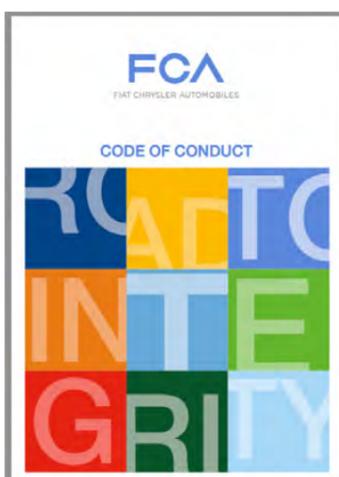


THE VALUE OF SHARING IN NEW CHALLENGES

Collaboration and the exchange of experiences as an essential factor for the creation of value.

In the upcoming phases of evolution in the automotive industry, innovation, whether for products or processes, will increasingly prove to be a watershed. One of the key points of this trend is that these new challenges cannot be won alone. It is ever more necessary to create synergy within the Company, between Business Lines, and to collaborate with the various players which orbit around the business and with which the Company creates value. This allows for exchange and for the bringing together of all the stimuli present both inside and out of the Company, taking on knowledge and experience, and growing according to a shared approach.

OUR PRINCIPLES



The relationship that Magneti Marelli has with its stakeholders is governed by the FCA Code of Conduct, a reference framework for the management of all of the activities carried out. The Code of Conduct indicates the principles, practices and procedures that every subject, as representative of the Company, is obliged to respect.

The reference principles are:

- Safeguard our people
- Behaviour in the affairs
- Manage external relationships
- Manage our resources and information

STAKEHOLDER MAP



EMPLOYEES AS MAIN PLAYERS: THE TRUE DRIVING FORCE OF MAGNETI MARELLI

Development of people and trust in the company: this is the key to the growth of the Company.

Magneti Marelli's growth is founded on the growth of its people, and in order to make sure that this happens, it is necessary that they can work in a favourable working environment, fertile ground for their development, in which know-how and knowledge can be stimulated, a place in which the Company can be experienced in an "active" manner, and in which one can be made

to feel part of a wider project. This is why Magneti Marelli creates a range of initiatives orientated not only to a personal improvement but also to the entire system. Among these job opportunities, selections open to Company personnel with recruiting processes specifically reserved for employees, which renders the organisation less static and enriches it with a range of experience, ability and know-how, allowing the people themselves to play an active role in their own professional growth. Another very important element for Magneti Marelli in the management of people is the creation of channels of communication with its employees, allowing them to voice their opinions and feelings. One of these is the Made by People Survey, a climate survey carried out every two years, with the support of the Great Place to Work Institute, which examines the feelings of all of the employees, highlighting any areas of improvement on which to work.

The last survey, carried out in 2015, resulted in the inclusion among the 25 certified Great Places to Work and

revealed a level of trust which had increased of 5 percentage points since the previous edition. But the survey is not an end in itself. The results, divided by Business Line and geographic area, are shared with the employees, in order to offer them feedback on the contribution resulting from their participation and in order to inform them of the result. The most important moment, however, is that in which the improvement pro-

DIMENSIONS



Credibility



Respect



Equity and Fairness



Pride



Camaraderie

grammes are translated into concrete actions, defined for each area of the survey: Credibility, Respect, Equity and Fairness, Pride and Camaraderie. In order to identify them, over the course of 2016, 250 voluntary work groups were organised locally and involved in collective activities. Each team focused its attention on the creation of projects which have a positive impact on the five areas of the survey.

The workgroup therefore becomes an instrument for the creation of reciprocal added value: if on the one hand, the outcome of the activity leads to an improvement in the company working environment, on the other, it is the workers themselves who benefit from the sharing of experience, ideas and know-how, which are fundamental aspects for their personal growth. Collaboration

with colleagues also stimulates people, who feel an integral part of a team, working in a coordinated manner towards a common goal, reinforcing the sense of belonging within the company.

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