MORE THAN 18 years ago, I joined Whirlpool Corporation because I wanted to work for a company recognized for its exceptional values and strong leadership principles. These are the same reasons that inspire me to this day. As CEO, I believe one of my most important responsibilities to our nearly 100,000 employees is to be an active champion of our core values, which include diversity and inclusion (D&I).

It is a proven fact that companies with diverse talent at all levels of the organization outperform homogenous ones. But we don’t need a business case to make D&I a priority at Whirlpool Corporation — it’s not only the smart thing to do, it’s simply the right thing to do. As part of our global commitment, each of our regions and global functions has aligned to a five-point plan, which includes measurable actions in the areas of intake, promotion, retention, inclusion, and leadership visibility and accountability of female and underrepresented minorities. The following are some of the global actions we are taking in each of these areas:

1. Intake
   - **We ensure a strong employer brand presence** where female and U.S. underrepresented minorities seek out available jobs, and we partner with external recruiting organizations that focus on diverse candidates.

   - **We offer an externship program called BUILD (Bridging Unity, Inclusion, Leadership & Diversity),** which is an interactive week-long conference designed for traditionally underrepresented racial, ethnic or minority groups who are pursuing careers in business and engineering. Participants experience our business culture and learn how Whirlpool Corporation creates moments that matter for our employees and consumers. BUILD serves as a diverse pipeline for our Leadership Development programs and provides unique opportunities to interact with our employees in engineering, supply chain, sales, finance, human resources and manufacturing.

I’m extremely proud of Whirlpool Corporation for actively striving, through policies and actions, to create a culture that fully embraces all colleagues and the diverse perspectives they bring to work every day.
We require diversity and unconscious bias training for our recruiters and use diverse interview panels to assess both internal and external candidates.

2. Promotion
- We strengthen the pipeline of top female and U.S. underrepresented minorities by designing robust development plans to support their growth and enable their promotion readiness.
- As part of our key talent processes (performance reviews, talent assessments, succession planning, etc.), we look at outcomes through a diversity lens and challenge them if diverse employees are disproportionately affected in a negative way.
- We encourage “blind” talent pool discussions when evaluating employee performance. By removing employees’ names, we are able to focus the conversation solely on performance/results while mitigating biases that may exist in promotion decisions.

3. Retention
- We conduct retention risk assessments and implement strong action plans for top female and U.S. underrepresented minorities.
- We assess employee perspectives on career advancement opportunities and engagement with our annual employee engagement survey. The data are split by demographic to understand any disparities, and managers are held accountable for results and improvement plans.

4. Inclusion
- We are using a global Inclusion Index derived from our annual employee engagement survey to understand if there are segments of the population who feel less included and to take needed actions to address these opportunities.
- We have eight employee resource groups that are committed to attracting, engaging and retaining diverse talent. These include networks for women, African-Americans, Hispanic/Latino, Asian, those who identify as LGBTQ, veterans, people with disabilities and young professionals.
- All new hires are required to take our Foundations of Whirlpool D&I course; people leaders complete mandatory Unconscious Bias training. Our next focus area in building D&I capability will be Inclusive Leadership.
- We offer flexible work arrangements to help employees strike a healthy balance between their professional and personal commitments.

5. Leadership visibility and accountability
- Our Executive Committee regularly reviews D&I progress versus targets; results are directly tied to the individual’s performance assessment, which in turn affects his or her compensation and bonus.
- Executive Committee members serve as executive sponsors for our employee resource groups as well as on the Board of
Directors for many nonprofit organizations serving underrepresented populations.

- **Dedicated D&I senior leadership-level resources** work collaboratively with regional business leaders to ensure the global D&I goals are achieved.

- **My active participation in the Catalyst® CEO Champion for Change program** is a public pledge representing my personal and organizational commitment to increasing Whirlpool Corporation’s female representation in executive and senior-level positions and to ensuring accelerated inclusion of women, including women of color, in senior roles during the next five years.

These work streams are sustainable examples of what we are doing to make the D&I difference at Whirlpool Corporation. We look forward to accelerating our action plans over the next several years of our D&I journey. Success will further strengthen our core company values and truly make Whirlpool a great place to work for all employees.