance bonus is intended to let employees participate in our business success and promote profit-based and business-focused actions at all levels. The aim is to strike a balance between market-related compensation and the special individual performance of our employees. That is the starting point of our philosophy. We pay our

employees on the basis of work-related criteria, such as the weighting of the job, performance, and experience.

Infineon has a long-standing tradition of offering company benefits, which are also provided in different ways on a voluntary basis. No distinction is made between full-time and part-time employees in this regard. All benefits are an integral part of the overall compensation system and reflect our responsibility vis-à-vis employees. The type and extent of the benefits are defined according to the respective regional statutory requirements and normal market practice.

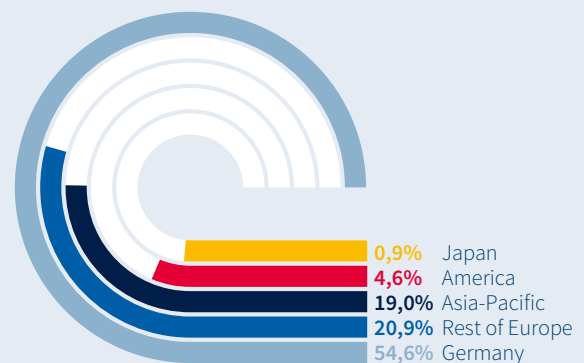
### Personnel expenses in € million

(Infineon worldwide)



### Personnel Expenses by region

(Fiscal year 2014)





## Above-payscale compensation – making individual performance and market benchmarking count

As of May 1, 2014, collectively bargainedayscale salaries in Bavaria (Germany) were increased by 2.2 percent. Adjustments to theayscale salaries impact not only on the more than 3,000ayscale employees in the bargaining district of Bavaria, but also on the above-payscale employees in the Campeon operations (incl. Augsburg, Erlangen, and Großostheim) and in Regensburg, because the collective bargaining agreement also determines the minimum income of above-payscale employees.

Asked about the criteria that determine individual compensation increases for above-payscale employees, Maik Metzdorf, Head of HR Compensation & Benefits, gave the following explanation: “Infineon uses two main criteria, individual performance and market position, i.e., a comparison with positions in other companies at the same job level.” Infineon is prepared to go to great lengths to determine comparable market positions. Based on various benchmarking studies, comparisons are made with numerous companies in the sector and related industries.

In the long-term, Infineon is in favor of remaining governed by the collectively bargainedayscale in Bavaria and therefore also of accepting the agreed levels of



Maik Metzdorf

pay – including the minimum gap betweenayscale and above-payscale salaries. Moreover, for reasons of competitiveness, we make sure that employee categories for which comparable firms sometimes pay considerably lower compensation do not get any large-scale individual increases in addition to the automatic progression. All in all, these efforts are intended to ensure that we remain attractive as an employer.



## Award winners – The valuable ideas of our employees

Infineon believes that, for an innovative company in a highly dynamic market, it is essential to involve employees in shaping the company. One aspect of this is our YIP – Your Idea Pays program, under which 11,218 improvement suggestions were submitted in 2014. Through the YIP ideas management program, Infineon wants to coax ideas from employees and assist in implementing them.

This is how it works: Irrespective of their area of work or hierarchy level, employees can submit their ideas, which are assessed and rewarded on the basis of a number of criteria. Often, proposals are submitted by international teams. The categories range from simplification through automation to (test) optimization. The program is coordinated by 30 contacts at 22 locations.

Infineon's ideas management program is also impressive when compared to other companies. At the conference of the Idea Management Center held in March 2014, Infineon stood on the podium for having won third place in the prime category of "best ideas management."

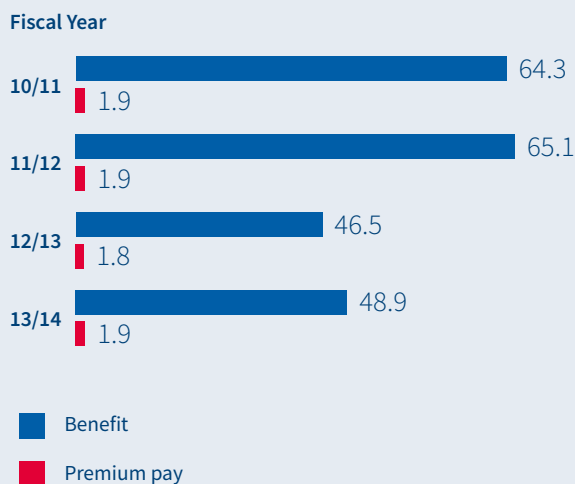


From left: Christiane Kersting (Managing Director of the Idea Management Center), Jens Houdelet (Ideas Manager at Infineon Dresden), Werner Schmidt (President of the Idea Management Center)

In fiscal year 2014 alone, Infineon paid out €1.9 million in bonuses to idea providers. An investment that will deliver returns.

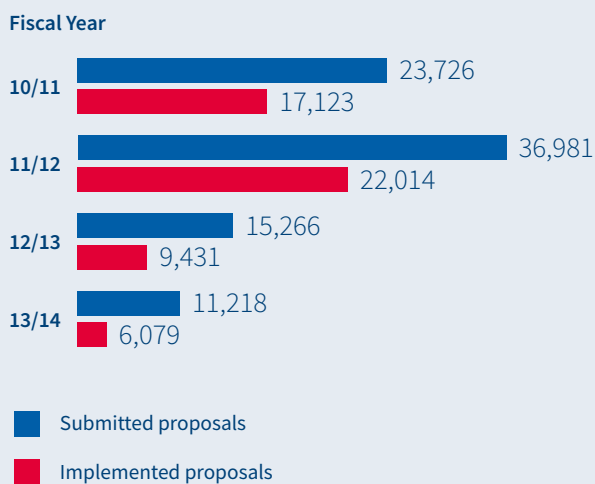
### Benefit / Premium Pay

(Infineon worldwide in € million)



### Proposals

(Infineon worldwide)





# Infineon as a great place to work

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## Great Place to Work®

Every year, the Great Place to Work® Institute organizes the “best workplace” competition in over 40 countries. The aim of the survey is to improve the quality of the workplace, strengthen competitiveness, and enhance the company’s attractiveness as an employer. It is in these core categories that our convictions make an impact. We want our values to make an appreciable contribution to the Company’s success.

The Great Place to Work® (GPTW) survey is our regular checkup to test our management and feedback culture. This is where we see the main emphasis for successfully achieving the required quality and productivity increases and mastering our future strategic orientation (from product to system focus).

To ensure that we continue to develop, we have to live our corporate values worldwide and make them tangible for each individual. For this reason, we continue to pursue on a global basis GPTW’s focus on leadership, which started in 2012. The main actions in this context are: Quality and timely implementation of the STEPS dialogs, the continuing roll-out of the leadership dialog to GG14+ level managers, continued leadership training, as well as the use of feedback tools, such as the High Performance Behavior Model. In addition, the different locations have their own specific focus areas.

In the fall of 2013, 5,574 out of 7,706 employees from all regions took part in the GPTW survey, giving a response rate of 72% (2011: 85%). In Germany, we are now among the top 20% of the best participating companies (ranked 117 out of 588) (2009: top 60%).



[www.infineon.com/human-resources-report-2014/en/hand-in-hand-we-thrive.html](http://www.infineon.com/human-resources-report-2014/en/hand-in-hand-we-thrive.html)

# How we keep in good health

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Our health management system is guided by the requirements of a high-performance company, thus contributing to health and wellbeing at work. The necessary data is gathered through regular surveys and health checks. But the main objective of our global programs, such as H.A.P.P.Y. (Healthy Active People Program for You“) or Fit4Health, is to provide offerings that are beneficial to health. Especially managers with direct reports are responsible as role models for dealing considerately with health and fitness issues. With our Leadership & Health and Fit2Lead programs, we support managers in demonstrating to their employees the value of health and how it can be enhanced.

The reason is that this value leads to measurable business success. In 6 guiding principles, we recognize the link between health and business success. All involved parties are to be encouraged to take health aspects into account in management processes, decision-making, and implementations in their area of responsibility.



[www.infineon.com/human-resources-report-2014/en/health-at-infineon.html](http://www.infineon.com/human-resources-report-2014/en/health-at-infineon.html)

## Prevention is better than cure

The health of employees at Infineon's Cegléd location in Hungary enjoys high priority. In addition to the regular sports activities, blood donation campaigns, flu vaccinations, and eye tests that are available, a very special health program was carried out at the end of March 2014. For three whole days, the health truck – a program sponsored by the Hungarian government – was on site to provide information on a range of health issues.

The truck's payload included: 34 free offers, on the basis of which employees could get specific information about their health and tips for healthier living and prevention options.

Over 400 employees took part in the program and in this way benefited from the talks, demos, examinations, and not least copies of a comprehensive health guide, which each participant was able to take home.

Most people only see a doctor when there is something wrong. The visit to the health truck revealed: preventive healthcare is not difficult and can prevent a number of illnesses from occurring later on.



## Health? Good!

Health is a precious asset. We want our employees to feel good and be in fine, even excellent, health. People who come to work happy, relaxed, and fit can work with motivation and face the day-to-day challenges with strength. In times of ever increasing speed, health and wellbeing act more than ever as early warning systems. For this reason, periods of higher and lower workloads should be distributed to achieve a balanced mix.

## The health truck of employees







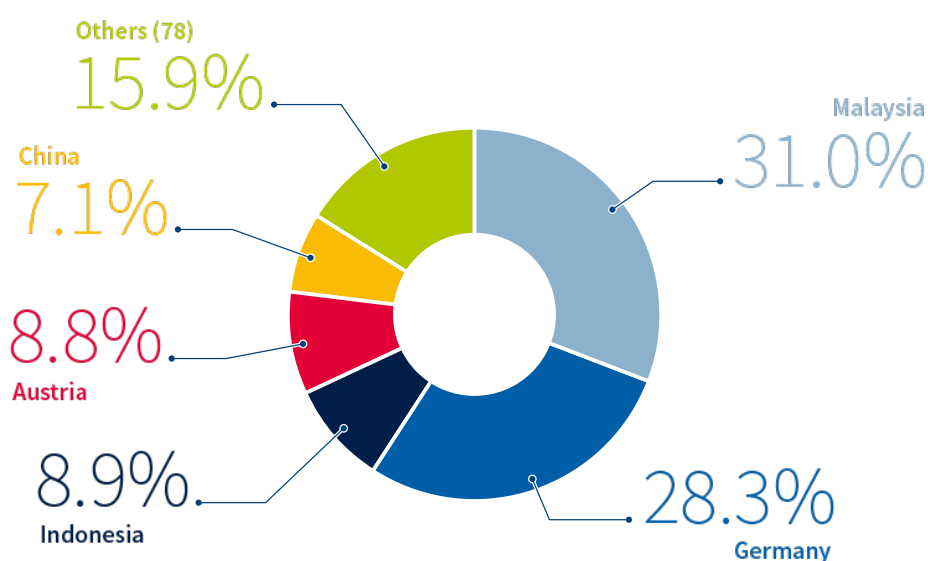
## Valuing both work and private life

### How to combine work and private life

Given the many different individual life patterns – of 29,807 employees from 83 nationalities – achieving a good work-life balance is not a trivial task. It is this work-life balance that ultimately determines how easily a corporate culture of equal opportunities can be realized. From the Company's perspective, we take care to develop good and affordable solutions, such as trust-based working hours, part-time working, parental leave, or teleworking for both men and women.

What comes as standard in Europe, is also gaining in significance in the Asia-Pacific region. At most of our ten APAC sites, there is an option through WORK FROM HOME programs or flexible working hours to accommodate the employees' personal needs. That our efforts are producing results has been highlighted by the "Best Companies For Mums 2014" award, which companies in Singapore received for their mother-friendly working policies. Almost 40 working mums nominated Infineon on the basis of their own good experience with our part-time working models and childcare facilities.

### Nationalities (Infineon worldwide 2014)



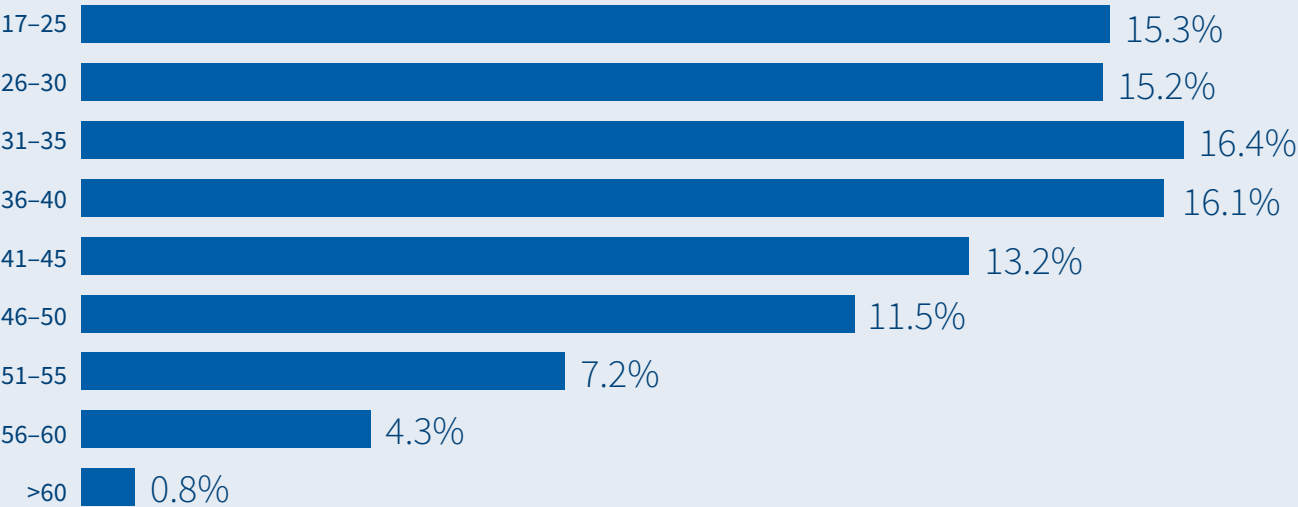


**Part-time managers? A good option, for men as well as women, to support the family.**

In the past year, I worked on a 80% part-time basis: at 3 p.m. every day I fetched my children from the crèche and looked after them for the rest of the afternoon. This allowed my wife to focus on her career. For this model to work, you need to be well-organized, especially as a member of management, and practice open communication within the department. I prioritized even more than before and delegated tasks to employees, which in turn gave them additional development opportunities. I am glad that Infineon agreed so flexibly to accommodate my private needs and we found a workable solution together.

Markus Ladurner, Head of Development for Body Power, Villach, Austria

**Age profile** (Infineon worldwide 2014)



Age in years/proportion of employees

Best aging programs are also becoming increasingly relevant, because changed demographic and employment policy conditions mean that we want to retain the technical expertise of our employees for as long as possible.



**Lei Kong Yen Sharon, Material Planner, Singapore**

“Infineon helped me to manage my family life even better. I am now able to schedule my day to meet the needs of my kids and we have benefited so much from the flexi-hour scheme. Before, I had to stretch my energy to the maximum, to cope with two kids and their homework afterwork. Now, I can proudly tell everyone I am living a balanced lifestyle – all this without a maid or external help.”

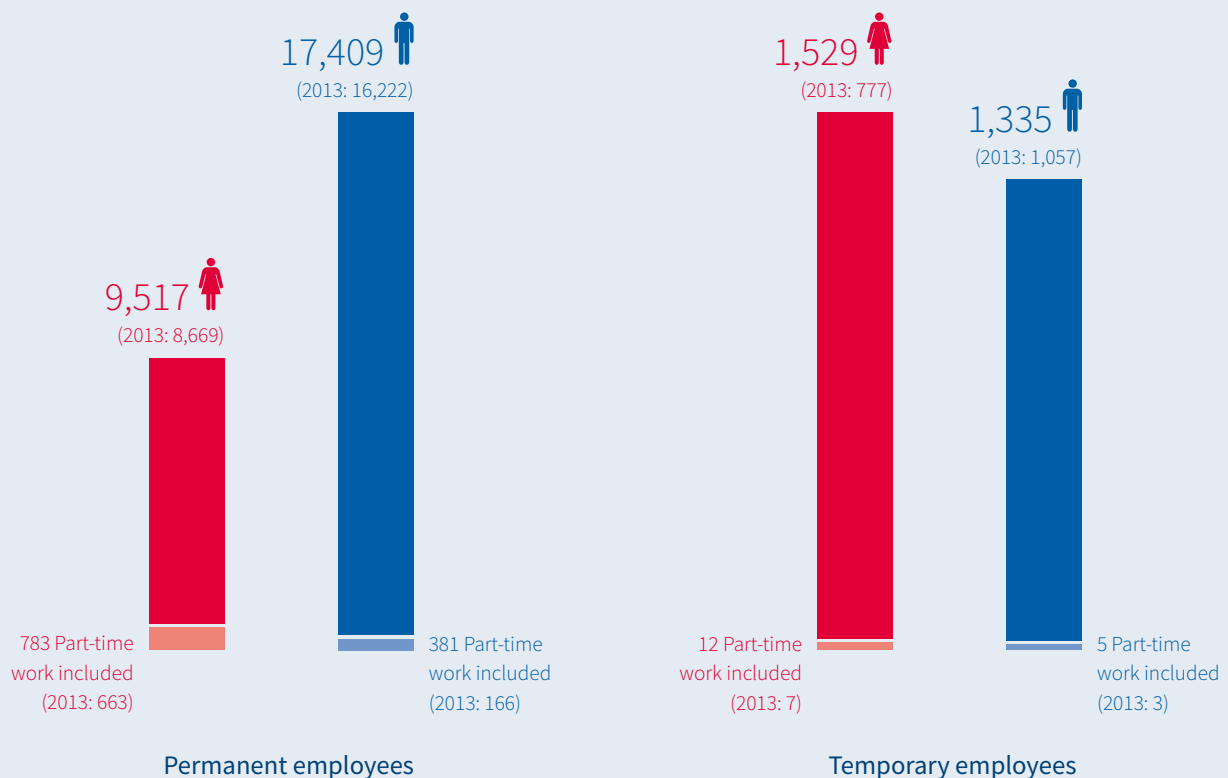


**Salimah Bte Almi, Quality Operator, Singapore**

“Being part of the Silver Project makes me feel proud and appreciated. I love my job and my colleagues, and am glad that I can work for Infineon for another 2 years before I retire. For me, this was the best decision because I do not feel like staying at home and putting my feet up. I can earn some more money to fulfill a big dream of mine and open a little bakery, where I would like to sell homemade cakes.”

In Singapore, Malaysia, and Taiwan, there is a silver workforce agreement, which enables older employees to work beyond the legal retirement age, if they choose.

## Workforce 2014 (Infineon worldwide)







## Striking a balance between work and family

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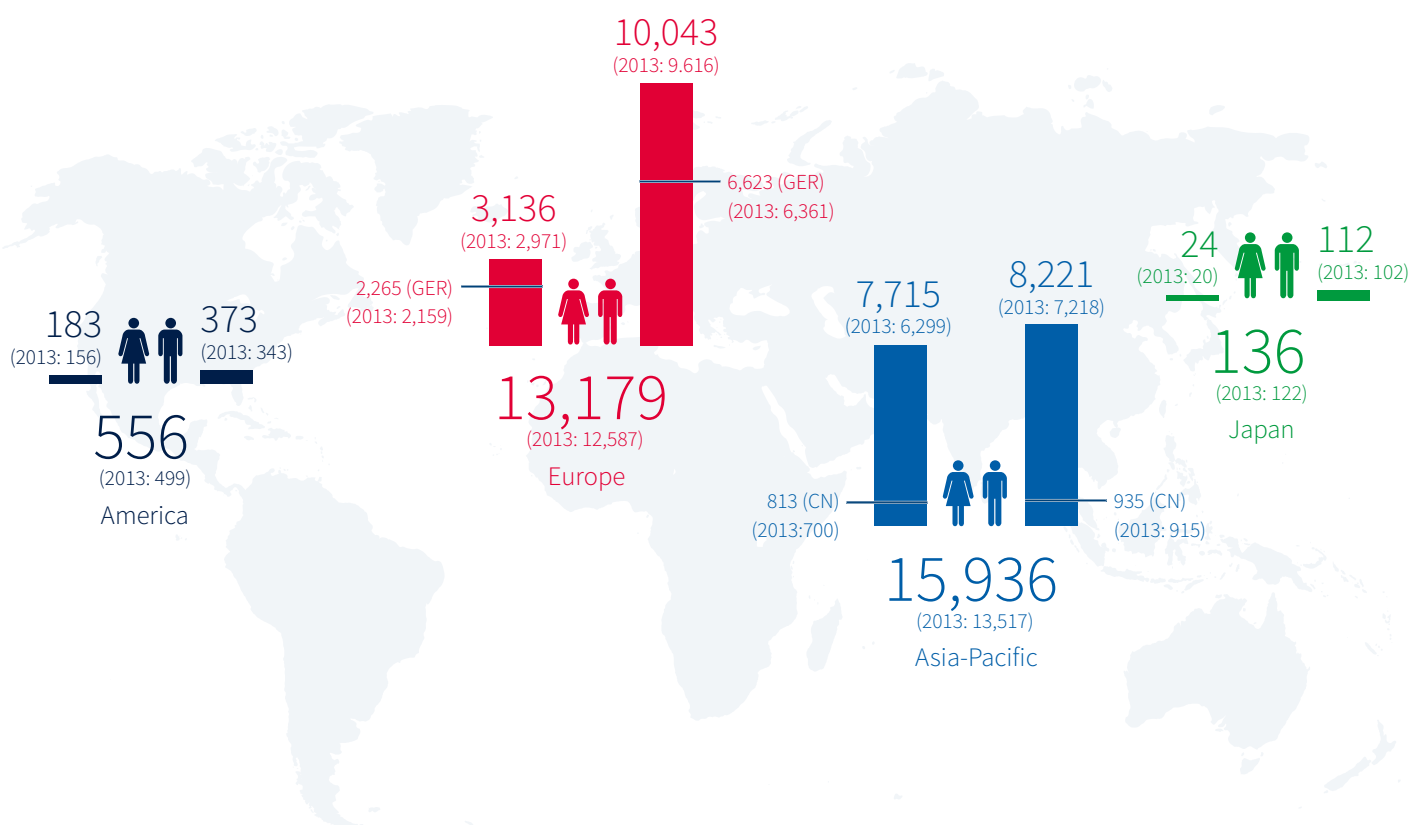
All major German and Austrian locations and the company in Singapore have either their own company kindergartens, or they cooperate with nearby childcare facilities. Since 2010, all locations in Germany have been awarded the *auditberufundfamilie* (work-life balance audit) certificate. Austria followed in 2013. On March 12, 2013, our Campeon childcare facility was officially named “Haus der kleinen Forscher” (house of little researchers). It is the fifth institution out of a total of 1,200 in the network of the “Haus der kleinen Forscher” foundation to receive this award from the Chamber of Industry and Commerce.

In September 2012, we opened the International Day Care Center in Villach, a facility that provides childcare in different languages. The educational concept emphasizes certain aspects in order to familiarize children with science and technology through play. Children of school-going age can apply for a place at the International School Carinthia in Villach, which Infineon was significantly involved in establishing.





## Employees by region



## Infinite Technologies AG

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85579 Neubiberg

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[www.infineon.com](http://www.infineon.com)

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