

# Today's people for tomorrow's solutions



Atotech as an Employer 2016

Human Resources

Personnel Report

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



# At a glance

# 4,062

employees worldwide ensure Atotech's success with their ideas, competencies and commitment.

# ~1/4

of our employees (1,022) work at Atotech Germany.



Atotech Germany unites people from **more than 30 nations.**



Globally, we are present in over **40 countries.**

# >15,200

seminar hours visited by our employees in 2016 in total.



On average, our employees stay with us for **12 years.**



The quota of women working at Atotech is **27%.**



Our vision: Zero Accidents. In 2016, we accomplished a safety result of 0.77 accidents per 1 million working hours.

# \$1,102

million sales have been achieved in 2016.



# Introduction

Dear readers,

We are one of the world's leading manufacturers of specialty chemicals and equipment for the printed circuit board, IC-substrate, and semiconductor industries, as well as for the decorative and functional surface finishing industries. With our innovative products and approaches, we convince customers and partners around the world. At the core of our competitiveness are the ability to build as well as maintain strong customer relationships and the consistent development of innovation. Being a technology company, we constantly invest in research and development. Here, the focus is on sustainability: Atotech develops technologies that minimize waste and reduce environmental impact.

At the heart of our success are the know-how, the talent and the commitment of our approximately 4,000 employees in more than 40 countries. Through their experiences and skills as well as their willingness to deliver outstanding performance and to drive innovations, Atotech has been a leader of its industry for more than 20 years. To support their contribution, we make sure to create a working environment where all employees can reach their full potential.

The Personnel Report 2016 illustrates our HR strategy and gives insight into our corporate culture. In case you have questions or suggestions, please contact us via e-mail at [HR-Germany@atotech.com](mailto:HR-Germany@atotech.com). We look forward to your comments and feedback.

A handwritten signature in blue ink, which appears to read "Reinhard Schneider".

Reinhard Schneider  
CEO



# Table of contents

## **I. The company**

---

Data & facts	6
Strategy & research	8
Sustainable development	9

## **II. Career**

---

Benefits	10
Further training	11
A closer look at our team	12
Vocational training	13
Students & universities	14
Period of employment	15

## **III. Diversity**

---

Internationality	16
Gender	18
Age structure & severely disabled	19

## **IV. Corporate culture**

---

Commitment	20
Leadership & responsibility	21
Work-life balance	22
Collegiality & exchange of ideas	23

All information refer to Atotech Germany unless otherwise specified. The industry information has been taken from the Berufsgenossenschaft Chemie (Employers' Liability Insurance Association for the Chemical Industry) and serves to provide clear points of reference.

# Data & facts



\$1,102

million sales  
achieved in 2016

Atotech is one of the world's leading manufacturers of specialty chemicals and equipment for the printed circuit board, IC-substrate, and semiconductor industries (Electronics), as well as for the decorative and functional surface finishing industries (General Metal Finishing). In 2016, Atotech generated US\$ 1,102 million in sales, including US\$ 911 million for plating chemistry.

Globally, 4,062 employees work at more than 40 R&D centers, TechCenters and production sites. Atotech's international headquarter is located in Berlin, Germany, and accommodates besides central administration also a center for research and development. Approximately 1,000 of our employees are employed at our four German locations in Berlin, Feucht, Neuruppin, and Trebur.

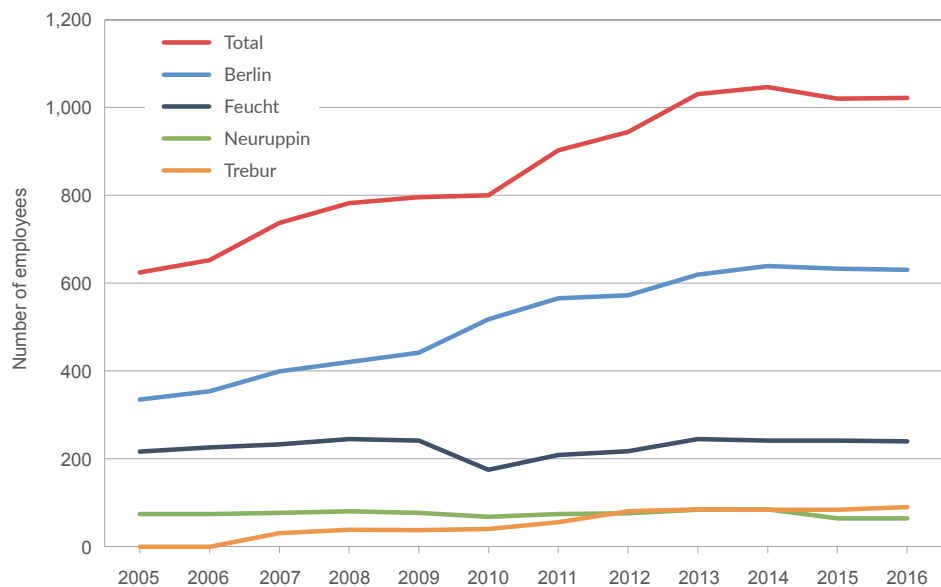
Its worldwide research and development activities and 2,090 active patents attest to Atotech's high innovative drive. Our development strategy as well as our global presences allow us to work closely with our customers around the world and to offer them the best local service possible.



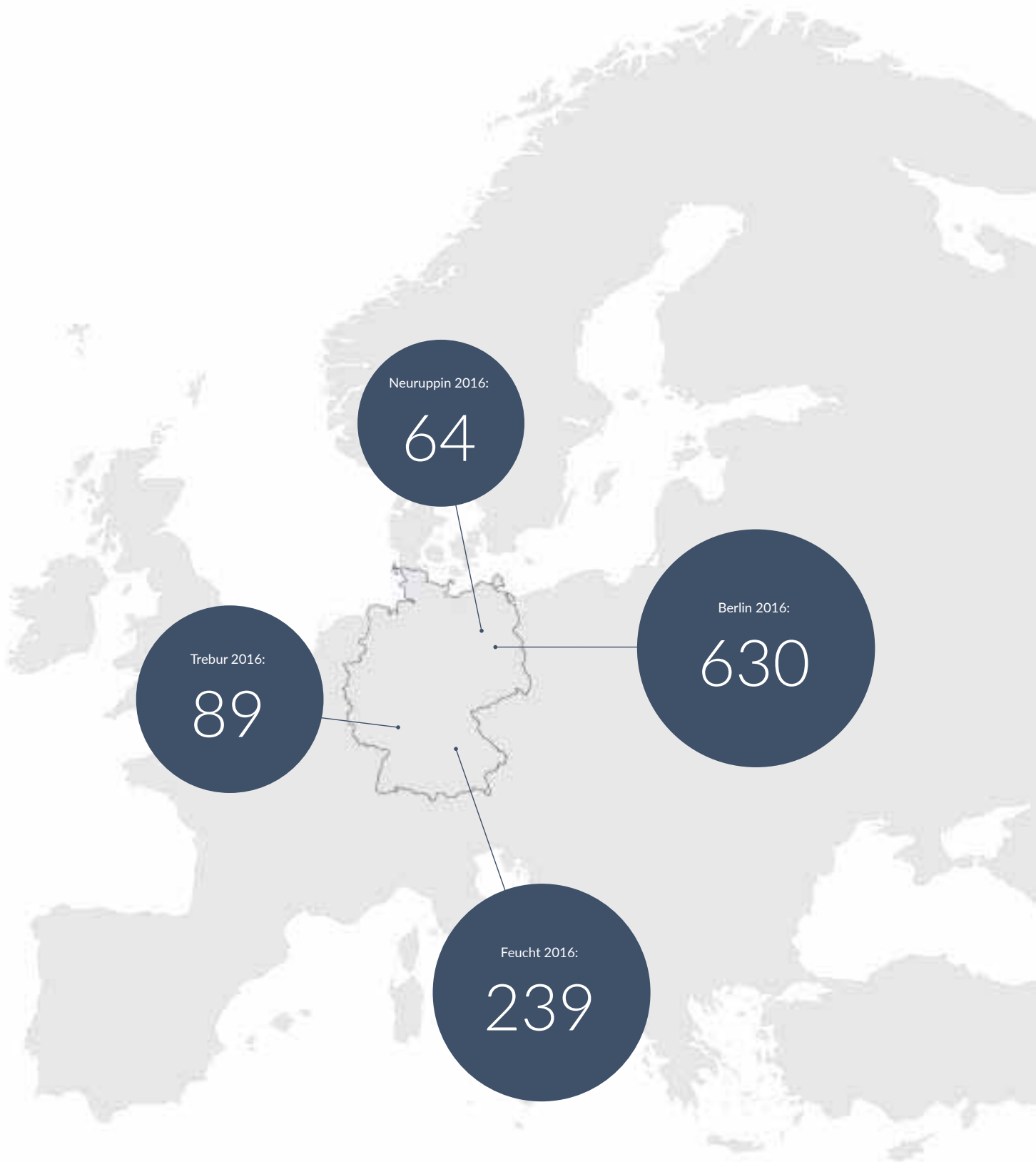
1,022

employees  
in Germany 2016

## Development of the workforce in Germany by location 2005 to 2016 (absolute)



# Employees in Germany 2016





## Strategy & research

730

**employees**

for research and development as well as market introduction worldwide

2,090

**active patents 2016**

\$130

**million allocated to R&D**

The success and future viability of our company depend heavily on our ability to drive innovation. Due to its innovative ideas and products, Atotech is one of the market leaders in both business areas – Electronics and General Metal Finishing.

With 2,090 active patents and 730 employees in R&D and market introduction we were able to further increase our innovativeness in 2016. Significant drivers of our success for that matter are our dedicated scientists. With new ideas and much creativity, they design, develop and test new materials, methods and technologies as well as innovative systems, components and production processes. For many years, Atotech has been investing heavily in R&D: In 2016 the assigned budget was approximately US\$ 131 million.\*

The success of our R&D strategy is reflected in the high number of Atotech patents. Additionally, in 2016, we filed 160 new patent applications, 27 of which concerned new inventions. This effective filing strategy ensures the legal protection of new R&D results for Atotech.

\*corresponds to 12 percent of sales



# Sustainable development



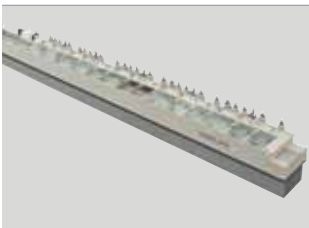
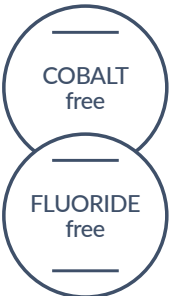
We have set a clear goal for ourselves: to be the leading supplier of sustainable specialty chemicals and plating systems. To achieve this, we focus our research and development on sustainable and environmentally technologies and solutions. All our products are designed to use water, energy and raw materials very efficiently, which means less waste and greater savings for our customers as well as a reduction of the environmental footprint. Here, we introduce two of our products.



## EcoTri® NoCo 2.0 – a high performance cobalt and fluoride free passivate

EcoTri® NoCo 2.0 is a Cr(III)-based iridescent passivate for zinc surfaces. The newest generation comes completely free of cobalt and fluoride and offers an innovative and unique feature for a cobalt-free passivate: the hydrogen de-embrittlement baking abilities after passivation. EcoTri® NoCo 2.0 shows no significant appearance changes or deficits in corrosion protection after baking at 210 °C for 6 to 8 hours.

EcoTri® NoCo 2.0 can be applied over alkaline and acid zinc deposits. It is particularly suitable for fasteners and automotive applications. With a corrosion protection of up to 144 hours against white corrosion in barrel and up to 168 hours against white corrosion in rack application (NSST after baking), EcoTri® NoCo 2.0 offers the same high performance as cobalt-containing passivates.



## Reduction of toxic substances in the Plating Through Hole (PTH) process

The active component in the reducer step of the PTH process is classified as toxic. In line with the sustainable development roadmap, the Business Technology Team PTH is targeting to reduce the total usage of the product in a first step and ultimately substitute the active component with a non-toxic alternative. The main driver for the overall consumption of the reducer chemistry is the palladium-catalyzed self-decomposition of the active component.

Regarding the first step, the team developed a new process, namely Neoganth® E Reducer that contains a special additive deactivating the catalytically active palladium seeds. Consequently, the consumption of the reducer chemistry respectively the toxic active component is reduced significantly by approximately 30% while achieving the same process performance.

reduction of the toxic component by approximately

# 30%

# Benefits



**attractive remuneration system**

We are a global market leader because our employees develop innovative products for our customers and create intelligent technologies for tomorrow's solutions. To maintain and develop its leading position in the market, excellent employee benefits are of greatest importance to Atotech.



**flexible working hours**

Atotech's comprehensive offer for its employees includes a variety of different elements: an attractive remuneration system, flexible working hours, health promotion, comprehensive old-age provision as well as lifelong learning and development opportunities. As an employer, we provide our employees with an attractive benefit system that goes beyond the statutory coverage by the insurance association. We are also constantly working to provide an excellent work place and to create an inspiring working environment for our employees.



**health promotion**

Life expectancy and the pressure on the statutory pension system are steadily increasing. We offer our employees good opportunities to optimize their individual pensions with our company pension provision. One additional benefit, which at the same time contributes directly to the continuous company improvement, are the rewards given as part of our Employee Suggestion Scheme.



**individual pension plan**

We also offer a wide range of programs to promote physical well-being, such as sports programs, regular medical check-ups, and help returning to work after recovering from illness. Apart from direct benefits, soft factors are responsible for the well-being and motivation of our employees. Read more about our corporate culture starting on page 20.



**development opportunities**

## **Atotech's insurance services in addition to the statutory coverage include:**

---

- Collective accident insurance
- Occupational disability insurance
- Whole life insurance
- Occupational pension
- Additional insurance for business travels
- Comprehensive collision insurance on private vehicles for business travel



# Further training

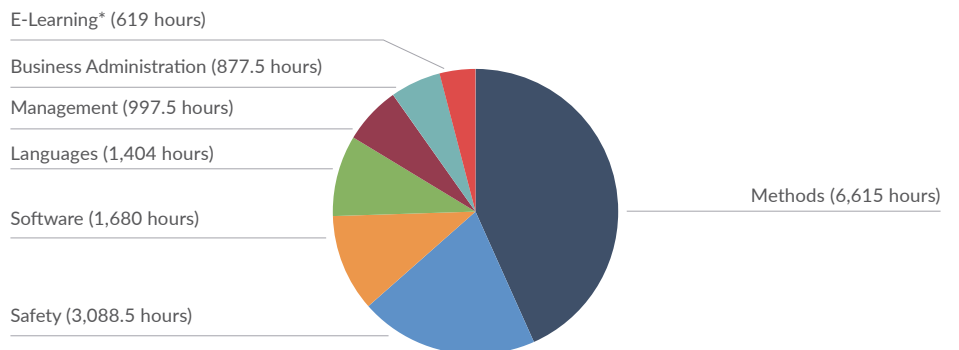


15,292

seminar hours  
visited our employees  
in 2016 in total

Atotech offers a wide range of learning and training opportunities thereby promoting the strategic development of its employees and their competences. By giving our employees the opportunity to grow professionally and personally, we are constantly investing in the continuous and sustainable success of our company.

## Seminar hours 2016 (absolute)



\*Atotech offers e-learning seminars for the topics compliance, safety and English as foreign language.

# A closer look at our team

The individual training of our employees and the continuous promotion of young talent are important elements of sustainable personnel work. For this reason, specific training opportunities play a particularly important role at Atotech. One example is the career path of Robin Hanke from our First Development Batch Team in Neuruppin:

“In September 2008, I started at Atotech with my second vocational training as a chemist. After completing my secondary school certificate and my vocational training as a commercial clerk in information processing, the chemist training was an ideal opportunity for me to get to know production processes from beginning to end. After completing my training, I started working at Atotech as a fulltime employee, first as a Skilled Chemical Worker in the production and as of February 2013 as Lab Assistant in the newly created function First Development Batch.

The First Development Batch team is essential for the development process of new products as the innovations of Atotech's scientists are tested here for the first time on a real-life production scale. The work of our team significantly contributes to the overall development of the final product. In 2013, the function was still in its starting phase and during the first year, all team members were prepared for the new task with numerous internal trainings.



**Robin Hanke**  
from our First Development  
Batch Team in Neuruppin



As the department was fully built and the daily business ran successfully, my line manager and I decided together that First Development Batch would profit greatly from me taking a master's training.

In 2015, I started the two-year advanced training course "Industriemeister Chemie" (industrial master chemistry). My further training began with the so-called trainer certificate. Following this course, the training focused on deepening topics such as business administration, process engineering, systems technology, chemical processes and engineering as well as quality management. As "Industriemeister Chemie", I will be able to train apprentices and develop shift plans but also take on greater responsibility within the production planning and quality control.

Atotech finances the training and I have committed to remain in the company for at least two years after my graduation. I am very grateful for the confidence in my skills and the support of my continued development, so this commitment is definitely no hardship for me."

## Vocational training



8

**types of vocational training**  
are offered by Atotech  
in Germany

Young employees who have the necessary qualifications for the specific field of work at Atotech form the basis for our future specialists and managers. Atotech trains and develops young talents in-house.

In addition to imparting knowledge, giving young employees extensive insights into various areas and fields of work is important to Atotech. This helps to equip trainees with the best skills for their professional future.

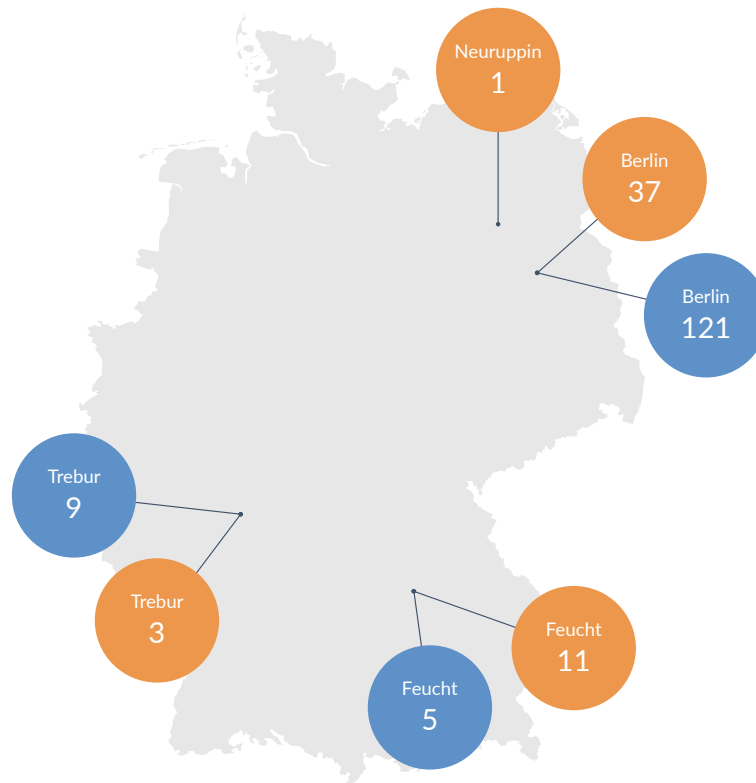
# Students & universities



135

students and interns work  
at our four sites in Germany

Number of students by site in 2016 (absolute)



- Number of working students in 2016
- Number of interns and students who write their thesis at Atotech in 2016

Atotech maintains close and mutually promising cooperations with various universities. Thereby, Atotech supported six students of industry-specific technical areas throughout Germany with the so-called Deutschlandstipendium (national stipend program) in 2016 and organized regular company visits for student groups.

Atotech is constantly on the lookout for young talents by giving lectures and participating in various university job fairs. As a working student, intern or as bachelor's or master's degree as well as a doctoral candidate, students and postgraduates can gain first insights into the company – a good opportunity to recommend oneself as a future employee at Atotech.

Contact our HR team for opportunities in our company and find open vacancies on our website: [www.atotech.com](http://www.atotech.com).

# Period of employment

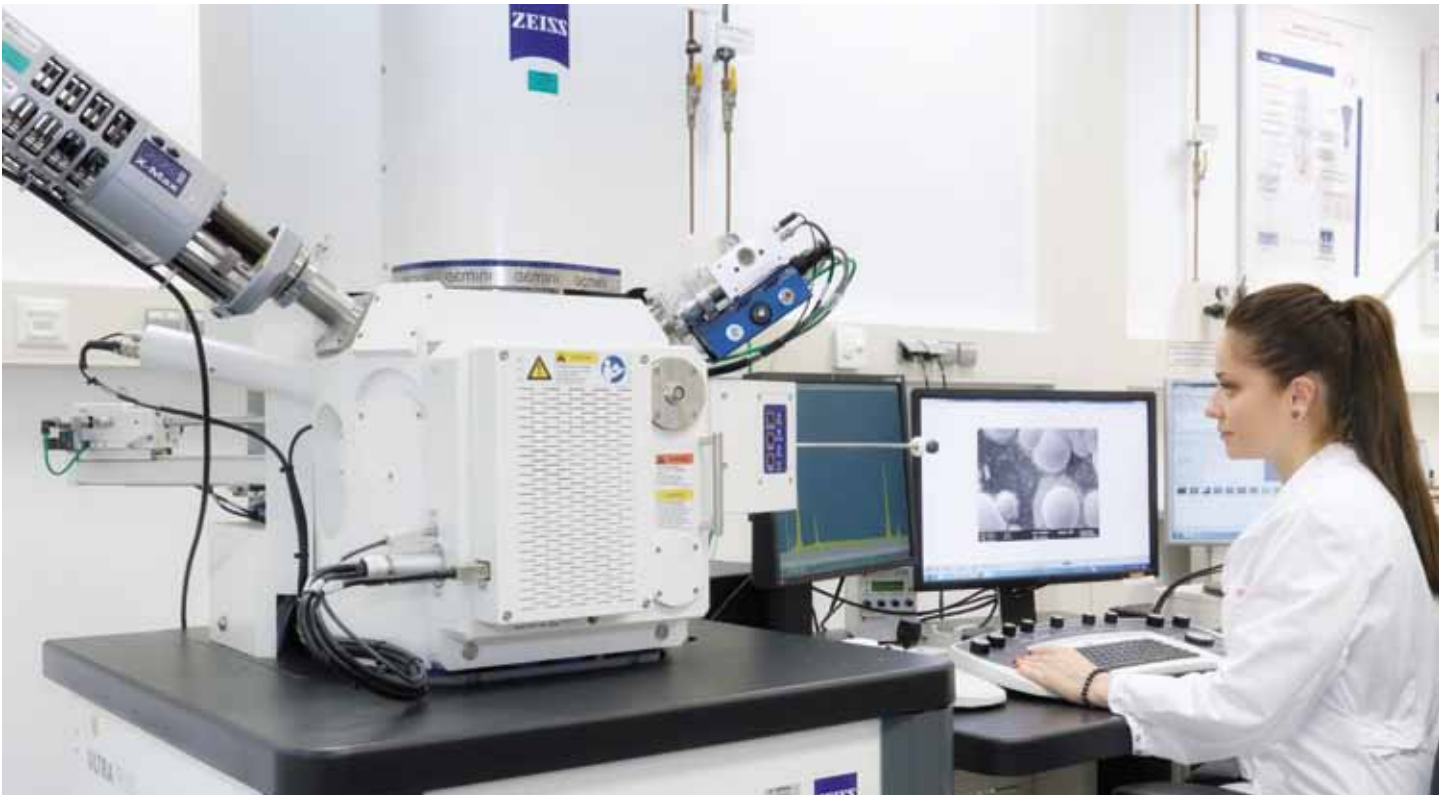
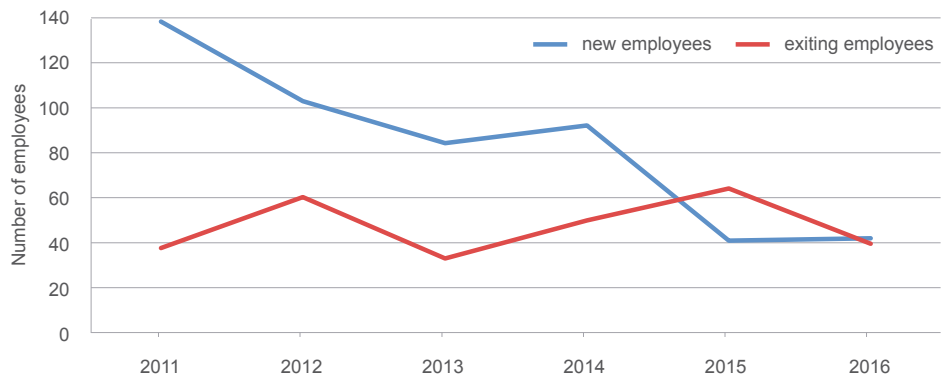


12

years average employment

Long periods of employment at Atotech Germany show that our employees like to work for us. The average duration of employment of 12.02 years increased compared to the previous year (11.31 years). Every year, numerous 10- and 25-year company anniversaries are celebrated and even 40-year anniversaries are not rare. The wide range of benefits, further training offers and career opportunities enhance the attractiveness of Atotech as an employer. This is reflected in the high number of staff retention. Our fluctuation rate is stable at the low level of 3.82%.

New and exiting employees 2011-2016 (absolute)



# Internationality

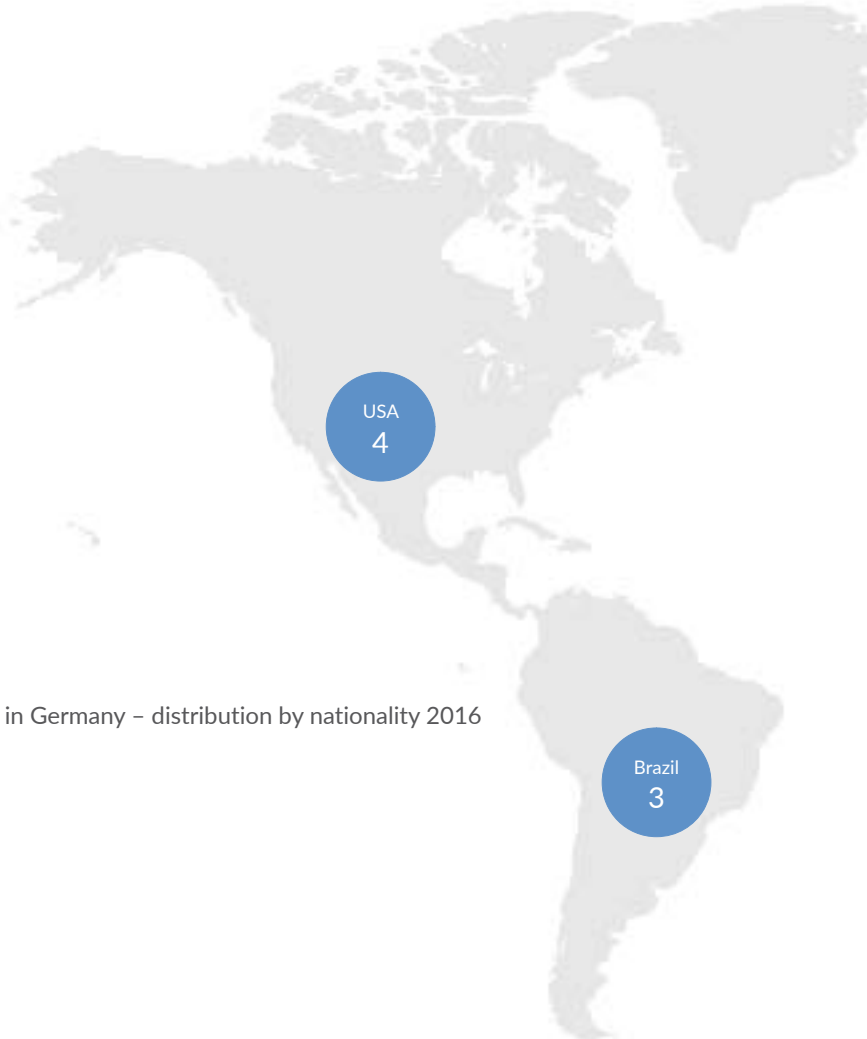
A diverse employee structure as well as an integrated and collaborative company culture are important to us. After all, these two factors help to create a work environment where all employees are motivated to perform their best – regardless of their age, gender or nationality. Diversity grants us access to a larger field of talented applicants, helps us gain a better understanding of evolving markets and customer groups and improves our internal innovative capacity.

Cultural diversity is a central aspect for both our company's success and the satisfaction of our employees. We value the unique strengths of our employees and integrate their various talents into all areas of business to create an environment in which every employee can excel. To put this into practice, Atotech is globally active in more ways than just our locations and markets; the workforce in Germany is international as well.



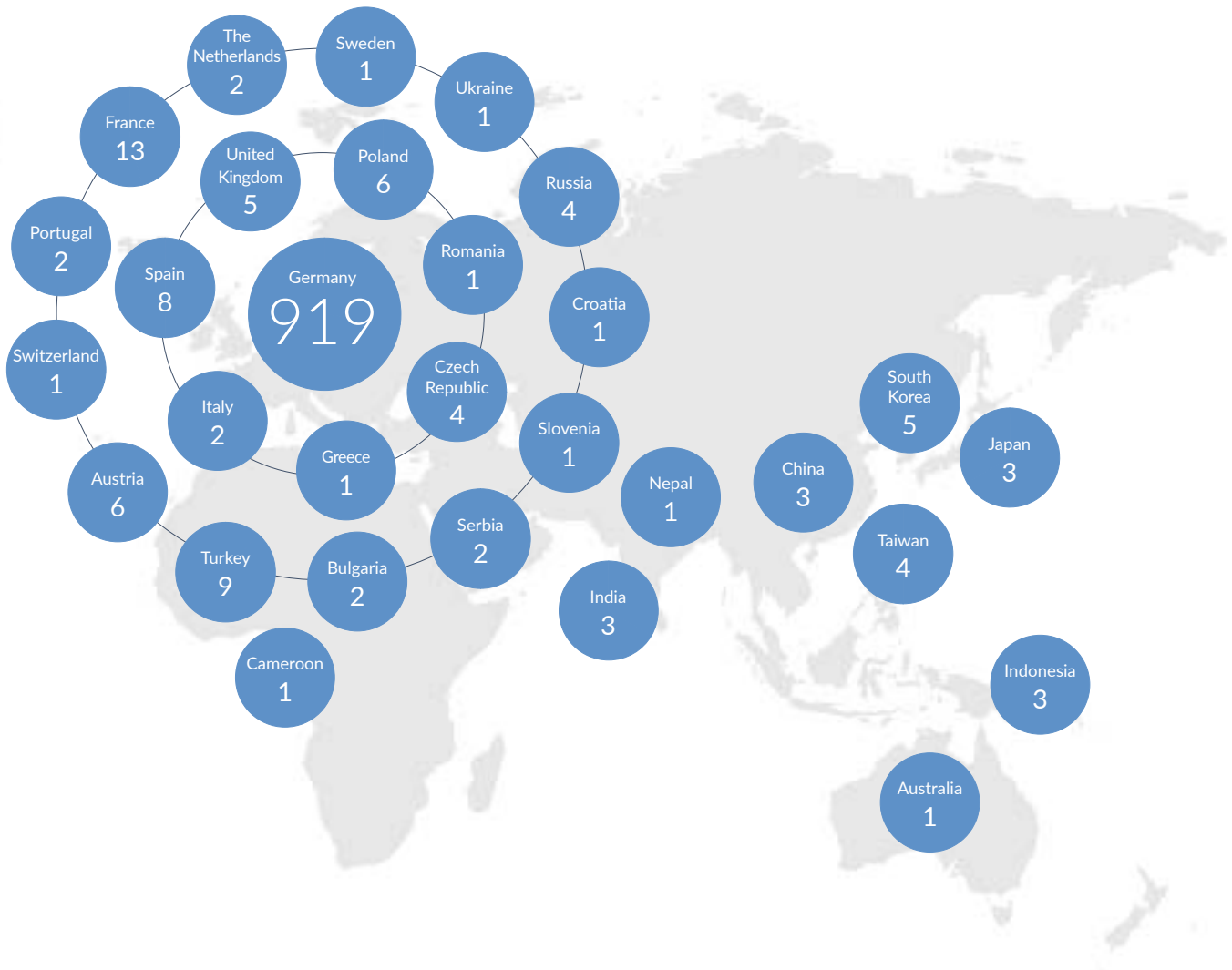
32

**nationalities** work at Atotech Germany



Personnel structure in Germany – distribution by nationality 2016 (absolute)





# Gender



27%

of our employees  
are women

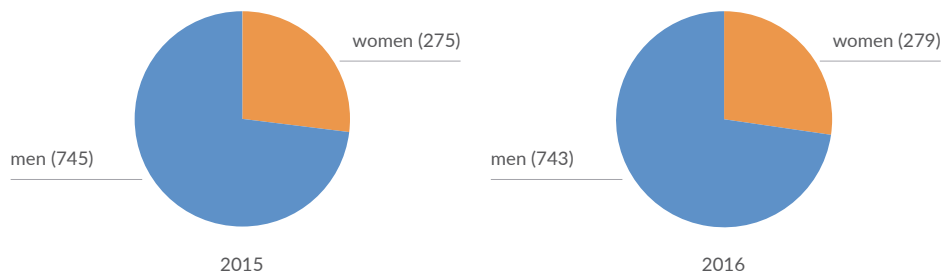
Atotech's chief occupational fields involve scientific and technical engineering which continue to be male-dominated in many areas. For this reason, an additional focus of our employment strategy is to establish a more equal balance of women and men.

The percentage of women in Atotech's workforce is currently 27.2% overall which is comparable to the figure of 28.5% in the industry as a whole\*. In order to raise the percentage of women in engineering in the long-term, Atotech once again participated in the Girls' Day in 2016 and introduced 17 female students to the exciting world of electroplating technology. The percentage of women in leadership positions is currently 16%.

\* Source: German Employers' Federation of the Chemical Industry (BAVC)

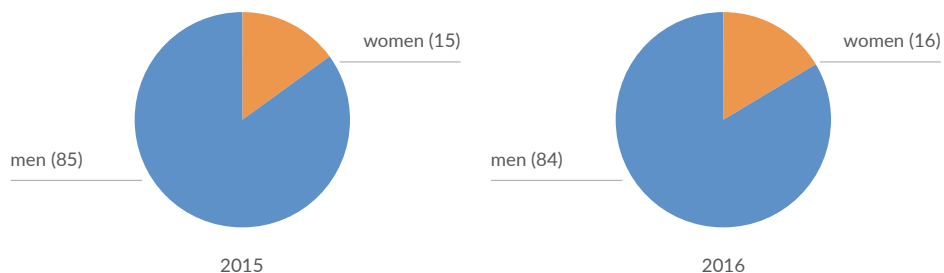
## Distribution by gender (absolute)

---



## Management position by gender (percent)

---



# Age structure & severely disabled

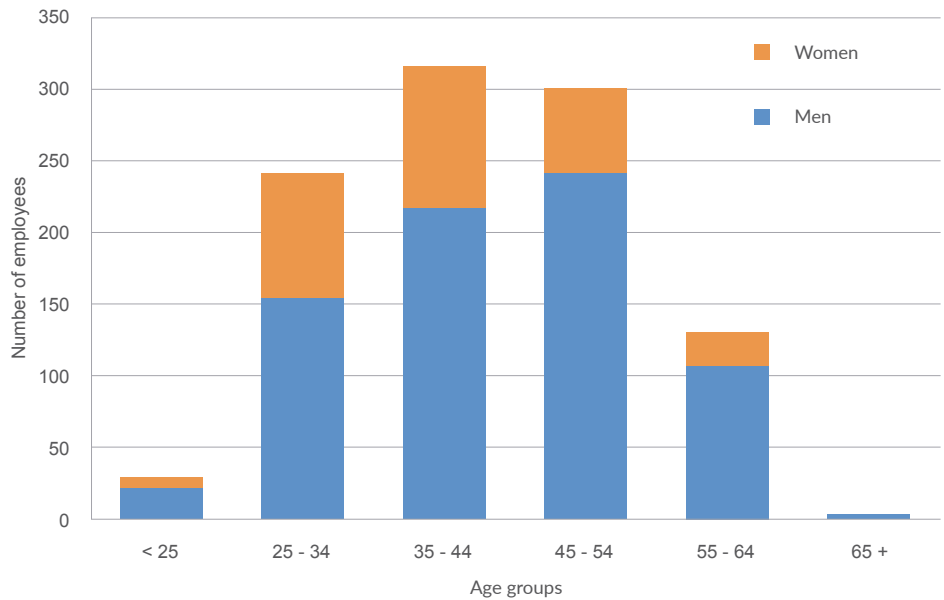


>55%

of our employees  
are under the age of 45

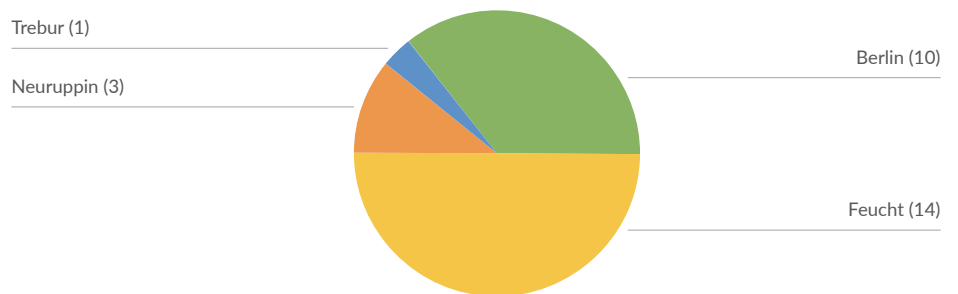
People of different ages often approach the same tasks in different ways – and arrive at the best solutions in a team setting. Atotech benefits from the constructive interplay of up-to-date expert knowledge, fresh ideas and valuable experiences. Categorized by age groups, the breakdown of the workforce in Germany is as follows:

## Age distribution 2016 (absolute)



Atotech is committed to create equal opportunities for people with disabilities. Our measures towards this goal include workplaces that are designed handicapped accessible, the consultation of line managers and the support of affected employees through confidants. The percentage of employees with severe disabilities currently amounts to 2.69%.

## Severely disabled 2016 (absolute)



# Commitment

A substantial part of Atotech's success relies on the knowledge, abilities and commitment of our employees. This is why we aim to create a work environment where all our employees can develop their full potential, drive innovations forward and achieve excellent performance. A central factor for an attractive work environment and long-term employee loyalty is a sustainable company culture based on shared values and goals.

Atotech aims to maintain long-term success, which means that sustainability is a fundamental component of our company culture. As a globally operating company, we are conscious of our responsibilities on an economic, ecological and social level.

Atotech is engaged in various projects, particularly in the immediate vicinity of our locations. In the spirit of neighborly assistance, we assume responsibility and support local projects relating to child and youth development. Additionally, we encourage our employees' social involvement, as they contribute to our success each day through their work and ideas while still remembering to do good for others.

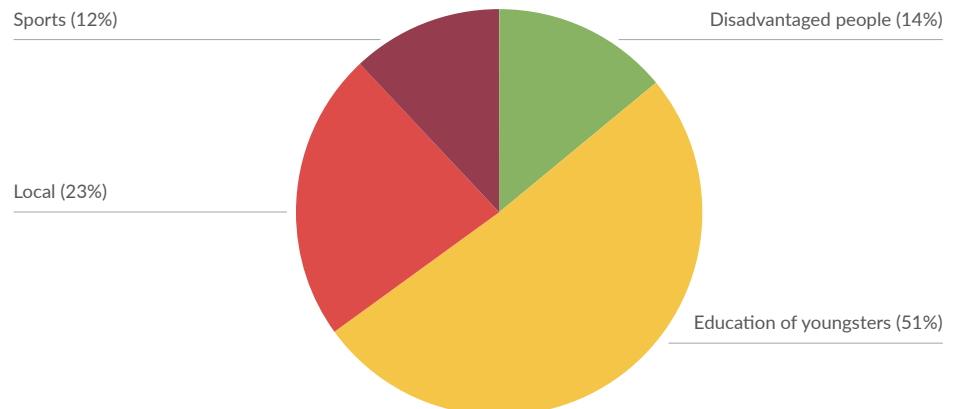
In 2016, we supported the Lessing Gymnasium high school in Berlin's Mitte district by donating resources and learning aids amounting to €12,224. Atotech furthermore sponsored the enrollment of a chemistry major student at the German Student Academy by funding the participation fee of €600.

Overall, Atotech has donated in 2016 a total of €40,661 to non-profit projects. This sum does not include donations of time, money and goods made by our employees, for instance through initiatives for children in need.

# €40,661

were donated by Atotech  
in total to charitable projects  
in 2016

Distribution of donations 2016 (in percent)





## Leadership and responsibility



277

**SEMI experts**  
have been trained so far

Establishing an attractive work environment and long-term employee loyalty for Atotech also means open, and honest communication. Motivating employees, demonstrating potential for development, giving feedback – these are significant elements of a responsible company culture. For Atotech, respectful relationships with its employees also include regular, structured employee appraisals and clearly formulated target agreements.

Our main tool for feedback is our company-wide employee survey. This allows us to regularly receive feedback from our employees about strategy, culture and working conditions in the company. Since the last survey in 2015, we have brought about various initiatives and improvement measures worldwide to overcome recognized deficits in certain areas. The next employee survey will take place in 2018.

In 2013, Atotech introduced the company-wide efficiency program SEMI: “Same Effort, More Impact”. This program supports our employees in finding long-term solutions for current challenges with appropriate tools. The concept is specifically tailored to Atotech and the introduction of a variety of solution tools increases our employees’ options for action within a complex, and transforming environment. One of the effects of SEMI is that responsibilities are more widely shared so that individual employees are unburdened. In this way, Atotech has managed to accelerate its business activities while reducing individual workload and creating a sustainable company culture based on SEMI: the same effort with more impact.

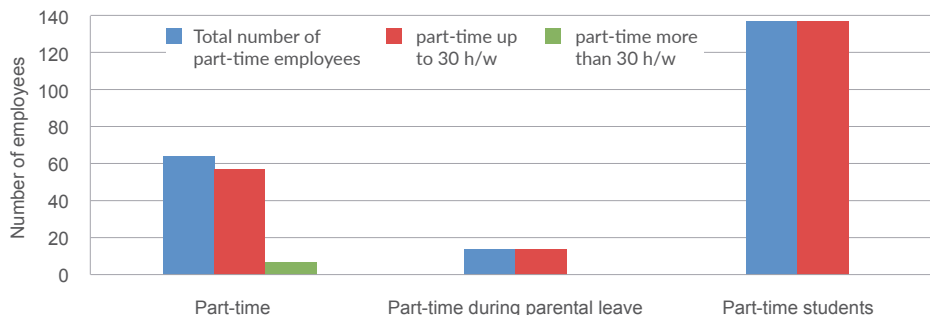
# Work-life balance



215

of our employees  
work part-time

## Working time models 2016 (absolute)

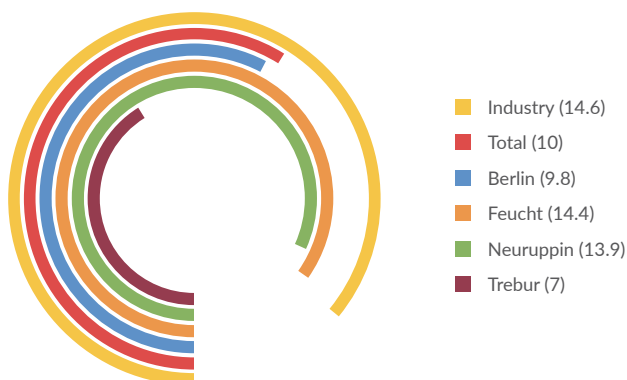


We know that life is more than just work and we have put various initiatives into place to ensure that our employees can harmonize work with their private life. Atotech supports individual work-life balance with highly flexible working time structures such as flexible hours without core working time and numerous part-time schemes. Additionally, we seek to enable all employees – whether male or female – to successfully reintegrate into professional life after parental leave.

## Average days absent per employee by location 2016

10

work days one employee  
misses on average per year



We are convinced that our employees can only develop their full potential and achieve excellent performance as a team in a safe working environment. For this reason, the health and safety of employees is top priority at Atotech. In 2016, Atotech initiated various safety campaigns and informational events to increase awareness of individual and collective safety; whether in labs, in offices, in stairwells or on the way to work.

Occupational medical care is provided at every site and Atotech gives employees additional motivation through “Atotech Health Support” to prevent long-term health damage. For instance, all employees can take advantage of an individually adapted offer for resource and stress management – upon request also without notification of supervisors.

The successful implementation of our initiatives translates into our employees missing comparatively fewer days of work on average.



# Collegiality und the exchange of ideas

We want our employees to work well and enthusiastically with us. In addition to establishing motivating and fair working conditions, soft factors also play an important role. Collegiality is a particularly strong aspect of Atotech's culture since we do everything ourselves, from product development all the way to sales and customer service. This is why Atotech brings together the most talented people from many different fields of activity, working across country borders.

Global teams also mean virtual teams. Thanks to the internet and cloud computing, our employees can access databases, mailboxes and project management tools from anywhere in the world and work in any time zone. Atotech explicitly supports regular exchanges by establishing a state-of-the-art technological infrastructure such as video conference systems and a digital expertise management system established this year. With the latter, R&D employees are offered the opportunity of building networks and collaborating effortlessly in order to increase the transfer of knowledge within the company via a digital platform.

When team members are predominantly interacting virtually with one another, integration becomes particularly important. Therefore, Atotech encourages a positive sense of community through regular gatherings, meetings and employee events such as recurring company parties, sporting events and countless company sports groups. Through a wide range of collegial interaction after work our employees are able to get to know each other better, improve cooperation and strengthen team spirit.

Atotech's commitment to solid collaboration is based on the conviction that a truly outstanding team never consists of lone fighters. This has been the guiding principle behind all activities for our staff.

Contact HR Germany Berlin, Neuruppin, Feucht, Trebur:  
Atotech Deutschland GmbH  
HR Germany  
Erasmusstraße 20  
10553 Berlin  
e-mail: HR-Germany@atotech.com

For further information please visit our homepage:

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

