

2019 – Issue 4

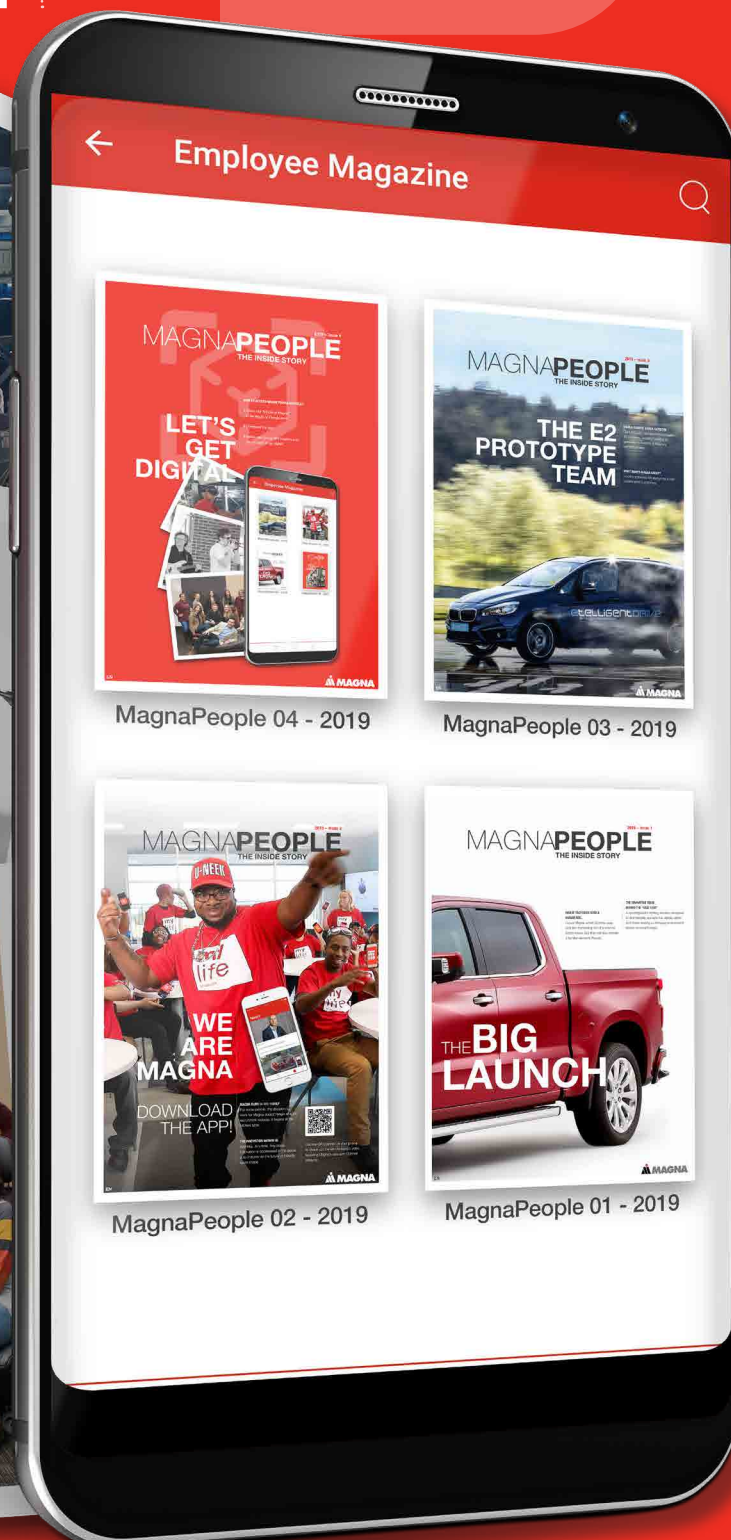
MAGNAPEOPLE

THE INSIDE STORY

LET'S GET DIGITAL

HOW TO ACCESS MAGNA PEOPLE DIGITALLY:

- 1 Search for "MyLife at Magna" in the Apple or Google store
- 2 Download the app
- 3 Select your group and location and you're ready to go digital



INSIDE

At Magna, we have the right attitude. We are results-oriented and overcome challenges through team-work, perseverance and, above all, a creative mindset.

2 MESSAGE FROM THE EDITORIAL TEAM

A Good Atmosphere for Being Creative

3 EMBRACING A DIGITAL ERA

A message from Tracy Fuerst

4 TRUE VISIONARIES

Augmented-Reality Project Team

6 MAGNA PEOPLE: AFTER HOURS

Our employees aren't just creative and competitive on the job

8 FROM THE RUNWAY TO THE HIGHWAY

A major automaker asked Magna experts to create a seat-trim look inspired by a luxury handbag

10 MAGNA GLOBETROTTERS

International assignments are often essential when it comes to developing technical skills and leadership

12 WHAT MAKES MAGNA GREAT

Good companies will always be a step behind great companies

14 A GENDER BALANCED BOARD

The women on Magna's board of directors come from China, Sri Lanka and North America

16 MAKING STRIDES TOWARD DIVERSITY AND INCLUSION

Achieving a competitive business advantage at Magna

MESSAGE FROM THE EDITORIAL TEAM

A GOOD ATMOSPHERE FOR BEING CREATIVE

To drive the future of mobility, Magna leverages our 60 years of experience and success as a top automotive supplier while acting like a start-up company and innovating like a technology company.

In this issue you will get a glimpse of what that looks like.

For a start, we have a seating product engineering team whose skills and inspiration come from the fashion industry. We have visionaries who have made Magna one of the first companies to use an augmented-reality tool in a production environment and female board of directors members who are amplifying our efforts to extract every benefit from our global diversity.

We have musicians, athletes, veterans, globetrotters and more whose wide range of life experiences, skills and viewpoints enrich our work environment, increase our chances for success and help make this a good atmosphere for being creative.

As Tracy Fuerst explains on the next page, our employees have great stories to tell and we have innovative tools to help bring them to life. In this issue, for the first time, you can experience content enhanced with augmented reality. Click on the AR icon in the MyLife app then use your phone or tablet to scan any printed or online page where you see the AR icon.



On behalf of the editorial team, enjoy!

Lori McDowell, Managing Editor

SEND YOUR FEEDBACK TO MAGNA.PEOPLE@MAGNA.COM

Magna People is published by Magna International as a global magazine for employees.

Publisher: Magna Corporate Communications

Managing Editor: Lori McDowell

Staff Writer: Anita Lienert

Design and Layout: SPS MARKETING GmbH

If you have any story suggestions, please contact your Human Resources representative or Lori McDowell at lori.mcdowell@magna.com.

© 2019 Magna International Inc., MAGNA, the logo and Fair Enterprise are registered trademarks of Magna International Inc., and its subsidiaries.



Email Jessica.Scherr@magna.com to share your division's special achievement, event or celebration on Magna's global communications channels.

EMBRACING A DIGITAL ERA

As a mobility technology company, Magna and our more than 166,000 entrepreneurial-minded employees are helping lead the way in a new transportation era. Like you, our communications team delivers innovative solutions - striving to bring you timely, dynamic and engaging information about our company and the people who make it all happen.

We want to connect with every Magna employee around the world, and the digital movement has created an explosion of new communication options which we continually explore. Leveraging dynamic digital tools helps keep our communications agile, cost conscious, environmentally responsible, and reflects the way many of our employees prefer to consume news and information. Sharing information digitally also builds a bridge to the next generation of audiences.

Magna People has been a staple of our employee communications for over 30 years, and, since the first issue of 2019, you have had the option to read it on your mobile device, online or by email. I am excited to tell you that, starting in 2020, we will be moving exclusively to these digital formats. Publishing Magna People on digital platforms gives us the ability to tell more in-depth stories, share videos and grab your attention with augmented reality – all while reducing time, money, and environmental impact.



We want to connect with every Magna employee around the world, and the digital movement has created an explosion of new communication options which we continually explore.

It allows you to give us immediate feedback and participate by commenting, sharing and liking stories and multimedia, which helps us spread a positive message online about the milestones and achievements of our global workforce.

**TELL US YOUR STORIES!
SUBMIT BY EMAIL TO MAGNA.
PEOPLE@MAGNA.COM OR CONTACT
YOUR HR DEPARTMENT**

Throughout all our communication efforts, we're using storytelling to share real-life, relatable examples of our people and technology. We have great stories about the people behind our successful launches, innovations, quality achievements, safety initiatives and continuous improvement. These stories are not only fun to read, but they can influence and encourage the attitudes and behaviors that support Magna's strategic goals.

To get all of this great content using our latest communications tools, you can download the Magna MyLife app, go to magnapeople.com or access Magna People through MagNET.

So let's embrace the digital age and, when the first digital-only edition of Magna People lands in 2020, we hope you enjoy it and let us know what you think!

Tracy Fuerst
Global Director,
Corporate Communications
and Public Relations



**SCAN WITH THE MYLIFE APP
FOR AUGMENTED REALITY**

MARKUS RAUCH, ▶
Team Leader



AUGMENTED-REALITY PROJECT TEAM

When Markus Rauch appeared on the assembly line at the Magna facility in Lannach, Austria wearing an augmented-reality (AR) headset as part of a pilot project, his fellow workers reacted with curiosity – and a few giggles.

“At first, they made fun of the headset because I looked like an alien,” said Rauch, a team leader in the company’s powertrain operation. “But over time, they could see the advantages.”

The new hands-free technology – a combination of Microsoft HoloLens and Magna software – fuses digital technology with the physical world in a factory. It brings the AR experience found in Snapchat lenses and the Pokemon Go game to manufacturing.

The AR device eliminates the need for paperwork, calculators and manual measurements on the critical first parts coming off the line, making quality checks easier, more accurate and more efficient. Workers can communicate with the device via voice commands, even in a loud factory environment.

The augmented-reality project won a Magna innovation prize in 2019 and, through the participation of Steyr Telemotive and Magna Powertrain, is considered to be a model of cross-group collaboration within the company.

The innovative young engineers behind the project grew up with video games like Age of Empires and Civilization, and a fascination for Star Wars and science fiction.

All of this subtly informed their thinking as they spent hours watching the manufacturing process at Lannach. It paid off.

“This technology is a game changer on the production side,” said Franz Weghofer, the project leader for smart factory at Magna Steyr. “You see the real environment and you get additional process-dependent information overlaid on it, on the fly. What we’ve learned here can be shared and used worldwide to improve our quality processes, whether we’re building complete vehicles or parts.”

The technology, which is still in its infancy in industrial production, has applications for other industries, including aerospace – and is a potential recruiting and training tool, too.

“The people we want to employ have grown up with iPhones and tablets,” said Gunther Spork, Director Digitalization and MES at Magna Powertrain and the initiator of the project. “It makes us more attractive if we have a state-of-the-art environment. But the main goal is to improve competitiveness and have a shorter reaction time.”

He added: “We are one of the first companies with this tool in a real production environment. We are on the leading edge.”



▲ **ABOVE,** Franz Weghofer, Project leader for smart factory
BELOW, Gunther Spork, Director Digitalization and MES (Manufacturing Execution Systems)



<https://youtu.be/C5X4HrDGmho>

To watch Magna’s digitally enhanced first parts video, enter the provided link into your browser.

TRUE VISION

GAMERS WELCOME

Like several of his colleagues on the AR project, Philip Windecker describes himself as a “gamer” and said the type of R&D work he does at Magna “attracts gamers.”

“When you investigate how to use something like the HoloLens, you need some playfulness to advance,” said Windecker, a Creative Supervisor XR for Magna Steyr.

When Microsoft employees came to visit the engineering center in Munich during the project’s development, they were invited to join the team for a quick gaming session over lunch. Various card, board and dice games, including Wizard and Bang!, are often played to break the ice with customers and new employees, and speed collaboration during breaks.

“We relate on a personal level, and the discussions become more interesting after that,” Windecker said. “We are not limited by boundaries. It’s how we bring new technology to engineering and to our customers.”

On a more serious note, Windecker said his philosophy is “if new technologies, new work strategies, new concepts find their way into our daily life, work or personal, we need to adapt our thinking as well as our tools.”

He added: “There is a quote from Albert Einstein that describes my point of view quite well: ‘We cannot solve our problems with the same thinking we used when we created them.’”



AN ATMOSPHERE FOR INNOVATION

One challenge during the development of the AR device was how to get a live video stream from the HoloLens to a personal computer. This ability is key for documenting problems during production, and making corrections remotely.

Alexander Auch, a Magna developer and project engineer who has a master’s degree in media informatics from Ludwig Maximilian University of Munich, was up to the task.

“It’s all about experimenting,” Auch explained. “We have the freedom to work that way. It’s easy to talk openly with everyone, and there’s a friendly atmosphere for innovation.”

When the team brought the device to Lannach for a real-world test, complete with live streaming, the reaction among workers was enthusiastic.

“They said ‘Wow!’ It’s like science fiction!” Auch said.

THE HUMAN TOUCH

Lisa Scherer, a Magna development engineer, had her pick of three jobs when she finished her master’s degree in ergonomics at the Technical University of Munich in 2017.

She chose Magna because it “captured my imagination.” So did the AR project.

As the designer of the user interface on the AR device, her goal was to keep everything “simple and intuitive.” She went to the Lannach facility four times. First to understand the needs of workers before creating the device’s screens and user guide, and then to update, train and get feedback to further improve the software.

“Getting feedback from the workers was critical because they have to wear the device all the time,” Scherer explained. “They have to be satisfied.”

Playing card games like “Exploding Kittens” with her colleagues at lunch “removed boundaries and was a good atmosphere for being creative,” Scherer said.



ONARIES



SCAN WITH THE MYLIFE APP
FOR AUGMENTED REALITY

MAGNA PEOPLE: AFTER HOURS

**OUR EMPLOYEES AREN'T JUST CREATIVE
AND COMPETITIVE ON THE JOB.**

**WHEN THE WORKDAY ENDS, YOU MAY
FIND THEM PURSUING PASSIONS
RANGING FROM SPORTS TO MUSIC.
SOME ARE GARNERING TROPHIES AND
INTERNATIONAL FOLLOWINGS, WHILE
OTHERS HAVE UNDER-THE-RADAR
TALENTS.**

**HERE IS A CLOSER LOOK AT SOME OF
THEM:**



THE BACK SEAT BOYZ AND BEYOND

When a loosely knit group of musicians who call themselves “The Back Seat Boyz” took to the stage last June during a summer party at the Magna Seating office in Novi, Michigan, their fellow employees clapped and cheered.

Known around the office as serious engineers and managers, the musicians – Vince Shepley, Ted Latouf, Kurt Werner, Bill Hagen and Pat Predd – rocked the crowd with songs from Led Zeppelin, Van Halen and the Rolling Stones.

Predd has something of celebrity status within the band. He’s a Detroit musician and songwriter with a dedicated following, serious musical credentials that include two pop rock CDs and YouTube videos, and regular gigs beyond The Back Seat Boyz.

A visit to Predd’s office, where he is a Magna Seating senior product manager, illustrates his feet are in two worlds – automotive and musical.

A foam seat cushion is propped on one wall, while other walls contain images of his musical journey, including band pictures and a dramatic image he made of his beloved Taylor guitar.

This day, he is dressed in a black patterned shirt and black slacks made by American menswear designer John Varvatos. That little detail is noteworthy because when Predd isn’t deep into R&D projects at Magna, he performs at the popular Varvatos store in downtown Detroit – just one of the stops on his busy summer musical schedule.

Creativity comes naturally, whether on the job or playing music.

“I have more freedom to create on our innovation team here,” Predd explained. “I’m in the fun side of the business, where we come up with ideas and control our own destiny. On the engineering side, creating to me means figuring out problems.”

While his song “Push” was a finalist in an online international songwriting contest, Predd said his song “I Will,” especially the chorus “I will not crumble in this moment,” best defines who he is.

“It’s about me and my music,” he said. “It’s about believing in yourself, following what you want and having the confidence to try new stuff.”



A FIGHTING SPIRIT

In her off hours, Anna-Sophie Kreis transforms from a mild-mannered member of a Magna IT team in Germany into a punching and kicking competitor who is feared in the ring.

As a top athlete in the WAKO European Kickboxing Federation and Kickboxing World Series, Kreis is known as a seasoned attacker and offensive fighter.

YouTube videos of her amateur competitions show the petite kickboxer handily taking on larger opponents, her blonde ponytail bobbing from a red helmet as she avoids blows and plants her foot squarely on the competition’s mouth. Kickboxing is a sport that combines boxing with elements of karate.

“I kick more than I punch,” explained Kreis, who competes in the lightweight category. “It’s kind of a strategy, but it depends on your opponent.”

She won first place in her first tournament at age 13, and since then has devoted hours each week in training, which includes running and weightlifting. Minor injuries, including stitches following a punch in the mouth during an event, have not deterred her from the sport.

Kreis began working as a Magna intern in the powertrain marketing department five years ago. After graduating with a degree in business economics from the University of Applied Sciences Würzburg-Schweinfurt, she joined the company full time. Today, she is a product group lead on a team rolling out new IT systems for plants and joint ventures.

“I feel more confident at work when I do martial arts,” she said “I can deal with challenges even when I’m afraid and nervous. I don’t quit. When my co-workers find out what I do in my spare time, they are surprised because I don’t look like a kickboxer. It tends to impress people.”

JUDO GLORY FOR AN HR PROFESSIONAL

After a busy day in the office as the Magna corporate Human Resources Manager in Sailauf, Germany, Sarina Mueller heads to the local judo club, where she is known as a disciplined practitioner of her martial art.

“It’s the best balance for my job to go on the tatami mat and throw some people,” said Mueller, a 99-pound dynamo and winner of the German Judo Kata Championships in 2018 and 2019.

In particular, she throws her 190-pound husband Jochen, her longtime training and competition partner. The pair also placed sixth in the 2018 European Judo Kata Championships.

For the German and European championships, they competed in the “Kime no Kata” category that features 20 moves or techniques involving wooden knives and swords. Her husband used the weapons to engage her and she did the defense moves with different kicks and steps.

“Judo is for everyone, no matter their age, weight or gender,” said Mueller, a third degree black belt. “When a woman is training, you can see it’s not her strength that enables her to throw a bigger man, it’s the technique.”

The 11-year Magna veteran brings similar energy and enthusiasm to her job. She joined the company after earning a degree in economic sciences from the Technical University Darmstadt, and has been impressed by the opportunities for growth at the company.

“At Magna, you have many chances to develop yourself and get more responsibility,” Mueller said.

It’s the way she approaches her sport, as well.

“In judo, you never stop learning,” Mueller said. “You never say ‘I know all the techniques.’ There are people who are 70 on the mat, and they are still practicing.”



A SPECIAL SERENADE

Self-taught guitarist Pakin Nanak, an operator at the Magna Automotive Thailand facility, plays every night for an audience of one.

That person is his wife Ratha Pasena, a hemodialysis patient who is awaiting a kidney transplant.

“I’m also working on a song for her,” said Nanak, who began playing the acoustic guitar seven years ago after being inspired by a friend and fellow musician.

He prefers slow and quiet tunes, especially “oldies,” and is content to keep his hobby a secret passion, one that is not widely known among his colleagues. However, for New Year’s celebrations, he will strum a few tunes for his extended family.

Nanak started work as a temporary Magna employee in 2016 at the plant in Chon Buri. Since then, he has been promoted to full-time employment.

He says he is grateful to be working for a company that “takes care of employees,” one that is helping to cover treatment and hospital expenses for his wife.

In the meantime, Nanak’s hobby has become music therapy for his ailing wife, and his special song for her a lyrical tribute.

FROM THE RUNWAY TO THE HIGHWAY

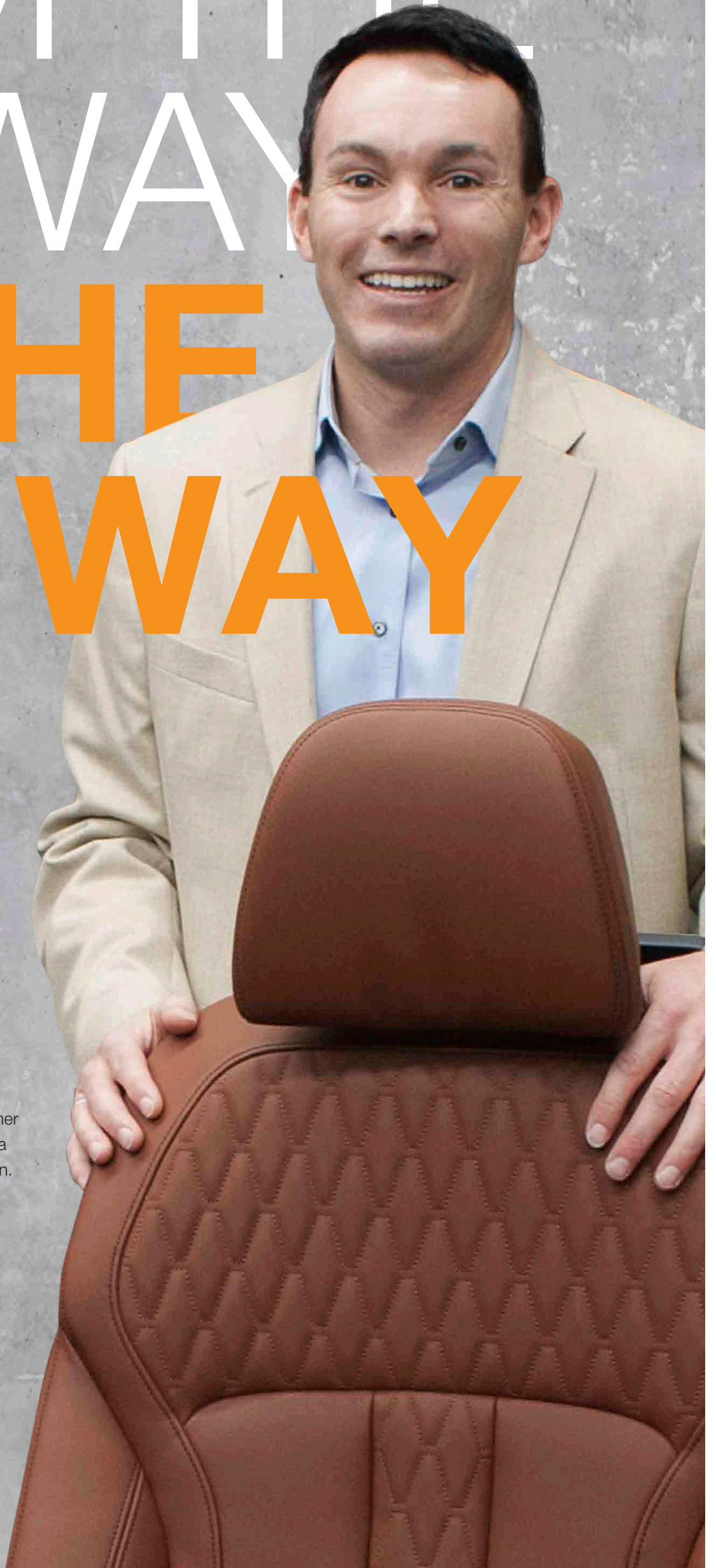
When a designer from a major automaker asked Magna experts to create a seat-trim look inspired by a luxury handbag, they embraced the challenge.

“OEMs are absolutely paying attention to fashion, from dresses to shoes,” said Frank Eupizi, Group Director of Engineering for Magna Seating.

It’s also why Magna launched a major initiative in 2015 to bring people with a fashion background into automotive seating as product engineers and apprentices. Their challenges include making the over 3,000 patterns required for the trim options on a typical three-row SUV.

Today, the nine-member group includes Lauren Thiel, a former personal stylist who blogs about revamping a wardrobe on a budget, and Erin Conner, who made her own wedding gown.

“They blend art and engineering,” Eupizi said. “Many have degrees in fashion and they all have sewing as a technical skill. It’s been a perfect fit.”



FREEDOM TO EXPERIMENT

“Gender Blending,” an avante-garde clothing collection designed to push the limits of the audience’s comfort, was the theme of Cody Hoover’s senior runway project at Michigan State University.

It included high-waisted bathing suits for men and women’s underwear that Hoover crocheted and knitted himself. The project was so successful that it was featured in a month-long special exhibit at the school’s contemporary art museum in 2012.

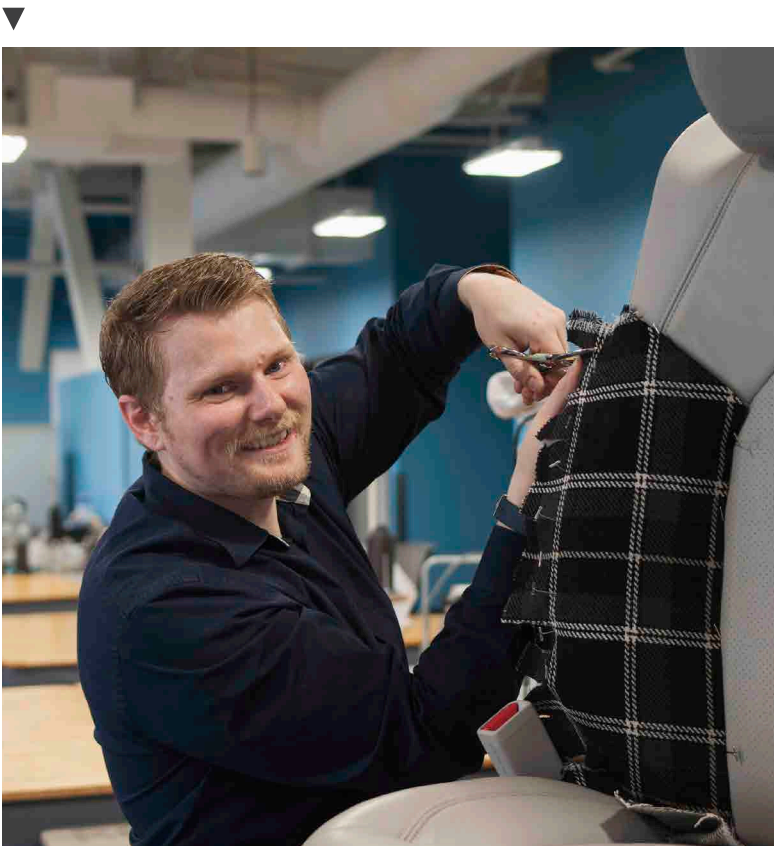
“I’ve had an infatuation with blending things,” said Hoover, who now works as a Magna trim engineer. “If you can blend people, everyone is neutral and has an even playing field.”

Today, Hoover is focused on seating and his spouse Aaron, who works in finance at a Detroit area bank. Clothing design is on the back burner, except for a gown with a pleated bodice that he occasionally works on at home in his spare time.

“To me, art is art,” said Hoover, who has a bachelor of fine arts degree. “When you shape or drape a seat cover, you are doing the same thing as if you were making a garment. At Magna, I have the freedom to experiment with trim. Nothing is completely off limits.”

He works with two of his former MSU classmates, Whitney Jones and Jessie Moyer, who are also Magna trim engineers.

“We call our group ‘the cool kids on the second floor,’ Hoover said. “I love the atmosphere at Magna. It’s very social, collaborative and creative. We go to brunch together on weekends, shop together, and celebrate each other’s birthdays. It’s a place where you can build relationships.”



ZIPPING UP THE PERFECT JOB

Ashley Harris likes to say “fate” and a twisting path through the fashion industry brought her to Magna.

A graduate of the Fashion Institute of Technology in New York City and a former intern for fashion mogul Vera Wang, Harris was busy stitching together her own private design label when she participated in a Magna-sponsored fashion show at the 2017 North American International Auto Show in Detroit.

“I found out then that a fashion designer can move into automotive,” Harris said. “Out of curiosity, I went to the Magna website and learned that a fashion designer degree qualified you to be a trim engineer. I applied and I couldn’t believe it when I got a call back.”

A key question during the Magna job interview: how would Harris sew a zipper into a seat cover?

The response was easy for someone like this fashionista who creates elaborate bridal and cocktail gowns, owns five fashion mannequins and has an apartment filled with bolts of fabric. Harris sketched out a zipper, a seat and a diagram on a whiteboard, and was hired.

Today, she works hand-in-hand with product developers at Magna on such cars as the Chevrolet Bolt electric vehicle, focusing on the latest trends and improvements in seating.

“I love it,” Harris said. “What I do in the trim studio reminds me of draping a dress form. This is who I am. And every day is a new challenge.”

It’s not unusual for Harris, who began her craft at age 8 by making outfits for her Barbie doll, to show up at work in one of her latest creations.

Today, she’s wearing a colorful dress with what she calls a “Bohemian” flair. She is still busy after hours making custom pieces for clients, including an independent filmmaker. Hour Magazine in Detroit recently named her Best Dressmaker of 2019.

“I like to call my style a metamorphosis of free-spirited femininity,” Harris said. “I make things I would wear.”

When she’s not in the trim studio, she’s at a workstation that’s surrounded by like-minded individuals, a kinship with deep roots in textiles, apparel and industrial sewing.

“We all have different styles and aesthetics,” Harris said. “But we all have an interest in fashion and everyone is really good at what they do.”



SEWING CIRCLE ASSIGNMENTS

Here are some of the vehicles that are getting the haute-couture touch from Magna’s fashion-minded seating experts:

- 2020 CHEVROLET BOLT:** Ashley Harris
- 2019 GMC ACADIA, CADILLAC XT5:** Jessie Moyer
- 2020 JEEP GRAND CHEROKEE:** Lauren Thiel
- 2020 GMC ACADIA, CADILLAC XT5:** Katie Kwiatkowski
- 2020 CHRYSLER PACIFICA, PACIFICA HYBRID, VOYAGER:** Alissa Sennett
- 2020 JEEP GRAND CHEROKEE:** Cody Hoover
- 2020 JEEP GRAND CHEROKEE:** Whitney Jones



SCAN WITH THE MYLIFE APP
FOR AUGMENTED REALITY

MAGNA GOALS ROTTES

INTERNATIONAL ASSIGNMENTS ARE OFTEN ESSENTIAL WHEN IT COMES TO DEVELOPING TECHNICAL SKILLS AND LEADERSHIP IN A GLOBAL COMPANY LIKE MAGNA.

MANY MAGNA EXPATRIATES REPORT A HIGH DEGREE OF JOB SATISFACTION, BACKED UP BY NEW SKILLS, NEW COLLEAGUES – AND A DEEP DIVE INTO THE CULTURE OF A NEW COUNTRY.

HERE ARE SOME OF THEIR STORIES:

EMBRACING THE ADVENTURE

Mario Kelava has lived and worked in five countries throughout a 32-year automotive career that has taken him from global OEMs to Magna. But wherever he ends up, his attitude has been the same: “Throw yourself into the adventure.”

Today, the native of Sarajevo, Bosnia is nearly a year into what he calls “the biggest assignment” of his life, working as the general manager at a 470-employee Magna division that makes hinges and latches in Wuppertal, Germany.

The ability to pick up languages eased job transitions. Family discussions at the kitchen table before every move were essential.

“The number one thing is to talk about any move with your family and make sure you’re doing it for the proper reason,” Kelava said. “Once you make the decision, don’t second-guess yourself.”



AN EASY ADJUSTMENT

Pooja Pustake arrived in the U.S. from balmy Pune, India in January 2018, when she got her first taste of a harsh Michigan winter.

Undaunted, the Magna design project coordinator bundled up in a jacket and asked a colleague to teach her how to drive on snow-covered roads. It was not long before she felt at ease in the new commute to the company’s Novi facility.

“The adjustment was easy,” Pustake said. “Everyone helped me, and the HR teams in India and the U.S. were very supportive of my transition.”

It was not the first expatriate experience for Pustake, a native of Ujjain, India and a nine-year veteran of Magna’s India operations. In 2016, she spent three months in Sindelfingen, Germany as a senior design engineer.

“Global experience has been good for me,” Pustake said. “It helps you to grow in your job. Then, you can go back to your home country and apply what you have learned.”





THE BIGGEST PROFESSIONAL CHALLENGE

Francesco Cumbo jumped at the chance to leave Magna's Italy operations to lead a 30-person team in Canada working on latches for future vehicles.

"This is my first overseas assignment and the biggest professional challenge of my career," said Cumbo, a Magna chief engineer and a 19-year veteran of the company. "It's a great opportunity to grow personally and professionally."

While he misses Italian food, Cumbo has become a Toronto Raptors basketball fan since coming to Aurora, Ontario in February 2018.

"I went to a couple of games and enjoyed the atmosphere," he said. "Sometimes in Italy, we are too extreme in supporting the teams, so the game is no longer a game. In Canada, there is a more relaxed approach to sports."



AN 'EXCELLENT EXPATRIATE'

A Magna executive threw out a challenge to company engineers during a speech in 2012: if anybody wanted to work abroad, contact him.

Richard Trenk, a Magna engineer in Austria, sent him an email and got a quick reply. There was an opening in China. Was he interested?

"I love a challenge," Trenk explained. "But I wouldn't go without my girlfriend, Albine. We had to make it work."

Magna arranged a trip for the couple to visit Changzhou, where Albine, an occupational therapist, found a job. Trenk became the head of project management for Magna's powertrain engineering center in Changzhou, and the two lived there from 2014 to 2018. Today, his colleagues describe him as an "excellent expatriate."

"No day was boring," Trenk said. "Every day I learned something new or saw something different. That was the best part."



A PIECE OF CAKE

When her Magna overseas assignment ended earlier this year, Nan Ding boarded a flight from Austria to the U.S. carrying a special memento: a Sacher torte, a Viennese pastry given to her by her colleagues.

When she returned to the company's Troy, Michigan headquarters, Ding shared the chocolate cake with her new team. The Magna software engineer also shared lots of advice on being an expatriate.

"Magna is a global company, and it helps to have global connections," said Ding, who hails from Yongji, China. "The overseas assignments are important. Right now, I'm working on a new project between Troy and Lannach, Austria. It makes it easier when you've already connected with people from different parts of the world."

Besides developing a taste for Sacher torte and schnitzel, Ding also is eager for another expatriate experience.

"If given the chance, I would say 'why not?'" she said.

CAMARADERIE AND COLLABORATION

Just several months into a yearlong transfer from Magna's engineering center in Changzhou, China to Traiskirchen, Austria, Xiaodong Qu is racking up lots of positive experiences.

The e-drive system engineer with a Ph.D. in battery systems for electric cars is tackling challenging assignments, and learning workflow and other tasks that he will share with colleagues in Magna's China operations when he returns home.

He also bonded with his Austrian teammates during a corporate retreat at Lake Grundlsee, a picturesque area ringed by mountains.

One memorable exercise involved a version of the game "Angry Birds," but one played with cannonballs made out of pillows.

"It's great to get familiar with people in a different culture and see firsthand how they are working and living," Qu said.





WHAT MAKES

MAGNA GREAT?

GOOD COMPANIES WILL ALWAYS BE A STEP BEHIND GREAT COMPANIES.

**GREAT COMPANIES, LIKE MAGNA, PROVIDE SOLUTIONS BEFORE CHALLENGES
ARISE. THEY HAVE GREAT LEADERS WHO CELEBRATE EMPLOYEES WHO
INNOVATE AND LEAD THE WAY TO THE FUTURE.**

WE ASKED SEVERAL MAGNA PEOPLE WHAT ELSE MAKES MAGNA GREAT.

FAIRNESS

For Norbert Osterbauer, work life at Magna's Graz facility has been defined by breaking down barriers.

The 23-year Magna-veteran who works as a parts picker on the Mercedes-Benz G-Class SUV team is deaf and visually impaired due to birth defects.

But because Magna and the Service of the Federal Ministry provide an accommodating workplace for individuals with disabilities, Osterbauer said he has a productive and satisfying job.

"Magna has been so accommodating to make this a great place to work for me," Osterbauer said. "My colleagues help me to get around and stay safe at my workstation."

From an accessibility standpoint, markers on the floor guide him to his workstation, which is equipped with a special lamp and an illuminated magnifier. Sign-language interpreters assist him during meetings.

Attitudinal barriers have fallen as well. Osterbauer's team uses technology to tear down traditional obstacles to communication and information. They always accompany him to the break room and use pictures and words on their mobile phones to get the conversation started.

"I'm extremely happy and enjoy my job," Osterbauer said. "I feel normal – I'm just like everyone else."

After work, he spends time with his family, tends his sheep and enjoys hiking.

His experience is another example of how Magna is reducing roadblocks that Osterbauer and others like him face in obtaining quality and consistent employment.

WORKING TOGETHER

Huang Hai credits his impressive climb through the Magna ranks in China to his military service, which “cultivated my hard-working spirit and strong perseverance.”

Before joining the company’s powertrain facility in Ganzhou in 2002, Hai served in the army as an administrator for two years.

From humble beginnings as a Magna shop-floor worker washing parts and doing simple tasks, Hai now is an assembly line leader in the e-drive department, overseeing a team known for its technical innovations and attention to quality.

So far, the team has registered three patents and implemented 25 ways for the division to save money and be more efficient. Their reputation is known outside of the company, too, where they have earned national honors for workers’ teams.

Hai himself was named a “National Labor Model” by the National Federation of Trade Unions in April. It is the highest honor a Chinese worker can receive.

“I’m somewhat like a teacher, I lead and guide people to work for one purpose,” said Hai, who took night courses and majored in electronics at Jiangxi University of Science and Technology while working as a Magna assembly operator from 2005 to 2008.

He added: “All members of the team have the responsibility to find issues and pay attention to quality.”

Hai also learned discipline and the need to give every effort “100 percent” from his parents, who were vegetable farmers. Today, his family consists of his parents, wife Hu Yanghui, and 12-year-old son Huang Junxin.



FOSTERING DIVERSITY

Serving as a machinist’s mate second class on two nuclear-powered ballistic missile submarines, the USS Lewis & Clark and the USS Henry L. Stimson, Chris Winger learned some valuable lessons that he still applies in his work life today.

There’s his aptitude for mechanics and more importantly, the seagoing experience framed the way he approaches challenges.

“When you’re out at sea and there’s a problem, you don’t call 911, you run to it,” said Winger, a preventive maintenance coordinator at Magna’s Eagle Bend Manufacturing in Clinton, Tennessee. “I was trained that way and it changes the way you look at life. When there is a problem or concern in the plant, I go to it.”

Sometimes getting around the plant requires the use of a cane because Winger is a disabled veteran. He suffered a serious back injury lifting an air compressor through the hatch of a sub during his tour of duty. But he says Magna has made accommodations for his disability.

“Magna wants diversity in the workplace and is sensitive to people with health-related issues,” he said. “There are probably 20 or 30 people with disabilities at this plant, including one other disabled veteran. We’ve got a world-class organization here that helps people do the best job they can.”

After work, boats and the water are still a big part of Winger’s life.

The widower and father of three lives on nearby Norris Lake, where he fishes every day. He enjoys taking his grandkids on the pontoon boat that he christened “Lost & Confused” - the nickname the sailors had for the Lewis & Clark.

In reality, it’s not a fitting name for either vessel. As Winger notes: “We always get where we need to be.”



SEND YOUR THOUGHTS ON WHAT MAKES MAGNA GREAT TO LORI.MCDOWELL@MAGNA.COM

THE WOMEN ON MAGNA'S BOARD OF DIRECTORS COME FROM CHINA, SRI LANKA AND NORTH AMERICA AND HAVE DEEP EXPERIENCE IN ACADEMIA AND A VARIETY OF INDUSTRIES, INCLUDING AUTOMOTIVE, WIRELESS AND HUMAN RESOURCES.

WHAT THEY ALL HAVE IN COMMON IS A COMMITMENT TO ENSURING THAT DIVERSE VOICES ARE HEARD THROUGHOUT MAGNA.

A GENDER BALANCED BOARD





TECH TRANSITIONS AND TANDEM BIKES

As a young girl growing up in Shanghai, China, Mary S. Chan got a first-hand look at STEM education with the help of her parents.

She sometimes would ride on the back of her father's bicycle and accompany him to his job as a radio frequency engineer. Her mother, an ophthalmologist, cultivated a love of math and science in her daughter. After the family moved to the U.S. in 1976, Chan followed her father's footsteps, earning a master's degree in electrical engineering from Columbia University.

Dubbed the "guru of connectivity" by the media, Chan brings extensive experience in the wireless industry and new mobility to the Magna board, including having served as the global head of wireless infrastructure for Lucent Technologies.

During a three-year-stint at General Motors, she led the launch of 4G LTE connectivity across GM's global brands, an industry first.

"I'm focused on technology transitions," she said. "Those transitions will require the company to think about what are the big bets, how do we build a talent pool, and who are the customers we need to build our solutions around. It is important for Magna to navigate through these transitions and offer innovative mobility solutions as a strategic partner with our customers."

In the meantime, she is passing on the love of STEM to her children. Her son Kevin, a Massachusetts Institute of Technology graduate, is a hardware engineer at Apple. Her daughter Monica is a high school junior and co-captain of a First Robotics team.

While new mobility is important, Chan and her husband Eric often spend weekends taking road trips around their hometown of Chatham, New Jersey, on a bicycle built for two.



A FORMULA FOR INNOVATION

As the newest member of Magna's board, Lisa Westlake exemplifies her philosophy that "a strong leader can come from any field."

The finance and human-resources expert spent a good part of her career outside of the auto industry, working for financial and information services companies like Moody's, a ratings and analytics corporation.

Her Ivy League education includes an undergraduate degree in biochemistry from Dartmouth and an MBA in finance from Columbia University. And she describes herself as "equal parts right brain and left brain."

"I love math and science," said Westlake, who lives in Morristown, New Jersey with her husband John and 15-year-old son Matthew. "But I also love art and working with my hands to make things. I design items for my home, and my husband, who is handy, and I make them. Everything from tearing down walls to building fancy storage cabinets and planter boxes." Her passion is talent development – and the relationship between diversity and innovation.

"You can't truly innovate at the top of your game if you're not as diverse as possible," Westlake explained. "Different kinds of people working to solve a problem will multiply the number of great ideas that will be put forward. Magna prides itself on innovating, and it can supercharge its efforts by further diversifying the workforce."

The four women on the Magna board are heralding this change.

"The board itself is leading by example, expanding and diversifying its skillsets, and building greater gender balance," she said. "Culturally at Magna, everybody wants to do the right thing. I find that so energizing and I can't wait to see what everyone achieves together."



ASKING QUESTIONS, NURTURING TALENT

Dr. Indira V. Samarasekera's commitment to nurturing talent begins at her kitchen sink in Vancouver, British Columbia.

It's there she encourages her six-year-old granddaughter Anila to pursue her dream of becoming an inventor by mixing up potions made up of dishwashing liquid, cooking oil, salt and pepper.

"She makes such a mess, but it gives her a taste of what it's like to be an engineer," said the Magna board member and metallurgical engineer known for her pioneering research in applying mathematical modeling to steel processing.

A Fulbright scholar, the Sri Lanka native was a path-breaker in education, too, serving as the first female president and vice chancellor of the University of Alberta from 2005 to 2015.

With an extensive background in materials, research and academia, Samarasekera brings a unique perspective to the Magna board. Her mandate: "Ask questions and not take anything for granted that anybody tells you."

"Large companies like Magna have to constantly reinvent themselves to be globally competitive," she said. "As the president of a university and an academic, I've spent much of my career managing and nurturing talent."

"Magna depends entirely on talent for its success. The notion of diversity, bringing more women, minorities, and people with experiences other than the automotive sector, becomes critical. They understand the world a little differently. We need to broaden the base of talent."

Now "busily retired," Samarasekera also is a board member of the Bank of Nova Scotia, and spends her free time playing mah jong with friends, line dancing and enjoying her three grandchildren (a fourth is on the way). She also tracks Anila's progress in the STEAM program at her elementary school.

"It's getting them to think beyond boundaries," Samarasekera said. "And Anila loves it."

CULTIVATING GRASSROOTS LEADERSHIP

Cynthia A. Niekamp’s leadership style was forged on the factory floor in management jobs at General Motors’ Delco Moraine Division in Dayton, Ohio, and Fredericksburg, Virginia, and at General Motors France in Paris.

Those real-world lessons were a perfect accompaniment to her bachelor’s degree in industrial engineering from Purdue University and her Harvard MBA.

“Harvard was a great academic experience, but I learned more from manufacturing,” said Niekamp. “I learned the human side, including how to get a team of people to be aligned toward a set of goals. That was the challenge and the beauty, and the part of my career that gave me the most joy.”

Now retired, the Birmingham, Michigan resident finds new joy in competitive ballroom dancing and bicycle trips, including a recent 700-mile trek through Vermont, Quebec and New York. Niekamp also enjoys spending time with her two daughters, Emilie, an accountant, and Elizabeth, an industrial designer.

With a lengthy resume that includes top management positions at TRW, Borg Warner and PPG Industries, Niekamp notes she “had been a supplier, as well as a competitor, to Magna.”

“Magna employees on the plant floor and in cubicles around the world need to know they play an important role,” she said. “A grassroots effort is key. We need more informal leadership, including individuals who can mentor someone or take a risk on someone. The biggest challenge is getting more women in manufacturing operations and profit-and-loss responsibility.”

Part of her mission is to “keep Magna moving forward,” while focusing on what made it successful in the first place.

“Sometimes we emphasize the new and sexy stuff,” she said. “But this is a company that needs everyone working on quality, productivity, successful launches and the core operational side of the business.”



MAKING STRIDES TOWARD DIVERSITY & INCLUSION

Achieving a competitive business advantage at Magna hinges on innovation, world-class operations, thinking like entrepreneurs – and creating a positive workplace culture where everyone feels like they belong.

Our Fair Enterprise culture aims to ensure our employees feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve our organization.

Although our Employee’s Charter has created a strong foundation from which to work from, we still have work to do.

That’s why we are excited to co-chair a new Diversity and Inclusion Council that will steward the next phase of our journey. Our council will bring a heightened sense of awareness, help create a broader, richer environment, and advocate and advance diversity and inclusion.

While the council will set the strategy and measure progress, it’s the grassroots support from employee resource groups (ERGs) who will be the ones implementing initiatives and helping create a stronger sense of community throughout the company. Watch for more information on these ERGs and how you can get involved in the next few months.

We know people who feel they belong perform better, are better

at collaboration, and are more willing to challenge themselves.

A stronger focus in this area, combined with our Fair Enterprise culture, will continue to help us attract talent and develop our people from all backgrounds and communities where we operate.

As our council begins to drive the diversity and inclusion initiatives and priorities throughout the organization, we will continue to celebrate what makes Magna great – diversity in our employees and perspectives from a variety of backgrounds.

JIM TOBIN
Chief Marketing Officer, President Magna Asia

BEA LOZINSKI
Global Director, People Development & Training

