

WHIRLPOOL

LEADERSHIP

VISION

MISSION

STRATEGY

VALUES

**BUSINESS RESULTS THROUGH
PEOPLE EXCELLENCE**

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It's been two years since we've shared our leadership story for Top Companies for Leaders,

and we are excited to offer this unique and updated view into how we have evolved our leadership efforts. At Whirlpool, we believe that leadership is the catalyst for positive change. It is a privilege, not a right. It is something that needs to be earned. It guides every facet of how we drive our business.

Whirlpool's Leadership Strategy is based on five simple ideas:

1. Our leadership strategy is deliberately architected to deliver differentiated Business Outcomes.
2. Our leadership practices are aligned and anchored in our Strategic Architecture.
3. Our talent processes are Business owned and fully integrated within the way we operate, supported by a robust set of tools to ensure consistency and effectiveness.
4. Our talent processes are always on, and this is the way that we ensure people are the "x-factor" in our strategy.
5. Our investment in People Excellence remains strong – and we continuously drive leadership practices to the next level.

As a 103-year "young" company, building strong leaders is at the heart of what we need to do to sustain our growth through the next century. So, we focus on hiring individuals with the best leadership



potential, and then developing, testing, and promoting them throughout their careers.

In 2013, we refreshed our strategic architecture to include a new vision, mission, and four strategic pillars, including People Excellence. To enable this new architecture, we also renewed our Whirlpool Leadership Model, which guides how we assess incoming talent, review employee performance, create personal development plans, and challenge and promote people. We have taken the model even further to align leadership beliefs and behavior expectations more clearly to position the company to achieve the new mission, vision, and strategy.

Our Talent Management strategy and supporting tools have been refreshed and enhanced to better integrate across the entire employee lifecycle, and to better prepare top talent to become future leaders within the organization.

We've introduced new tools in our talent acquisition process, to better attract, retain, and develop a diverse workforce. From unconscious bias training, to our diversity scorecard, to our retention risk toolkit, we are committed to building an

organization with diverse experiences and viewpoints that gives us a competitive business advantage.

We also updated our engagement process to examine how connected employees feel to Whirlpool's business strategy in a more targeted way. Additionally, the survey and reports provide a new level of transparency and personal accountability for people leaders so they can leverage their strengths, and manage their improvement areas to best motivate and empower their teams to achieve extraordinary business results.

Our Board of Directors dedicates two of its six annual meetings to discussing talent, highlighting the importance of talent and leadership to our overall strategy. Executive Committee members play an active role as mentors to several of the up and coming leaders within the company, offering unique perspectives and advice on how to progress to the next level of their careers.

We are constantly evolving our leadership practices to address the growing needs of our business and of our employees. Through this process of continuous improvement, we ensure our practices and tools are always relevant and innovative in order to develop and nurture a sustainable leadership pipeline for years to come.

We hope you enjoy reading our story as much as we've enjoyed telling it.

Jeff Fettig

Chairman and CEO
Whirlpool

A handwritten signature in black ink that reads "Jeff M. Fettig". The signature is fluid and cursive, with a large, stylized "J" and "F".



Connecting Leadership Strategy to Business Results

Whirlpool's equation for delivering outcomes

“We have a renewed sense of what it means to be the industry leader and the critical importance of integrating talent development to drive our business strategy and outcomes.”

For many companies, the global recession was an opportunity to test their strength and resiliency. Whirlpool Corporation was no different.

During this challenging time, the company's leadership chose to address the economic downturn with a commitment to continue investments and focus on talent as the “x-factor” in its success. The thinking was that it would help them emerge as a stronger company post-recession.

“It was a strategic talent decision for us, integrated with our choices to strengthen our core business through margin expansion while strategically investing to expand beyond our core,” said Jeff Fettig, CEO of Whirlpool. “Ultimately, it led to unprecedented levels of both business and organization performance.”

One example is Whirlpool's investment to achieve Product Leadership in the Premium Cooking segment— strategically placing top talent in the category and supporting its success with coaching, mentoring, and learning. In a category where Whirlpool had not previously had a major presence, the company infused top-tier, high potential leaders to bring fresh ideas and a bold new spirit of winning.

The result of the leadership and financial investments came across loud and clear: Whirlpool achieved the top three consumer ratings across multiple cooking categories, increased market share, and beat financial targets.

“As we emerge from the recession,” said Fettig, “we have a clear sense of what it means to be the industry leader and the critical importance of integrating talent development to drive our business strategy and outcomes.”

Global Strategic Architecture

Now, post-recession, Whirlpool is well-positioned to turn the page to achieve even more aspirational company goals. To chart this path, in 2013 its Executive Committee crafted a refreshed **strategic architecture** that includes a new vision, mission, and four strategic planks.

Strategic Architecture

Vision

The Best Branded Consumer Products... in Every Home Around the World

Mission

Create Demand and Earn Trust Every Day

Strategy

Product Leadership	Brand Leadership
Operating Excellence	People Excellence

Values

Respect • Integrity • Diversity & Inclusion • Teamwork • Spirit of Winning

To support and enable the strategic architecture, the company renewed the **Whirlpool Leadership Model**, defining the leadership requirements, beliefs, and role level expectations to achieve the new vision, mission, and strategy.

Whirlpool also re-engineered its leadership



Leadership Model with Beliefs

practices, from recruitment to assessment to development—all of which are aligned and anchored in the strategic architecture.

Identifying Leaders

Whirlpool holds the belief that everyone is a leader – all 70,000 employees. **The Whirlpool Leadership Model** identifies the four leadership requirements to be a leader at Whirlpool, the beliefs that define desired leadership attributes, and the specific role level expectations that align the behaviors for success across major leadership horizons:

- Leading Self
- Leading Others
- Leading a Function
- Leading the Enterprise

This allows leaders at all levels to self-assess, and with the support and coaching of their manager and mentors reach their full leadership potential.

FIVE FACTS ON PEOPLE EXCELLENCE

1

We call it our "x-factor"

2

It drives a Highly Effective Organization that consistently delivers results

3

It proactively builds a robust and diverse talent and leadership pipeline for the future

4

It is the center of Whirlpool being internally and externally recognized as a great place to work

5

It empowers our leaders by equipping and holding them accountable to develop and deploy organization capability, talent, and culture to drive desired business outcomes

THE BUSINESS SIDE OF TALENT DEVELOPMENT

Whirlpool ensures all organization and talent development initiatives are now designed with specific business objectives in mind – and then are measured against those business outcomes.

- Profitable Revenue Growth
- Operating Margin expansion
- Increase in Market Share
- Growth beyond the core business into new categories and geographies

"The Leadership Model provides information that empowers leaders to take control of their future and determine how exactly they will contribute to the success of the business," said Lynanne Kunkel, VP of Global Talent Development. "For those leaders on a career path to a senior leadership role within the company, the model very clearly maps out the leadership skills and behaviors needed to succeed at higher levels."

Whirlpool's Path to Senior Leadership

Of course, identifying leaders within the company is just the first step. Part of the Whirlpool leadership strategy is

centered on a **Develop / Test / Promote** philosophy. This equips potential leaders with the skills and experiences to take their leadership to the next level.

Knowing that the best leaders often must thrive in challenging environments, Whirlpool deliberately looks for situations where their **leadership skills are tested while driving critical business results.**

"We place leaders in challenging, real-world situations where they have an opportunity to have a significant impact on our success," said Jeff Fettig. "This can include overseeing a struggling business unit or launching a new strategy for growth."

According to Fettig, such experience provides focused areas of development,

which can be addressed through structured executive level mentoring and leadership development planning. Employees who emerge from these situations with strong results and an overall positive impact on the business have essentially "passed the test" and then can be considered to enter the next stage of leadership at Whirlpool. Today, Whirlpool is more deliberate than ever to create the connection between strong leadership and strong business results.

"By building a pipeline of leadership talent that fully understands the power they have to make this impact, we achieve a sustainable pattern of business success," said Fettig.

FOCUS ON:

Steve Brown, General Manager, Jenn-Air



An architect by degree, Steve Brown's unique academic, personal and professional background have all contributed to his path to being a leader at Whirlpool. Roles in product management, trade strategy, US Kitchen Aid, and IKEA in Europe have provided a variety of increasing global responsibilities and a perspective that perfectly suited him for the next leadership opportunity.

In 2009, Steve was selected as General Manager for the Jenn-Air brand, with a clear goal of entering the super premium segment and repositioning Jenn-Air as a super premium brand. The key challenge: in the midst of the economic crisis, many super premium consumers had dropped out of the market. Regardless, Whirlpool chose to be a leader and seize the opportunity to stand out—and gave Steve that chance to prove that he could take on the task.

It was important that Steve wasn't alone on this journey. He had significant support from Marc Bitzer, president of North America and a member of the Executive Committee. Steve was also paired with a senior leader mentor to be a voice to the leadership team, work through business and organization barriers, and be a personal coach and confidence builder to Steve. During business reviews, executive leadership maintained careful balance between applying pressure to achieve near-term results and reassuring/encouraging investment in the long term.

The result was nothing short of amazing: Steve was able to double the Jenn-Air business within three years, shifting the momentum from flat to declining revenue to rapid, profitable growth. It was a test for Brown, and with the right encouragement and development, he passed with flying colors.

*Whirlpool proactively
supports putting its
leaders on the path to
success*





Identifying the Best Possible Talent for Whirlpool

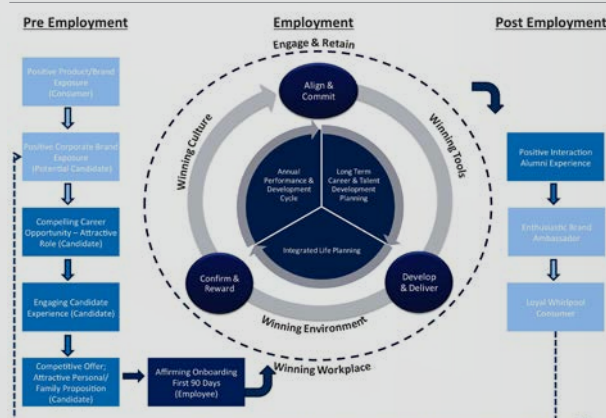
Commitment to People Excellence Starts Early

“We believe our people are the ‘x-factor’ – that special ingredient – in delivering our business strategy to achieve sustainable business success.”

Whirlpool’s investment in People Excellence begins even before an employee is hired.

“We are serious and deliberate in our goal to attract great talent with diverse backgrounds and experiences where we see the potential to develop and progress as the company evolves and grows,” said Dave Binkley, Whirlpool’s Senior Vice President of Global Human Resources. “We believe our people are the ‘x-factor’ – that special ingredient – in delivering our business strategy to achieve sustainable business success.”

This belief is evident in the Whirlpool Employee Lifecycle, which examines the journey of a Whirlpool employee – from the first time they engage with any of the brands as a consumer to when Whirlpool engages directly with them as a potential candidate, through their employment experience, and even post-employment as a brand ambassador and potential re-hire.



Whirlpool Employee Lifecycle

The Right Mix of Employees

Whirlpool believes in the power its people have to grow and develop in pursuit of the business strategy, so the company looks for employees who want to be with the company for the long-term.

"We hire for a career, not the job," said D'anthony Tillery, Director of Talent Acquisition. "We are not merely looking for employees that can get the job done, but rather we are looking for future leaders, people that can contribute to and guide our business strategy and eventually lead the enterprise."

Because of this, the team at Whirlpool thoroughly assesses candidates for versatility, potential, and fit with the **Whirlpool Values**. To support the broad needs of a diverse workforce, the company is intentional in its efforts to **Recruit the Whole Person**. This takes into account not only professional needs, but also personal and family needs, cultural preferences, and even extra-curricular interests. All of this helps reassure new employees that they have a long-term place at Whirlpool.

To support its goal to grow 80 percent of senior leaders from within, Whirlpool trains both HR and hiring managers through the **Whirlpool Master Assessor Program** (MAP), a behavior-based interview tool that helps properly assess and hire the highest caliber of talent that possess the leadership attributes and potential Whirlpool is seeking. Those who complete the training are able to

differentiate between top talent and competent talent based on responses to behavior-based interview questions. Hundreds of Whirlpool employees are certified in this program, and the ultimate goal is to have one MAP-certified individual on every interview team.

For every potential leader that already exists within Whirlpool, there is also external talent that can bring new, unique skillsets, and a fresh perspective that are valuable to Whirlpool's strategic objectives.

"The 20 percent that are sourced externally represent a very thoughtful selection of capabilities that cannot be found among our current staff," said Tillery. "In fact, many of the recent external leadership talent brought into Whirlpool have been with an eye to provide alternative industry perspective, particularly as we make progress toward our Best Branded Consumer Products vision."

Whirlpool's talent attraction and sourcing strategy is rooted in always finding the best, most talented, individuals to join our company—employees that can then progress on a leadership track that allows them to directly contribute to the business in powerful ways.

"An investment in attracting the right type of talent—diverse in background and in thinking—is one that pays dividends when we see those employees become tomorrow's leaders," said D'anthony.

FIVE FACTS ABOUT SUPERCHARGE

1

Supercharge is an external sourcing program designed to proactively recruit experienced mid-career top talent to strengthen the executive-level succession pipeline

2

It is fully sponsored by the Executive Leadership team

3

Target candidates have strong leadership profiles, proven success records and a general management orientation

4

Candidates show potential of being promoted quickly, at least two levels

5

The Supercharge hires become part of Whirlpool's internal accelerated talent pool



Whirlpool Strengthens Commitment to Diversity Efforts

Whirlpool's diversity strategy is rooted in two important business realities:

1. To better serve the needs of its diverse consumer base, its internal organization mix must reflect the diversity of the markets in which it operates
2. The most capable, highest-performing internal talent profile is the one that best reflects the diversity mix of the available external talent market

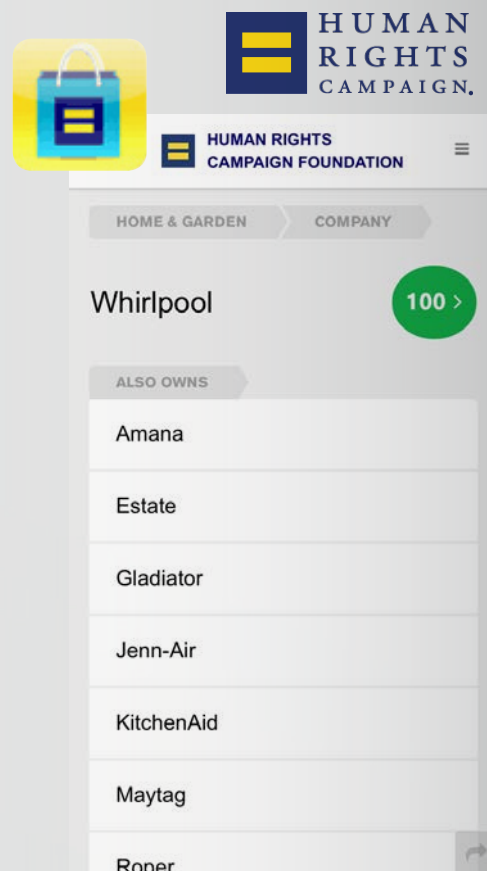
Diversity and Inclusion is an area where Whirlpool continues to make progress year after year, and the company continuously raises the bar to push for the next level of results, in line with its strategy. Though there is an intentional focus on ethnicity, nationality, and gender representation, there are also targeted efforts to attract, retain, and develop those with additional non-visible dimensions of diversity, such as LGBT, veterans, and creatives.

Whirlpool Diversity Mission

We are intentional about creating an inclusive organization where:

- Our employees reflect the growing diversity of our global consumers
- People from all walks of life choose to be here & bring their whole self to work to contribute to their full potential
- Everyone can leverage their unique experiences to maximize business outcomes

Diversity Mission



Whirlpool has earned a 100 percent on the HRC Corporate Equality Index for the past 10 years.

PERSONAL LEADERSHIP STORY:

Rob Sundy, Product Director, Cooking



Prior to joining Whirlpool, I had graduated from West Point and spent five years in the military before going to Harvard Business School. When Whirlpool approached me about a job, I was actually happily working for General Mills, but I took the meeting anyway. I had the opportunity to meet leaders across functions—and I was blown away. They were smart individuals with high integrity. It was clear they cared about their teams. And they articulated where Whirlpool was, where it wanted to go, and how I was going to fit into that strategy. Moving to Benton Harbor was initially a concern for me and my family—and I was upfront about that concern. In return, Whirlpool was candid and transparent, telling me that they knew they weren't where they wanted to be diversity-wise. Yet, they thought I was a strong leader and they needed to fill a pipeline of talent—and that made me feel better. I really felt like the messaging from the leaders I spoke with was authentic, and I thought I could see myself following them. I felt like as a whole person I could add value to the organization. And they really took the time to recruit that person. On the professional side, they were clear about how my leadership experience in the military and at General Mills could translate into a career with Whirlpool. From a personal perspective, my wife was concerned about the school for my son, so they set us up to speak with the superintendent. They knew what our pain points were and did everything they could to alleviate them; they actually went above and beyond.

DIVERSITY EFFORTS AT A GLANCE

DIVERSITY SCORECARD

Introduced in 2013, this looks at Whirlpool's current population, retention and promotion rate, and external intake for several different diverse populations. Isolating the change in these numbers helps to understand where efforts are strong and where they need to improve. Whirlpool leaders are accountable to understand the Diversity and Inclusion results for their area and take actions that increase representation of target populations and create an inclusive environment that encourages all individuals to bring their whole selves to work and achieve their full potential.

US GENDER DIVERSITY SCORECARD

Whirlpool

US Gender Diversity Scorecard

2013 Population

Band	Total	Females	%
1	1	0	0%
2	4	0	0%
3	117	1	1%
4	22	5	23%
5	108	23	21%
6	197	54	27%
7	995	275	28%
8	2602	124	5%
9	1108	919	83%
10	122	29	24%
Total	3413	565	16%

2013 Retention

Band	Total	Females	%
1	0	0	0%
2	0	0	0%
3	1	0	0%
4	2	0	0%
5	1	0	0%
6	14	3	21%
7	60	20	33%
8	76	20	26%
9	73	53	73%
10	20	0	0%
Total	201	123	61%

2013 External Intake

Band	Total	Females	%
1	0	0	0%
2	0	0	0%
3	1	1	100%
4	0	0	0%
5	0	0	0%
6	14	3	21%
7	58	13	23%
8	200	31	16%
9	366	127	35%
10	2	1	50%
Total	581	172	30%

2013 Promotions

Total # of Band 3 Promotes: 9
Total # of Female Band 3 Promotes: 3 (33%)

Total # of Band 4 Promotes: 9
Total # of Female Band 4 Promotes: 0 (0%)

Total # of Band 5 Promotes: 2
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Total	581	172	30%

2013 Promotions

Total # of Band 3 Promotes: 9
Total # of Female Band 3 Promotes: 3 (33%)

Total # of Band 4 Promotes: 9
Total # of Female Band 4 Promotes: 0 (0%)

Total # of Band 5 Promotes: 2
Total # of Female Band 5 Promotes: 0 (0%)

2013 Retention

Band	Total	Females	%
1	0	0	0%
2	0	0	0%
3	1	0	0%
4	2	0	0%
5	1	0	0%
6	14	3	21%
7	60	20	33%
8	76	20	26%
9	73	53	73%
10	20	0	0%
Total	201	123	61%

2013 External Intake

Band	Total	Females	%
1	0	0	0%
2	0	0	0%
3	1	1	100%
4	0	0	0%
5	0	0	0%
6	14	3	21%
7	58	13	23%
8	200	31	16%
9	366	127	35%
10	2	1	50%
Total	581	172	30%

2013 Promotions

Total # of Band 3 Promotes: 9
Total # of Female Band 3 Promotes: 3 (33%)

Total # of Band 4 Promotes:



Assessment to Compensation: Whirlpool's Many Ways to Engage

“At Whirlpool, the focus on engagement goes well beyond employee satisfaction.”

Engagement

For many companies, engagement is a process to keep employees happy and motivated. At Whirlpool, the focus on engagement goes well beyond employee satisfaction; it is an **integrated engagement process** that examines how connected and aligned they feel to Whirlpool's business strategy and results, as well as how robustly they experience the process of performance management and career development.

In 2013, Whirlpool updated its engagement process in line with the refreshed strategic architecture and renewed Leadership Model.

The survey questions directly connect to the definition of People Excellence, and there is a specific **People Leader Effectiveness (PLE)** section of the survey where individuals assess the effectiveness of their manager. All managers with five or more direct reports are assessed and receive an individual PLE report from which they can target their personal development actions. Additionally, PLE scores of individual managers roll up into an overall PLE driver score that holds the organization leader accountable not only for their personal PLE, but also for the collective effectiveness of all people leaders in their organization.

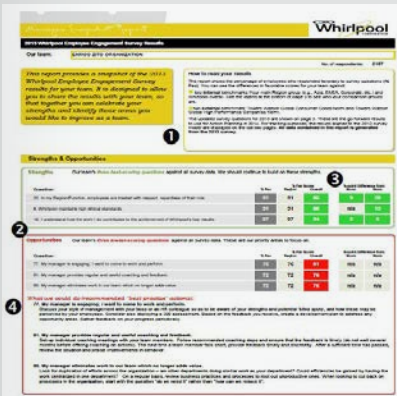
Another key change to the engagement survey includes a section that allows employees to rank the order of importance of the engagement drivers for them personally as a way to reinforce employee accountability for their own engagement.



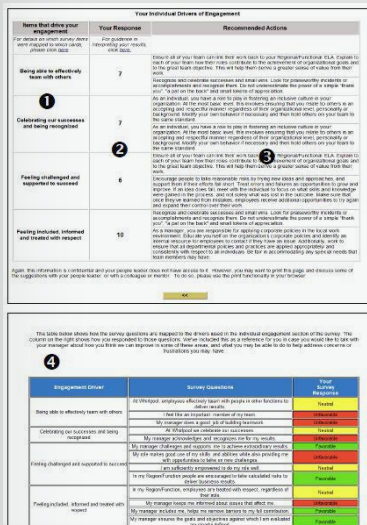
People Excellence Scorecard

The final change to the process was to make the results more actionable for team and organization leaders by offering specific micro (team-level) and macro (company-level) feedback, so they can quickly and easily interpret the results of the survey and turn them into tangible actions that have an immediate impact.

FEEDBACK FROM THE TOP AND FROM WITHIN



Manager Snapshot Report



Personal Engagement Snapshot Report

FROM THE TOP:

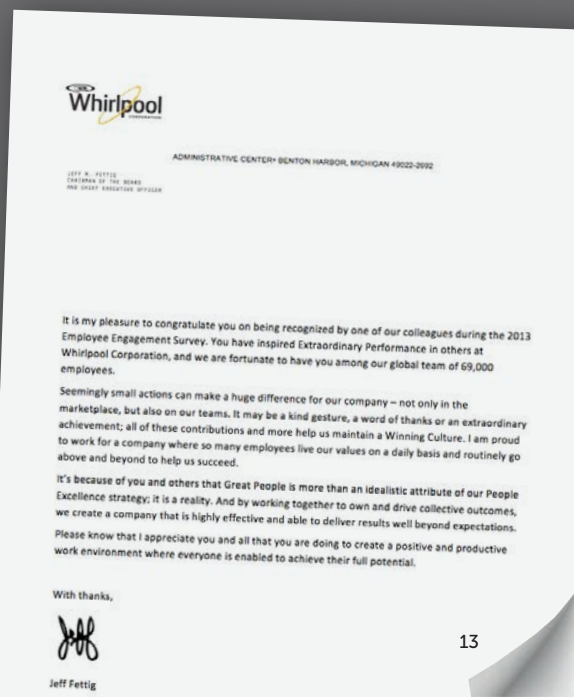
Both CEO Jeff Fettig and Marc Bitzer, president of Whirlpool North America and Whirlpool Europe, Middle East and Africa, take the time to read every single comment for the portions of the organization they lead. Each year, Bitzer sends a letter to the different leaders of business units within his regions to indicate that he's heard what the issues are, and detail what he's committing to do over the next year to help address those issues. That sense of transparency and ownership of responsibilities – modeled at the top – cascades to every current and future leader within the organization.

FROM WITHIN:

Of course, any part of employee engagement must involve some form of recognition. So last year, **Whirlpool gave employees the opportunity to nominate colleagues** for special recognition as people who positively impacted engagement. By year's end, there were more than **3,200 people from all areas of the company and the world. Each of these employees received a letter from CEO Jeff Fettig** thanking them for their impact on driving results and including the verbatim comments from those who had nominated him or her.

Whirlpool's Engagement results are competitive among other benchmark companies, and consistently rank well above the consumer goods norm.

"It is important we understand the voice of our people," said Bitzer. "It's part of our goal of cultivating a culture where people want to perform well, want to be leaders and play to win."



FOUR THINGS TO KNOW ABOUT EXTRAORDINARY PERFORMANCE & RESULTS



1

It is Whirlpool's performance management system used to measure, motivate, coach, recognize, and reward progress toward the goals throughout the year

2

It focuses and aligns the entire organization to the strategic business priorities through the **Strategy Engagement Process** – setting objectives at the enterprise, region, team, and individual levels

3

It helps Whirlpool set the right expectations with leaders and hold them accountable

4

It has five criteria, two of which evaluate "what" employees deliver, and three of which assess them on "how" they deliver

Compensation Model

To reinforce the performance culture, in addition to market-competitive base salaries, Whirlpool's compensation program is designed with aggressive variable pay-for-performance targets for all employees that consider company, business unit, and individual performance to notably differentiate pay to recognize differentiated performance.

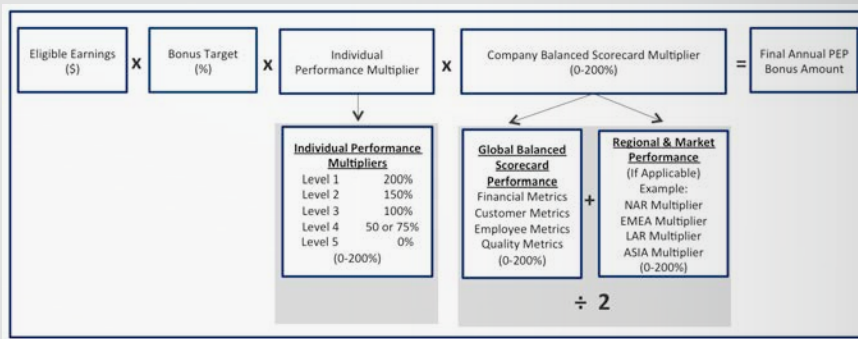
This distinct formula that creates great possibility in earning potential empowers and motivates leaders at all levels to take ownership for their performance and results.

Whirlpool's Total Rewards philosophy also includes additional incentives beyond annual compensation. One key aspect is the equity program that not only rewards

executives for sustained company performance, but also recognizes leadership potential in emerging talent as well. Beyond these significant financial rewards, Whirlpool offers a full and competitive portfolio of Total Rewards tools that managers can select from as appropriate to reinforce the value of the individual to the organization.



Total Rewards Structure



Whirlpool's Performance Excellence Program Formula



Winning Workplace

To sustain extraordinary results over time, the **Winning Workplace** strategy focuses on the environment within which Whirlpool asks employees to deliver their best performance in service to its consumers and other stakeholders:

Winning Environment – the physical and virtual places (internal and external to Whirlpool) where employees work

Winning Tools – the technologies, devices, and associated processes that enable efficient and effective work

Winning Culture – the behaviors and the relevant programs, policies and practices that drive how employees work

Over the past several years, there have been significant investments to support this strategy, including adoption of open floor plans to create a more collaborative work environment, a standard framework

for decision-making to increase speed of converting ideas to decisions to action, and a plan to “Go Google” and transition to a technology platform that increases transparent flow of information and enables global employees to “work the way they live.”

“Winning Workplace is not just a corporate philosophy,” said Lynanne Kunkel. “It is a visible commitment to our employees to remove barriers and facilitate their ability to perform to their full potential.”



WINNING WORKPLACE



PERSONAL LEADERSHIP STORY:

Jocelyn Zappala, HR Manager, Cleaning Operations



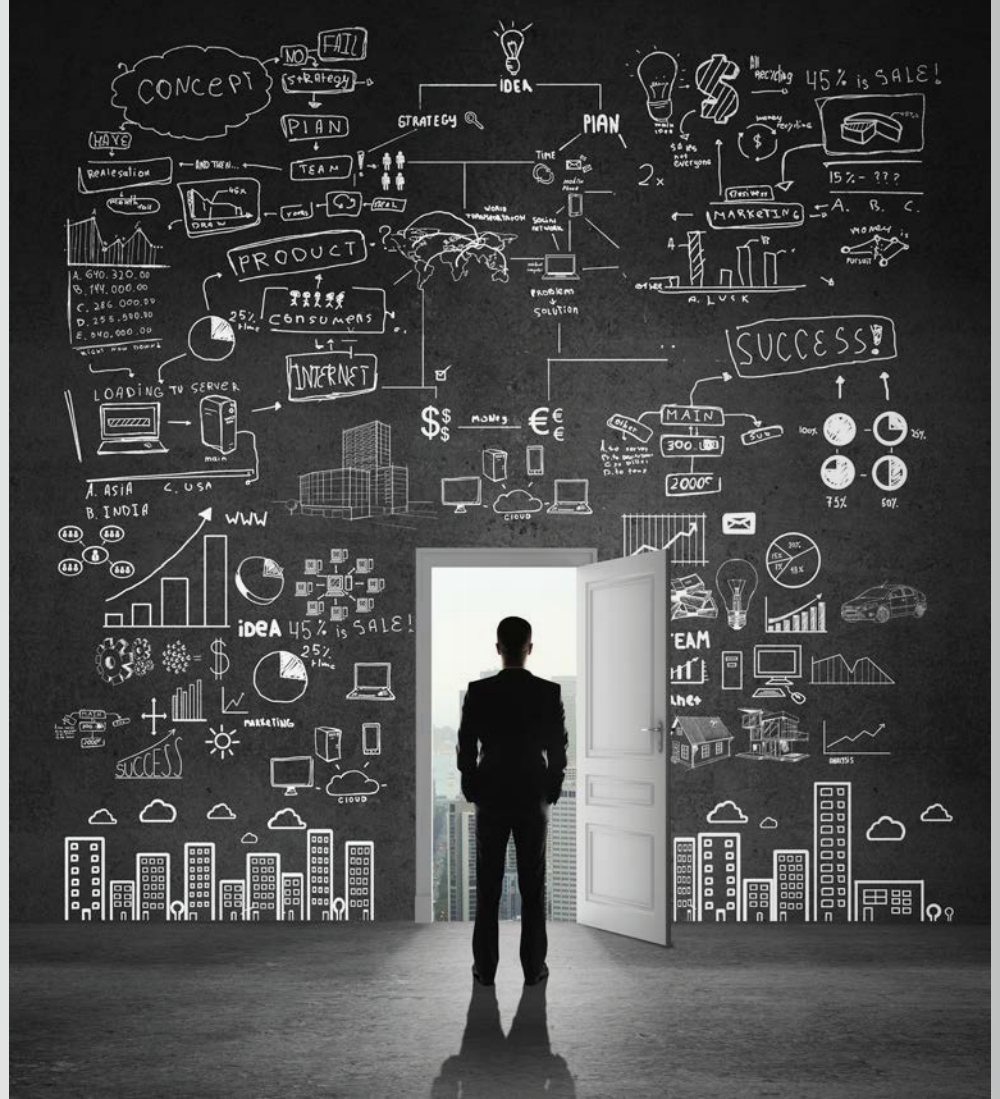
Jocelyn (r), partner Noel Dolan (l) and their children

In 2008, in the middle of the economic crisis, my partner Noel, was finishing her MBA at Michigan State and was recruited into Whirlpool’s Leadership Development Program. I was looking for a career change from my job in college admissions, so I didn’t mind following her to Whirlpool.

I was fortunate enough that Whirlpool found a position for me to get my foot in the door. I started in the supply chain area, but quickly grew my network from supply chain into HR. After a series of special project roles in Talent Acquisition, an HR associate position came up in the global product organization and I took it as a way to develop and grow.

From there, Whirlpool took the steps to help accelerate my career and really showed the benefits of a total rewards system. I had the right people move me through diverse experiences—from different business functions to more global roles to being part of cross functional teams. Whirlpool has worked with me consistently to help map out where they see my career going and provide me with a path to get there. They place me in roles that complement my strengths and tell me what I need to get to the next level.

Just as important is the inclusive environment here at Whirlpool. It was a big factor in our decision to come here. We looked at the Human Rights Campaign’s Corporate Equality Index scores, and Whirlpool scores 100 every year. It was a huge driver. Some other companies simply didn’t have that. It wasn’t necessarily about being around more LGBTQ+ individuals; it’s about feeling like you can be yourself openly—and we certainly do feel that way here.



The Leadership Journey is a Road Full of Opportunities to Learn

“Our talent practices are always on to ensure that our people are the x-factor in our strategy.”

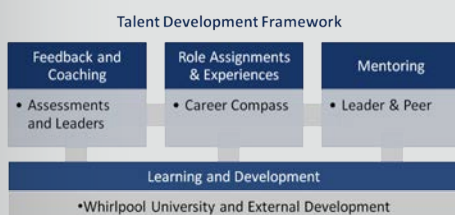
Whirlpool's philosophy is that great leaders are not born; they are developed over time. As a result, the goal to source 80 percent of its leaders internally is a purposeful one. The investment in People Excellence begins in the recruitment phase and continues throughout an individual's career as they take on a variety of roles to develop to their full potential.

Whirlpool takes the leadership journey seriously and has multiple deliberate ways – programs, processes, tools – to make sure its talent practices help guide individuals on the path to higher levels of leadership accountability.

“Our talent practices are always on to ensure that our people are the x-factor in our strategy,” said Tammy Patrick, Global Director of Whirlpool University.

Talent Development Framework

The Talent Development Framework is Whirlpool's foundation of developing leaders through the internal pipeline. Aligned with the Leadership Model, it builds on the philosophy that leaders will progress from leading self to leading others, with the potential to eventually lead at the functional and/or global enterprise level. It comprises four components: Role Assignments and Experiences; Mentors/Coaching; Assessment & Feedback; Learning & Development.



Talent Development Framework

Role Assignments and Experiences

Working closely with mentors and coaches. Whirlpool's prospective leaders can identify the type of role assignments they believe can take them to the next level—whether moving up within their

department or perhaps trying something new that might make better use of their talent. The goal is to develop certain experiences that will provide extra insight into what it means to be a leader, as well as prepare them adequately for the next steps of their career at Whirlpool. This could be functional, regional, or even global experience.

Mentor/coaching program

Mentoring is a critical part of leadership development at Whirlpool—something that can benefit both mentors and mentees. All leaders have multiple mentees throughout their careers—and it's something they take extremely seriously. In fact, the most senior leaders are always willing to mentor and in fact see it as part of their responsibility.

During onboarding, Whirlpool offers both internal and external coaches who each offer a unique perspective that contributes to further learning and development. Such tools as **60-day assessments** and **six-month check-ins** help to keep new leaders on track, ensuring that all are getting a full and rich experience. Start-up effectiveness and retention rates across different leadership levels measure the success of this program.



EXECUTIVE COMMITTEE MENTORING

Whirlpool's EC members have one or more mentees at any given time and their dedication doesn't go unnoticed by those leaders in levels below them. In fact, this type of intense and focused approach to mentorship is what helps to create a sense of self-awareness among leaders of their strengths and weaknesses—and the executive investment in mentoring pays off. Those who rise into leadership positions remember the mentors that took a chance on them and this is why they, in turn, look to "pay it forward" by mentoring future leaders.

Leadership Development Programs

Whirlpool has two rotational development programs to accelerate the development of high potential talent to grow into high impact roles at the director level and above:

Leadership Development Program (LDP) – focused on developing early career top talent who can grow into high impact senior executive roles within the organization.

Global Leader Program (GLP) – a development path to create future Enterprise Leaders/General Managers who have a well-rounded, global understanding of the Whirlpool enterprise.

These programs are very deliberate, conscious, and aggressive in developing future senior leadership talent. Both internal and external candidates are selected and intentionally placed in the program. As they progress through the stages of the program, a team of

business leaders, mentors, and HR work to proactively address gaps in performance and promotability and then provide specific and actionable coaching and development. Rotational programs are designed as “up or out” – if there is not sufficient developmental progress, participants will be removed from the program.

Talent Development Framework



PERSONAL LEADERSHIP STORY:

Dana Newell, Assembly Value Stream Manager



I joined Whirlpool in 2007 after graduating from Purdue University with a degree in engineering. While I was still on campus, I learned about Whirlpool’s Leadership Development Program, and so I entered the LDP program for global supply chain.

My first rotation was in procurement, where I worked as an analyst in the resins and chemicals group. There was nothing in school that could’ve prepared me for this. It was pretty far from engineering; it involved problem solving, data analysis—I was forecasting \$700 million of spend at 22 years old! But it set the tone for the challenging journey I was about to embark on—and prepared me well.

From there I continued on to rotations in supply chain project management, where I did a role in demand planning—taking input from the sales team and collaborating with retailers, inputting what the sales would be. You wouldn’t have looked at my resume and said, “Dana is a perfect fit for this.” On paper I wasn’t. I’m not technically qualified for all of the roles I’ve done, but Whirlpool looked at my capabilities and offered me an opportunity to learn in a controlled environment. I just completed my MBA from the University of Michigan and now have been selected into the Global Leader Program, where I’ll have the opportunity to gain broader experience in strategy, as well as commercial functions. I’ve always felt very supported here—and that has had a long-lasting impact on my professional experience. I know that had I gone to another company, my career wouldn’t be nearly as fulfilling.



Whirlpool University

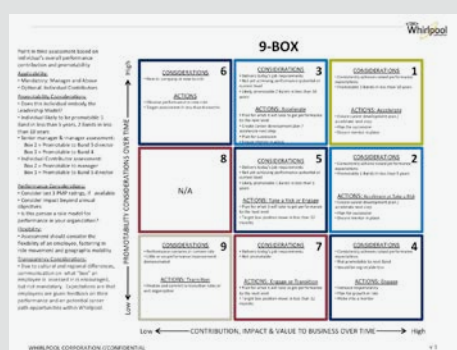
Learning and Development for all employees is activated through Whirlpool University (WU), a premier learning and development organization that equips employees to win personally and in the marketplace. The curriculum is aligned to the global strategy and includes courses in strategy alignment, enterprise core competencies, and leadership capability. Within the Leadership Development Curriculum resides the Signature Leadership Development Programs providing leaders throughout their careers robust experiential learning opportunities. The programs equip leaders for their role today and prepare them for their next leadership role. These programs incorporate world class faculty as well as senior leaders teaching interactive lessons in the classroom. To coincide with the recent changes to the Strategic Architecture, there are new courses to help employees understand and align their work to the new architecture. In addition, a new online course has been launched on Whirlpool's new Leadership Model featuring CEO Jeff Fettig teaching leadership principles in the context of the model.

Assessment and Feedback

Assessment and feedback play a big role in leadership engagement, but they are equally important to leadership development. Whether a 360 review or a People Leader Effectiveness scoring, feedback serves as a guide to help further improve both the skill and actions of a leader.

High Potential Talent

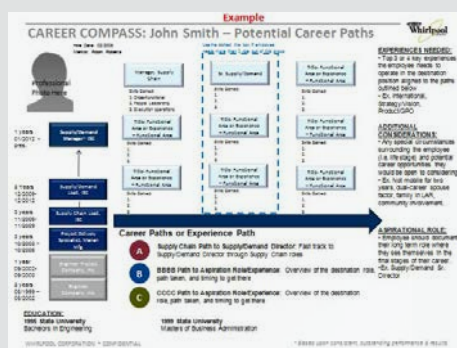
Whirlpool identifies **high potentials** using the traditional **9-box assessment**, based on both performance history and a calibration of how many career levels an employee can progress over time.



9-box Assessment

The next, step is to **validate** those high potential choices with aligned career paths, assignment plans, and development plans through active employee-manager dialogue and a robust talent pool process owned and led at the business leadership team level.

The **Career Compass** is a key tool used by all employees throughout the organization to capture their career aspirations and key developmental steps. Jointly created by individuals and their managers to ensure desired career destination aligns with Whirlpool's vision



Career Compass

for them, the Career Compass illuminates for the employee their desired end state – i.e., where do they see themselves progressing at Whirlpool? Simultaneously, it allows the employee to understand their potential as viewed by Whirlpool. While the two “visions” may not always match, it always leads to a productive and rich dialogue about the individual's passions and potential, as well as the developmental experiences required to reach it.

For High Potentials, it is important to not only ensure that the Career Compass fully aligns with both the employee's and the organization's view, but also make sure the High Potential's Career Compass is reflected in the organization succession plans and includes the right experiences to develop them to their career destination. Their overall development plan is then differentiated and accelerated in comparison to other employees – in everything from executive leader mentor assignments, to intentional “stretch” assignment planning/organization movement, to customized Whirlpool University curriculum, to targeted Total Rewards.

QUICK FACT:
Whirlpool's talent processes are business-owned, with clear business leader accountability for identifying and growing high potential talent.



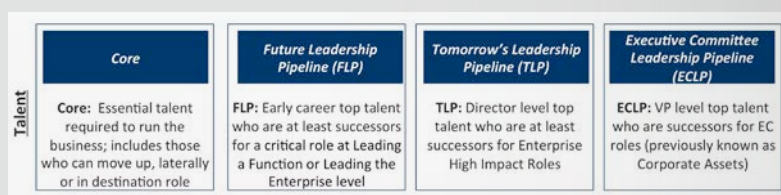
Planning for Whirlpool's Future

Succession planning is crucial to Whirlpool's long-term success and sustainability. Over the past few years, Whirlpool has strengthened its approach by streamlining tools and practices and by "connecting the pipes" between succession planning processes that take place at the global enterprise level and those that take place at the regional/function levels to feed the global talent pool. Whirlpool has extended the time horizon for succession planning to include Ready Now (0-1 yr), Ready Later (1-3 yr), Ready Future (3-5+), and Future Leader Pipeline (early career) to ensure sufficiency of plans and targeted

development of succession candidates throughout the talent pipeline.

An important part of succession planning is role segmentation to determine which positions are most crucial to the company's success. These High Impact Roles create differentiated strategic impact on Whirlpool profitability and shareholder value, either in the near-term or the long-term.

paths, with many performing at their career destination. The Leadership Pipeline segment includes the 20 percent of the organization identified as high potential talent who make up the succession pipeline to the High Impact Roles. These individuals have very deliberate action plans to develop and prepare them to become successors to High Impact Roles. In most cases, this



Talent Segmentation maps the right people to the right roles to maximize business outcomes

CASSY CASSIDY Regional VP			
Sam Spitzfader Director Engineering Board 5 (0-12/2014)	Bill Brown Sr. Director Finance Board 4 (0-12/2013)	Mike Miller (0-12/2014) William Mueller (0-12/2014) Tonya Orger (0-12/2014) Pam Kinger (0-12/2014)	Kathy Rose Quality Director Board 5 (0-12/2014)
Regional Sales Director (RSD)			
READY NOW (<1 Year)			
James Jones Sara Smith	Mark Brown Tom Diller	Enterprise Role	
READY 1-3 YEARS			
William Smith Jimmy Jacobs Kathy Thompson	Joan Lee John Bradley	Kelly O'Sullivan Bob Robinson George Jones Patricia Pearson	Don Hernandez
READY 3-5 YEARS			
Tom Ryan	Kevin Baker Mark Roberts Jill Jones Sara Smith	Sean Williams Stephen Johnson Kelly Grant Jason Johnson	Walter Matthews John Smith Diana Roberts Jack Johnson

Sample Succession Plan

The Core talent segment comprises approximately 80 percent of the employee population and is developed to successfully perform those roles considered essential to running the business. Individuals in the core segment have career compasses that include both vertical and horizontal career

differentiated development includes a global experience to prepare them to lead effectively at the enterprise level.

At both the Board and EC levels, succession management is very structured and well-planned, with intentional goals to broaden all aspects of diversity – gender, ethnicity, nationality, and industry.

FOCUS ON:

Esther Berrozpe, President, EMEA



Esther Berrozpe's career has been filled with a variety of challenges.

Esther joined Whirlpool in 2000 in Spain as Iberia Marketing Director, following an early career in consulting and several marketing assignments within consumer packaged goods companies. After five years in product and marketing roles in Whirlpool's European headquarters in Italy, where she deepened her knowledge of the business and broadened her leadership skills, she was appointed Vice President and

General Manager of the cooking category for Whirlpool's North America Region.

There she designed and drove the company's strategy to expand Whirlpool's presence and margins in premium cooking to include the business case for several new premium cooking product lines and a new, state-of-the-art manufacturing facility in Cleveland, Tennessee. Under her leadership, the cooking category increased its contribution to North America's operating profit by more than \$100 million.

Following this success, Esther was promoted to Vice President of North America Marketing, during which time she led product development and brand marketing through the recession and housing crisis—and helped the organization emerge as leaner, faster, and more highly engaged.

Ultimately, Esther returned to Italy as Vice President, Sales and Marketing, to prepare her for her current assignment as President, Whirlpool Europe. In this role, Esther is leading both the turnaround of the European business and the rapid expansion of the Middle East/Africa business, while further developing her potential to take even larger Enterprise leadership roles.

While in North America, Esther piloted an early version of Whirlpool's Career Compass, and her development path has largely followed that plan. She has had the support and commitment of the Whirlpool Executive Committee, including Jeff Fettig's personal investment as a coach. Esther is a visible example of Whirlpool's Leadership development approach -- challenging assignments with stretching goals, clearly defined learning opportunities, and active executive support to deliver extraordinary results and achieve her full potential.

Joe Liotine, President, US Operations



Joe Liotine's story is the embodiment of the Whirlpool Develop/Test/Promote philosophy.

Joe joined Whirlpool from PepsiCo as a finance manager in 2004, and he soon emerged as a clear talent that could be unleashed and developed. To expand his scope of responsibility and visibility to business operations, Joe was quickly promoted to director in a finance/strategy/sales operations role.

After 4 years of professional development and delivering outstanding results, he was promoted to sales general manager for key accounts in 2008. This role was specifically chosen to allow Joe to gain broad leadership skills and commercial business experience. Two short years later, he was given another opportunity to grow in a challenging business environment.

In 2010, Whirlpool Canadian operations were struggling to achieve their full potential. The organization needed a significant overhaul of its business model, go- to-market strategy, organization design, and core work processes. As country VP for Canada, he was given the job of making it happen. In two years, results shifted from negative profitability to +15 percent operating margin. These results sustained through 2012 – when Joe became VP of North America Marketing – and even continue today.

As VP of North America Marketing, Joe was a driving part of the North America Leadership Team that has delivered nine consecutive quarters of record business performance, revenue growth and profitability. In 2013, Joe's career with Whirlpool took another big step when he was promoted to President, US Operations.

From regular exposure to the Board and Executive Committee, to direct mentoring and sponsorship from the president and CEO to taking part in external executive development, Joe continues to grow in his ability to deliver on the ever expanding expectations of his leadership role.

Executive Committee Succession Plan Timeline

ONGOING – A succession profile is created jointly by the EC and the Board HR Committee, with specific criteria that anticipates the leadership capabilities the succession candidate will need at the time of succession

THREE TO FIVE YEARS PRIOR TO EC REPLACEMENT – At least two candidates who could serve as a replacement are identified

TWO TO THREE YEARS PRIOR TO EC REPLACEMENT – Regular assessment of candidate; third-party facilitated 360 feedback; focused development plan built around Develop/Test/Promote philosophy; coaching by EC members; mentoring from CEO