

12.4 TRAINING AND CONTINUING EDUCATION

voestalpine believes that enhancing employee qualification levels is instrumental to both innovation and quality, and thus the company's success. Numerous measures promote employee training and continuing education and simultaneously serve to expand their career opportunities. The total expenditure for human resources

development in the business year 2018/19 exceeded EUR 54 million. A total of 84.8% of all Group employees took part in training and continuing education programs. In the business year 2018/19, the total volume of training hours was 913,078, i.e., an average of 22.1 hours per trained employee.

12.4.1 EXECUTIVE TRAINING PROGRAMS

voestalpine relies on the so-called "value:program" it developed for training current and future executives. A total of 176 employees from 24 countries participated in this multi-level leadership program during the business year 2018/19. Of these, 15.9% were women. What makes this program special, aside from the skills training offered by leading international experts and the broad range of the

program's methods, is the intensive collaboration by representatives of voestalpine's management—whether as presenters, project managers, or even sparring partners (so to speak) in exchanges of experience. This mixture of external and internal know-how along with the Group-wide interest in ensuring that employees possess advanced qualifications make the value:program extremely successful and unique.

HIGH MOBILITY POOL

The "High Mobility Pool" executive development program is carried out annually to develop international talent. Under this program, young, international graduates with a few years of professional experience carry out project work worldwide at a high level. Purposefulness, flexibility, self-directedness, knowledge

of management methods, and excellent communication skills are the prerequisite for being successful in this program. It gives young, talented individuals the opportunity to learn a lot and to promote international networks within the Group through a range of projects.

12.4.2 PROFESSIONAL ACADEMIES

In addition to its proven programs for executives and specialists, voestalpine AG also offers training programs for wage and salaried employees. These programs not only expand these employees' professional qualifications and expertise, they also boost soft skills such as teamwork,

self-reflection, and agility. Both guiding values and corporate responsibility are also explored. The voestalpine Group believes that, besides a high level of professional expertise, these capabilities and competencies are important factors in employees' successful future advancement.

YOUNG PROFESSIONALS TRAINING PROGRAM (YPTP) REFRESHER

In 2015, voestalpine launched its own training program in China. In the four years since then, it has provided comprehensive training to 146 Chinese employees on, among other things, Group know-how, competence in communications and presentations as well as negotiating and project management skills. The very first refresher program for YPTP graduates was carried out in 2018. Thirty select participants who had completed the YPTP in 2015 and 2016 were

invited to a three-day refresher training. Here too the focus was on the mutual exchange of experiences and networking within the Group. The participants also had the option of reinforcing their negotiating and project management skills. A successful "Finance for Non-Finance Managers" course rounded out the offerings. It focused on a professional understanding of financial indicators as well as their interpretation and application in practice.
