



# HR Report 2022



**People** create value.  
HR fosters people engagement.

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



# Content

<b>Introduction</b>	<b>3</b>	<b>HR Evolution</b>	<b>24</b>
<b>HR @ Infineon</b>	<b>4</b>	Our continued journey of customer centricity, simplification, harmonization, and effectiveness	25
Our understanding: People create value. HR fosters people engagement.	5	Deep dive: MyHR as a digitalization driver with a focus on HR customers	26
The purpose of our HR pillars	8		
ISO 30414 certification	10	<b>New Work @ Infineon</b>	<b>27</b>
People engagement as a success factor	11	Navigating post-pandemic times	28
		New Work – stepping into the future of work	28
<b>Keep the daily business running</b>	<b>12</b>		
Updates from the regions	13	<b>Conclusion</b>	<b>32</b>
Leadership @ Infineon	15		
Diversity & Inclusion as part of our corporate culture	17	<b>Facts &amp; Figures</b>	<b>34</b>
Focus on employee health & well-being	19		
<b>Race for talent</b>	<b>21</b>		
Why finding and retaining talent is business-critical, even in times of market uncertainty	22		

# Introduction

Dear Reader,

Welcome to our HR report 2022.

Society today faces various fundamental challenges. At Infineon, we remain committed to our long-term pursuit of profitable growth – even in challenging and uncertain times. Over the past year, the HR team was once again called upon to demonstrate that we are able to adapt to changing conditions and act with foresight and prudence. Our company’s key drivers, namely decarbonization and digitalization, also shape our HR business. We actively contribute to jointly achieving these goals through our own digitalization efforts.

As Infineon continues to grow, finding and retaining talent remains one of our key priorities. Moreover, we need to further evolve as an enabler and driver function and take this capability to the next level. Which is why we continue our journey towards customer centricity, simplification, harmonization, and effectiveness.

I hope you enjoy exploring our HR report 2022 and gain valuable insights into our daily business, our ambition to drive employee engagement, our determination to win the “race for talent”, and our continued work to evolve the HR function.

**Yours,**

**Markus Fink**

Executive Vice President & CHRO



HR @ Infineon



# HR @ Infineon

Our understanding: People create value.  
HR fosters people engagement.

Our HR team plays a vital role in making sure that Infineon achieves its growth and profitability targets driven by decarbonization and digitalization, and that we can navigate our way through a variety of different economic phases and challenges. We also see it as our responsibility to contribute to mastering the fundamental challenges society faces today.

Our employees are the key to success. Strengthening a positive employee experience and thus achieving a high degree of engagement means continuously developing and supporting our employees and managers. High levels of enthusiasm, energy, and motivation are essential in achieving greater job performance, creativity, productivity, and innovation. Attaining this goal is our major objective at Infineon.



**People create value.**  
HR fosters people engagement.

Our HR understanding is: **“People create value.  
HR fosters people engagement.”**

To further strengthen our ambition, we developed a People Philosophy that explains how we approach people-related topics here at Infineon, and what one can expect when working for Infineon. It also sheds light on our expectations towards our current and future employees, while showing what we – as an employer – offer to support them. HR will continue to provide and develop HR solutions which best support Infineon’s People Philosophy. Based on our understanding, we want to foster people engagement through positive employee experiences across all dimensions of working for Infineon.



In these volatile times, finding and retaining talent to keep pace with high demand and dynamic markets remains a top priority.

At the same time, we need to keep our daily HR business

running smoothly to support around 56,000 employees worldwide, which sounds easier than it is. And we cannot forget to continuously improve as HR function and contribute to the profitable growth of our company.

**Markus Fink**  
Executive Vice President & CHRO

## Our People Philosophy





## Our People Philosophy

### We as leaders, lead

Leading at Infineon means to act across boundaries, both virtual and physical. This requires being authentic, open to new experiences, curious, and acting as role models. A culture of trust enables but also expects employees to take responsibility. Leaders act as mentors and coaches for their employees. Leaders take ownership for their organizations. Leaders create the environment in which employees act and have the influence to increase people engagement.

### We give and receive feedback

We encourage an open and honest feedback culture and facilitate exchange. Feedback is essential to foster innovation and a culture of collaboration, trust, and dialog.

### We grow ourselves

We want to foster the full potential of our people to outperform competition. We offer a variety of individual learning and development opportunities to grow talent and build competencies for our future success. Employees must take responsibility for their own development and drive their careers, while leaders empower employees to develop and succeed.

### We mind health

Our employees' health and well-being matter to us. Recognizing the demands of work and life, we are dedicated to providing the right conditions for a safe and healthy working environment: comprehensive medical, health protection, and health promotion services, and a culture of health and well-being. Employees are encouraged to take responsibility for their positive health behavior.

### We appreciate diversity

The excellence of our organization lies in its unique strengths and diversity. We embrace the power of diversity to make Infineon more successful. Inclusion is part of our everyday business and manifests in an environment where people feel comfortable and can speak their minds.

### We collaborate

We can move mountains as a team. When employees come together as teams and teams turn into organizations – that is the foundation of a people-oriented company. Thus, we need every employee and leader to contribute to building this foundation while collaborating closely.

### We live up to our role

Effectively designed organizations with transparent targets and clear roles and responsibilities, where everyone knows their contribution to Infineon's success, are key. We build the foundation to be able to team up for best results and deliver high performance. A future working environment, shaped by our relationships and needs, allows us more flexibility and agility, but it also requires more adaptability and responsibility from each of us. We live up to our governance and compliance responsibilities in our roles.

### We perform and are rewarded

At Infineon, we often go the extra mile to achieve our ambitious targets. Our market-competitive and performance-based compensation and benefits model supports us in providing employees with recognition and rewards for their work. We share risks and success with our employees through strong correlation between compensation and company success.

## The purpose of our HR pillars

Building on our three HR pillars described below as well as on a strong sense of collaboration (acting as “oneHR”), we want to foster people engagement. Hence, we act as one global team in shaping the employee experience at Infineon.

**HR Business Consulting** is the first contact point for the business and corporate functions. HR Business Consulting provides strategic and consultative guidelines for the business, and it supports the business in transactional tasks by guiding people to the right tools and approaches. It also advises the company on people strategies and identifies talented individuals throughout the entire company.

**HR Services & People Operations** defines and administers a globally consistent HR service portfolio and implements the right solutions for employees at the right times. HR Services & People Operations drives process automation based on existing standards to measurably increase quality and efficiency.

**HR Competence Centers** continuously develop, implement, and improve HR solutions and services for everyone at Infineon, providing support with specialized expert knowledge and making it possible for the HR department to work within the defined guidelines. Trends and market developments are identified, analyzed, and correspondingly mapped at global level to match the requirements of Infineon.

In doing so, we focus on the business requirements and continuously develop our HR department. The overall aim is to create a positive customer experience for our employees and managers, and to further harmonize, standardize, and digitalize end-to-end processes and services.



Our company culture is a decisive factor for our future success. HR can play an important role in shaping this culture. In order to be successful and to further improve our business performance, we must

embrace three basic behaviors: We set ourselves ambitious targets, clarify responsibilities, and make timely decisions.

It will be crucial that every employee contributes to achieving this – because people make the difference.

**Jochen Hanebeck**  
Chief Executive Officer  
Labor Director



## Strategic focus areas - Culture, Organization, People & Leadership, HR Processes & Infrastructure

Our organization is oriented towards the following four long-term strategic HR focus areas as defined in 2020. They are the basis for the ongoing definition of the focal points of our work.

Based on these focus areas and reflecting the demands of dynamic external factors, we defined our key priorities for 2022 as follows: **keep the daily business running**; successfully **manage the race for talent**; **foster digitalization & automation in HR**; and **enable the business** by continuously evolving our HR function. We will provide more details on the key priorities for 2022 throughout this HR report.

### Culture

In our strategic focus area “**Culture**”, we build a sense of solidarity and a strong culture across the company. This focus area covers the establishment of a continuous feedback and coaching culture, promotion of Diversity & Inclusion in all their dimensions, as well as the firm anchoring of our People Philosophy throughout the company.

### People & Leadership

“**People & Leadership**” spotlights the development of employees and managers. Activities center on the expansion and addition of innovative and appropriate learning formats, as well as on digital upskilling. Further aspects include continuing to reinforce Infineon’s Leadership Principles, keeping our global career path framework up to date, and offering competitive compensation, which rewards individual performance.

### Organization

The strategic focus area “**Organization**” consolidates organizational development priorities. We support transformations at Infineon and develop the necessary capabilities within the company. We implement the working conditions of the future based on local needs. In addition, we support our corporate units with organization assessments and organization design consulting, people analytics, and strategic workforce planning.

### HR Processes & Infrastructure

The fourth strategic focus area, “**HR Processes & Infrastructure**”, concentrates on us as an HR function and on our infrastructure. The priorities here are user-friendly and standardized HR processes and systems. This entails driving digitalization and automation as well as the continued evolution of the HR department.

## ISO 30414 certification

In the past fiscal year, Infineon became one of the first companies worldwide to receive ISO certification for human capital reporting. This ISO certification is the only official international human capital reporting standard that enables comparable collection and reporting of HR data. Being compliant with ISO 30414 means that Infineon collects and reports comparable HR data, thus transparently documenting the impact of our employees on our organizational performance.

### What is ISO 30414 all about?

Leveraging the global credibility of the International Organization for Standardization (ISO), this standard aims to close the reporting gap in the HR field. ISO is a worldwide federation of national standards bodies (ISO member bodies) that published the Human Capital Reporting standard in December 2018. It represents the first official international standardization framework in the area of human capital reporting and is relevant for various internal and external stakeholders and target groups such as applicants, investors, employees, the Works Council, and company management.

The core content for external human capital reporting under ISO 30414 is based on 23 human capital-related metrics, which are structured into nine different areas.

ISO-standardized human capital reporting brings a variety of benefits to Infineon and its stakeholders. It demonstrates our acknowledgment that human capital is a business opportunity and not just a compliance or cost topic. In effect, it underscores our prioritization of human capital as a strategy for more sustainable profits and improved investor returns.

The ISO 30414 metrics supports our efforts to

- › Increase organizational performance through consistent benchmarking and comparison opportunities
- › Establish more transparency with extended fields of reporting
- › Create a greater understanding of (non-)financial returns and the impact of investments in human capital for internal and external stakeholders
- › Contribute to our ESG (Environment, Social, and Governance) targets, strengthen our position in the context of sustainable corporate governance, and – in doing so – contribute to our company and sustainability strategy
- › To further position and professionalize our HR function



## People engagement as a success factor

### Strong employee orientation

Infineon is an employee-centric company – a mindset reflected in our strategic focus on people engagement. People engagement is defined as the emotional and intellectual commitment of employees to their organization.

What does that mean? Essentially, engaged employees care about their work, know their job responsibilities, and understand how their efforts contribute to the success of the organization. Truly engaged employees are more satisfied, bring passion and interest to their jobs and teams, are more innovative, and drive value for customer success. Ultimately, people engagement has a clear business impact. Organizations with highly engaged employees perform at higher levels and are more successful.

### The goal is to be in continuous dialog with employees

Creating an environment conducive to high engagement levels starts by understanding employees' needs and drivers of engagement. Our global bi-annual Engagement Pulse Checks provide insights into the mood of our organization by providing regular feedback on topics such as strategy, targets, management support, diversity, and fair treatment.

This feedback helps us to set priorities and to be responsive in a fast-changing business environment. As drivers of engagement vary by department and region, we have provided managers with access to the data relevant to their area of responsibility. Based on the findings, they can start a dialog with their teams and foster an environment conducive to high engagement.

#### At a glance

### Results of the Engagement Pulse Check in May 2022

We achieved a very high global response rate of 81%. For the two main items: “How happy are you working for Infineon?” and “I would recommend Infineon as a great place to work”, we achieved a high favorability score of 82%, which in total leads to a high overall global Engagement Index of 79/100.



In order to secure our freedom to operate as a company, we have to permanently improve our business performance and continue our profitable growth journey. To achieve this goal, we need very talented and

committed employees who enjoy working for Infineon. HR plays a special role in this endeavor.

On the one hand, HR fosters an environment where employees feel comfortable and contribute to our company's success. On the other hand, HR supports our company by optimizing processes and becoming more efficient.

Only if we achieve both will we be successful in the long run.

**Sven Schneider**  
Chief Financial Officer



Keep the daily business running

# Keep the daily business running

## Updates from the regions



### Americas

For the first time in a long time, we were able to meet again in person this year. While we worked well together in a virtual environment, there is something irreplaceable about meeting your colleagues in face to face. We introduced the hybrid work schedule in the region Americas. In consultation with their teams and managers, individuals now have the freedom to choose how to divide their time between working from home and working in the office.

2022 fiscal year highlights included the establishment of a HR Service Center Hub in Tijuana for the Americas. As part of our tiered service model, the Tijuana HR Service Center provides high-volume services to all employees in the region, acting as an extension of our El Segundo HR Service Center. As part of the pilot countries for our new HR online platform “MyHR”, both of our HR Service Centers (Tijuana and El Segundo) have been learning and

testing the new platform. They are being supported by the entire region to foster process automation and ensure the success of the global MyHR launch. Reflecting our increasing prioritization of Diversity & Inclusion (D&I) practices, we celebrated Diversity Days, covering a variety of topics including women’s leadership, mindfulness, mental health, neurodiversity, LGBTIQ+ in the workplace, and IFAM’s newly launched employee resource groups. Other highpoints included the launch of a portal with single sign-on for all our immigration cases in the US, the deployment of the RSU program for the region, and the hosting of our first formal intern networking sessions.

Additionally, we established the sourcing team in our Talent Network organization as part of our recruiting strategy. The sourcing team actively seeks out and pools key skilled talent to facilitate future hiring. We’ve already seen some early success.



### Greater China

We actively tackle the fiercely challenging talent market in Greater China by strongly promoting Infineon as an employer of choice and by continuing to systematically integrate our Cypress colleagues. We deployed remote work schemes and strive to develop a Diversity and Inclusion culture in the region. In addition, we launched talent development programs to accelerate the development of our high potential talents, also initiating a number of special people caring programs during Covid restrictions in China. With these and other initiatives, we successfully attract, develop, and engage our people in the region.



## Updates from the regions

”

### Asia Pacific

This was a fantastic year in Asia Pacific, supported by positive development of the global semiconductor market. As at June 2022, we had grown strongly with over 23,000 employees. Many sites in the region will continue to grow and that includes Batam, India, Kulim, and Vietnam. HR supports the all-important business ramp-up in the region by helping local entities with the race for talent. As such, employee engagement, Diversity & Inclusion, and health activities are focus areas. Business travel returned with the lifting of border restrictions. Collaboration benefited from the opportunity to re-establish much-missed in-person connections and face-to-face interaction. This year, despite the continued challenges of the pandemic, our efforts and contributions have been recognized by various government and external HR agencies. We garnered a total of 16 HR awards in Bangkok, Batam, Melaka, and Singapore, ranging from apprenticeship and graduate recruitment through leadership development and digital transformation to overall Best Employer Awards. Looking to the future, we continue to strive for excellence in our HR roles to enable our business to reach greater heights.

”

### Japan

We have completed the formal integration of Cypress in Japan and successfully integrated our new colleagues that tripled our headcount. The process of change and integration continues – the move to our new offices in Tokyo at the beginning of August was a major milestone. This move is part of our ongoing optimization strategy as we look to accelerate synergies internally while also demonstrating our commitment to ONE Infineon Japan externally. For our HR goals too, this means continuing to work on and supporting integration and synergies, further developing our new work environment, and advancing with our digital transformation strategies. Along with this, we will continue to work together with the business on leadership excellence in order to support our ONE Infineon spirit. Here also, a continued focus on the recruiting of new graduates and successful succession planning remain hugely important for the Japan region.



## Leadership @ Infineon

### How the pandemic turned a challenge into an opportunity for our learning culture

At Infineon, we provided a multitude of quick, pragmatic yet impactful learning opportunities to support our leaders and employees as they worked and led from home during challenging pandemic times. These ranged from short 90-minute info sessions on ‘Hybrid Leadership’ and ‘How to Work Efficiently from Home’ to virtualization of our multi-day ‘Infineon Leadership Excellence Program’ (ILEP). Once they had adjusted

to the idea of an all-virtual learning environment, the majority of our colleagues found the on-demand and more self-paced format of virtual learning to be highly beneficial.

Parallel to providing all-digital learning formats, the People and Leadership department was busy working to combine the best of both worlds (digital and classroom learning) and relaunched the new training curriculum mid-2022.

The three signature Infineon Leadership Excellence Programs (ILEP 1, ILEP 2, and ILEP 3) have been reworked into a 20-week blended learning design with virtual elements (such as ‘Remote Leadership’) with classroom elements (focusing on peer learning, role plays, coaching, social interaction), all of which build on a state-of-the-art learning platform supporting trainees along the entire journey.


In addition to our leadership trainings, we also offer virtual coaching to our employees and leaders. As we faced some doubts, as to whether virtual coaching would be as effective as in-person sessions, the overwhelmingly positive feedback we received on ‘BetterUp’ showed that the concerns were unfounded. More than 200 sessions have been conducted and demand is still on the rise. Virtual coaching is available for individual business cases and has been embedded into some of our global talent programs.

### ILEP consists of 20 learning weeks with different elements



 Learning together with the training group: virtual & face-to-face sessions

 Learning together with buddies: peer coaching & buddy meetings

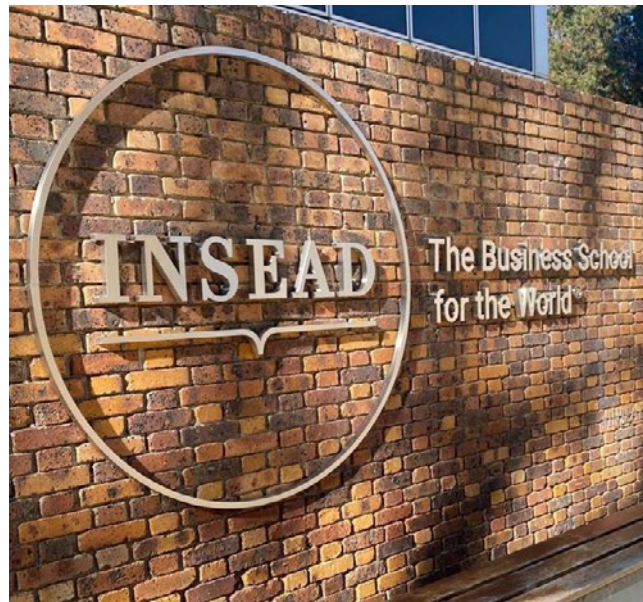
 Self-learning: self-studies & reflection, individual coaching

These leadership training and coaching examples show that virtual learning does work, and that responding to the pandemic by spontaneously turning learning into a fully virtual experience came with a number of benefits, and boosted confidence. Employees from different sites can now easily come together on a program without the hassle or expense of travel. This ease of access has boosted networking quality across sites. In addition, most content can be conveyed easily via screen. Nevertheless, trainees missed some elements of face-to-face learning such as social interaction and the in-classroom learning atmosphere. We have built these elements back into our blended programs, combining content delivery in a virtual space with peer exchange in a face-to-face setting. This gives participants the best of both worlds.

#### **IGMP – Infineon General Management Program for our top-managers**

We already have a broad portfolio of courses for leaders at Infineon. These include courses for entry-level leaders ('Leading Basics'), seamless upskilling opportunities as they transition to senior leadership (ILEP), as well as leadership training for our technical colleagues ('Leading as an Expert') and for our project managers ('Leading as a Project Manager'). Now we have complemented this portfolio with an addition for top management: The Infineon General Management Program (IGMP) delivered in collaboration with INSEAD Business School.

The IGMP is a multi-day program hosted at the INSEAD campus in Fontainebleau. To prepare our top managers to further lead our company successfully in an increasingly dynamic and volatile market climate, the IGMP covers topics such as managing a global organization, value creation and value capture, finance, decision-making in times of uncertainty, and much more. 70 of our top managers completed the program, which will be delivered to the entire top management level at Infineon in the coming years. We are confident that this course offers a high-quality, impactful learning opportunity.



”

With our products and solutions, we drive decarbonization and digitalization in all areas of life. Our customers know that they can rely on us.

And here at Infineon, we can rely on each other. Our various

functions across the world work together as one global team, with HR playing a culture-shaping, unifying role. Our team spirit is key to our success and one of the main reasons I enjoy working for Infineon.

**Rutger Wijburg**  
Chief Operations Officer

## Diversity & Inclusion as part of our corporate culture

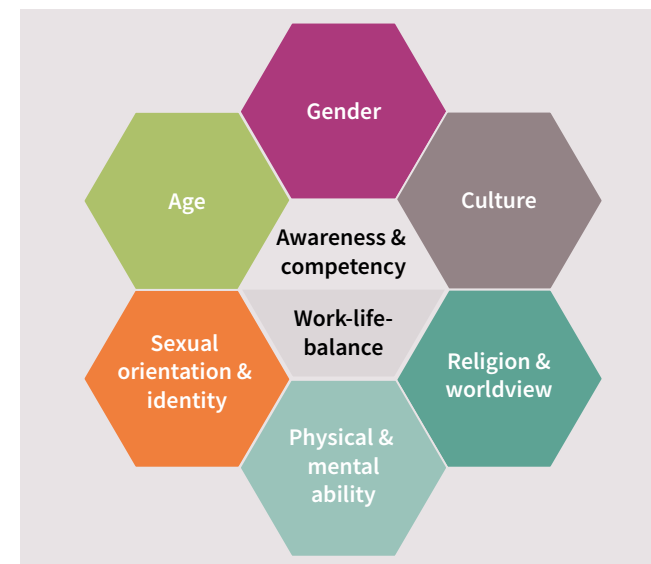
We are proud to be a diverse company with colleagues from more than 100 countries spanning different generations and a variety of backgrounds and personal stories. An inclusive culture is therefore essential and the basis for our company's success. We are on a continuing journey to create an inclusive working environment in which everyone can make their contribution, free of prejudice and with equal opportunities. Investing in this helps us to foster creativity and innovation, while also enhancing the personal experience for everyone at Infineon.

We support this with several activities and offers. One noteworthy example is our global Diversity & Inclusion (D&I) framework, where we elaborate even more on inclusion to ensure that we are living an equal opportunity culture and foster employee engagement. Over the past year, we also further developed solutions for our D&I awareness and competency starting points

such as the introduction of our “Diversity. Every day” event series that provides learning opportunities for all employees throughout the year.

One key vehicle in raising awareness and building knowledge remains our D&I Toolbox that supports the organization in all D&I issues and provides practical tips and tricks. Amongst other topics, the toolbox includes information on: “Unconscious bias”, “inclusive language”, as well as “how to support work-life balance” and “managing multi-generational teams”.

To accompany this, we offer our employees a virtual D&I learning journey on LinkedIn Learning to foster knowledge building across the company. Additionally, we have set ourselves a global gender diversity target\*, aiming for a share of 20% female colleagues in leadership positions by 2030.



### D&I toolbox overview

\*US Legal Disclaimer: The following sections on KPIs are limited to non-US jurisdictions and will only serve as aspirational goals/guidance for the Americas region. KPIs, such as targets or quotas, in any employment decision is unlawful in the U.S. No figures / hard numbers or percentages are used in any employment decision (e.g. recruiting, hiring, promoting/demoting, mentoring, retaining, terminating, etc.) or as metric for compensation in the U.S.

### Global Diversity Days 2022

Last year, our Diversity Day provided a platform to raise awareness and celebrate all forms of diversity. Again this year, we hosted different virtual sessions and face-to-face activities across all regions. Everyone got the chance to learn about and engage with different topics and issues around the D&I space.

In 2022, our Diversity 'Day' transformed into a 3-day event with more than 55 live sessions and over 40 hours of content organized by employees and managers as experts or allies, supported by a select group of external speakers. These various events met with high interest across Infineon with more than 6,000 registrations for the virtual learning sessions.

One of the highlights was the video we launched during this three-day event. It featured our board members delivering an emotional message to all employees on how Infineon should be a company where everyone feels they belong.



## Diversity Days

The Diversity Days are made from everyone for everyone. It is your chance to learn more about how Diversity & Inclusion impacts your life. We can't wait to see you, register now!

**DIVERSITY.DAYS**2022

## Focus on employee health & well-being

The health and well-being of our employees are particularly important to us. Accordingly, we ensure a healthy working environment and help our employees master the challenges of today's working world. This is particularly important during the exceptional times of change brought about by the COVID-19 pandemic.

As part of our Corporate Health Management, we support our employees with a variety of measures to promote a healthy lifestyle and good working habits. The wide range of programs and initiatives worldwide include access to company doctors, social counseling, professional reintegration management services, health checks, sports programs, and innovative approaches to health promotion.

In addition to the physical health of the individual and the promotion of self-care, we pay particular attention to a safe working environment. This includes the prevention of accidents and work-related diseases, assistance during acute illnesses, as well as the support of health literacy and healthy behaviors.

In addition to being a caring employer, we attach great importance to the mental health of all employees. Therefore, we launched global mindfulness sessions for employees and also established several regional and local mental health activities.

With the virtual training on 'Healthy Leadership', we give participants an opportunity to learn more about leading

a healthy organization while also being a good role model as a manager. To accompany this, we also provide our employees with a collection of curated virtual trainings as part of a 'Health and Well-being' LinkedIn Learning journey.

In the following you can read some examples of how we promote a healthy work environment and lifestyle around the globe.



Your health and well-being matters





### World Health Day – Infineon Global

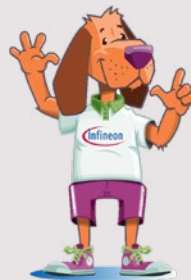
“Our planet, our health” was the theme chosen by WHO for this year’s World Health Day celebrated on 7 April. Inspired by the WHO theme, we also organized a series of events and activities on that day to emphasize the importance of keeping humans and our planet healthy, and the importance of helping to build societies where health and well-being are paramount. A wide range of sessions, lectures, and events at Infineon locations around the world provided employees with valuable insights into specific health topics and health-promoting activities, such as yoga sessions and mindfulness meditations, virtual health talks, and free on-site health screenings.



### InFit Bridges Around the World Challenge - Infineon Americas

For the Americas region, we initiated the “InFit Bridges Around the World Challenge” this year. The goal for this virtual eight-week step-counting challenge was to visit some of the world’s best-loved bridges such as the Brooklyn Bridge in New York, the Ponte Vecchio Bridge in Florence or the Seri Wawasan Bridge in Putrajaya. 746 employees participated in 94 teams and walked 407,839,038 steps in total in eight weeks.

InFit is framed by the “Infineon cares” umbrella – our regional commitment to team building and camaraderie, to fitness of body, mind and spirit, and to making a positive impact on the world around us. With InFit, we aim to support a healthy and happy community for all Americas employees.



### Sleep – a campaign as part of the corporate health year at Infineon Austria

Under the slogan “Sleep - the mysterious third of our life”, this campaign focused on the importance of good sleep hygiene. Activities included lectures and workshops providing participants with comprehensive information and a rich array of scientific techniques, tips, and tricks for a good night’s sleep.

### Mental Health Talks – Infineon Malaysia

We attach great importance to ensuring that employees feel good mentally. Psychological well-being hinges on the ability to find a balance between challenges and rewards, express thoughts and feelings, and keep a cool head under pressure. To support our employees, we offer regular mental health talks on various topics such as resilience. Here employees learn how to avoid getting stuck when facing a challenging situation so they can bounce back instead. Once again, employees were empowered with valuable tips from a certified trainer, such as how to manage expectations and emotions and take a wide-angle view of a situation by looking at different perceptions.



# Race for talent



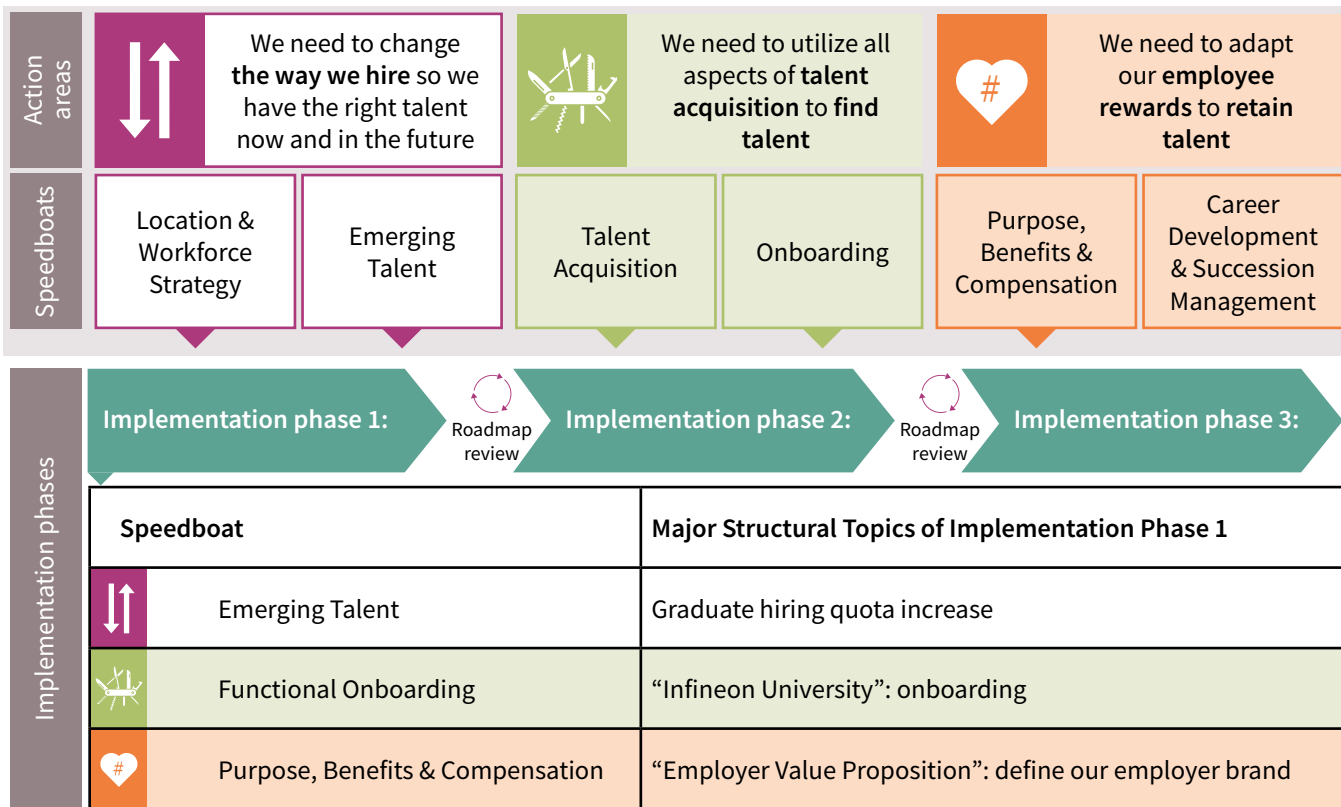
# Race for talent

Why finding and retaining talent is business-critical, even in times of market uncertainty

The semiconductor market boomed over the last 18 months as demand for semiconductors skyrocketed, along with demand for technically skilled talent. Since mid-2021, Infineon has had 3,000 positions open globally

while it continues to fill between 700 and 1,000 jobs per month. The talent market is becoming more and more complex. As the decision power truly shifts to applicants, we find ourselves in a race for talent, competing with

other employers for the best talent. To help us get ready for the future, the HR-led taskforce race for talent has been in place since January 2022.



Finding and retaining the right people is business-critical. Even in times of uncertainty, this remains a priority.

Infineon is sticking to its long-term growth targets and we will only succeed with the

right people on board. Now is the time to focus on structural topics, like attracting more graduates and further developing our USP as an employer. And, of course, to prepare for new momentum in the race for talent.

**Andreas Urschitz**  
Chief Marketing Officer

Race for talent taskforce overview



**Finding and retaining talent is business-critical**

In order to drive and support decarbonization and digitalization and – in the process – stop climate change from accelerating, we need to have the right people on board; people who are ambitious and looking to embrace responsibility. Even in times of uncertain market conditions, finding and retaining talent remains a priority. As we head towards the next fiscal year, inflation and rising interest rates, the impact of the war in Ukraine, and the COVID-19 crisis will affect our supply chains and the industry in general. Regardless of these developments, we are sticking to our long-term growth targets and we need the right people to achieve those targets. This commitment to our growth plans is very important for us as a company.

**The race for talent taskforce plays the long game while focusing on quick wins**

The main goal of the taskforce is to continuously improve our position as an employer in the challenging talent market. We want to achieve this by generating quick wins along the way, while also tackling larger structural issues which (1) aim to change the way we hire, (2) keep innovating the way we find talent, and (3) put a clear focus on measures to retain our talents.

The taskforce is planned for 18 months until October 2023 and will follow a roadmap with 150 prioritized topics, including quick wins and larger structural topics. Three examples of major action items are:

- 1) The task force is working on a proposal to increase the percentage of fresh graduate hires.
- 2) As graduate hiring increases, we need to support the onboarding process.
- 3) We are evaluating the need for an “employer value proposition” and employer branding messages that cascade from that proposition.

Additionally, we are continuously securing quick wins to improve our position as an employer. These include social media campaigns to help refugees fleeing the war in Ukraine find a job in Europe, a large awareness campaign across 19 locations around Munich, and career info sessions to increase transparency over career development opportunities within Infineon.



The race for talent is also an extremely important topic for us on the Works Council – it is the key to our long-term success as a company and thus to the job security of our people. This race is not just a matter of filling open positions

with the best possible candidate as quickly as possible. Equally importantly, we need to engage and motivate the talents we have already won so we do not lose them to the competition. To achieve this, we need to offer interesting and meaningful work, transparent and realistic career paths, new work models, for example with extensive remote working options, and – last but not least – attractive remuneration. Besides, our ability to retain talent will hinge on suitable learning and further training opportunities. In addition, it will be important to offer suitable opportunities for further training and education. Here, centralized but also tailored local solutions should ideally be considered so we can build loyal bonds with satisfied employees over time.

**Ronald Künemund**  
General Works Council Chairman





# HR Evolution



# HR Evolution

Our continued journey of customer centricity, simplification, harmonization, and effectiveness

One of our key priorities for 2022 is to foster digitalization and automation in HR and to enable the business accordingly, summarized as “HR Evolution”. In HR, we embarked on a journey to take HR to the next level to support Infineon’s profitable growth strategy. On this journey, we will continuously drive customer centricity, simplification, harmonization, and effectiveness as we build on the great foundation we have already created. What are the main levers we will be deploying to power this journey?

- > **Digitalization:** We are providing the technological infrastructure called MyHR. With its intuitive interface, this one-stop, 24/7 platform gives the business and HR professionals a seamless, digital entry point for all HR tasks.
- > **Process automation and harmonization:** We are continuously assessing which standardized services will be implemented in MyHR, while shifting more transactional tasks away from HR Business Partners and HR Centers of Competence professionals to shared service centers.
- > **Business enablement:** We are empowering line managers to better fulfill people-related activities by offering the right HR solutions to all HR customers in the most efficient manner and by providing advice that allows the business to achieve a competitive advantage through its human capital strategy.

These activities will take HR to the next level and actively contribute to our business strategy. To succeed on this journey, it’s crucial that everyone in the HR organization play an active role and understand what they can do differently today in order to support tomorrow’s organization.



Digitalization is one of our main growth drivers and a key enabler of our company’s success. With their skills and mindset, our employees drive change and shape the digital transformation.

I am convinced that lifelong learning is essential to fully exploit the huge potential of the digital transformation. The ongoing digitalization activities within HR help us to make life easier for our employees, and support us in becoming faster and more efficient – freeing up capacity for innovation and creativity.

**Constanze Hufenbecher**  
Chief Digital Transformation Officer

## Deep dive: MyHR as a digitalization driver with a focus on HR customers

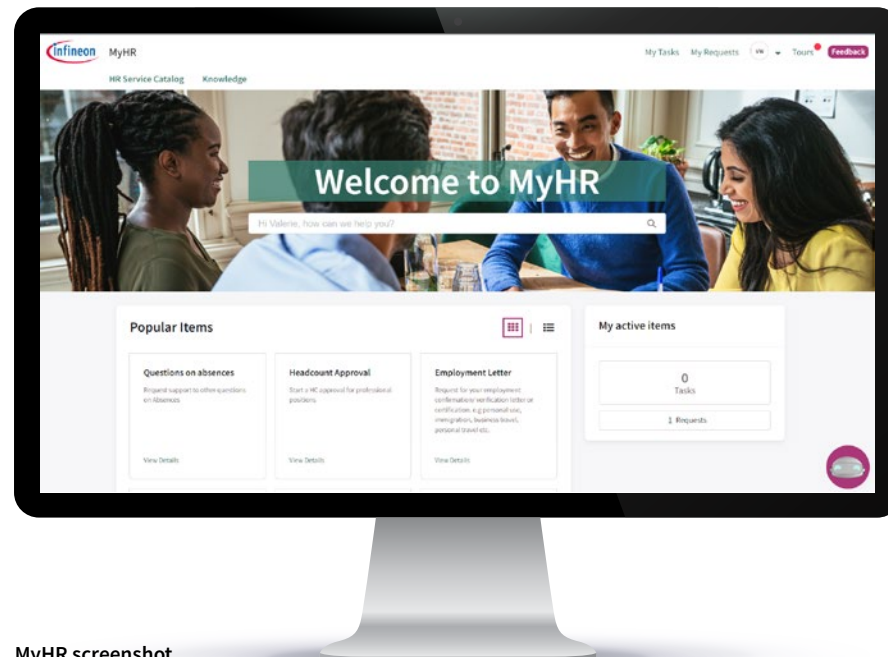
Digitalization shapes just about every aspect of our daily life. It is hard to even imagine life without the countless digital “assistants” we have at our fingertips. When it comes to our work life, things are not always that easy and unbureaucratic. At the same time, scaling effects based on technology must be leveraged in a growing company like Infineon.

In order to address these challenges, we launched our new HR online platform called MyHR for everyone to complete their HR-related tasks.

Since the key element of our HR strategy entails putting people at the heart of everything we do, our vision for MyHR is to create a frictionless and seamless digital experience for HR ‘customers’. Instead of connecting to different HR channels, employees and managers now have a single, intuitive, 24/7 self-service portal that gives them access from any place to all relevant HR applications, a HR knowledge database, and the HR Service Center support team. MyHR offers a user-friendly workspace enabling HR professionals to provide exceptional service while also freeing up employees and managers to focus on their contribution to the company rather than admin work.

We are implementing MyHR in an agile and iterative manner. This has enabled the project team to release the initial features and functionalities at an early stage. As a result, we were able to go live in six pilot countries six months after the project began, and roll out the platform globally only five months later at the end of the fiscal year.

Over time, we will continuously evolve MyHR as we release new versions. It will grow based on feedback and requirements expressed by HR customers, supporting customer journeys instead of single processes. The overarching aim is to deliver a satisfying experience to HR customers that leverages end-to-end digital data flows and automation. This approach demonstrates HR’s ambition to become more customer-centric in the design and delivery of HR service offerings.



MyHR screenshot



# New Work @ Infineon



# New Work @ Infineon

## Navigating post-pandemic times

Contingency plans drawn up during the COVID-19 pandemic proved successful in ensuring the well-being of our employees and the continuity of our business – both matters of top priority to us. Through these plans, Infineon undertook numerous measures to optimally support and safeguard our employees and the business. In the years before the pandemic, various digital tools and processes had already been introduced throughout our organization. They provided a solid foundation to expand our remote and hybrid working schemes and collaboration into the systems we have in place today. Moving forward, we will build further on these.

**NEW  
WORK**

## New Work – stepping into the future of work

Tomorrow's working landscape is increasingly being shaped by megatrends and technologies such as digitalization, artificial intelligence, collaboration between humans and machines, and the (de-)globalization of markets.

The COVID-19 pandemic accelerated the digital transformation. Changes related to New Work that were predicted to happen over the course of decades instead took place in just a couple of weeks, presenting new opportunities and a chance to rethink the world of work.

And New Work extends far beyond the possibility to work from home. It spans work, the workforce, and the workplace.

New Work Core Beliefs: We believe that the work of the future is shaping our workforce and our working environment as well as vice versa



### Digitalization changes our tasks

- › The speed of change of our tasks continuously accelerates.
- › New (even unknown) jobs in the future will bring us new opportunities.
- › Standardized tasks and processes can be automated, freeing up resources for human interests and well-being.
- › Customer & supplier experience will change and create unique market differentiation in the future.
- › Our ability to work alongside technology and machines will, together with data utilization, become a competitive advantage.

Work



### Uniquely human skills such as creativity differentiate us from machines

- › Trust and trustful relationships will always be the foundation of how we collaborate and enables our new way of working.
- › Humans remain Infineon's key to success and our people oriented culture remains a competitive advantage.
- › Our leadership principles remain valid even as our understanding of leadership evolves.
- › Higher flexibility requires even higher responsibility from employees to deliver results for the work of the future.
- › Diversity and open-mindedness help us master increasing complexity and enable adaptability.
- › Growth mindset and life-long learning allow for required adaptability of the future.

Workforce



### Our needs and relationships shape our future work environment

- › Different tasks require different work environments.
- › More and more, people choose when and where to work to create results.
- › Spaces to meet face to face remain important.
- › Hybrid working models become the new norm.
- › Sustainability and communication needs will be key design principles for our working environment.

Workplace

**New Work**

Focused on the future of work, our New Work project defined the enabling framework and implemented the cascading “must haves” for our company. Now, we are able to continuously work throughout the entire organization on the next steps and each and every person will help shape the future of work. After all, different work tasks require different work forms and workplaces. The term New Work is therefore an umbrella concept, covering all dimensions involved in transforming our working world. Our New Work core beliefs provide the necessary framework, guiding how we will work in the future and serving as a compass for all our activities.

**Hybrid work**

The future of work at Infineon is hybrid, combining home office with on-site hours or days (in accordance with the respective task profile). Some of our employees will probably continue to do some of their work from home – provided the nature of their work is suited to home office. Others will prefer to work from the office, especially for those activities that require more human interaction and creativity. This hybrid form of working comes with new demands for managers and employees, but also for the work environment. Here at Infineon, we support our managers and employees by preparing them for new ways of working, and we ensure that the respective facilities are available.



### Remote work guideline

Infineon has developed a guideline outlining the balance between remote and on-site work (within the same country). These will apply once country-specific pandemic restrictions have been lifted. The remote work share varies depending on legal requirements, and other conditions in the respective countries. Together with their line manager, each team will agree on the actual working mode in order to balance employee requirements with the demands of the job profile considering the regulation of the Remote Work Guideline.

### Back2Office

Once pandemic measures have been scaled back or completely lifted, employees can return to their office workplaces. However, since pandemic developments around the world have very different dynamics, and as countries have very different response concepts, the timeline for returning to the office differs from one country to another. Once occupational health and safety regulations have been lifted, the Back2Office phase will begin (or may even have begun already).

In this dynamic situation, we aim to stay flexible and continue to gather feedback whilst we implement the Remote work guideline. Here, we stay in close contact with our employees and managers to ensure they are well-informed and enabled.

### Flex desk

Given the rise in remote working and growing demand for flexibility at the workplace, we are looking to adapt our working environments to changing needs. In this context, there are flex desk initiatives at different locations globally, developed to varying degrees of maturity.

Flex desk removes the rigid assignment between a person and their workplace to increase flexibility. Some sites have started with small pilot groups, while others have availed of new office openings to introduce flex desk on a large scale.

In summary, it can be said that we are already living New Work in our working world. Infineon's culture is characterized by a strong "people orientation" that puts people at the center of everything we do. Trust, personal relationships, and strong networks are and will remain the basis of our collaboration – even as we step into the New Work future.



# Conclusion



# Conclusion

We hope you have enjoyed the HR report with its rich insights into HR @ Infineon over the past fiscal year.

Looking towards the coming months, we are confident that we are prepared and in the right position to support the business and contribute to Infineon's success with their ambitious profitable growth targets.

The shortage of qualified employees and the race for talent will remain one of our key challenges. In addition, the Corona pandemic in particular has left its mark on the needs of employees and managers. As we are rethinking the world of work, we are looking into further shaping the future workplace accordingly and we will build on the must-haves and core beliefs that we have already implemented.

We will actively prepare for and further drive the next growth phase for Infineon also as HR over the coming fiscal year. We continue to focus on the key element of our HR strategy, namely putting people at the center of everything we do. In addition, we will evolve our function and work towards our goal of realizing and building on our vision of a frictionless and seamless digital experience for our HR customers. Together.



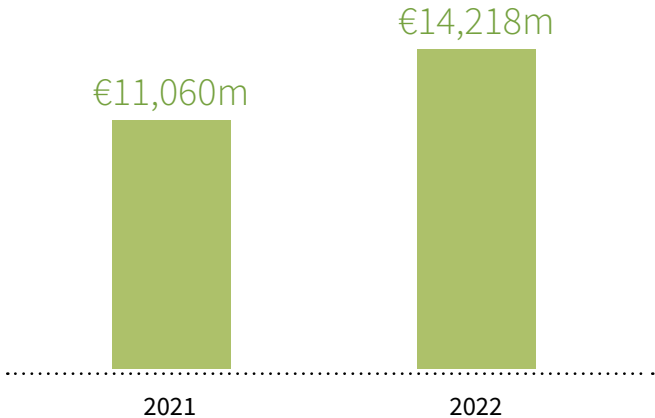
# Facts & Figures



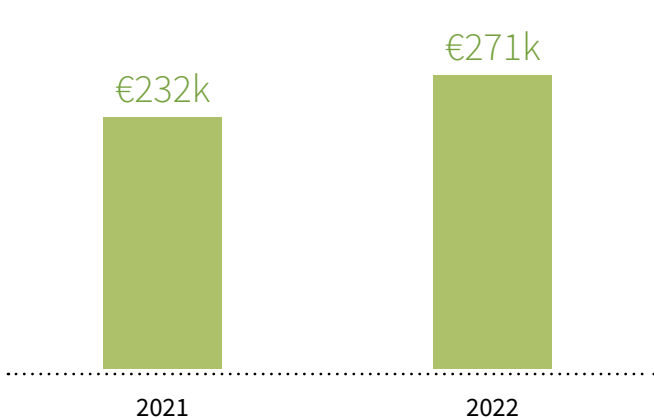
# General

Unless stated differently, our new colleagues from Syntronix and NoBug are not included in the figures.

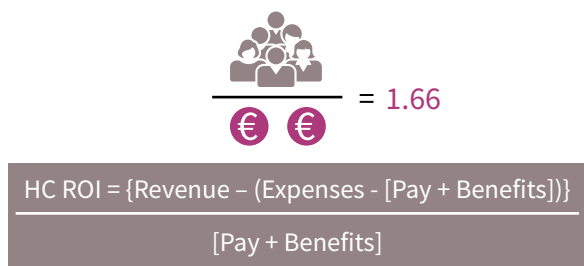
## Revenue



## Revenue per employee

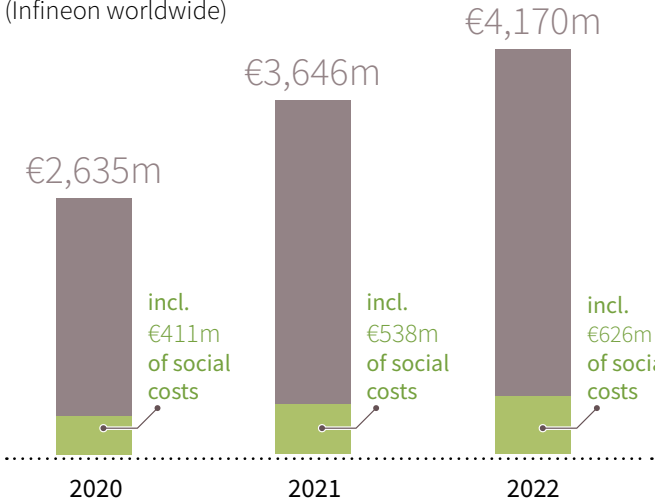


## Human Capital ROI



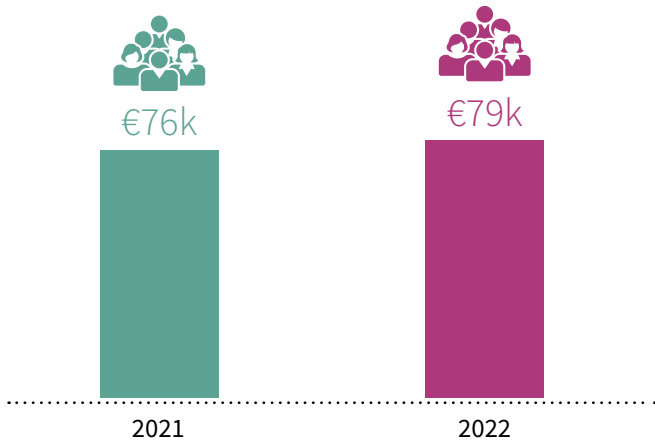
## Personnel expenses in € million

(Infineon worldwide)



## Personnel expenses per FTE in EUR k

(Infineon worldwide)



This calculation is based on the average number of employees in 2022 fiscal year.

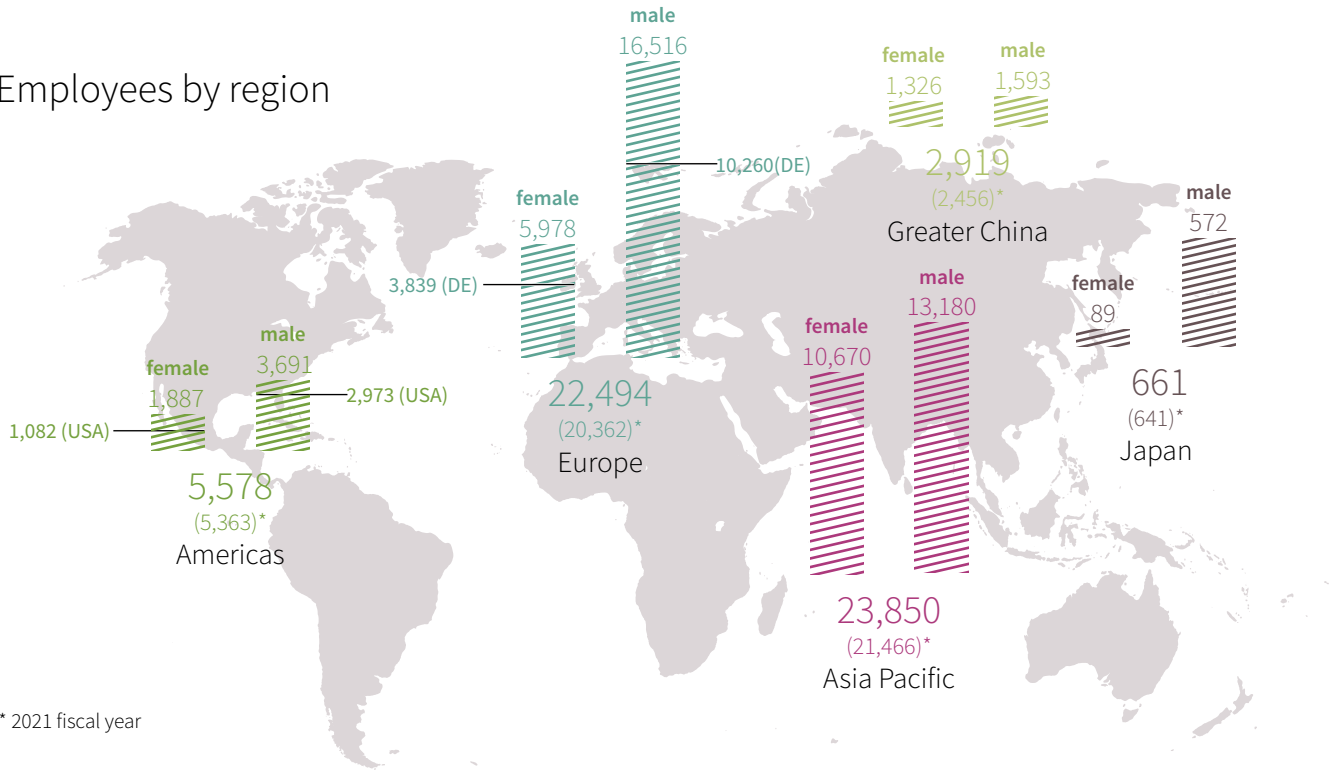
Additionally, in 2022 there were €113m of costs with externals (employees w/contract of employment by staffing agency).



# Workforce

per 30 september 2022

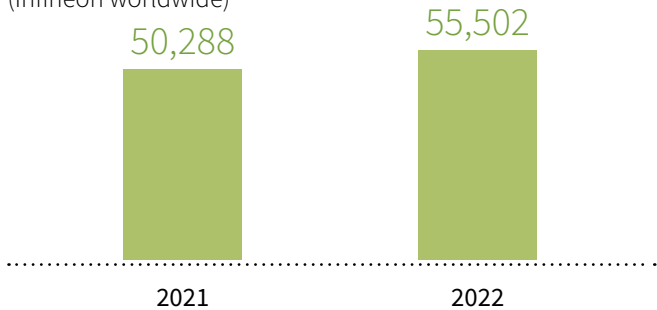
## Employees by region



\* 2021 fiscal year

## Number of employees

(Infineon worldwide)

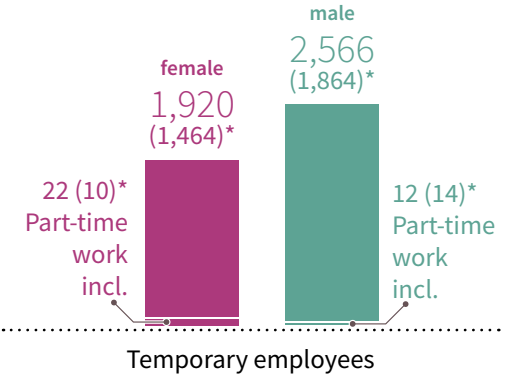
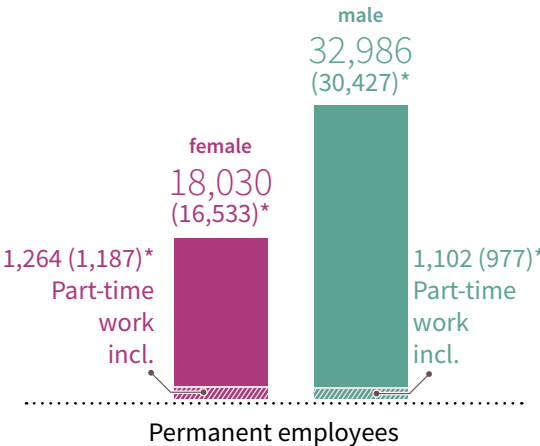


The number of employees of Syntronix per 30 September 2022 is 600 and of NoBug 92. This serves as additional information only. All other numbers exclude Syntronix and NoBug headcount.

FTE in 2022: 54,812

## Workforce permanent and temporary

(Infineon worldwide 2022)

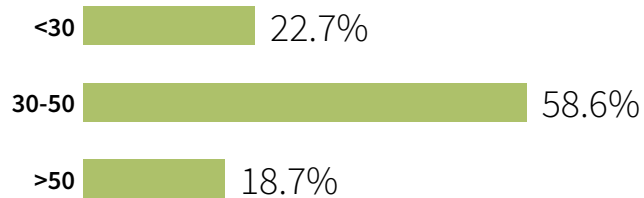


\*2021 fiscal year

# Workforce

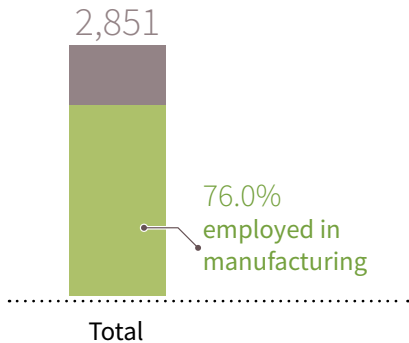
per 30 september 2022  
(Infineon worldwide 2022)

## Age profile

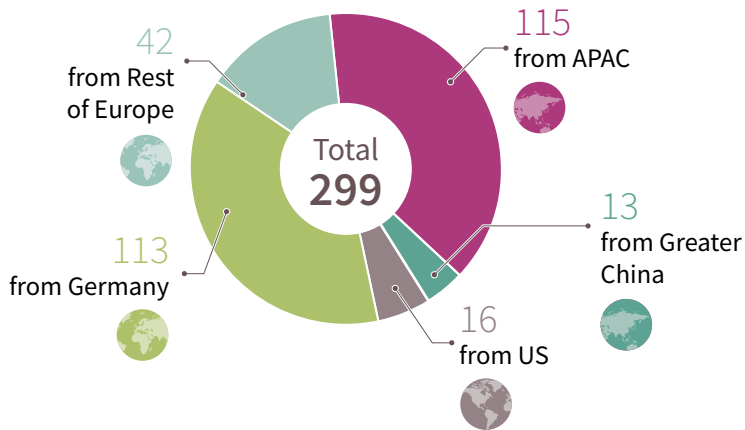


Age in years / proportion of employees

## Temporary agency staff

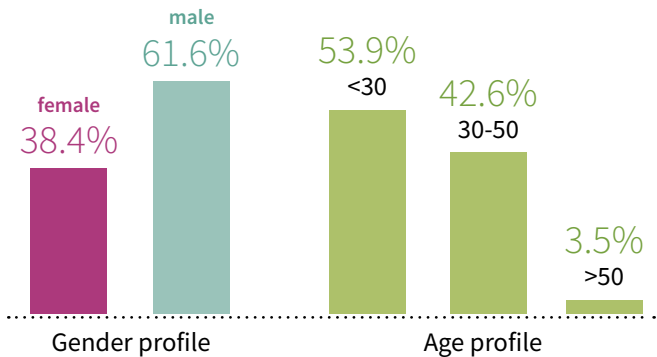


## Assignments\*



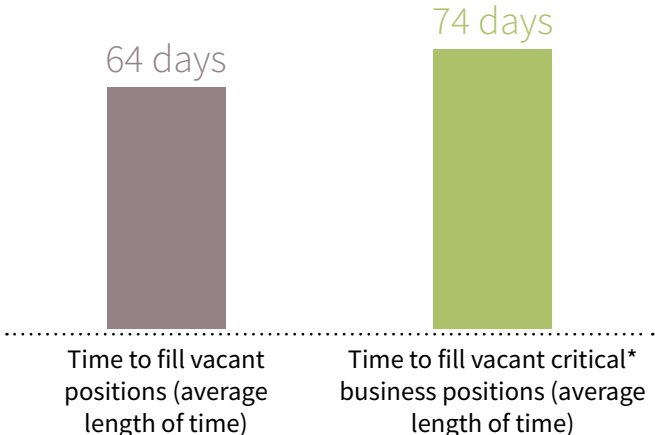
\*International assignments offer our employees the opportunity to work at an Infineon site abroad.

## New hires

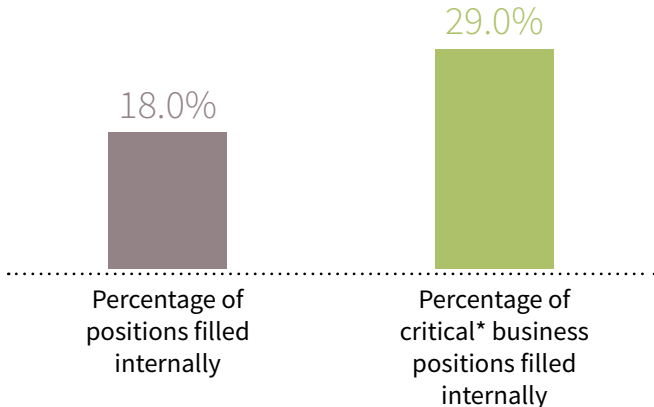


# Workforce

Time to fill vacant positions (average length of time)



Percentage of positions filled internally



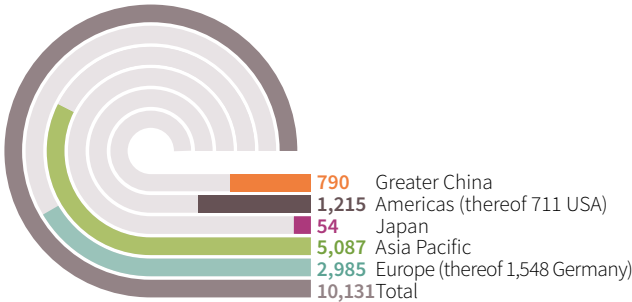
Time to fill: This indicator measures the average number of days from the publication of a job until the contract is signed for all jobs.

\* Critical positions are defined as positions or job roles that have a direct and significant impact on the business and are hard to find in the market. These figures relate mainly to Europe, as the process for filling business-critical positions has not yet been fully harmonized. The process is currently being adjusted and will in future, reflect the global totality.

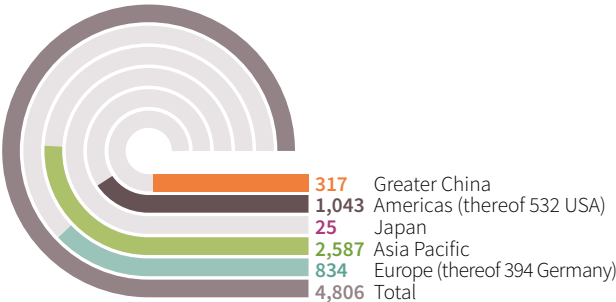
# Workforce

(Infineon worldwide 2022)

## New hires by regions

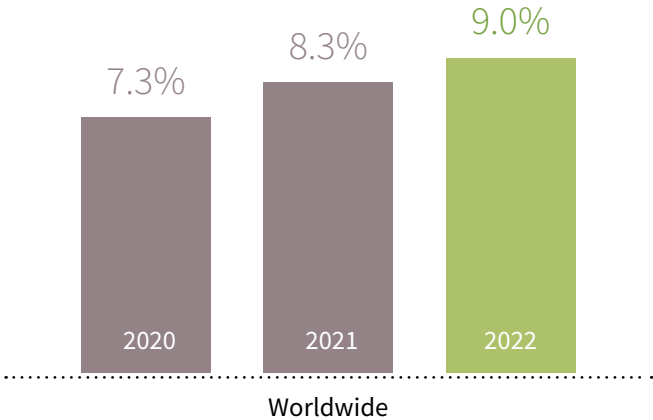


## Staff departures by regions

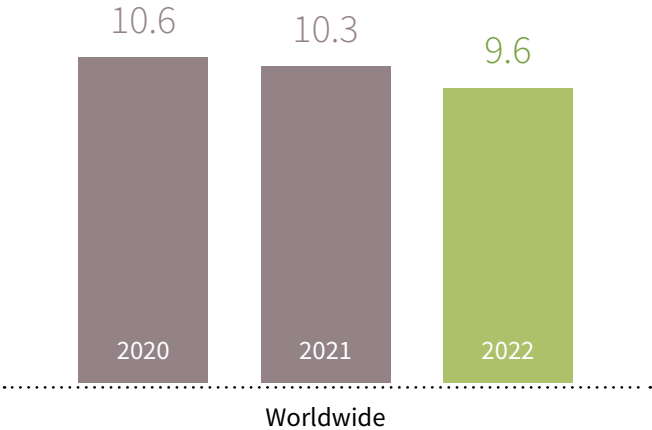


## Employee turnover rate

(incl. voluntary resignations and other reasons for leaving)



## Length of service in years





# Diversity & Inclusion

## Disability



3.1%

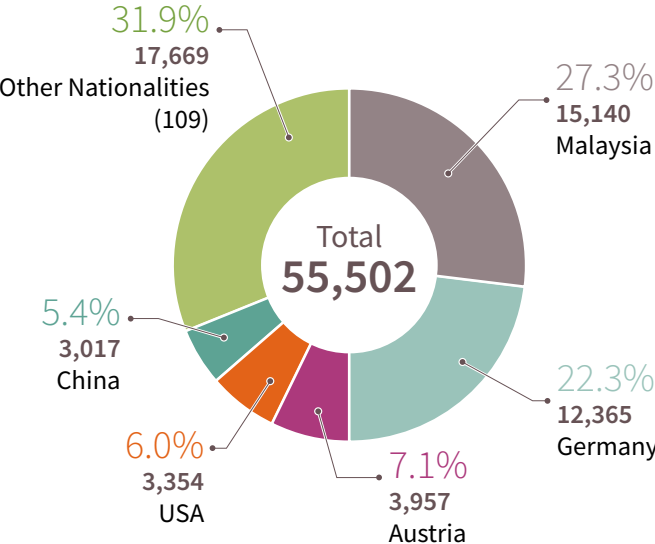


Percentage of disabled workforce

In Germany, Infineon employed 3,1 percent of persons with severe disabilities (as of 30 September 2022, prepared 21 October 2022). Information on the employment of persons with disabilities at Infineon sites in other countries is only recorded on the basis of voluntary declarations by employees in different ways. Therefore, the percentage of employed persons with disabilities is only reported for Germany.

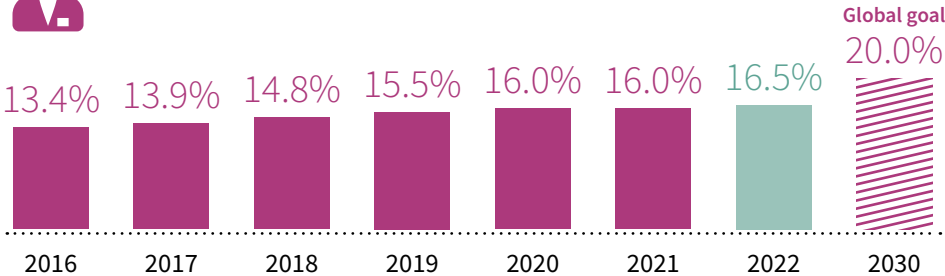
## Nationalities

(Infineon worldwide 2022)



## Women at management level

(Infineon worldwide 2022\*)

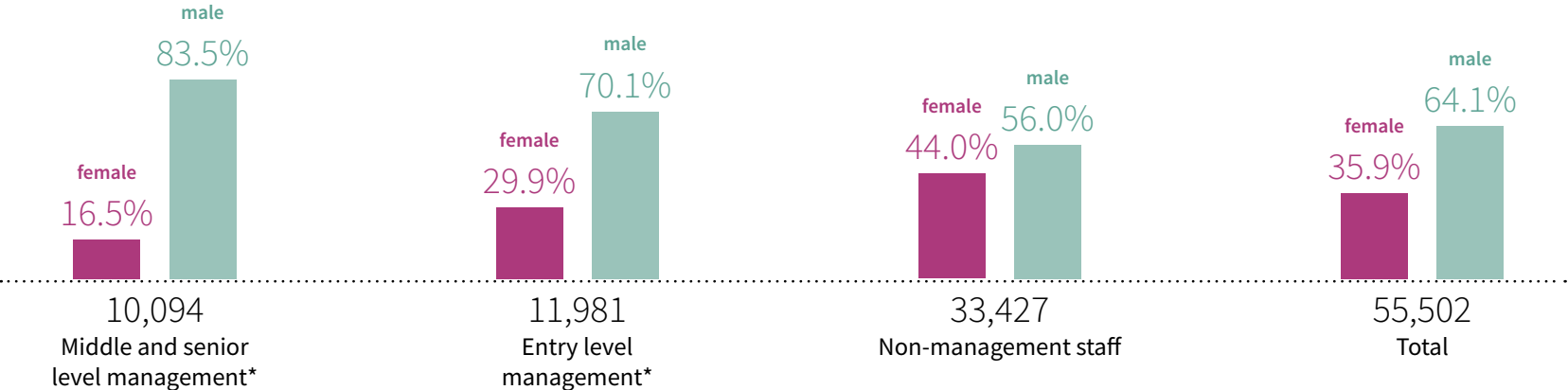


\* As of FY21 numbers include Cypress data.

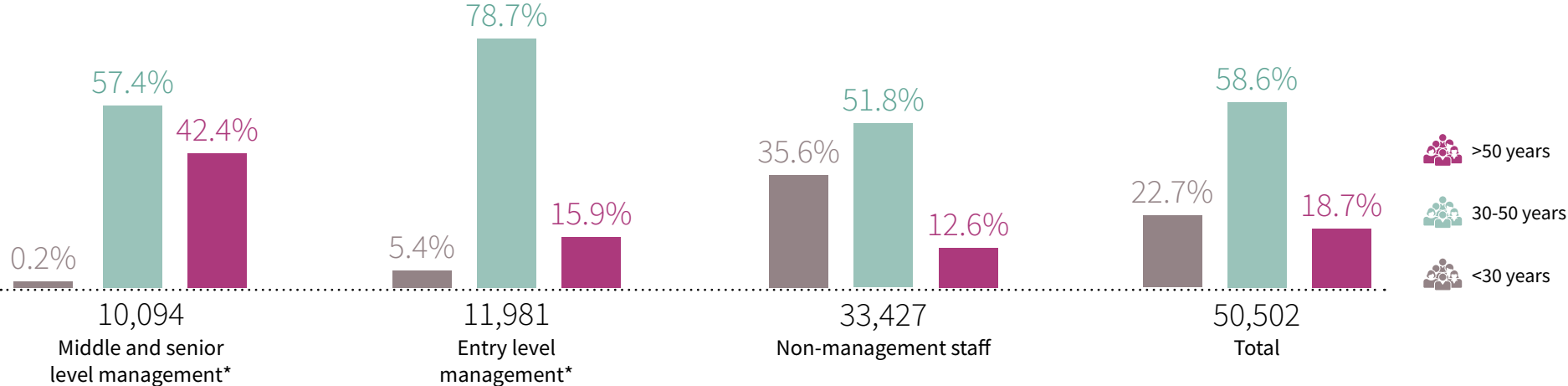
# Diversity & Inclusion

(Infineon worldwide 2022)

## Female/male employees per level



## Age profile per level

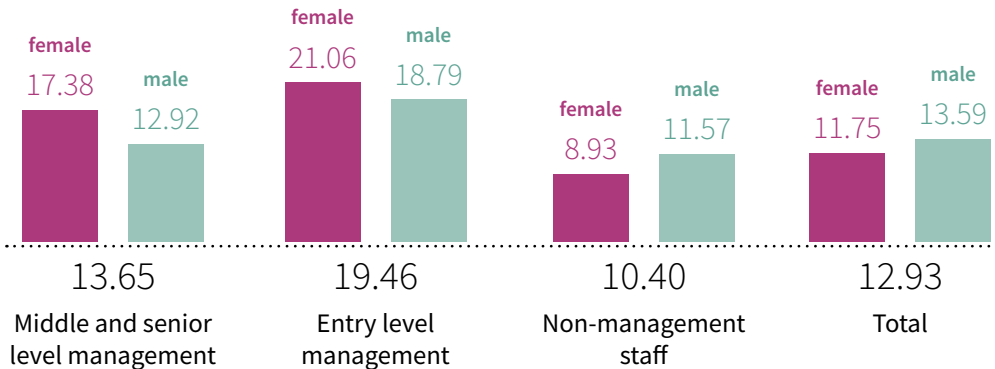


\* Infineon defines a management function as both employee management and management on the basis of technical expertise according to the internal job assessment system.

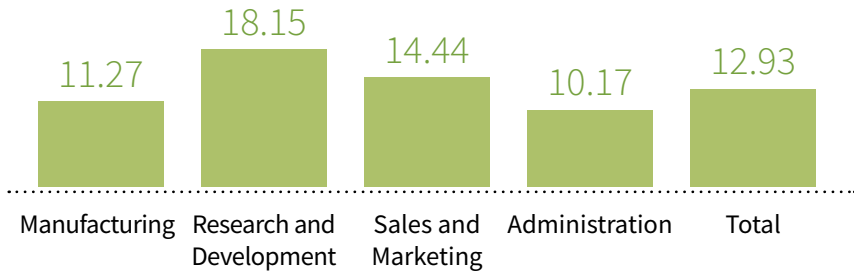
# Training

(Infineon worldwide 2022)

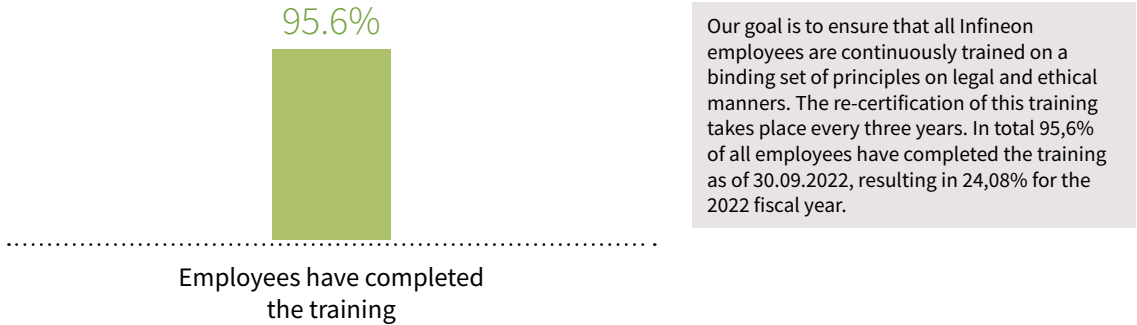
### Training hours per employee



### Training hours per employee (Area)

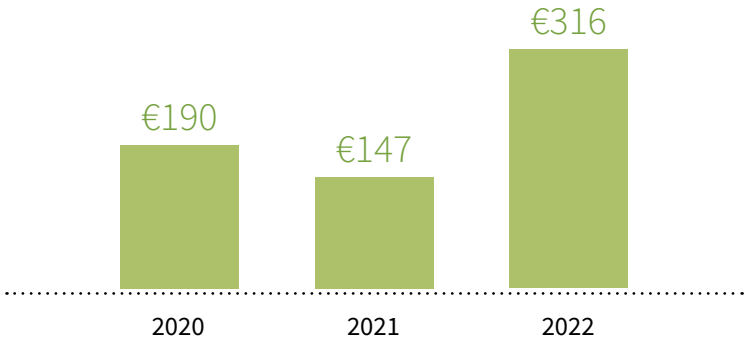


### Percentage of trainings completed on compliance and ethics

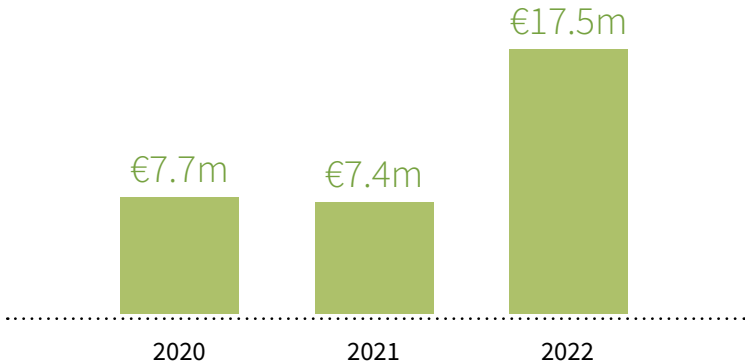


# Training

Training and development expenses per employee



Further training expenses



Where it makes sense, Infineon has moved towards blended learning formats for its training. This means that, in these cases, we provide training for our employees and managers in a combination of virtual and classroom-based formats. In addition, we increased our use of LinkedIn Learning. The rise in training costs is explained by a greater need for face-to-face training in a safe environment, following the coronavirus pandemic. The reasons include newly-formed teams and a significant increase in demand for leadership training.

In addition, in 2022 we had internal eLearning expenses of €767k.



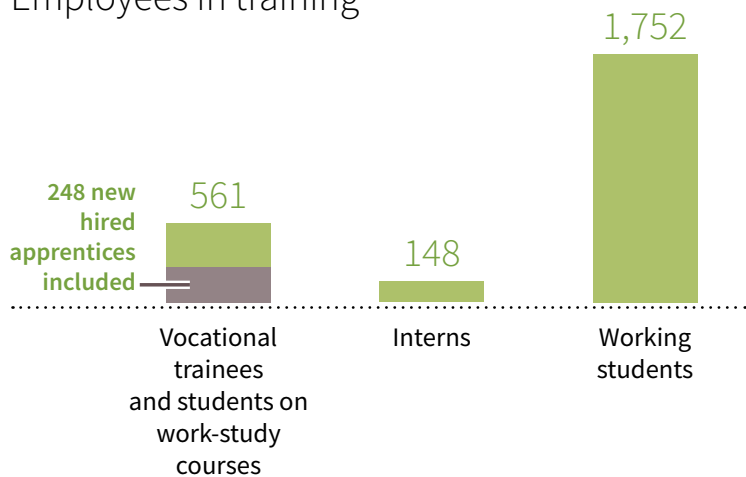
# Training & Apprenticeships

(Infineon worldwide 2022)

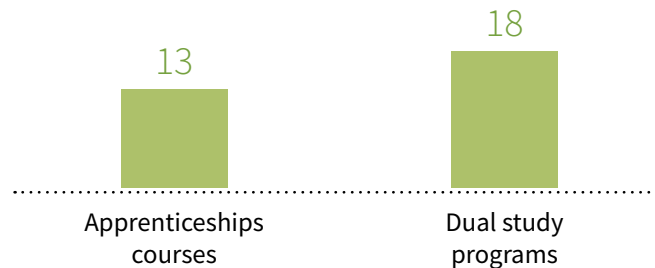
## LinkedIn Learning consumption



## Employees in training



## Apprenticeships



Published by  
Infineon Technologies AG  
Am Campeon 1-15, 85579 Neubiberg  
Germany

© 2022 Infineon Technologies AG  
All rights reserved.

Date: 11/2022

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

