

10.4 Interview with the Chief People Officer

Edyta Jakubek

Chief People Officer

Edyta Jakubek became ASM's new Chief People Officer and member of the Executive Committee in June 2023. In her new role, she works to further empower ASM's workforce, promote diversity and inclusion, and make sure our people continue to be agile and focused on innovation. Learn more about Edyta and how she addresses ASM's HR challenges.

You have master's degrees in law and sociology. How did you get into human resources?

"When I graduated from the University of Gdansk, my native country of Poland was still in the process of opening up to the global economy after decades of communism. I was keen to seize the opportunities offered by the foreign companies investing in Poland. When the Dutch multinational Philips offered me a position in human resources, I was delighted and accepted it – and ended up staying with Philips for 20 years! What attracts me to HR is that it combines intellectual abilities with emotional intelligence. This mix of cognitive capabilities with strong social acumen has become critical for business. At ASM, it's the basis for promoting teamwork and building a collaborative corporate culture."

What is the biggest challenge in your new role?

"Our company is targeting to increase its revenues significantly to €4-5 billion by 2027. With our technologies and product portfolio, we're in a strong position to aim for significant growth. The question is how to make sure our people and organization are ready to respond effectively to this great opportunity. Growing our business means enabling it through bigger operations and developing next-generation solutions in global teams, which

requires long-distance communication. At the same time, it's crucial that we maintain our entrepreneurial and agile culture, along with our relatively 'flat' hierarchy. Our customers not only appreciate us for exactly this, but our people also like this way of working – it's one of the reasons they join us. They want to have tangible impact on business. At ASM, where lines to management and colleagues are short, they can take responsibility and make a difference. This enables innovation from the bottom.

"ASM is purpose-driven. People take responsibility and make an impact."

How will you ensure its people can support and accommodate ASM's growth?

"People are at the heart of our success. We need to stimulate them to continuously broaden their horizons beyond the technology and products we develop. We want them to look at how our products and technologies ultimately contribute to the daily lives of people and society. We're a purpose-driven organization, and our company culture supports this. Key company culture drivers are at the heart of our People Transformation Strategy.



This includes our values – We care, We innovate, We deliver – as well as our behaviors, accountability, collaboration, and empowerment, along with our leadership's behavior.”

How will you recruit the new people needed for ASM's growth given the 'war for talent' in the industry?

“Over the past two years, we've successfully hired more than 2,000 people. We will continue expanding our teams in critical domains, primarily in R&D. Various external studies, such as those by Deloitte, show that the semiconductor industry will have added one million additional jobs by 2030. I'm confident we'll continue to attract the talent we need, but this will require an out-of-the-box talent attraction and retention approach. We will recruit talents where they are, and not only where the job is.

“People are at the heart of our success.”

We already have more than 40 different nationalities working outside of their home countries, at seven development centers and operations, in 16 countries. This means we already have the infrastructure that facilitates international talent mobility. We will also be looking at capabilities from other industries, relevant to us. The hiring process will require significant transformation, too. We plan to use AI in our recruitment process in the future to make it more effective. We will continue to invest in our employer brand recognition, and we will continue to support initiatives promoting science, technology, engineering and mathematics (STEM) curricula at high schools and universities.”

How will you enhance diversity, equity and inclusion at ASM?

“Diversity, in terms of gender, background, lifestyle and religion, for example, can only contribute to a wider variety of views and approaches, which has the potential to boost creativity and innovation in our teams. I will build on ASM's existing Women Initiative Network (WIN) that brings women together from all the regions ASM operates in, with the aim of empowering them. It is a self-steering approach – fully owned by our female colleagues. They organize themselves, decide what topics are relevant for them, and what is critical to their growth. We plan to expand this approach to other diversity groups within ASM. At the same time, we'll put effort into involving all employees in our diversity projects, and by doing so work towards spotlighting and mitigating unconscious bias. One of our guiding principles is to make sure everyone's vision is heard. We would like each employee to say: ‘At ASM I feel like myself, I can be myself.’ I strongly believe in giving people an equal voice, and that all employees, regardless of their background, are equally valued.”