





Improving life at home sustainably

At Whirlpool Corporation, we believe our vision to be the world’s best kitchen and laundry company, in constant pursuit of improving life at home, is an urgent call to action. Our commitment to sustainability is guided by this belief and brought to life through the choices and investments we make: to protect our shared environment, to support our employees’ continuous growth and ensure their safety, and to always do our best to uplift our communities. And we are uniquely placed to achieve that.

For each of us our home represents our anchor in everyday life. A comfortable and nurturing place to live where we can make healthy choices to live our best life. Along that journey, we not only rely on our homes, but also our communities and our environment. All of us—government, society and businesses—have crucial roles to play in making sure these are nurtured and protected.

2020 SUSTAINABILITY REPORT

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Trademarks

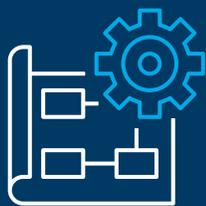
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Images

This document has been created using Whirlpool Corporation safety measures. Employee photos that are not displaying masks or social distancing were taken pre-COVID.

*Whirlpool Corporation ownership of the Hotpoint brand in EMEA and Asia Pacific regions is not affiliated with the Hotpoint brand sold in the Americas.



OUR APPROACH

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WHO WE ARE Where We Operate

Whirlpool Corporation (NYSE: WHR) is the world's leading kitchen and laundry appliance company, with approximately \$19 billion in annual sales, 78,000 employees and 57 manufacturing and technology research centers in 2020. The company markets *Whirlpool*, *KitchenAid*, *Maytag*, *Consul*, *Brastemp*, *Amana*, *Bauknecht*, *JennAir*, *Indesit* and other major brand names in nearly every country throughout the world.*

**World's leading kitchen and laundry appliance company claim is based on most recently available publicly reported annual product sales, parts, and support revenues.*



5

Brands with
\$1B+
in Net Sales

\$19B

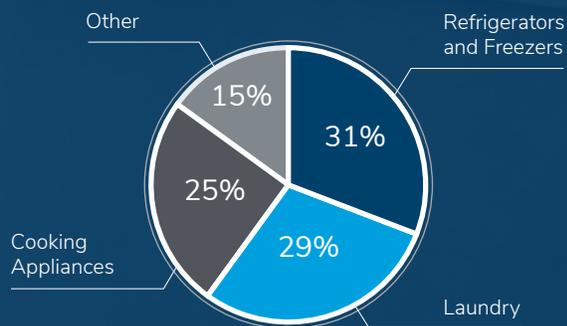
in Annual Sales



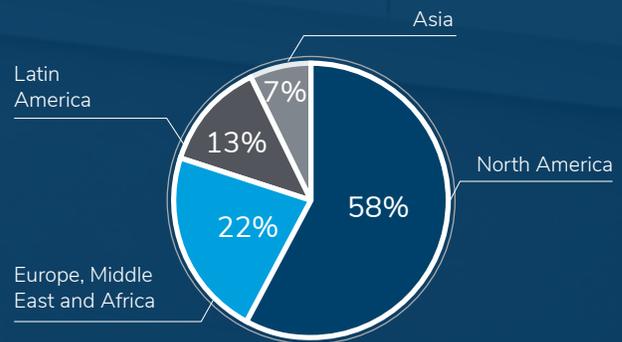
57

Manufacturing
and Technology
Research Centers

Sales by Category



Sales by Region



A MESSAGE
FROM
MARC BITZER
Chairman and
Chief Executive Officer

To Our Stakeholders

The past year presented many unprecedented challenges for our people, communities, industry, and world alike. Since the onset of the COVID-19 pandemic, our number one priority has been the health and safety of our people.

Our employees have quickly adapted to new, and in some ways more difficult, ways of working that include strict protocols necessary to protect them, their families, and the communities in which we operate. This resilience has been crucial in taking care of our consumers when they've needed us most. While we've shown great flexibility in how we operate throughout a pandemic, we also remained steadfast in our ongoing dedication to our environmental, social, and governance commitments.

Throughout the year, we focused on responding to the needs of employees and our communities in the face of a global pandemic, while also making notable progress on our environmental

commitments, advancing our racial equality efforts, and driving a culture deeply rooted in Our Enduring Values. We are continually guided by the Whirlpool Way, where there is no right way to do a wrong thing. In this report, you will read stories and examples of how we continued to invest and meet our commitments. The following are a few of our key achievements from the year:

Environment

- ▶ Through the continued implementation of World Class Manufacturing (WCM) methodology, we continued to drive our commitments to environmental sustainability. **Over 70%** of our manufacturing sites are now **zero waste to landfill**. We also achieved **record low levels of energy and water usage** per appliance built, and we obtained external assurance on the reporting of our greenhouse gas (GHG) emissions. We are **on track to exceed the targets set by the Paris Climate Accord**, which is in line with our targets set and certified by the Science Based Targets Initiative (SBTi).
- ▶ Collaboration with the World Business Council for Sustainable Development (WBCSD) and other member companies enabled Whirlpool to develop a universal and consistent framework to measure circularity. **At 18%, Whirlpool has set one of the highest circularity targets** in our industry within Europe to drive recycled plastic content into our product and packaging in an effort to address plastic pollution.



Over 70%

OF OUR MANUFACTURING SITES ARE NOW ZERO WASTE TO LANDFILL.

33%

FEMALE REPRESENTATION ON THE BOARD (NON-EMPLOYEE DIRECTORS)

- We formalized our **commitment to the UN Global Compact** with a letter addressed to the United Nations (UN) Secretary-General. As a participant of this globally-recognized initiative, we continue to expand our efforts to uphold sustainable and responsible business practices in day-to-day global operations.

Social

- Since the onset of the global COVID-19 crisis, our employees were ready to take action to protect each other and our communities, from **donating supplies and critical personal protective equipment** for local hospitals and health organizations to designing and manufacturing the **Powered Air Purifying Respirator (PAPR)**, a life-saving innovation, in just seven weeks.
- In 2020, we dramatically accelerated our efforts to drive a sustainable, positive impact for all our current and future Black colleagues and our local communities. Through **OUR PLEDGE to Equality and Fairness for our Black Colleagues**, a multi-year action plan in the U.S. to drive sustainable, positive impact for all current and future Black colleagues and the local community—which will ultimately help all underrepresented groups within the company. I am also

honored to be a founding member of OneTen, an organization with the mission to train, hire and advance one million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement.

Governance

- For the first time, we are **formally sharing information on our climate-related risks and opportunities** under the Task Force on Climate-related Financial Disclosures (TCFD) framework in addition to the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) frameworks. We have also expanded the **integration of ESG principles** throughout our business with the formation of ESG Councils led by members of our Executive Committee and an expanded ESG Task Force.
- Our commitment to improving gender and underrepresented minorities at all levels of our company includes Whirlpool Corporation’s Board of Directors. In 2020, we achieved **33% female representation and 25% racial and ethnic minority representation of non-employee directors**. We still have progress to make in these areas and we will continue to focus on representation at all levels in 2021 and beyond.



While we’ve shown great flexibility in how we operate throughout a pandemic, we also remained steadfast in our ongoing dedication to our environmental, social, and governance commitments.

As we navigate our new reality, we continue to be guided by our vision to be the best kitchen and laundry company, in constant pursuit of improving life at home. Throughout this report, you will find examples of our employees’ work, together as One Whirlpool, to deliver on our current goals and set even more aggressive targets for years to come. It is this commitment that uniquely positions us to both aid the energy transition and deliver compelling innovation with meaningful societal impact.

MARC BITZER
Chairman & CEO
Whirlpool Corporation

OUR Purpose

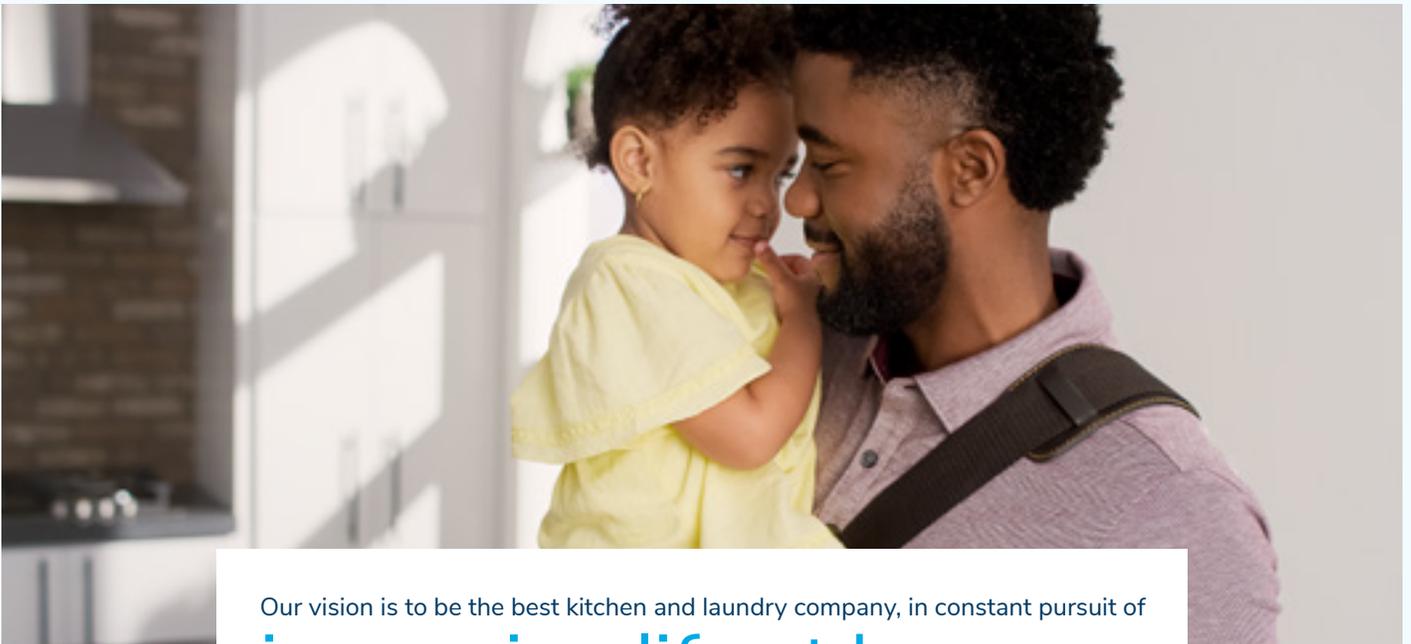
In 2020, our strong foundation of values and robust [Environmental, Social and Governance \(ESG\) framework](#) enabled us to take care of our employees, our consumers and our communities without lowering our commitments to the environment. We stayed relentlessly focused on doing the right things the right way, just as we have for the last 109 years. We embraced our diversity with inclusion, made progress on our commitments, and we continued to fulfill our vision to improve life at home.

Guided by our mission to “Earn Trust and Create Demand,” we took several tangible steps forward in our ESG initiatives that are aligned with our material issues, including greenhouse gas (GHG) emissions, energy management, diversity, corporate governance and ethics, responsible sourcing and others. We linked those to our goal of making life in our homes, our communities, and our operations better today and in the future. We began reporting our impact against the [Sustainability Accounting Standards Board \(SASB\)](#) standards in our 2019 report and have now started to disclose impacts on climate-related risks and opportunities using the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#) framework. This year marks

As shelter-in-place regulations were implemented and businesses were shuttered, our products have shown how essential they are in a time when people need reliable ways to store and cook food, sanitize and clean clothes and dishes.

the first in our transition to providing our investors and other stakeholders increased external assurance of the impressive progress we’ve made toward our commitments.

Whirlpool Corporation stayed true to delivering quality products while protecting our environment, despite the disruptions and uncertainty of 2020. As shelter-in-place regulations were implemented and businesses were shuttered, consumers continued to demand our products given the essential role they serve in a time when people need reliable ways to store and prepare food, sanitize and clean clothes and dishes. We are proud to deliver a full range of appliances, to make sure everyone has access to high-performing products across the socioeconomic range, in all regions around the world.



Our vision is to be the best kitchen and laundry company, in constant pursuit of **improving life at home.**

Making an Impact— Improving Life at Home

Everything we do at Whirlpool Corporation is aligned with our vision: *Be the best kitchen and laundry company, in constant pursuit of improving life at home.* While day-to-day tasks like washing, cooking and cleaning may seem insignificant, they are an impactful expression of love and play a fundamental role in shaping the world in which we live. We are also fiercely committed to developing innovative products that drive efficiencies in water and energy use and save our consumers' time. Water and energy savings also help reduce our consumers' utility bills and protect our environment. Our consumers can spend these time and financial savings taking care of their families in other ways.

Because we consider consumer preferences and cultural influences, and differences in infrastructure and availability of resources (such as water and energy) around the world, our approach and impact vary by region. In developed countries such as the U.S. and in Europe, our journey in providing efficient appliances has been one of continuous success over decades of delivering on innovation while not sacrificing performance. It is these purposeful innovations that have improved the lives of millions of our consumers in meaningful ways. A majority of household chores are borne by women in the home, especially in developing countries. By creating high-performing appliances that save time and effort, we have helped alleviate a portion of the burdens and barriers that have kept women from pursuing education, jobs, personal and family time. We have done this with the introduction of unique products such as the twin tub semiautomatic washer in India. The low-cost unit allows washing



Our first laundry detergent, Swash, which is **8x** concentrated and helps reduce packaging waste.

of more clothes with better efficiency and significant time savings.

Similarly, we have a unique water purification product-as-a-service in Brazil, providing safe, convenient water access to people at affordable monthly costs, as well as countertop dishwashers that save water and time to clean and dry dishes. In 2020, we launched over 100 innovative products, with two new innovative global platforms, a top-load washer and a new dishwasher. Each product marks a significant milestone in both performance and efficiency, as we

continue to launch innovative products that significantly outperform the ones they replace, improving life at home by saving time and money while significantly reducing their environmental impact, one appliance at a time. We also launched our first laundry detergent, *Swash*, which is 8x concentrated and helps reduce packaging waste. Innovation is core to our business and we focus intensely on providing innovative solutions at every level, so that every individual and family has the opportunity for a better life in the home.

OUR ESG Approach

While Whirlpool has always been committed to doing the right thing, with climate change and social justice continuing to grow in importance to stakeholders, companies like Whirlpool are accelerating their focus on responsive ESG strategies and initiatives.

Additionally, the adoption of international sustainability-focused initiatives such as the United Nations (UN) Global Compact, the [UN Sustainable Development Goals](#) (SDGs) and the Paris Climate Agreement has drawn the international community's attention to companies' environmental impacts.

Consistent with our past record on the environment and in recognition of evolving demands, macro trends and our materiality assessment, we took numerous steps to strengthen our ESG framework in 2020 and respond to our internal and external stakeholders:

- 1 We strengthened [how we govern and execute on our ESG efforts](#).
- 2 We enhanced our reporting practices, notably with the addition of a [TCFD disclosure framework](#), while continuing to report under the [SASB standards](#).
- 3 We executed a Virtual Power Purchase Agreement (VPPA) in the U.S. that we believe will drive significant emissions reductions across Whirlpool Corporation's supply chain, while representing an important step in our commitment to keeping global warming well below the 2 degree Celsius required by the Paris Agreement ([more on page 29](#)).
- 4 We updated our employee engagement strategy to be more agile and flexible in order to enable employee concerns to be fully heard ([more on page 63](#)).
- 5 We established a new Executive Inclusion and Diversity Council driving accountability in all regions and helping eliminate barriers to inclusion ([more on page 57](#)).
- 6 We obtained [external limited assurance](#) on the disclosure of our greenhouse gas emissions to provide further confidence in the quality of our reporting.



We further integrated our ESG principles within Whirlpool Corporation's strategy and across the value chain to better address both short- and long-term risks and opportunities:

- ▶ **Environmental/Climate Change:** Our environmental sustainability efforts are designed to address global warming, landfill waste, and the environmental challenges our consumers face, while recognizing the impact of climate change on our enterprise. Scenarios taking into account the potential effects of climate change are built into our business. Our commitment is further demonstrated through enhanced reporting aligned with the TCFD recommendations. See our [TCFD Index](#) for more information.
- ▶ **Health & Safety:** [Our Global Environment, Health, Safety and Sustainability \(EHSS\) Policy](#), goals and actions through World Class Manufacturing (WCM) and EHSS Management Systems are just a few examples that showcase our commitment to provide our employees with a safe work environment. Our efforts are focused on preventing work-related injuries and illnesses, fostering active participation at all levels in our EHSS processes and adopting behaviors that improve our performance and culture.
- ▶ **Human Capital & Human Rights:** Our ability to attract, develop and retain talent is crucial to our operations and future growth. Our commitment to global human rights is reflected through [Our Integrity Manual](#) and the standards we expect from our employees, suppliers and business partners globally.
- ▶ **Product Safety & Quality:** We recognize that [product safety and quality](#) are at the forefront of everything we do, and a critical component in earning and retaining the trust of our consumers. From being the first principle of *Our Integrity Manual* to our comprehensive Global Product Safety (GPS) system, our multidecade track record is a testament to how Whirlpool Corporation goes above and beyond industry standards.
- ▶ **Ethics & Compliance:** Whirlpool Corporation's [Global Ethics & Compliance](#) Program is designed with a comprehensive risk-based framework that is sustained through the efforts of a committed global team, along with robust policies, procedures and systems for sustaining organizational integrity.



PRODUCT AT THE CORE A Whirlpool Dishwasher

Our new global platform approach incorporates Environmental, Social and Governance (ESG) principles and goals for true holistic impact.



Environmental

ZERO

Manufactured at gold level (UL2799)
Zero Waste to Landfill plants.

3 to 4 times

More water-efficient vs. handwashing with most of our dishwashers saving over 2,500 gallons a year.¹

15%

Renewable electricity from our on-site wind farm at our dishwasher plant in Findlay, Ohio.

70%

Reduction in GHG emissions achieved by dishwashers during their use phase compared to manual handwashing.¹



Governance

Holistic innovation using Design for Environment principles in our global platforms connecting product sustainability directly with business goals.

Responsible sourcing with supplier audits and aggressive standards on restricted materials.

Product safety process with industry-leading best practices and benchmarked by other companies to improve their own programs.



Social

SAVES

30

minutes of time per cycle vs. handwashing, thereby freeing over 100 hours¹ per year for families.

OUR LARGEST CAPACITY

3RD RACK

dishwashers help you make more room when you need it².

¹Based on favorable water and energy use comparison against KitchenAid Model No. KDTM354ESS, which were compared to manual handwashing among 40 study subjects using conditions and assumptions set forth in Gabriela Y Porras et al 2020 Environ. Res. Commun. 2 021004. Assumes 215 cycles / year.

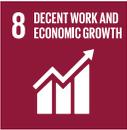
²Models WDTA80SAK, WDT750SAK, WDTA50SAK based on total usable volume. Compared to 3rd Rack models WDTA75SAH, WDT970SAH, WDT975SAH. Handle styles vary by model.

OUR APPROACH

ALIGNING WITH THE UN Sustainable Development Goals (SDGs)

The SDGs are a call for action by all countries to promote prosperity while protecting the planet. More important than ever, the goals provide a critical framework for how we recover from the COVID-19 pandemic as one interconnected world economy. Whirlpool Corporation shares many of the same goals, where we continuously aim to improve our products, our business and operations to benefit our employees, consumers, suppliers, customers and communities by building a better workplace, business and world.

Here are the Sustainable Development Goals we have prioritized, including aligning our ESG goals with their mission:

SDG Goal	Whirlpool Goal	Material Issue	Actions
 	<ul style="list-style-type: none"> ▶ Increase by 50% the number of Black employees across all levels by 2025 ▶ Zero fatalities and serious incidents in all manufacturing sites 	<p><u>Diversity & Equal Opportunity</u></p> <p><u>Occupational Health & Safety</u></p>	<ul style="list-style-type: none"> ▶ Our Chairman and CEO became a founding member of OneTen Coalition®. See more on page 58. ▶ Developed an Executive Inclusion and Diversity Council in 2020 composed of senior leaders from across the company. ▶ Our Board of Directors is committed to seeking qualified diverse candidates, including diversity of race, gender and ethnicity in each independent director search. ▶ 69% of our manufacturing plants are certified in OHSAS 18001.
	<ul style="list-style-type: none"> ▶ Support the communities where we work ▶ Expand our work with Habitat for Humanity® to double our impact of the last 20 years by 2025 	<p><u>Local Communities</u></p>	<ul style="list-style-type: none"> ▶ Drive sustainable positive impact for all our current and future Black employees and our local communities by announcing our company's Racial Equality Pledge in 2020. ▶ Continuing to support Boys & Girls Clubs®, United Way®, Consulado Da Mulher® and Habitat for Humanity®. ▶ Support communities during COVID-19. ▶ Every Whirlpool Corporation site across the globe participated in local community engagement activities.
	<ul style="list-style-type: none"> ▶ Zero waste to landfill in all manufacturing sites by 2022 ▶ Requesting full material disclosure from 100% of our global suppliers by 2021 ▶ 18% recycled plastic content targets, EMEA by 2025 	<p><u>Product Life Cycle & End of Life</u></p> <p><u>Product Safety & Quality</u></p>	<ul style="list-style-type: none"> ▶ Updated our zero waste to landfill program to align to the UL ECVP 2799 Zero Waste to Landfill Standard. 31 of 35 sites are at Silver level and above, with 71%, or 25 sites reaching Gold and Platinum levels. ▶ Obtained ISO certification at our manufacturing sites: <ul style="list-style-type: none"> ▶ 69% were ISO 14001 certified. ▶ 73% were ISO 9001-2015 certified. ▶ Deploy Global Material Compliance Portal to all regions in 2021 and request full material disclosure from all suppliers. ▶ Established recycled plastic goals in EMEA and developing global goals.
	<ul style="list-style-type: none"> ▶ GHG emissions reduction by 2030: <ul style="list-style-type: none"> ▶ from our products in use (Scope 3 category 11) of 20%* ▶ from our plants (Scopes 1 & 2) of 50%* ▶ Reduce 3% in energy intensity and 1% in water intensity every year in our plants ▶ 95% reduction of high global warming potential refrigerants and foams by 2023 	<p><u>GHG Emissions</u></p>	<ul style="list-style-type: none"> ▶ Set targets approved by the Science-Based Targets initiative (SBTi), representing our commitment to keep global warming well below the 2 degree Celsius target prescribed by the Paris Climate Agreement. ▶ Obtained external limited assurance on our GHG emissions for the first time in 2020. ▶ Enabling net-zero sustainable living through our partnership with Purdue University and our work with the Retrofitted Net-zero Energy, Water and Waste (ReNEWW) House at Purdue to provide valuable insights for the next generation of home and appliance ecosystems. ▶ Accelerated the implementation of WCM Energy initiatives.

*Compared to 2016 baseline

Here is a snapshot of how we are helping achieve additional Sustainable Development Goals through our efforts:

SDG Goal	Material Issue	Actions
 <p>5 GENDER EQUALITY</p>	<p><u>Diversity & Equal Opportunity</u></p>	<ul style="list-style-type: none"> ▶ Added one female director in 2020, resulting in 33% (or four) of our 12 non-employee directors being women. ▶ In 2020, each female Board member participated in a Speakers Series hosted by the Whirlpool Women's Network and attended by hundreds of our employees. ▶ To continually improve the gender diversity in leadership positions as well as overall employee representation, we leverage a balanced approach which includes hiring through diverse candidate slates where possible, retention, and internal development and promotion strategies. ▶ Supported education and youth development programs for over 4,000 youth in our headquarter community, of which 2,100 were Black students. ▶ Since 2002, Whirlpool has supported women entrepreneurs with Consulado da Mulher®, which works to improve and empower the lives of socially vulnerable women, eradicate poverty and promote gender equality in Brazil.
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p><u>Energy Management</u></p>	<ul style="list-style-type: none"> ▶ In 2020, we entered into a VPPA that is expected to cover 15% of our global Scope 2 emissions through investments in wind energy in the U.S. ▶ We made on-site solar installations with new capacity in India and procured utility renewable energy in Mexico.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p><u>Technology & Innovation Inclusive of DfE</u></p>	<ul style="list-style-type: none"> ▶ New global platforms with consumer innovation. See more on page 9. ▶ We created a Sustainable Packaging Playbook in 2020 to continue driving packaging innovation. ▶ In 2020, we held the first sustainable packaging innovation event virtually in order to challenge both incumbent and new suppliers of packaging solutions, raw materials or technologies to bring forth new ideas. ▶ We partnered with the World Business Council for Sustainable Development (WBCSD) and other member companies to jointly develop a universal and consistent framework to measure circularity. See more on page 35.
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p><u>Corporate Governance & Ethics</u></p> <p><u>Responsible Sourcing</u></p>	<ul style="list-style-type: none"> ▶ Our Global Ethics and Compliance Steering Committee includes members of the Executive Committee, including our Chairman and CEO. ▶ 20,993 employees completed the Annual Ethics and Compliance Certification in 2020. ▶ In 2020, we launched a Global Anti-Bribery / Anti-Corruption training to more than 15,000 employees representing high-risk roles or functions. ▶ Throughout the Global Compliance Weeks, specific emphasis was placed on the Integrity Line encouraging its use to raise concerns confidentially, anonymously and without fear of retaliation. ▶ We require all of our suppliers to abide by the Supplier Code of Conduct (SCoC).

OUR APPROACH

MATERIALITY* & STAKEHOLDER Engagement

As we manage our non-financial risks and opportunities, our materiality assessment is a critical first step in defining the ESG topics that matter most to our business and our stakeholders. In 2020, our ESG Task Force prioritized resources around the 10 material ESG issues set in 2019 to create action plans that ensure our business strategies consider these important topics. As we navigate the rapidly evolving and complex space of ESG frameworks, standards and guidelines, we leverage these material issues to prioritize our disclosures and effectively communicate to our stakeholders. As the COVID-19 pandemic continues to impact us around the world, these material issues provide valuable guidance in informing how we care for each other, our families and our communities.



Environmental

- ▶ [Technology & Innovation Inclusive of Design for Environment](#)
- ▶ [Product Life Cycle & End of Life \(Recyclability & Remanufacturing\)](#)
- ▶ [GHG Emissions From Products & Plants](#)
- ▶ [Energy Management](#)



Social

- ▶ [Diversity & Equal Opportunity](#)
- ▶ [Local Communities](#)
- ▶ [Occupational Health & Safety](#)



Governance

- ▶ [Product Safety & Quality](#)
- ▶ [Corporate Governance & Ethics](#)
- ▶ [Responsible Sourcing](#)

**Materiality, as used in this report, and our materiality assessment process is different than the definition used in the context of filings with the SEC.*



Using a standardized step-by-step procedure, we collaborated with a third-party consultant to prioritize ESG topics that have the greatest impact on our performance and that are of utmost importance to our stakeholders.

ESG TOPIC PRIORITIZATION

Define purpose and scope

Define what materiality means for our organization and be clear about our objectives and audience.

Identify potential topics

Create a long list of potential material topics, leveraging external frameworks such as the Global Reporting Initiative (GRI) Standards, Dow Jones Sustainability Index (DJSI), CDP and the UN SDGs.

Categorize

Refine the long list of potential material topics by grouping them into categories.

Obtain feedback

Discuss with stakeholders each material topic in detail to understand its relevance, impact and importance to our business and stakeholders.

Prioritize

Prioritize material topics based on the strategic importance to the business, importance to stakeholders and the social, economic and environmental impact of each topic in the value chain, led by the ESG Task Force.

Engage management

Key leaders review the results of the materiality assessment to validate the outcome and inform our ESG objectives and strategies moving forward.

Seek stakeholder feedback

Continue ongoing dialogue and engagement with our stakeholders to understand and address impacts, risks and opportunities.

We want to know what ESG topics matter most to our business and to our stakeholders. Through formal and informal methods, we reach out to our employees, leaders, suppliers, investors and other key stakeholders for feedback beyond the formal materiality assessment process. We listen so that we can be in a better position to understand and address impacts, risks and opportunities.

We will continue to foster an environment where we take the time to listen first, be present and make others feel welcomed, valued, heard and respected. We aim to demonstrate care and empathy in every interaction, consistently advocating for others, seeking out diverse perspectives and requesting input from all of our stakeholders.



Employees

- ▶ Pulse surveys
- ▶ Performance management system



Investors

- ▶ 1:1 meetings
- ▶ Investor Day
- ▶ Perception studies



Trade Customers

- ▶ Product line reviews
- ▶ Satisfaction surveys



Consumers

- ▶ Satisfaction surveys
- ▶ Third-party report ratings



Communities

- ▶ Partnerships with local organizations



NGOs/Academia

- ▶ Conferences
- ▶ 1:1 meetings



Suppliers

- ▶ Continued dialogue
- ▶ Annual audits
- ▶ Conferences



Governments

- ▶ Policy meetings
- ▶ Public-private partnerships

OUR APPROACH

OUR ESG Framework

In 2020, we refined our governance structure to further strengthen our commitment to ESG and better drive progress in our work.

Our Executive Committee (EC) approved the formation of a new Social and Governance Council and supplemented the existing Environmental Sustainability Council, with three EC members assigned to each council. Whirlpool Corporation's Corporate Controller is accountable for reporting to the EC and the Board of Directors on ESG matters.



We believe that ESG is fundamental to our strategy and business, so we expanded our ESG Task Force to include key individuals and leaders from all functional areas to support execution of our key ESG initiatives, including members from:

- ▶ Communications
- ▶ Compliance
- ▶ Environment, Health, Safety and Sustainability (EHSS)
- ▶ Global Information Systems
- ▶ Global Product Organization
- ▶ Global Product Quality, Safety & Regulatory
- ▶ Government Relations
- ▶ Human Resources
- ▶ Integrated Supply Chain
- ▶ Investor Relations
- ▶ Legal
- ▶ Manufacturing
- ▶ Marketing
- ▶ Procurement
- ▶ Risk Management
- ▶ Tax and Treasury



AS OUTLINED IN THE ESG TASK FORCE CHARTER, ITS RESPONSIBILITIES INCLUDE:



Reporting: Provide input for annual Sustainability Report and ESG Rating surveys



Planning: Continually monitor and evaluate Whirlpool Corporation's ESG current state and perception through stakeholder engagement and benchmarking



Prioritization:

- Recommend prioritization and appropriate monitoring and benchmarking of material topics reported on an annual basis
- Oversee and review the results of materiality assessment



Communication & Education:

- Educate and regularly communicate with functional leadership team,
- Regularly communicate with members of the ESG Councils and EC on progress toward the Task Force's objectives, and
- Engage with various stakeholders in establishing and carrying out Whirlpool Corporation's ESG strategies.



OUR APPROACH

ABOUT THIS Report

This report covers the period from January 1, 2020 to December 31, 2020, for Whirlpool Corporation's operations. The boundary of this report includes 100% of our manufacturing sites, major non-manufacturing facilities, and 100% of our own workforce in all countries in which we operate. Wherever possible, we have guided readers to additional sources of information, including our corporate website and annual financial reports. Our previous annual sustainability reports can be found at: [whirlpoolcorp.com/environmental-sustainability/](https://www.whirlpoolcorp.com/environmental-sustainability/). This report has been prepared in accordance with the GRI Standards: Core Option. The [GRI Sustainability Reporting Standards](#) are the first and most widely adopted global standards for sustainability reporting. They are developed with true multi-stakeholder contributions and rooted in the public interest. This report also includes our 2020 [SASB index](#) and our inaugural [TCFD framework](#). Additionally, we obtained limited third-party assurance on our 2020 reported greenhouse gas emissions. For more information about this report, please contact us at ESG@whirlpool.com.



COVID-19 An Integrated Effort Around the World

As the outbreak of COVID-19 continues to impact us around the world, there is no doubt that our everyday lives have fundamentally changed. Still, despite how different today feels, a constant remains—how we all care for each other, our families and our communities. All of us at Whirlpool Corporation understand how incredibly important this is, and as families were staying at home, they depended more and more on our brands and products to help them take care of their loved ones.



At Whirlpool Corporation, our vision is to be the best kitchen and laundry company, in constant pursuit of improving life at home. Beginning with the onset of the pandemic, it became more critical than ever to live by that vision each and every day for the benefit of our employees, consumers and communities. We understand that we play an essential role in the efforts to contain COVID-19 and do not take that role lightly. Our manufacturing plants have remained open and working to produce the refrigerators, dishwashers, and cooking and laundry appliances that are needed to keep people safe at home.

Employees

The health and safety of our employees around the world remains our top priority—we know that we couldn't do any of this without their tireless commitment. We have implemented the proper safeguards in our plants in line with the guidelines provided by the CDC and other health organizations around the world, and continuously monitor and adjust on a daily basis. This includes heightened cleaning protocols, increased distances on our production lines, making the decision to slow production lines down or reduce lines as needed, and emphasizing proper hygiene in the plants, including use of frequent hand-washing while ensuring our employees have proper sanitization equipment.

Actions at Our Facilities

Cleaning Protocols and Social Distancing

- ▶ Heightened cleaning protocols at each plant, including the frequency of deep cleanings and using a third-party deep clean/disinfection.
- ▶ Increased distance on our production lines to facilitate social distancing as recommended by the WHO and the CDC. We slowed down the production lines and reduced lines as needed to ensure safe distancing between employees.
- ▶ Implemented food safety precautions in all our cafeterias and staggered break times to increase social distance.
- ▶ Emphasized proper hygiene in the plants, including use of frequent hand-washing, and ensure our employees have proper sanitization equipment.

Employee Self-Monitoring/Reporting

- ▶ Implemented temperature screening protocols for all our employees at our manufacturing facilities.
- ▶ Daily communication to all on-site employees to monitor their health (temperature and symptoms of illness) and a reminder to not come into work if they exhibit symptoms or have been exposed.

- ▶ Employees exposed to, or exhibiting symptoms of COVID-19 are required to self-report for further support and to start a mandatory quarantine.

Remote Work

- ▶ Employees required to work from home, if possible.
- ▶ Returning to the office environment will be a phased approach determined by local, state and federal guidelines, local health data and facility readiness.

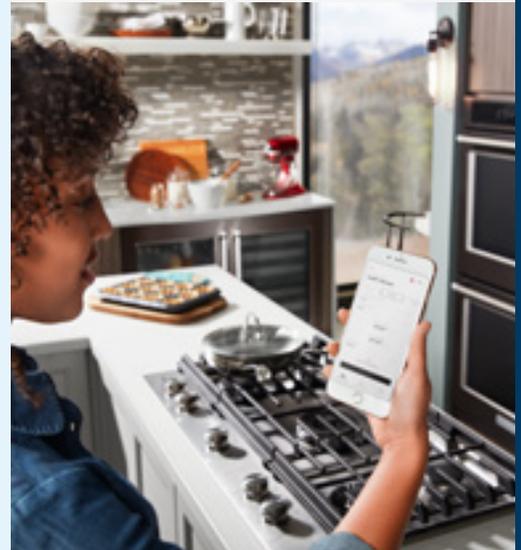
Travel & Visitors

- ▶ Implemented a robust travel policy. All travel restricted to essential-business only, with leader approval.
- ▶ All employees who have traveled to high-risk locations, or have been exposed to others who have traveled to high-risk locations are required to complete a self-quarantine before returning to a Whirlpool facility.
- ▶ On-site visitors are restricted to business-essential only with leader approval. All visitors subject to self-monitoring/reporting policies.

Consumers

As the world continues to battle COVID-19, our consumers need our trusted appliances to take care of their families during this turbulent time. They are depending on our products—now more than ever—to clean, cook and provide proper food and medicine storage. The health and safety of our service providers and consumers is a top priority. With 78,000 employees globally, we have proudly continued to support our consumers throughout the pandemic through a variety of ways including:

- ▶ Continued to carry out service calls for repairs using approved safety protocols.
- ▶ Directed all employees and suppliers—including delivery drivers and engineers—to follow CDC guidelines on how to keep themselves and others safe.
- ▶ Implemented precautions such as contactless delivery, drop-off only delivery and verbal signatures upon delivery.



Community

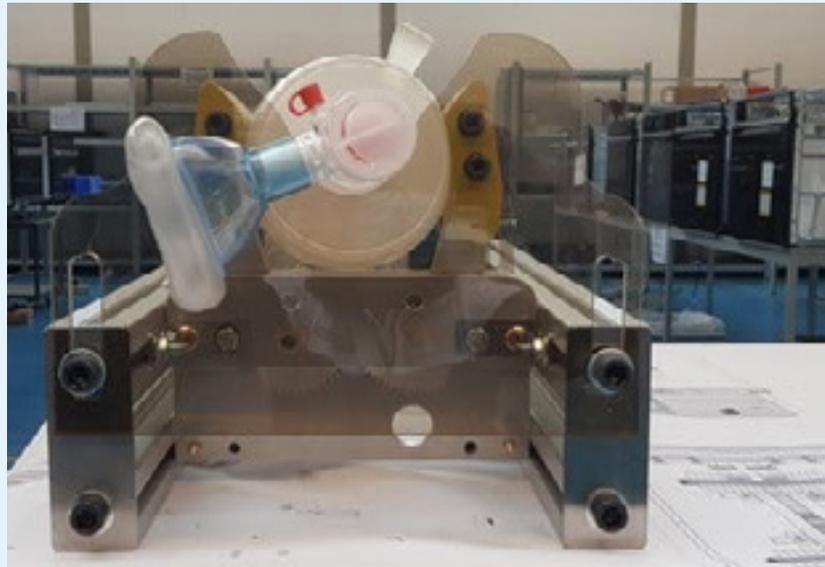
With many families and households facing challenges, Whirlpool Corporation is committed to doing our part to help those affected in our communities. We have taken a number of steps in 2020 to help communities, including providing financial support and donating medical supplies and appliances to hospitals across the world. We also supported several local organizations providing vital services to the most vulnerable in society, such as food banks, shelters and school meal programs.

The following are examples of what we have done to help our communities during the pandemic. For more information, please visit our [COVID-19 response to employees, consumers and community](#).

MEDICAL Devices

PAPR: Whirlpool Corporation, Dow Inc. and Reynolds Consumer Products Inc. collaborated to provide much-needed respirators to health care workers. Together, we designed and built a protective piece of headgear and respirator system, critical in helping ensure the safety and comfort of front-line workers who are often in direct contact with COVID-19 patients. The collaboration came about after the local hospital near our headquarters in Benton Harbor, Michigan said it was using its supply of N95 masks and respirators at a rate 10 times higher than normal. Our engineers and designers went to work to find a solution and designed the Powered, Air-purifying Respirator, or PAPR, a PPE device that takes the place of a traditional medical mask and visor and features a replaceable polyethylene hood. The clear hoods are both flexible and comfortable and can quickly be replaced between patients.

Our fully virtual team was able to go from paper to approved product in just seven weeks. Through this unique relationship and a huge amount of effort by a very talented group of people, we manufactured and donated respirators to help our front-line health care providers during the pandemic. Whirlpool Corporation designed, manufactured and assembled



the headset. Dow provided the polyethylene resin for the hoods, and Reynolds Consumer Products designed and produced the disposable hood. We donated thousands of these to hospitals around the world, including Italy, Mexico and Brazil, and sold additional quantities globally at reduced cost to health care providers.

Mechanical Ventilators: Whirlpool Corporation engineers based in Cassinetta di Biandronno, Italy developed a mechanical ventilator, Breath4U, and a PPE face shield. To produce the Breath4U mechanical ventilator, our EMEA teams worked in partnership with Politecnico di Milano and numerous doctors working across hospitals in Italy. After recognizing a continued shortage of ventilators in hospitals and the associated cost and long production chain of traditional ventilators, the team modified their design to be able to produce more devices and make them affordable.

The mechanical ventilator the team designed is a control logic, low-cost device that assists the breathing of patients in pre-ICU situations—such as triage, ambulances and emergency departments, where ventilators are not immediately available. The mechanism of Breath4U is based on an Ambu ball that automatically receives a controlled amount of pressure applied by two grippers, and counts with a graphic interface which allows doctors and health care staff to easily set the



OUR FULLY VIRTUAL TEAM

was able to go from paper to approved product in just

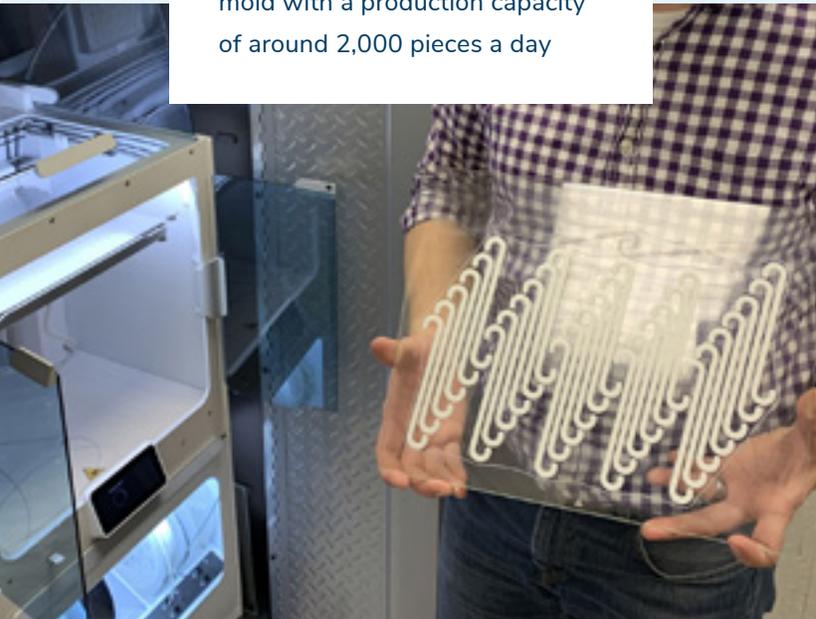
7 weeks

breathing parameters. It was based on an MIT open-source project, where five prototypes were made to later be tested in Politecnico's TechRes (Laboratory of Respiration Technologies) and the partner hospitals.

The final prototype was built with components easily sourced on the market, even in health care emergency conditions. The project underwent an initial IMQ (a product standards certification body in Italy) certification phase to test its electrical safety and is now available on an open-source basis to anyone needing to produce it rapidly.

IN JUST
2 weeks

our teams made a plastic injection mold with a production capacity of around 2,000 pieces a day



Face Shields: To help produce effective and low-cost PPE face shields, Whirlpool Corporation designers started out with a number of open-source projects. As many of those projects involved the use of 3D printers, we adapted existing 3D printers available in Cassinetta, Italy R&D laboratories to start making samples. Additionally, to further increase face shield production capacity, our engineers assembled a new, bigger 3D printer from scratch. The face shield design was gradually improved, also in collaboration with Politecnico di Milano, up to the moment when we obtained the certification. This close collaboration allowed us to quickly reach an optimum compromise between design, materials and overall performance of the face shields. Moreover, given the success of the initiative and high demand, in just two weeks, our teams made a plastic injection mold with a production capacity of around 2,000 pieces a day, significantly expanding production volume.

Whirlpool Corporation also produced and donated approximately 16,000 face shields in Brazil, in a joint effort with a technology center. Our engineers designed a prototype and adapted a production line in our Joinville plant to cut and assemble the face shields that were donated to organizations in the cities around our sites.

PRODUCT AND MONETARY Donations

In every country where we do business, our company and employees rose to the challenge of COVID-19, working closely with local organizations, health care providers and governments to provide the support necessary for the medical and safety front-line workers as well as the overall community.



U.S.

- ▶ Donated appliances to local hospitals, shelters and community organizations.



Whirlpool Corporation Headquarters (Southwest Michigan)

Soon after the COVID-19 pandemic hit, we began working to obtain several shipments of medical supplies for donation to Spectrum Health Lakeland, a health system near our Global Headquarters. We were able to procure more than nine shipments with tens of thousands of medical masks, gloves, thermometers, and hospital gowns to help front-line workers. Additionally, hundreds of appliances were donated to assist local hospitals, governments and supporting organizations around the world.



Trinidad

Donated laundry and refrigeration appliances for a new health center.



Mexico

- ▶ Delivered PPE for health personnel and refrigerators and cooling equipment for medicine preservation in San Jose Hospital and in hospitals and shelters for abandoned children in other cities.
- ▶ Provided appliances to the Casa Paterna adoption agency.
- ▶ Donated masks for merchants in the Morelos Market.
- ▶ Manufactured face masks at the Horizon Apodaca Campus plant and delivered to 11 government facilities in Apodaca.
- ▶ Produced disposable face masks in our Celaya plant for medical personnel.



Colombia

Assisted the Colombian Red Cross and the Police Team, Bucaramanga.



Brazil

- ▶ Donated 620 appliances to COVID-19 field hospitals.
- ▶ Manufactured approximately 16,000 face shields and 14,600 reusable masks.
- ▶ Donated more than 200,000 surgical masks and 150 PAPR devices.
- ▶ Helped repair ventilators and donated 5,092 food kits.



Costa Rica

Donated refrigerators and washing machines to CONA-PAM, National Council of the Older Adult.



Argentina

- ▶ Launched Health Crisis Committee to support internal and external actions and government relations.
- ▶ Launched Employee Assistance Program (EAP) to support employees.
- ▶ Provided access to an app that provides online medical assistance to employees and relatives.
- ▶ Initiated #SeamosUno to donate 1 million boxes of food.
- ▶ Donated five washing machines to public hospitals.



U.K.

Donated appliances to a number of National Health Services hospitals and charities.



Germany

Donated washing machines and microwaves to COVID-19 shelters in Stuttgart.



Czech Republic

Donated washers and dryers to Thomayer Hospital.



Russia

Donated appliances to support local health facilities.



Poland

Donated appliances to health facilities and fire brigades.



China

- ▶ Donated high-end laundry products to four hospitals in Anhui Province.
- ▶ Collaborated with the China Organ Transplant Development Foundation to donate iced beverages and 10 refrigerators to the Centers for Disease Control and Prevention in Haidian and Yanqing District, as well as the Beijing Friendship Hospital.



Croatia

Donated refrigerators to two hospitals.



France

Donated microwaves and refrigerators to Samusocial and #protegetonsoignant associations.



Italy

Provided funding and support to the cities and regions in Italy where Whirlpool Corporation has a significant presence.

- ▶ €300,000 donation to support a variety of activities, ranging from research to the purchase of vital medical equipment for local hospitals.
- ▶ €60,000 raised by Whirlpool Corporation employees.



India

Provided medical kits and equipment.



Spain

Donated microwaves and refrigerators to Institut Català de la Salut.



Portugal

Donated products to A CASA (Centro de Apoio ao Sem Abrigo) and to INEM (Instituto Nacional de Emergência Médica).



ENVIRONMENTAL

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OUR Approach

Environmental Strategy

At Whirlpool Corporation, we strive to improve life at home. Our environmental sustainability approach drives at the heart of addressing the major challenges our planet and our consumers face. As our former CEO Elisha Gray II said in 1969, "We cannot separate our business from the communities in which we operate, and hope to grow and prosper." With climate change expected to impact many aspects of our lives for years to come, we take our responsibility seriously. This idea of contextual sustainability is at the center of our efforts to drive areas of sustainability focusing on our material issues. These focus areas include:

ENABLING
NET-ZERO
SUSTAINABLE LIVING

ZERO
impact
operations



Fully understanding
the impact of climate
on our enterprise


Designing
for the
Environment


INVESTING
IN THE
CIRCULAR ECONOMY



Designing for the Environment

We work hard to address plastic waste and eliminate hazardous materials in our products and packaging by creating demand for recycled materials, developing new alternatives and creating value from our products throughout and at the end of their useful life. We have set voluntary commitments, with internal targets on recycled content, sustainable packaging, and phaseouts of Expanded Polystyrene (EPS), Polyvinyl chloride (PVC), and Substances of Very High Concern (SVHC). We expect that this full life cycle thinking and our innovation will together create better and more sustainable products. Additionally, we are looking to create new interactions and functionalities for our connected appliances to be able to play a bigger and better role in making homes more self-sufficient and resilient. We expect that these new home ecosystems

will also allow expanded use of renewable energy both on residential and utility scales and offer new ways for consumers to manage their emissions and resources.

Zero Impact Operations

Our approved science-based targets represent our commitment to keep global warming below the 2 degree Celsius target prescribed by the Paris Climate Agreement and drive significant emissions reductions across Whirlpool Corporation's supply chain. In 2020, we continued on our accelerated path to lower carbon emissions. While COVID-19 temporarily impacted production at some of our manufacturing facilities, we continue to be on a strong trajectory toward exceeding our goals. In order to accelerate our progress, we made a significant commitment and investment in renewable energy through our entry

into a VPPA, a first for Whirlpool Corporation. The VPPA is expected to cover 50% of our Scope 2 electricity emissions from U.S. plants and help reduce our overall global carbon footprint in operations by nearly 15% starting in late 2021. We also made on-site solar installations with new capacity in India and procured utility renewable energy in Mexico. Looking forward, we will continue to invest in on-site renewables, utility-provided green energy, and other clean energy solutions in furtherance of our carbon reduction commitments.

We continue to make investments in both the efficiency and innovation of our products to improve lives at home and in our communities. In addition to driving efficiency in individual products, we will begin to drive efficiencies through more

[SASB: Environmental Impact >> CG-AM-410a.3](#)



OUR FIRST VPPA IS EXPECTED TO COVER

50%

of our Scope 2 emissions in the U.S. and help reduce our overall operations' carbon footprint by nearly

15%

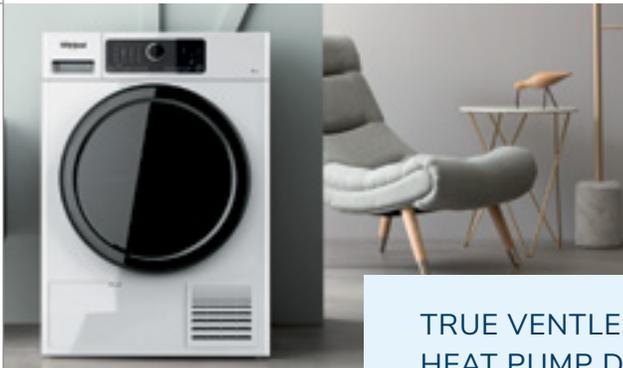
ENVIRONMENTAL >> OUR APPROACH

dynamic interactions with the grid through connected appliances. We are also investing in innovations that automate water levels, utilize cold water settings as default, and auto dose detergents to further lower our environmental impacts and save consumers time and money. These innovations and engagement with our consumers have the ability to drive significant gains in the emissions of our products in use to exceed our 2030 goals, while providing savings on consumer utility bills. Additionally, they will open new consumer loyalty and services growth opportunities. This is equivalent to saving over 2.5 million U.S. homes' electrical usage in a year.

Additionally, we continue to expand our product portfolio to help first-time consumers and address economically disadvantaged populations with innovative products that replace manual, and oftentimes more carbon- and time-intensive, processes.



DISHWASHERS
that use approximately
three gallons of water and are
3 to 4 times
more carbon- and water-efficient than
conventional handwashing.¹



TRUE VENTLESS
HEAT PUMP DRYERS
with the highest efficiency
rating in EMEA.

An affordable
TWIN-TUB WASHER
developed for India.



By designing for efficiency, we strive to help consumers decrease their energy and water use, while saving them time and effort. We innovate for homes and people with real needs.

Roberto Campos
Senior Vice President,
Global Product Organization

¹Based on comparison of KitchenAid Model No. KDTM354ESS to manual handwashing among 40 study subjects using conditions and assumptions set forth in Gabriela Y Porras et al 2020 Environ. Res. Commun. 2 021004.



Whirlpool Europe has committed to include **18%** recycled plastic in our EMEA products by 2025.

Circular Economy: Tackling Plastic Waste

In order to make a circular economy possible, we are working to address plastic waste in collaboration across the industry and public entities. We use various types of high-performance plastic in our products, sometimes varying from 2% to 35% depending on the appliance category. Since our products touch water and food, we seek solutions for reformulated plastics materials that maintain our high standard of quality and safety. And we are always looking for new innovations that improve recycling beyond traditional take-back programs.

Given the ongoing challenges with recycling, we are also looking at plastics from a life cycle perspective. We start with how we develop products to enable using higher percentages of recycled plastics. Then we analyze how we can improve our service and maintenance solutions to keep products longer in use, while reviewing how we can participate in collective programs to better manage

products' end of life (collection, sorting, treatment) on an ongoing basis. We are bolstered in our optimism by the fact that in the U.S., over 90% of major home appliances are collected and recycled at the end of life*, including piloting multiple voluntary programs to drive more efficient and comprehensive recycling.



Whirlpool Corporation has been a leader in EMEA in introducing EPS-free packaging for some of our cooking and dishwasher appliances.

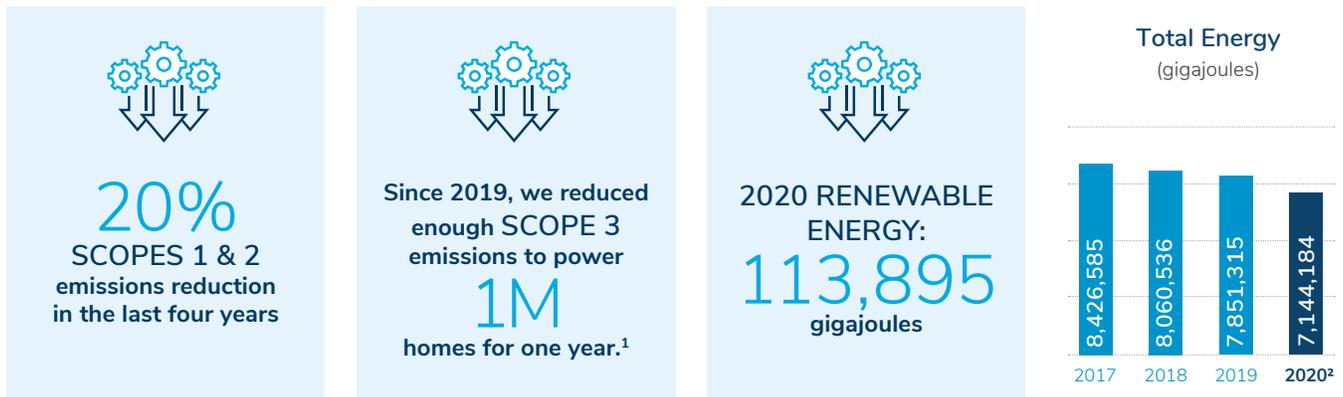
*Source: [AHAM and the Steel Recycling Institute](#)



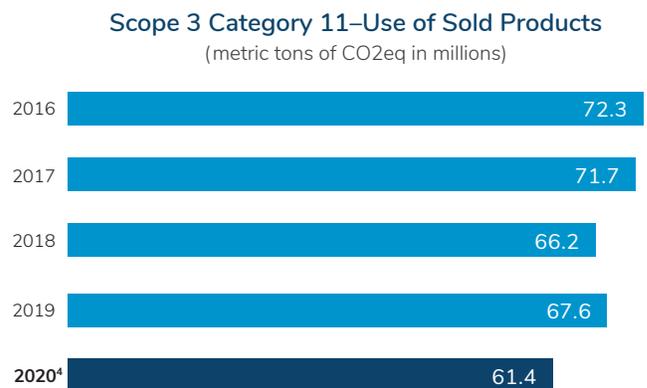
ENVIRONMENTAL

OUR Scorecard

We made significant gains in 2020 across several of our goal categories, including reducing our emissions and waste to landfill.



GHG Emissions



¹Source: EPA <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

²Due to COVID-19, global production decreased in 2020 which may contribute to some of the reduction in energy consumption.

³We began calculating Scope 2 Market-Based Emissions in 2020 and will continue to report this metric in the future. See more on page 109.

⁴2020 emissions values have been assured by a third party. See the limited assurance report on page 103.

Waste Management

	2017	2018	2019	2020
# of Plants Achieved Zero Waste to Landfill (ZWtL) ^{1,2}	—	8	8	25
% Waste to Recycling	>95%	>96%	>96%	96%
% Waste to Landfill	<4%	<3.5%	<3.5%	3.1%
% Waste to Incineration	0.62%	0.26%	0.32%	0.20%
% Waste to Incineration with Energy Recovery	0.18%	0.23%	0.20%	0.70%

Waste Generation

	2017	2018	2019	2020
Total Waste (metric tons)	387,352	363,271	362,083	313,294
Total Non-Hazardous Waste (metric tons)	382,021	356,169	355,135	307,553
Total Hazardous Waste (metric tons)	5,332	6,186	6,948	5,741
Total Weight of Non-Hazardous Waste Diverted from Disposal ² (recycled, reused, reduced, etc.)	366,402	342,984	342,422	297,077
Total Weight of Hazardous Waste Diverted from Disposal ² (recycled, reused, reduced, etc.)	3,481	4,659	5,867	5,079
Total Weight of Non-Hazardous Waste Disposed ²	15,618	13,185	12,713	10,476
Total Weight of Hazardous Waste Disposed ²	1,851	1,527	1,081	662
Total Waste to Landfill	15,633	13,503	12,554	10,144

Water Consumption

Water (megaliters)	2017	2018	2019	2020
Municipal water	3,551.37	3,567.37	3,289.88	2,553.95
Groundwater	2,059.71	1,496.68	1,330.69	1,267.40
Recycled water	164.38	164.72	176.49	175.03
Surface water	280.24	222.19	187.27	224.14
Rainwater	22.33	22.46	33.99	28.86

¹Starting in 2020, the zero waste to landfill metric will be calculated according to the UL 2799 standard criteria of Gold and Platinum levels. The number is a self-declaration based on internal analysis and it is not validated by a third party.

²Reporting for first time in 2020.

Water Discharge Destination

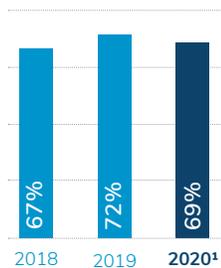
Destination (megaliters)	2017	2018	2019	2020
Wastewater on-site chemical physical treatment	1,003.78	999.86	1,034.09	946.59
Wastewater on-site biological treatment	290.93	291.32	306.54	272.04
Wastewater off-site treatment	1,844.71	1,888.07	1,710.73	1,330.48
Wastewater surface water	496.86	500.64	605.42	587.26
Wastewater evaporation	97.78	131.00	135.90	102.04

Normalized Environmental KPIs

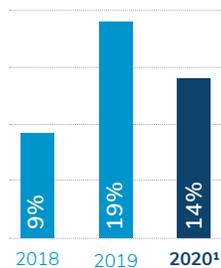
	2017	2018	2019	2020
GHG Emissions Intensity Scopes 1 & 2 (metric tons of CO2eq/product)	0.0139	0.0139	0.0122	0.0124
GHG Emissions Intensity Scope 3 (metric tons of CO2eq/product)	1.21	1.19	1.18	1.15
Energy Intensity (megajoules/product)	144.7	145.4	137.8	133.4
Water Intensity (m ³ /product)	0.1016	0.0958	0.0854	0.0755
Waste Intensity (kg/product)	6.65	6.55	6.53	5.85
Waste to Landfill Intensity (kg/product)	0.2685	0.2436	0.2229	0.1894

Environmental Certifications

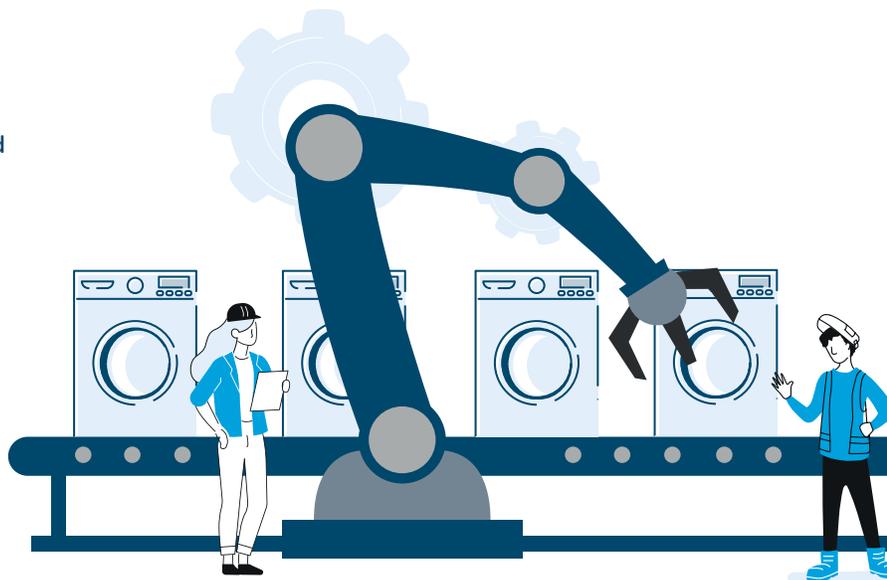
Sites ISO 14001 Certified (%)



Sites ISO 50001 Certified (%)



¹The percentage of plants certified in ISO 14001 and ISO 50001 decreased from last year due to a re-baselining and using only manufacturing plants.





ENVIRONMENTAL Products

Product Life Cycle and End of Life



1 MAKE

We continue to make progress to a more circular business model by mitigating our products' environmental impacts with a life cycle approach. In 2020, we partnered with the World Business Council for Sustainable Development (WBCSD) and other member companies to jointly develop a universal and consistent framework to measure circularity. The [Circular Transition Indicators \(CTI\)](#) tool was developed to help businesses in different industries worldwide to measure and improve their circular performance. Using the tool, companies can scope and prepare the assessment, interpret its results, understand risks and opportunities, prioritize actions and establish SMART targets to monitor progress. We are currently implementing the tool across Whirlpool Corporation by engaging with internal stakeholders to establish targets and measure our progress toward circular products. By making our products more circular, Whirlpool will drive increased resource efficiency, drive demand for recycled materials, and lower our use of natural resources.

The sustainability team also uses Life Cycle Assessment (LCA) methodology to assess potential and quantifiable environmental impacts associated with a product. We formed a dedicated team in 2018 that is working toward integrating this methodology with the product development process. The team has conducted assessments on products in five out of seven Whirlpool Corporation product categories so far. These assessments help identify opportunities for improvement, inform decision making, and can determine relevant indicators of environmental performance. Because products within the same category have similar impacts throughout their life cycle phases, we focus on analyzing key products that provide a comprehensive view of impacts in the life cycle and inform improvements for each category.





2 USE

During the use phase, we reduce the environmental impacts of our products in three ways:

1. Repairs: We offer repair services to keep products functioning properly, thereby increasing the longevity of our products. A [study](#) from the industry group APPLiA—Home Appliance Europe—found that about 81% of requests for repairs in the EU result in actual repairs. This dramatically reduces the number of products being disposed of and extends their useful life.

2. Return centers: Similarly, we work to avoid final disposal of products through return centers. We have six return centers in the U.S., one in the U.K., and one in Canada. These centers collect products, give them a grade, which determines whether to refurbish them or use them for parts, and then resell the appliances that are functional. In 2020, the U.S. return centers processed about 205,000 appliances, and over 104,000 were refurbished and resold.

3. Service offerings: We also have products that are marketed as a service, allowing us to control the whole life cycle. In Latin America, we have water purifiers that are rented rather than purchased. We perform maintenance services during the use phase of the water purifier, and, when a customer is finished using the product, most of the products are returned to us, refurbished and provided to another customer. In some cases, we reuse the parts, or, if not possible to reuse, we properly dispose of the unit. These water purifiers improve water safety for our consumers, and the rental model includes service and filter replacement, which simplifies the process for them. All of these programs aim to lengthen the usable life of our products and keep them out of waste streams.



3 END OF LIFE

At the end of life (EOL), we aim to ensure that all products are recycled to the fullest extent possible.

In Brazil, in February 2020 a national decree was published, regulating the structure, implementation and operation of the take-back system for domestic appliances. The decree puts into effect a five-year escalating set of goals for the collection and proper recycling of home appliances starting in January 2021.

The Decree sets forth that companies that do not adhere to the collective model of the take-back system through management entities, must prove to the competent environmental agencies the individual implementation of the take-back system. In Brazil Whirlpool adhered to ABREE—Brazilian Association for the Recycling of Electronic Waste and Appliances.

In 2020, Whirlpool led with ABREE a strong interface with the Brazilian government to understand the complexity of implementing the take-back system for home appliances in the country, including the creation of the Performance Monitoring Group (GAP) aiming to implement federal-level of the collect system from 2021 onwards.

ABREE represents more than 85% of the total volume of waste to be collected in Brazil, which makes it one of the largest entities responsible for the proper disposal of electronic waste in the world. In the State of São Paulo, the sector's target for 2020 was to collect 26 tons of electronic waste, and we surpassed this amount, collecting and treating approximately 50 tons of electronic waste.

For regions where there is a lack of infrastructure for take-back programs, Whirlpool works with retailers and other third parties to find ways to recycle and reuse our appliances. We continue to explore ways to make our products easier to recycle and be recycled at their end of life.

[SASB: Product Life Cycle Environmental Impact >> CG-AM-410a.3](#)



Technology & Innovation Inclusive of Design for Environment

The environmental footprint of home appliances spreads throughout their life cycle, from design to end of life. We aim to reduce our products' environmental impacts by providing our consumers with products that are designed using materials with the lowest environmental impact possible, that are efficient in electricity and water consumption, and that can be easily recycled at the end of their life. By designing for efficiency, we can further help consumers decrease their energy and water use, saving them money, time and effort. Similarly, by using safe and environmentally sustainable materials, we give consumers peace of mind that their products are well made.

During the design phase, we aim to maximize energy and water efficiency, increase the use of recycled materials and phase out hazardous substances. We do that by applying our Product Attribute Leadership Scorecard (PALS) to new products. PALS is used by our marketing and engineering teams to inform the early stages of product design and includes energy and water consumption and materials efficiency. Using recycled materials and packaging alternatives has the potential to decrease product costs and may further reduce the environmental impact of our products.

Critical Materials Management

Our Critical Materials Management team ensures that all of our products are in line with regulations to phase out hazardous materials and are safe for our consumers to use. Our restricted materials list is fully integrated into the sourcing and design processes to ensure compliance from the start. In 2020,

the EMEA supply base fully transitioned to our new Global Material Compliance Portal, which allows us to proactively manage substances of concern across our complex supply chain, focusing on high-risk applications and suppliers. This tool will be deployed to all other regions in 2021 and will allow us to request Full Material Disclosure from all suppliers. Our goal was to request Full Material Disclosure from 100% of suppliers by 2020. While we were not able to send the request to all suppliers, we completed the implementation of the Global Material Compliance Portal and will finalize the deployment by the end of 2021.



Our Global Material Compliance Portal allows us to proactively manage substances of concern across our complex supply chain.

Packaging Improvements

Over time, we aim to replace all EPS across our packaging and other disposable materials with more sustainable options. In EMEA, we were an industry leader with our EPS-free packaging solutions for some of our IKEA cooking products and dishwashers. In 2020, we held the first sustainable packaging innovation event virtually in order to challenge both incumbent and new suppliers of packaging solutions,



SUSTAINABLE PACKAGING PLAYBOOK

We created a Sustainable Packaging Playbook in 2020 to continue driving packaging innovation and solutions in order to significantly reduce our environmental impacts and set target improvements, allowing our global platform engineering teams to ask the right questions at the right point in the product development process.

raw materials or technologies to bring forth new ideas. The event was an opportunity to investigate and explore new sustainable options in packaging, and a part of Whirlpool Corporation's pledge to continuously improve all of the company's products and processes. These key innovations, which we are developing, will help keep products safe throughout the transportation process while decreasing the amount of waste after the product has arrived. Internally, we have developed a scoring mechanism to holistically evaluate the various parameters of sustainable packaging, including circularity, Extended Producer Responsibility (EPR) programs and regulatory roadmaps.



ENVIRONMENTAL GHG Emissions

Products

Whirlpool Corporation is committed to reducing our environmental impacts and achieving our science-based targets consistent with reductions required to keep global warming below 2 degrees Celsius.

Our approved Science-Based Targets highlight our commitment to reduce our environmental impacts. We continue to improve our Greenhouse Gas Emissions Management Systems (GEMS), launched in 2018, to monitor our global emissions footprint for products in use. GEMS uses the energy consumption of products to calculate lifetime product emissions and was developed according to the [standards of the GHG Protocol](#). To accurately convert energy consumption to emissions, GEMS considers the International Energy Agency (IEA)-provided emissions factors and an average product lifetime of 10 years.

We are currently on track to achieve our emissions reduction targets and will continue to drive energy efficiency in our products, across all pricing levels, through our Design for Environment program.

Driving ecosystem development across our products and the home, for today and for future generations, is equally important to us. Our long-lasting partnership with Purdue University and our work with the [Retrofitted Net-zero Energy, Water and Waste \(ReNEWW\) House at Purdue](#) continue to provide valuable insights for the next generation of home and appliance ecosystems.



Our research is focused on the development of ultra-efficient technologies and implementation of home ecosystem optimizations that increase core performance and consumer value while decreasing environmental impact and home operating costs.

Plants and Operations

We invest in driving continuous improvement in energy efficiency by developing and utilizing local renewable energy generation or procurement, while investing in off-site renewable energy options. In 2020, we entered

into a VPPA that is expected to cover 15% of our global Scope 2 emissions through investments in wind energy in the U.S. This is a major milestone for our renewable energy program and was achieved by collaborating with a cross-functional team of internal and external partners, helping us to continue on our path to carbon neutrality.

Since 2019, Whirlpool Corporation has been a member of [EPA's Green Power Partners](#) by helping support the development of new renewable generation capacity in the U.S. while also helping protect the environment.



Pune, India



OUR BRAZIL PLANTS ACHIEVED A

27%

reduction in CO2 emissions in the last six years due to a combination of efforts, including a reduction in electricity use (<10% on Energy KPI), a

60%

reduction in liquefied petroleum gas (LPG) consumption driven largely by a change to electrical forklifts and a

61%

reduction in gasoline consumption.

WHIRLPOOL CORPORATION'S VIRTUAL POWER PURCHASE AGREEMENT =

15%

of our global Scope 2 emissions.

This would compare to the annual emissions of approximately 26,000 homes in the U.S.*

*According to EPA's [Greenhouse Gases Equivalencies Calculator](#).



In India, our Faridabad site added 1,200 KW to its solar capacity. The total solar capacity for the plant is now 2,000 KW of generation, which meets about 13% of the plant's daily energy demand. Our Pune plant in India also added 2,200 KW of solar capacity, bringing its total to 3,200 KW, which meets about 15% of the plant's daily demand.

We have also been working to reduce emissions in our products and operations to keep global warming below 2 degrees Celsius by finding opportunities across our value chain. The early and voluntary transition to advanced formulation blowing agents with lower global warming potential in our manufacturing processes resulted in carbon offsets that can be certified for voluntary carbon markets by the American Carbon Registry (ACR). ACR is a leading carbon offset program that has developed environmentally rigorous, science-based offset methodologies for years. Our carbon credits registered by ACR are sold to external buyers, which creates funds that are used by our product development teams to invest in innovative and sustainable products to help us achieve our emission reduction goals.

Whirlpool Corporation was recognized with the EPA SmartWay® Excellence Award for our freight supply chain energy and environmental performance for the sixth consecutive year in 2020. As part of the program, certified drivers commit to increasing their energy efficiency and fuel economy. We ship nearly all (97% of major appliances excluding CAC/Parts) of our products in North America using SmartWay® carriers.



ENVIRONMENTAL Energy Management

We know that managing the use of natural resources in the manufacturing process is the right thing to do as part of our efforts to reduce our environmental footprint. As the world's leading kitchen and appliance company, we're able to leverage both our global scale and innovative manufacturing processes to drive best-in-class energy performance across all regions. The WCM system that we adopted at all of our production sites includes an Environmental pillar: helping prevent pollution by implementing proper and effective operational controls, educating people and ensuring the responsible use of energy.

We use several tools across our manufacturing environment to drive more effective energy management, including:

- ▶ Our Environmental Management System (EMS), which is set up based on recognized standards such as the ISO 14001—Environmental Management Systems—and ISO 50001—Energy Management Systems standards.
- ▶ Our energy management audit tool (EMAT), which aims to improve behavior by understanding unsafe acts and transforming them into safe acts, promoting cultural change and process improvements.

All of our initiatives are guided by our [Global Environmental, Health and Safety Policy](#).



Our goal to reduce 3% in energy intensity every year is on track as our teams accelerate the implementation of WCM Energy initiatives. For example, our Joinville plant in Brazil achieved a 13% reduction in energy intensity in the last three years, by preventing losses in the manufacturing process. The team identified potential losses and took specific actions to minimize them through the elimination of compressed air leaks, implementation of heat recovery, fixtures replacement and reduction of electricity consumption. The project was recognized with an award by “Prêmio Expressão de Ecologia,” one of the most recognized environmental awards in Brazil.

In the U.S., Whirlpool Corporation is part of the [Department of Energy’s \(DOE\) Better Plants Program](#). Together with other leading manufacturers, our goal is to improve energy efficiency and competitiveness in the industrial sector.

In the U.K., our energy team partnered with their gas provider to swap 40% of their liquified petroleum gas (LPG) usage for a bio-based LPG alternative. BioLPG has lower emissions compared to traditional LPG and we will calculate the exact emission reductions from this switch in 2021. The U.K. team intends to continue their transition to BioLPG over the next 20 years, eventually replacing all standard LPG.

Data Monitoring

We monitor energy consumption data, as well as other environmental key performance indicators, using Resource Advisor by Schneider Electric. Our global sites use this platform to report environmental data in a centralized system, compare KPIs with other sites and review data from previous years. It includes historical data related to water, waste, energy and plant emissions, which are used to inform our environmental strategy and disclosures.

We also prioritize waste and water as part of our Environmental Management System.

Waste

In 2012, we set a 10 year target to reach zero waste to landfill by 2022. In 2020, we updated our zero waste program to align to the UL ECVP 2799 Zero Waste to Landfill standard, which sets certain levels of achievement. At the start of 2020, we asked all sites to reach the Silver level according to self-declaration, which requires at least 90% diversion from landfill without waste to energy (recycling, reusing, reducing, rejecting) and up to 94% with waste to energy included, by the end of the year. According to internal data, 31 of 35 sites have achieved this target with 25 sites going



71%

Whirlpool Corporation sites achieved Zero Waste to Landfill Gold or Platinum status in 2020.



Findlay, U.S.



Findlay, Ohio site achieves near Zero Waste to Landfill; wins Ohio EPA E3 Gold Level award

Two of the three Whirlpool Corporation sites in Brazil achieved absolute zero (Platinum level) zero waste to landfill status in 2020 while the Manaus plant achieved Gold status. Our Joinville plant also won the prestigious Environmental Award by “Prêmio Expressão de Ecologia.”

beyond the silver level. The Gold level requires sites to divert 90% of their waste from landfill without waste to energy, and between 95% and 99% diversion with the waste to energy included. Adopting the UL standard has helped us understand that barriers to pure zero waste to landfill remain. For example, certain types of waste such as medical waste do not have alternative disposal options or are mandated to be sent to landfill or incineration without heat recovery in some of the regions where we operate. We are on track to achieve our 10-year target to reach zero waste to landfill Gold level status by 2022.

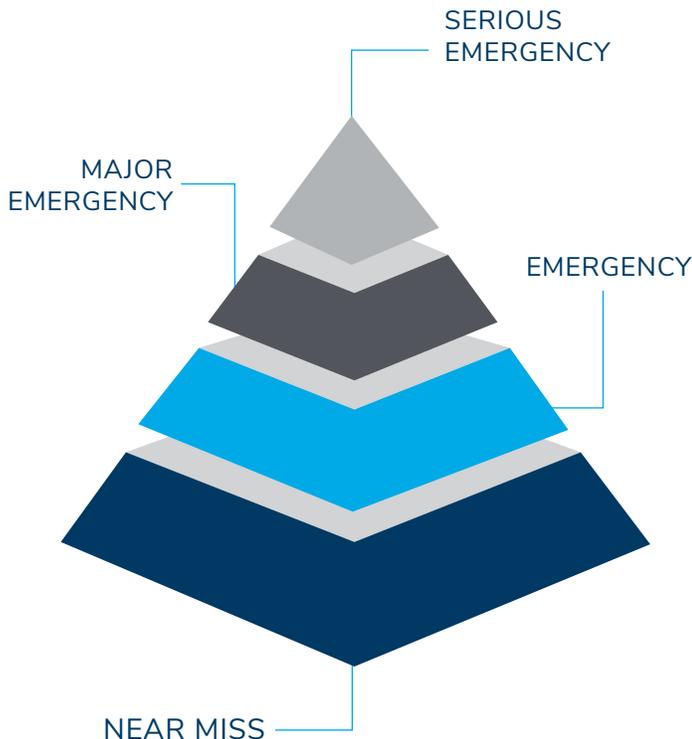
As we look forward to completing our zero-manufacturing waste to landfill journey, we have started to collect and work with our integrated supply chain teams to measure and drive zero waste best practices in our regional distribution centers. We also focus on encouraging behavior change through training. In our Joinville, Brazil plant, for example, implementing a WCM principle to improve waste management allowed the team to increase the amount of recyclable materials, approximately 10 tons per year, and avoid heat recovery.

Whirlpool’s Findlay operations location is a pilot site for our Zero Waste to Landfill efforts in the U.S. and operates at a 98% waste diversion with only 0.17 kg of waste being sent to landfill per major unit produced.

Water

The Environmental pillar of our WCM system is responsible for managing water consumption at the manufacturing sites. All of our manufacturing sites utilize WCM methodology to detect and attack waste and losses. Our target is to reduce water intensity by 1% year over year. This goal is set purposefully to help lead improvements in water efficiency, without sacrificing the focus on energy and emissions. The sites regularly do better than the target, with 2020 results showing that we were able to achieve reductions beyond the target at most sites. Our manufacturing sites in Brazil increased water recirculation volumes in their processes and achieved around 98% of water recirculation, which is equivalent to the water required to fill 1,000 Olympic-size pools. The Joinville site reused rainwater equivalent to 8% of their total water consumption in 2020 while the Rio Claro site reused 100% of their industrial wastewater in the manufacturing processes.

We control wastewater in all of our plants in accordance with local regulations. Additionally, all sites follow a WCM system of classification for wastewater and monitor any events using



ALLIANCE FOR WATER EFFICIENCY

We are a founding member of the [Alliance for Water Efficiency](#) with our Head of Sustainability serving as the Vice Chairman, elected in December 2020. We believe that using water efficiently saves money, preserves the environment and helps communities thrive.

a global tracking system. Wastewater limit exceedance events are classified into different categories of severity. The first is a near miss where an internal alarm limit was surpassed, but the legal limit has not been reached. The most severe is a serious emergency in which the site has been issued a fine or required to undergo an administrative process. The goal is always zero wastewater exceedance events. This system allows sites to track any incidents and set targets for improvement.

In our path to achieve sustainable water use, we consider the risks posed by water scarcity by conducting regular risk assessments using the [World Resources Institute \(WRI\) Aqueduct tool](#) on a global site level as well as local regulatory requirements and international standards such as ISO 14001 as a basis for our assessment. The results of these assessments are then used to guide our strategy and action plans. Our current focus is on implementing projects to reduce water consumption and increase water recycling and reuse in our plants.

Home water quality received heavy focus in 2020, which saw both the continuation of microfiber generation and filtration projects as well as the release of a massive in-home water quality study* from Purdue and the U.S. Environmental Protection Agency (EPA). This study, the most comprehensive examination of a single home to date, was built on data collected from the ReNEWW House. Additionally, along with neighbors at the Purdue DC House, Whirlpool Corporation engineers and Purdue Engineering researchers continue to examine how to convert all in-home electrical power from alternating current to direct current systems, thus increasing in-home energy efficiency and accessibility of renewable generation and storage.

*Source: [Purdue University and EPA study](#)



SOCIAL

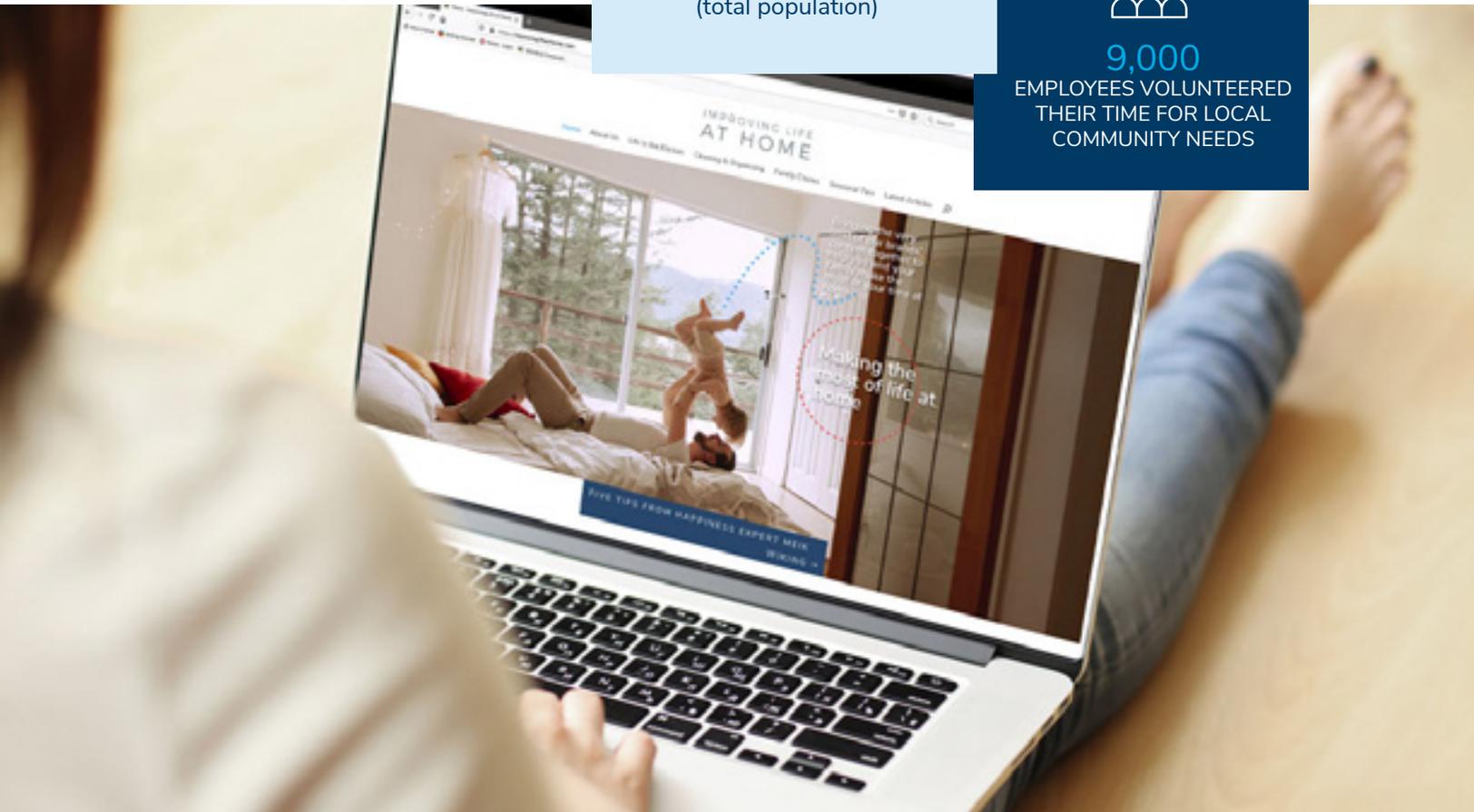
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OUR Approach

With the COVID-19 pandemic forcing unprecedented changes across our workforce and programs, we worked hard in 2020 to stay focused on our purpose—***being the best kitchen and laundry company in constant pursuit of improving life at home.***

We quickly pivoted to work as One Whirlpool around the world, helping approximately 80% of our white collar workforce transition to remote work and creating resources to help care for our employees, consumers and communities.



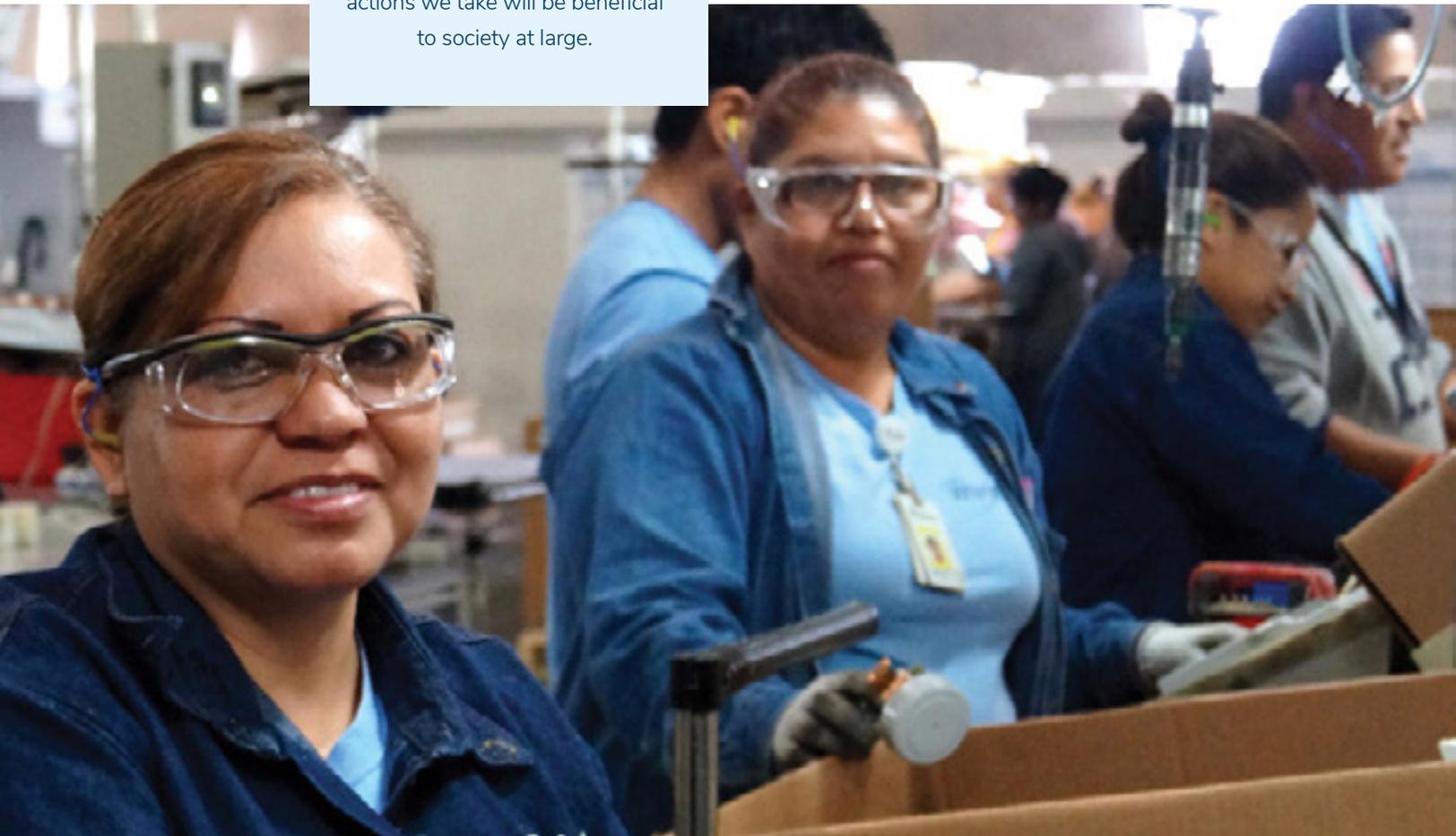
The health and safety of our employees remained our top priority as we worked with health officials to swiftly implement the World Health Organization (WHO) and U.S. Centers for Disease Control and Prevention (CDC) health guidelines. Our global EHSS teams played a critical role in informing our resilient response to COVID-19 by serving at the forefront of implementing safety protocols and processes to keep our employees safe.

We also continued to support our consumers as they dealt with the new realities of the pandemic. Because our appliances are essential to keeping our lives running smoothly at home during the pandemic, we continued to deliver appliances around the world, implementing precautions such as contactless delivery, drop-off only delivery and verbal signatures upon delivery.

Inclusion and Diversity

Inclusion and Diversity have been pillars of our global values for a long time. This year, we made a commitment to our U.S. Black colleagues to be more intentional about racial equality, with additional programs and initiatives to address equality and fairness within our company and our community. We recognize that racial inequality is a much broader societal issue with a long history. While our actions focus on our “four walls” and our local communities, we believe that the actions we take will be beneficial to society at large.

While our actions focus on our “four walls” and our local communities, we believe that the actions we take will be beneficial to society at large.





SOCIAL

OUR Scorecard

Employee Overview



Average Hours of Training per Year
(white-collar employees)

45 / 45
2019 / 2020



Average Hours of Training per Year
(blue-collar employees)

37 / 48
2019 / 2020



Employees by Gender

MALE / FEMALE
60% / 40% 2019
59% / 41% 2020

Total Employees by Region

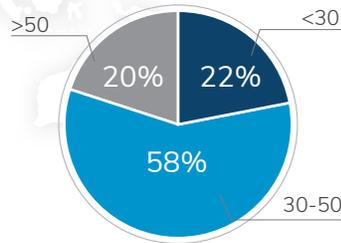
28% / 27%
2019 / 2020
North America

25% / 24%
2019 / 2020
EMEA

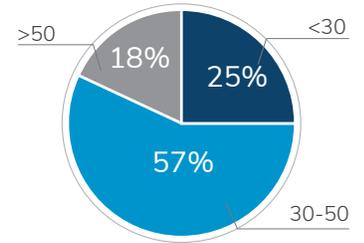
18% / 17%
2019 / 2020
Asia

29% / 32%
2019 / 2020
Latin America

Employees by Age
(2019)



Employees by Age
(2020)



Females by Level

	2019	2020
Executive Committee	25.0%	25.0%
Director and Above	25.0%	25.7%
Senior Manager and Below		
White Collar	45.8%	46.8%
Blue Collar	37.5%	38.1%

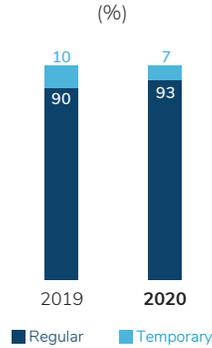
Underrepresented Minorities by Level (U.S. only)¹

	2019	2020
Executive Committee	13%	13%
Director and Above	20%	26%
Senior Manager and Below		
White Collar	20%	21%
Blue Collar	23%	25%

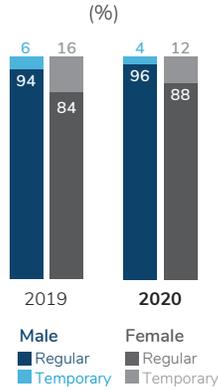
¹Our most recently filed Federal Employer Information Report EEO-1, representing employees as of December 2020, will be available for download from our corporate website beginning in Q2 2021. While we make the document publicly available, we measure our diversity progress as a global company differently from the U.S.-only view provided by the EEO-1 report. The EEO-1 is not fully representative of how we measure diversity in our company and we believe the information we report elsewhere in this report is a more accurate reflection of our diversity progress.

Employees by Type

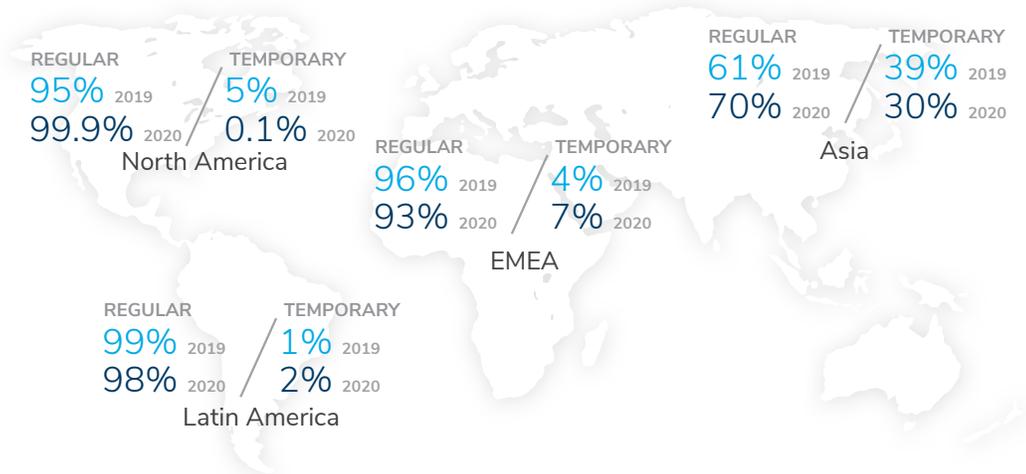
Employee by Contract Type (%)



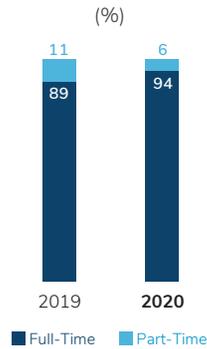
Employee by Gender and Contract Type (%)



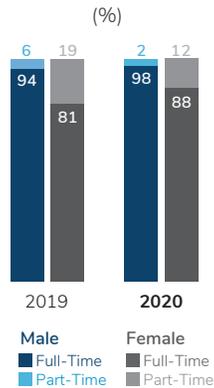
Employees by Region and Contract Type



Employee by Employment Type (%)



Employee by Gender and Employment Type (%)

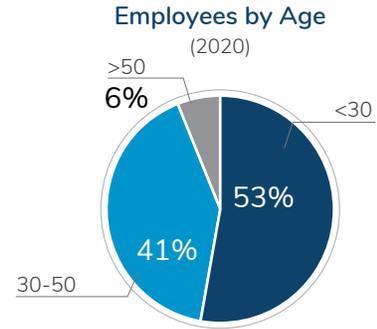
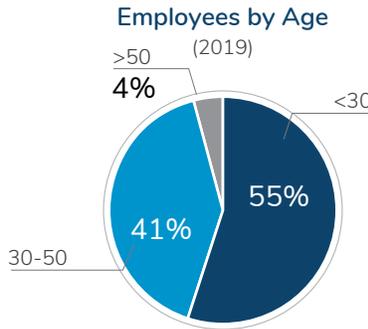


New Hires¹



New Hires by Gender

MALE		FEMALE	
56%	2019	44%	2019
56%	2020	44%	2020



New Hires by Region



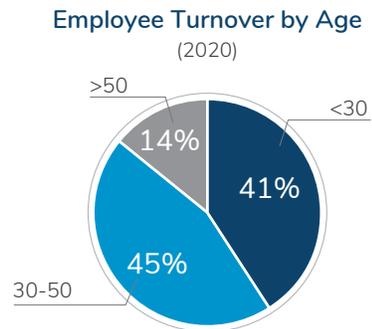
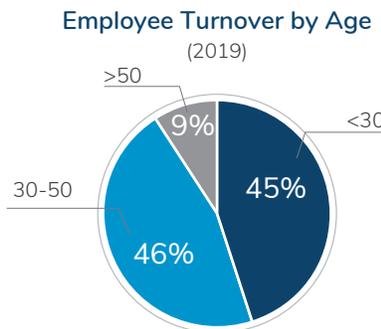
¹Unless otherwise specified, all data is inclusive of both white-collar and blue-collar employees.

Employee Turnover



Employee Turnover

WHITE COLLAR		BLUE COLLAR	
10%	Voluntary	25%	Voluntary
23%	Total ²	32%	Total ²



Employee Turnover by Region



Employee Turnover by Gender

MALE		FEMALE	
56%	2019	44%	2019
56%	2020	44%	2020



²Involuntary turnover was elevated in 2020 due to a reduction in workforce as a result of COVID-19 impacts.

Health and Safety

	2017	2018	2019	2020
Recordable Case Rate	0.71	0.72	0.73	0.76
Lost-time Incident Rate	0.18	0.21	0.23	0.23
Fatalities—Contractors	0	0	0	0
Fatalities—Employees	0	2	1	0
Sites OHSAS 18001 Certified	—	67%	69%	69%

Serious Incidents per 100 Employees

0.01

2020
0.02 in 2019

Serious Incidents

9

2020
11 in 2019

Recordable Illness Cases

17

2020
19 in 2019

Total Hours Worked

136,921,903

2020
140,371,368 in 2019

OSHA Recordable Injury Cases

518

2020
506 in 2019

OSHA Recordable Injuries per 100 Employees

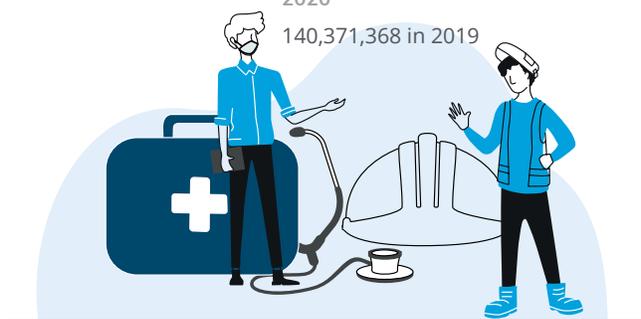
0.76

2020
0.72 in 2019

Work-Related Fatalities

0

2020
1 in 2019



1 in 3
Whirlpool Employees
Volunteer



SOCIAL

Occupational Health & Safety

Shared Responsibility

At Whirlpool Corporation, we remain committed to continuous improvement in our Environment, Health, Safety and Sustainability (EHSS) programs, delivery and results. In 2020, we launched “We Care,” our commitment to protecting our employees, preserving the environment, acting sustainably and engaging all employees as a shared responsibility.

Our global EHSS function enhances our strategic planning and prioritization process through team engagement and tools such as the Strength, Weaknesses, Opportunities and Threats (SWOT) analysis, risk ranking and the Responsible, Accountable, Consulted or Informed (RACI) matrix. This also adds rigor to our EHSS efforts and ensures we are aligning EHSS priorities and objectives.

Establishing Core Competency Teams

In 2020, we established global EHSS Core Competency Teams (CCT) to better connect regional and global subject matter experts, enabling best practice sharing and optimization of workstreams. Among them is the Safety CCT, consisting of cross-functional representatives from Engineering, Operations and EHSS, who partner to implement approaches and tools to prevent incidents and injuries associated with Whirlpool Corporation’s highest potential consequence activities, namely, machine safety. Moving forward, this team will expand Latin America’s “Attitudes for Life” campaign.



OUR RESPONSE TO COVID-19

Since the global COVID-19 pandemic began, the health and safety of our employees has remained a top priority. Our global EHSS teams played a central role in our efforts to maintain focus and continuity by implementing various safety protocols, procuring Personal Protective Equipment (PPE), sourcing control standards and audit processes; and navigating evolving guidance, benchmarking and practical learnings. From the outset, we actively monitored the pandemic through a Global COVID-19 Management Team, which meets on a regular basis with cross-functional stakeholders and medical professionals to assess the latest developments, make decisions regarding adjustments to protocols and formulate strategies for managing changes in our facilities. We will remain focused on executing our strategic plan to systematically reduce risk according to the highest priority needs while continuing to carry out effective COVID-19 protocols as necessary.

Attitudes for Life

Attitudes for Life was created to instill an EHSS awareness mindset among employees through immersive experience-based learning, including using scenarios to teach employees about risk and consequences. As a result of our focus on machine protection, workplace improvements and Attitudes for Life, the Latin America Region experienced a serious injury rate reduction of 57% compared to 2019.

Additionally, we continue to secure and maintain outside recognition for EHSS Management System implementation with 69% of our manufacturing plants globally certified in OHSAS 18001.

Activities covered by the EHSS Management System include all production and non-production activities at the manufacturing sites. Legal and other EHSS obligations are documented by each site and certified during audits.

Risk Analysis, Regulatory Compliance and Governance

Building on our efforts from 2019, we expanded our usage of the WCM risk analysis tools and identification of hazards in 2020, assigning countermeasures based on the hierarchy of controls to reduce injury risk. Now all sites have established action plans to complete 100% of required risk assessments. These risk assessments will be revisited periodically to verify that controls are sustained in place, as well as following any injury event to assess if further countermeasures may be needed.

In 2020, we launched a new digitized country-specific regulatory compliance self-assessment process, enabling better visibility to regulatory compliance status at each factory and growing the competency of our global EHSS professionals. Additionally, we continued our Global Governance Audit process, completing nine audits over the course of the year, focused on key Health & Safety topics, as part of a three-year review cycle. Audit content includes both internal requirements, such as procedural implementation effectiveness, as well as regulatory compliance obligations. All Risk Assessment countermeasures and follow-up actions required from regulatory self-assessments and/or Global Governance audits are documented and tracked to completion.

Preventing Injuries and Illnesses

Whirlpool offers a variety of on-site health services that help employees get care at work, and also help them navigate the external network. All of our U.S. facilities have on-site health clinics. Though the main focus is occupational health care due to Whirlpool being in the manufacturing industry, they do provide some non-occupational primary care services like administering vaccines and completing biometric screenings for employees. Within the clinic, a pharmacist comes on-site once a week and is available to meet with employees to talk through any questions they have about the medications they are taking, adherence, or side effects.

Whirlpool also offers on-site health coaches at all of our U.S. facilities. The health coaches are staffed full time and are available to meet with employees and their families to help create effective wellness plans and sustainable habits to improve employee health. They also help employees navigate the health care system—whether it be escalating their case to our nurse advocate, connecting them to expert medical professionals, or helping employees and their families find primary care providers in their area.

Our Global Employee Assistance Program provides 24/7 counseling and well-being support that targets health risks such as anxiety, depression and other mental health needs. We facilitate access to these services through dedicated websites and portals.

In 2020, Whirlpool Corporation partnered with our Occupational Health clinic providers, Medical Director, Human Resources, Operations teams and local Health Departments to successfully implement illness prevention strategies such as employee temperature screening, on-site testing clinics and campaigns covering a range of topics, from proper mask wearing to hygiene, handwashing and flu vaccination reminders.



We address ergonomics and repetitive motion injuries on an ongoing basis through robust employee onboarding processes, job rotation and engineering controls implementation. In our U.S. facilities, we have engaged Humantech to help standardize and streamline our approach to ergonomics assessments. In 2020, we experienced a total of 518 OSHA recordable injuries, nine of which were classified as Whirlpool Corporation Serious incidents. While we recognize that even one injury event is too many, we learn from every event as we progress on our journey to maintaining zero incidents.

While we maintain targets for year-over-year reduction of the Total Recordable Incident Rate (TRIR) and Serious Injuries, our goal is always zero. At the same time, we continue to emphasize leading indicators or Key Activity Indicators (KAIs) as opportunities to resolve hazards or issues before they become incidents. KAI deployment and tracking falls within the WCM methodology and includes Unsafe Acts, Unsafe Conditions and Near Misses. As a result of our continued growth and maturity with WCM, in addition to Gensuite utilization, we have experienced an increase of 84% in leading indicator reporting, which is used to establish countermeasures to further reduce risk.



Whirlpool Corporation uses co-bots in our factories to help reduce injury risk and man-machine interactions.

Technology 4.0: Integration and EHSS Impact

We believe that harnessing the power of digital technologies will enable improved delivery of EHSS, while creating business value across the enterprise. In addition to continuing to leverage our digital EHSS solution for data analytics and actionable insights, we actively evaluate new technologies to solve our biggest safety and efficiency opportunities. Projects are prioritized according to WCM methodology and potential to deliver safety improvements and cost savings. For instance, a smartphone video ‘motion app’ powered by artificial intelligence implemented at 10 of our North America

plants has enabled more efficient, consistent and accurate ergonomics evaluations, reducing the overall time it takes to perform an assessment and significantly reducing variance from observational methods. Our plants have also reduced risks associated with operating powered industrial vehicles through telematics, enabling equipment pre-use evaluations, utilizing card readers to prevent unauthorized use, and capturing driving behaviors and near incidents in real time.

The placement of collaborative robots, or co-bots, in our factories reduces injury risk, considerably reducing man-machine interaction, and reducing or replacing manual and repetitive operations.



ZERO
Work-Related
Fatalities in 2020

Safety Performance: A Shared Responsibility

Whirlpool Corporation is committed to reduce the frequency and severity of injuries as we continue on our journey to zero. We recognize that to get there, we must embed EHSS as a shared responsibility, relying on strong connections within and between EHSS, Engineering and Operations at all levels of the organization. The WCM methodology drives cross-pillar engagement and empowers everyone to own and participate in workplace safety.

One way we have worked to drive engagement in safety with our new operators is through a combination of classroom orientation training and an immersive, hands-on onboarding experience called 'dojo,' which provides a tactile learning environment to sharpen hazard recognition and basic safety rules. This foundation is strengthened as operators transition to the shop floor, prepared to implement WCM tools such as "Blue Tag," where they can identify unsafe acts, unsafe conditions and near misses; and directly engage in solving problems and implementing countermeasures.

In the event of an injury or incident, operators also directly engage in the problem-solving process, using WCM tools and a Plan-Do-Check-Act approach. Regular trend analysis is then completed at the site, regional or global level to activate focused action plans to reduce injuries.

We also host monthly Global Manufacturing Councils to connect with our operational leadership and key stakeholders; align priorities and expectations; and share best practices and success stories. Our Executive Committee also maintains visibility to monthly EHSS performance dashboards and key improvement actions.

Looking Ahead

Moving ahead, we will continue our transformation to working as one global EHSS team, forging stronger connections between regions and among subject matter experts to work on our highest priorities and gain efficiency. We will also actively utilize our risk analysis process as our compass to drive improvement in EHSS, recognizing our shared responsibility to protect our employees, preserve the environment and act sustainably, in pursuit of improving life at home.



SOCIAL

Diversity & Equal Opportunity

Inclusion and diversity are core values at Whirlpool Corporation because we know that drawing people from diverse points of view improves our products, our services and our teams' ability to do well. We recognize that we are on an ongoing journey and are therefore committed to bold goals and meaningful action to cultivate an even stronger, more inclusive and diverse culture in the workplace as well as in the communities where we work and live. Inclusion creates a culture of belonging; diversity makes us better.

In 2020, we developed an Executive Inclusion & Diversity Council composed of senior leaders from across the company focused on identifying and eliminating barriers to inclusion. The Council is tasked with providing insight, guidance and advice to our long-term Global Inclusion & Diversity strategy and short-term priorities, ensuring alignment with the business strategy. The primary role of the Council is to drive accountability and deliver sustainable results in every region of the world.





ONETEN

ADVANCING BLACK AMERICANS

In December 2020, our Chairman and CEO Marc Bitzer became a founding member of OneTen, a coalition of leading executives who created an organization with the mission to train, hire and advance one million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement.

Launched with 36 other CEOs across a variety of industries, Whirlpool will work with partner organizations to continue to improve workplace inclusivity practices and provide opportunities for Black Americans. These actions align with our commitment to foster an inclusive and diverse culture where all employees feel welcomed, respected, valued and heard.

We recognize that racial inequality is a broad societal issue with a long history. While our actions focus on our “four walls” and our local communities, we hope that our actions will have a ripple effect on society at large. In 2020, Whirlpool Corporation implemented a new governance process to operationalize these actions while instituting the levels of transparency needed in making our organization stronger in creating the shared opportunities all of our employees deserve.

Racial Equality Pledge

Racism has no place in the world or at Whirlpool Corporation. Inclusion and Diversity are at the very core of who we are as a company. With racial injustice at the forefront in 2020, we committed ourselves to listening and learning from those who have borne the brunt of these inequities for decades. And we started on that effort with our own employees and local communities. As a result, we announced a racial equality pledge, which commits Whirlpool Corporation to drive sustainable positive impact for all our current and future Black colleagues and our local communities. The pledge is intended to be a multi-year journey with key milestones along the way to ensure we are making progress. We believe this initiative will ultimately benefit all underrepresented minorities.

In the months since we announced the pledge in July 2020, we created a Steering Committee led by our Chairman and CEO that meets monthly to review actions, progress and investments. Over 200 employee volunteers are executing on 16 work streams that have defined charters and measurable outcomes to be delivered over the next five years.

While the pledge is focused on the U.S., it is rooted in our global values, and many of the actions we take will be mirrored internationally. Our commitment is clear: we will have a zero-tolerance policy for racial marginalization within Whirlpool Corporation, and this will be regularly communicated across the entire organization. This effort is championed by our Chairman and CEO, and all people leaders and individual leaders will be held accountable to help achieve the objectives we have set out.

We announced a racial equality pledge, which commits Whirlpool Corporation to drive sustainable positive impact for all our current and future Black colleagues and our local communities.



Equality & Fairness Within Whirlpool Corporation

1. Inclusion Actions

- ▶ Provide mandatory unconscious bias and empathy training for all people leaders—focus on Black diversity challenges
- ▶ Conduct a regular review of pay practices for our Black employees to ensure fairness and equality; close any gaps that may exist
- ▶ Make Juneteenth our observed “community impact day” for all U.S. employees

2. Diversity Actions and Goals (U.S.)

- ▶ **Representation:** Increase by 50% the number of Black employees across all levels
- ▶ **Representation:** Increase by 50% the number of Black director-level employees and above
- ▶ **Recruiting:** Develop a relationship with two to three Top Historically Black Colleges and Universities (HBCUs) and leverage internal alumni network (referrals)
- ▶ **Coaching and Development:** Conduct internal mentorship and development program for Black high-potential managers/senior managers/director-level employees

Equality & Fairness Within Our Community

1. Education

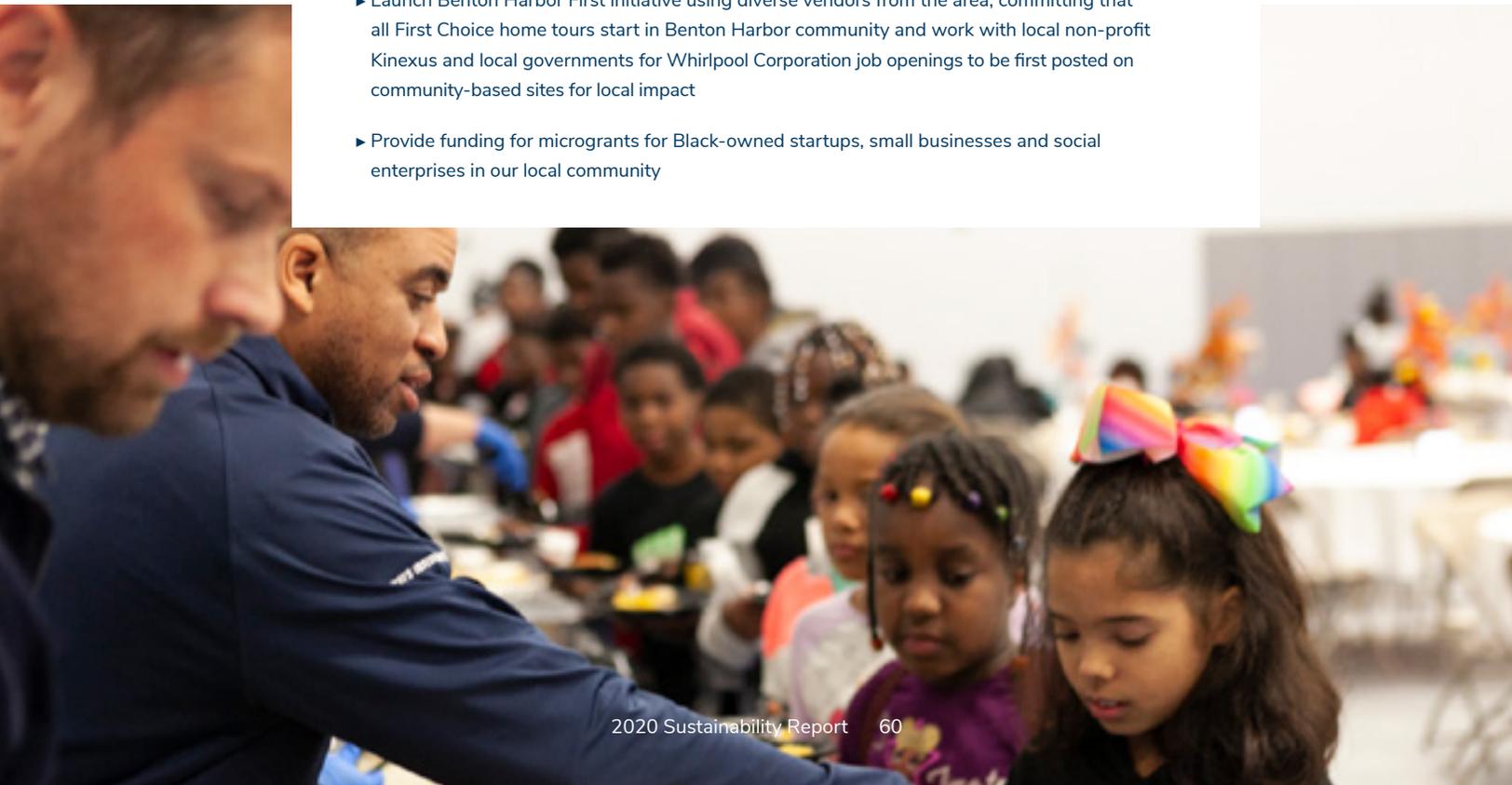
- ▶ Whirlpool Corporation MENTORING partnership: an educator-led program of structured mentoring with our employees in the local schools for at least 100 Black youth annually
- ▶ Whirlpool Corporation APPRENTICESHIP for at least 10 Benton Harbor/Benton Township-based high school graduates: structured apprenticeship program and vocational training with Lake Michigan College and facilitated via our Consumer Experience Center and Labs
- ▶ Whirlpool Corporation ROAD-TO-SUCCESS internship and college intake program for college students and graduates from Benton Harbor/Benton Township
- ▶ Work with the Boys & Girls Clubs to expand programming for more college and job readiness programs
- ▶ Benton Harbor Area Schools: Pledge to be active supporters of an aligned and sustainable plan with the right outcomes to ensure that all children have equal opportunity for academic achievement and job readiness

2. Housing

- ▶ Commit to building a rental housing complex in the city of Benton Harbor, consistent with the community comprehensive plan and by working with the elected officials, that will attract diverse occupants as residents of the community
- ▶ Provide resources and community engagement support to enhance the community comprehensive plans in Benton Harbor and Benton Charter Township to connect Lifestyle and Public Amenities and to attract mixed-income neighborhood residential opportunities

3. Business and Community Support

- ▶ Launch Benton Harbor First initiative using diverse vendors from the area, committing that all First Choice home tours start in Benton Harbor community and work with local non-profit Kinexus and local governments for Whirlpool Corporation job openings to be first posted on community-based sites for local impact
- ▶ Provide funding for microgrants for Black-owned startups, small businesses and social enterprises in our local community





**SPOTLIGHT ON ARGENTINA:
DIVERSITY AND INCLUSION**

- ▶ Achieved a 50/50 balance of male/female profiles throughout the recruitment process
- ▶ Joined Pride Connection Argentina
- ▶ Hosted Awareness talks (LGBTQ+, parental co-responsibility, minorities, disability, etc.)
- ▶ Conducted inter-area meetings
- ▶ Developed a Whirlpool Corporation glossary (so that all employees feel included from a semantic point of view)
- ▶ Created a dedicated lactation room and developed a pregnancy and lactation guide

The Argentina office was certified "BA Convive" from the Government of the Autonomous City of Buenos Aires in compliance with Law 6027, aimed at preventing and safeguarding discrimination or violence based on gender, identity or sexual orientation.

Global Inclusion Week

We celebrated our annual Global Inclusion Week with a variety of speakers and sessions around the world in 2020, designed to engage employees and teach them about the importance and benefits of Inclusion and Diversity in the workplace. The 2020 Global Inclusion Week was virtual with the theme being Inclusive Leadership and an emphasis on creating experiences and a workplace culture where everyone is welcomed, heard, respected and valued.



Employees were also asked to participate in virtual blind spots training sessions hosted by more than 100 Whirlpool Corporation leaders around the world—with thousands of employees participating in robust discussions about unconscious bias. There was also a global learning path launched in the internal Learning Management System (LMS) to help increase employee competency around inclusion and diversity in the workplace.



Inclusion is a fundamental value at Whirlpool. Our goal is to foster a culture of belonging where differences are celebrated, not just tolerated. This doesn't require justification or a business case—it is simply at our core and a part of who we are.

Marc Bitzer
Chairman and CEO, Whirlpool Corporation

Employee Resource Groups

Our employee resource groups (ERGs) are essential in attracting, engaging and retaining a diverse workforce and creating an inclusive workplace. The groups continue to raise awareness for an inclusive culture, representing eight underrepresented groups in North America; two in our Europe, Middle East and Africa region; six in Latin America; and one in Asia.

In Brazil, ERGs (Women's Network, Pride and Focus) made significant advancements in 2020. There were more than 40 actions between training, webinars, among others, reaching more than 1,000 employees over the year and a 60% increase in leadership participation. In addition, we reviewed the strategy for the Internship and Trainee processes, which had positive impacts on diversity: 40% of approved trainees self-declared Black, 20% self-declared LGBTQ+ and 60% women.

Inclusion With a Focus on Disabilities and LGBTQ+

For the fourth year in a row, Whirlpool Corporation was named one of the best places to work for people with disabilities, as part of the 2020 Disability Equality Index (DEI). The DEI is a prominent benchmarking tool for the Fortune 1000 to gauge their level of disability workplace inclusion.

We also earned a perfect score on the Human Rights Campaign (HRC) Foundation's annual Corporate Equality Index (CEI), designating the company as a "Best Place to Work for LGBTQ Equality." The CEI is a national survey that reports on how companies are advancing corporate policies and practices that promote equality for employees who identify as lesbian, gay, bisexual, transgender or queer (LGBTQ). For the past 17 years, Whirlpool Corporation has achieved a perfect 100 on the CEI, marking nearly two decades of our commitment to inclusion in the workplace.



Key external collaborators with Inclusion & Diversity:

- ▶ Catalyst
- ▶ Diversity Best Practices
- ▶ Diversity Index
- ▶ Franklin Covey
- ▶ Gartner
- ▶ Glint
- ▶ Jennifer Brown Consulting
- ▶ Korn Ferry
- ▶ Working Mother Media

NONDISCRIMINATION POLICY

Whirlpool Corporation does not discriminate in employment opportunities or practices on the basis of race, color, religion, disability, national origin, genetic information, sex (including pregnancy), age, sexual orientation, gender (including gender identity and expression), marital status, protected veterans status, citizenship status or any other characteristic protected by applicable law. Our policy of nondiscrimination in employment applies to recruitment, hiring, compensation, promotions, transfers, discipline, demotions, terminations, layoffs, access to benefits and training and all other aspects of employment.

Employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their manager or the Human Resources department. Employees can voice concerns and submit reports without fear of retaliation. Any Whirlpool Corporation employee found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.



SOCIAL

Workforce Development & Engagement

Employee Engagement Survey

We have a long tradition of measuring employee satisfaction through our Employee Engagement Survey. In 2020, we began implementing an updated employee feedback strategy that will allow us to be more agile and flexible in listening to our employees through regular pulse surveys. In response to COVID-19, we launched a Global Well-Being Pulse survey for all salaried and specific hourly employees. Feedback from these surveys allow us to quickly respond to employee concerns and implement new policies such as home office reimbursement and modified leave options. In 2021, we are conducting quarterly engagement pulses that provide relevant and timely information about our employees. We also plan to expand our scope to include all hourly employees in 2021. We are excited about the opportunities this will create for our people leaders to understand employee concerns and implement timely action plans.



Talent Recruitment and Retention Strategies

With 78,000 employees around the globe, Whirlpool Corporation is always looking to attract, engage and retain great employees. Our Global Talent Acquisition team helps our business leaders find the best potential candidates to join us in our “Winning Workplace.” Whether it’s executive recruiting, professional recruiting or hourly hiring solutions, our team works together to drive diverse slates of candidates to help our overall diversity profile, and hire and retain the best talent we can find globally.

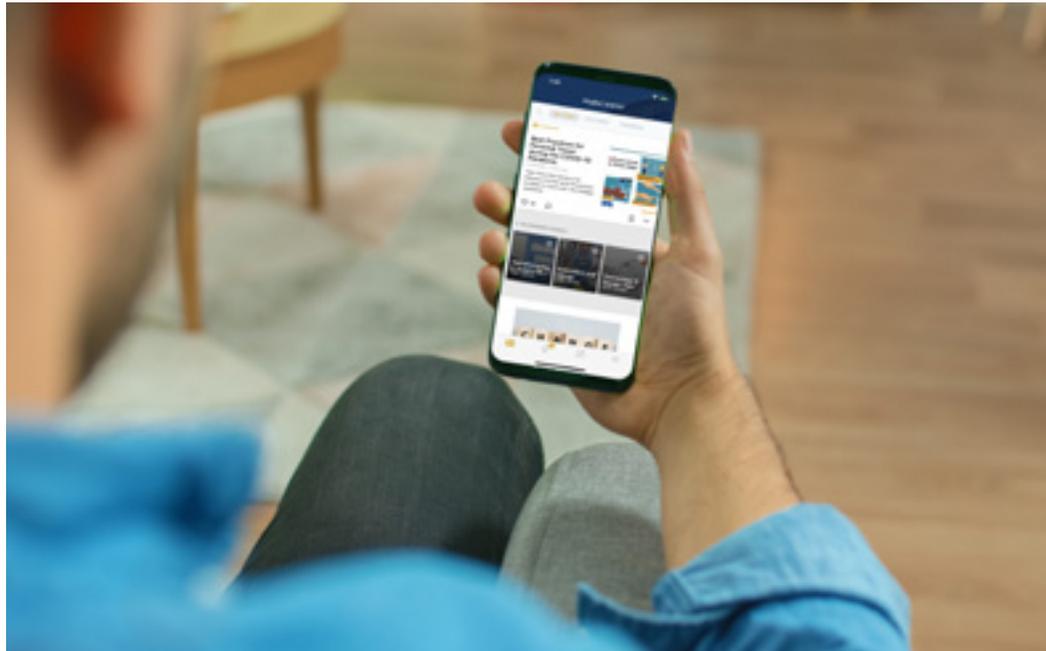
We also take talent retention seriously. We provide competitive pay and benefits, encourage learning and educational opportunities and have a strong inclusion and diversity strategy to ensure that every employee is able to bring their whole self to work each day. Our performance management system, Everyday Performance Excellence, empowers employees to plan their career development with the help of their people leaders, and we strongly support our employees’ long-term goals. We also continuously develop our people leaders to ensure our employees have the best leadership experience possible.

Leadership Development Programs and Interns

All around the globe, Whirlpool Corporation offers early career development programs designed to provide high-potential early career talent with the opportunity to set a solid foundation for an accelerated career path. We set challenging goals and objectives for growth and high performance, create a meaningful work environment and encourage teamwork among all levels, functions and businesses. Every role is designed to make a difference and be immediately impactful. With dedicated leadership as sponsors of the programs, robust roles and a strong alumni community, each program is designed to prepare individuals to become exceptional future leaders at Whirlpool Corporation.

Portal/Informing

As a part of our global HR Excellence project, we continue to perfect our internal portal so that our employees have the information they need at their disposal. From benefits to compensation and employee life cycle events, we provide a self-service format that allows employees to easily handle many tasks themselves. Our HR Support structure allows employees to call in, chat or ask questions online and receive prompt, accurate answers from our Employee Service Call Center team. Finally, our global communications platform, WHR360, has four channels dedicated to Human Resources and enables us to provide relevant information in real time to all our employees in one place. Accessible to both desktop and deskless employees, it provides employees the opportunity to participate and provide feedback about company happenings.



WeLEARN

WeLEARN is our new front door to a personalized learning experience. This digital learner-driven platform is designed to allow employees to access learning when and where they need it, collaborate with others and build skills for today and tomorrow. Launched in 2020, it is part of a multiyear strategy to create a learning culture at Whirlpool Corporation and is available to all of our salaried employees globally. It is a powerful platform that makes learning easy, meaningful and social, so each employee can own their professional and personal development.

Developing Our People

The World Class Manufacturing methodology includes the "People Development" or PD Pillar, which is focused on employee development and training. A function of the PD Pillar in each operation is to establish and manage a training matrix to identify training requirements (regulatory, legal, or other) for site personnel. For example, safety training consists of a combination of regulatory-required training and value-added training. To ensure compliance with these requirements, each of our operations is audited periodically to confirm execution. Competency checks as part of the WCM methodology confirm understanding and learning on the part of affected employees.

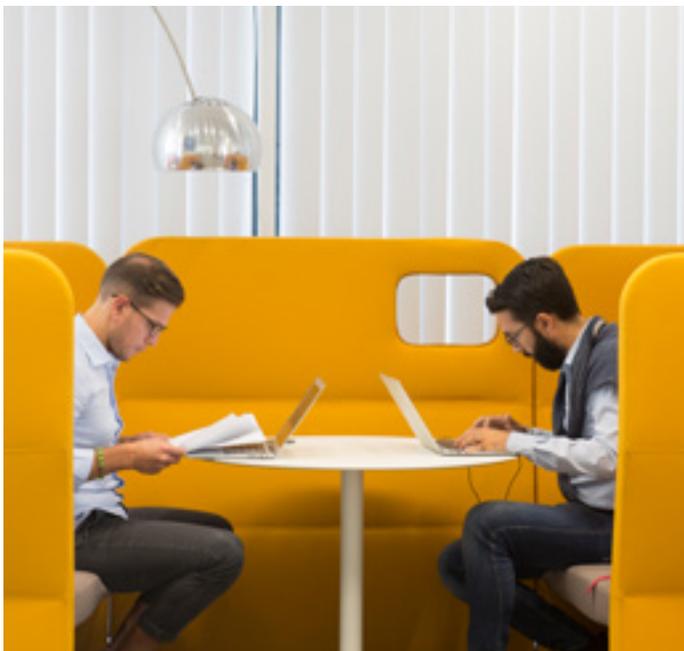


Educational Reimbursement

We support the personal development of our employees through a continuous learning journey. In addition to the learning resources that can be accessed at any time through WeLEARN and other employer-sponsored training, employees may also be eligible to participate in the Educational Reimbursement program. This program provides reimbursement to eligible employees for accredited programs in pursuit of associate, undergraduate or graduate degrees. This benefit is available to all eligible employees in the U.S., Mexico, Brazil, Asia and EMEA. Specific criteria for eligibility differ by region, but the overall goal of these programs is to provide assistance to employees seeking to further their own development and improve job skills.

Freedom of Association

Whirlpool Corporation respects the rights of its employees to associate with whom they choose. We respect the right of employees to join or not join an independent trade union and will bargain in good faith with these associations when they are properly elected. We estimate that, during 2020, 52.5% of our global employees were covered by a collective bargaining agreement.



Everyday Performance Excellence (EPE)

EPE is Whirlpool Corporation's employee performance management system. The primary objectives of EPE are to enable people leaders to bring out the best in their teams and to create an environment where employees can do their best work every day. Tools and training enable people leaders and employees to perform better. The EPE system focuses on both the "what" and the "how" of performance. Employees create objectives in each of four performance categories (Business Performance, Strategic/Project Impact, Organization and Talent, and My Leadership and Values).

Formal reviews at mid-year and year-end are supplemented with continuous coaching and feedback from people leaders and cross-functional partners to drive results. Performance management processes for our hourly workforce vary by geography and incorporate various manufacturing plant metrics for performance measurement.

Long-Term Incentives

We grant equity below our management director level at the senior manager, manager and senior analyst level in recognition of high performance and future leadership potential. These incentives vest over a period of four years. The ultimate value of these equity awards is dependent upon the company's stock price.

MYSELF

Passion for Our Consumer

Start with the consumer and work backwards. Be obsessed with improving life at home.

Straight Talk

Face reality. Listen and speak up. Honesty is your responsibility.

Bias for Action

If you see something, do something. Simplify to go fast. The competition does not wait.

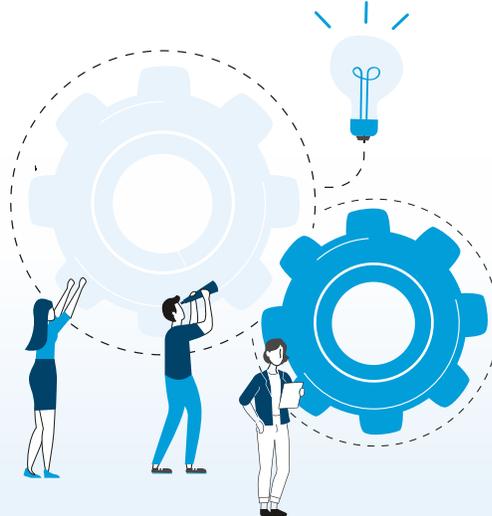
Accountability

You own it. You are in charge. Earn your space. Do what you say you are going to do.

Lead with Impact

Nothing worthwhile is given to you. True change starts at the end of your comfort zone. Create an impact and get results.

Leading at Whirlpool Corporation



MY TEAM

Serve

You earn the privilege to lead. There is no leadership without followership.

Listen

Ask questions. Seek out different points of view.

Build

Hire better than yourself. Set your bar high. Equip your team then get off the field. Go deep when needed. Unleash talent, it knows no rank.

Lead

Set the strategy. Deploy a disciplined structure, process and management system. Reward success.

ENDURING VALUES



Integrity



Respect



Inclusion & Diversity



One Whirlpool



Spirit of Winning



SOCIAL Local Communities

Since our inception, Whirlpool Corporation has been committed to maintaining strong, lasting connections in the communities in which we do business. Most of our operations are located in small towns, and we believe it is our responsibility to support these communities. We utilize a global collective impact model that centers around improving life at home. Accordingly, our giving priorities focus on the areas of house and home as important levers to create thriving communities.

HOUSE: Our House initiatives focus on ensuring everyone can have a place to live that is comfortable and nurturing. A place where families can make healthy choices in their efforts to build their best life.

HOME: Our Home initiatives focus on developing resilient, vibrant communities through education and community development.

When we can help improve life at home in our communities, there is an added benefit: our employees and potential employees have a great place to live, too.



SOCIAL >> LOCAL COMMUNITIES

In 2020, much of our efforts focused on supporting immediate community needs as a result of COVID-19. The needs were similar around the world, and our company and employees were eager to help in every way possible: from monetary donations, helping build health care facilities and contributing to COVID-19 research to procuring medical supplies and providing appliances for shelters, health care facilities and other organizations that were caring for the elderly and disadvantaged. We also committed to driving sustainable positive impact for all our current and future Black colleagues as well as our local community by announcing our company's Racial Equality Pledge in 2020.

Donations supporting communities during COVID-19

- ▶ Medical supplies to local hospitals
- ▶ Appliances to local organizations
- ▶ Funding COVID-19 research



While COVID-19 meant we had to pivot from face-to-face activities to virtual programs, we stayed true to our local engagement efforts to ensure every Whirlpool Corporation site across the globe participated in local community engagement activities through our annual United Way campaign in the U.S. and other volunteer opportunities globally. Many of our employees also serve on local nonprofit boards and volunteer on committees that conduct social impact assessments, including gender impact assessments. The impacts of our efforts are regularly reported in detail on our website, our annual report and in this sustainability report.

Our Community Partners Include:



Community engagement

Celebrating Rio Claro and Joinville Anniversaries With Impact Projects

In 2020, our Joinville plant completed 70 years while the Rio Claro plant celebrated 30 years. To celebrate the two anniversaries, we commissioned 24 projects for 2020, of which 14 had to be postponed to 2021 due to the COVID-19 pandemic. Of the 10 that were organized, we completed 70 actions together with employees, our families, community members, the media and influencers. These included:

- ▶ Sponsored the Orquestra Filarmônica to 1,000+ health professionals from Santa Casa Hospital in Rio Claro
- ▶ “Lives Solidárias” with Orquestra Filarmônica raised more than R\$50,000 used to donate 1,000 hygiene and food baskets
- ▶ Recognition of more than 6,000 health professionals by Consulado da Mulher entrepreneurs
- ▶ Recognized 65 employees with long tenure with Whirlpool

DONATED APPROXIMATELY

207,000

ranges and refrigerators in the U.S. and Canada



SERVED MORE THAN

109,000

families and sponsored nearly

190

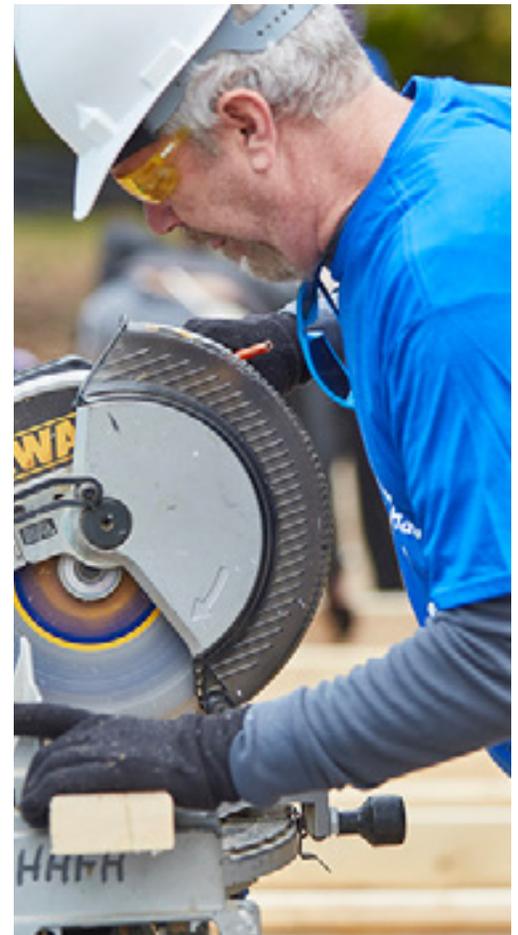
homes



APPROXIMATELY

9,000

employees donated time



Habitat for Humanity

Although the effects of COVID-19 required us to put our local builds on hold, we engaged Habitat to lay out a plan to expand our work to improve life at home by joining forces with them in 2021 and beyond to double our impact of the last 20 years by 2025.

Actions include creating innovative investments in accessible, resource-efficient housing, helping 540,000 people in need access quality, resource-efficient housing and support to improve their life at home and serving regions around the globe with focused programs in the areas where Whirlpool Corporation operates.

United Way

Whirlpool Corporation and our employees generate \$3-\$4 million annually for the United Way of Southwest Michigan which represents approximately 66% of its budget. We partner with the United Way across the U.S. to fund thousands of organizations and causes within our communities that focus on education, income, health and basic needs. The Whirlpool Foundation offers a dollar-for-dollar match on contributions made to these campaigns. Despite the pandemic, services continued.

MORE THAN

49,000

people assisted with basic needs

433,000 meals provided

23,000 individuals served food

1,630 individuals provided shelter or safe environment

3,740 emergency financial assistance

2,900 bills were paid valued at \$1.7 million

MORE THAN

16,000

people impacted by health services

Almost **15,000** individuals obtained access to health care services and supports

2,900 people participated in physical activity or food access/nutrition programs

3,730 individuals were assisted with financial issues

Almost **1,500** people maintained their ability to live at home

491 received job skills training

Source: United Way of Southwest Michigan



Instituto Consulado da Mulher

Since 2002, Whirlpool Corporation has supported women entrepreneurs with Instituto Consulado da Mulher, which works to improve and empower the lives of socially vulnerable women, eradicate poverty and promote gender equality in Brazil.

In 2020, Consulado da Mulher supported a group of women entrepreneurs in Brazil whose businesses were being impacted by pandemic-related lockdowns. With the help of 105 Whirlpool Corporation employee volunteers, they were provided with mentorship and advice on their businesses to continue selling their products. They were also supported by the *Consul* brand, which partnered with Consulado da Mulher to create a campaign to direct part of the brand’s sales profit to the entrepreneurs. As a result, over \$32,000 was donated between April and June to the group. Consulado da Mulher also raised approximately \$15,000 to

assist vulnerable communities with food, hygiene products and PPE, benefitting almost 12,000 people as a result.

Other Consulado da Mulher 2020 activities supported by Whirlpool Corporation included:

- ▶ Launching a new 100% online course in 2020 developed specially for women who live in remote areas of Brazil. A total of 426 people enrolled in the course, with the top 30 participants being invited to participate in a two-month mentorship program with Whirlpool Corporation leaders.
- ▶ Partnering with the Dom Cabral Foundation, a prestigious business school in Brazil, to assist a group of women who live in Paraisópolis, a significantly economically disadvantaged area in São Paulo, Brazil. The group included 60 women who received training on business management from Consulado da Mulher and Dom Cabral Foundation. These women entrepreneurs cook meals for those in need in the community, and the Dom Cabral Foundation provides funds to cover the cost of the meals.



OUR SUPPORT HELPS CONSULADO DA MULHER:

- ▶ Develop entrepreneurial and employment skills of low-income women and support their business path to a steady income
- ▶ Prepare transgender women for the job market and to start their own businesses, while teaching them about their basic rights
- ▶ Support a network of women entrepreneurs to supply snacks to local businesses



THE FEEDING POST

During the COVID-19 pandemic, our brand teams developed different activities to support our communities. In Italy and France, the Whirlpool brand launched #TheFeedingPost to support the European Food Bank to donate meals to people in need in Italy and France.

Moments Not to Be Wasted

In January 2020, the EMEA region officially launched the fourth edition of Moments Not to Be Wasted, a recreational and educational project that reached Italy, Poland, Slovakia, and the U.K. The program engaged a total of 2,500 schools and 2 million people in Europe with the purpose of raising awareness of the social and environmental value of food among younger generations, along with the importance of not wasting it. The project continued during the COVID-19 pandemic, with teachers using our digital platform for distance learning.

According to the latest data*, domestic food waste in Italy is worth 12 billion euros a year. Whirlpool Corporation has become actively involved in eliminating waste, by helping grow awareness of the respect for the resources by those who use them.

Boys & Girls Clubs of America

Over the past decade, Boys & Girls Clubs of America and Maytag have presented more than 110 Boys & Girls Clubs youth development professionals with a Maytag Dependable Leader Award and \$20,000 grant. Maytag plays an intricate part in making sure Boys & Girls Clubs members have opportunities to explore their passions. Throughout the partnership, Maytag has provided nearly \$9.5 million to help deserving youth reach their full potential as productive, caring, responsible citizens.

Almost 6,000 Whirlpool Corporation employees volunteer their time at various Clubs across the U.S. each year. Together, Boys & Girls Clubs of America and Maytag celebrate dependability—a quality that is at the core of what the Clubs do every day and is central to the Maytag brand.

WeRead

As part of our Employee Wellbeing plan in Europe, this summer we launched “WeRead,” Whirlpool Corporation’s reading challenge that aims to encourage children to read, combining the opportunity to develop their skills while also supporting a global cause to foster access to education. For every minute a child spent reading, the company donated one cent to Scholas, an international organization founded by Pope Francis that promotes educational projects for more than 1 million children and young people around the world. With the donation, Whirlpool Corporation has contributed to the creative potential of 120 young people globally and has supported them in turning their ideas into actions that generate value for others.



*Source: Waste watcher observatory by Last Minute Market released in Feb 2020.



Robotics in Schools

In 2020, Whirlpool Corporation sponsored the [Robotics in Schools](#) initiative to raise awareness among students on the issue of waste and the importance of reusing and recycling materials. We partnered with 121 public schools in four cities in Brazil and invited 900 students to participate in virtual classes to learn how to build a robot with recycled materials. The students learned concepts of robotics, participated in workshops on the reuse of recycled materials and presented their projects in a virtual event. Their inspiration included four Sustainable Development Goals (SDGs) from the 2030 agenda:

- ▶ SDG4—Quality Education
- ▶ SDG9—Industry, Innovation and Infrastructure
- ▶ SDG12—Responsible Consumption and Production
- ▶ SDG17—Partnerships for the Goals

The project involved four cities during the pandemic, with 121 schools, 900 students and 2,700 relatives and friends participating.

Midland Flood United Way Sale

In May, Midland, Michigan, and the surrounding areas saw two nearby dams break, flooding the area and damaging or completely destroying more than 2,500 homes, businesses and nonprofit facilities. Even where residents didn't lose their homes, many experienced significant basement flooding, effectively destroying many belongings, including, for many, their washers and dryers.

In early August and again in October, a team of Whirlpool Corporation employees served as United Way volunteers and organized weekend appliance sales for the flood survivors of Midland. Whirlpool Corporation donated the appliances, enabling these products to be sold to those in need at deep discounts. All proceeds went to benefit the United Way. Altogether, the sales raised more than \$600,000. With a match from the Whirlpool Foundation, we were able to donate over \$1 million to United Way along with countless hours spent by our volunteers securing product, moving product, staging it, selling it, coordinating delivery, and at the same time keeping everyone safe during the pandemic.



SINCE ITS INCEPTION

by Whirlpool Corporation's former Chairman and CEO Jeff Fettig in 2004, the Whirlpool Corporation Community Golf Event has raised over

\$24M

In 2020, the virtual event generated

\$750,000

for charities.

Whirlpool Corporation Community Golf Event

"Where there's a will, there's a way" was the motto of the 2020 Whirlpool Corporation Community Charity Golf Event (WCCGE). Despite having to cancel the 17th annual event due to COVID-19, the WCCGE still exceeded all expectations to help support multiple charitable organizations in Southwest Michigan.

In the past, the annual event has been hosted on six golf courses, raising approximately \$2 million each year for local charities with a focus on youth education. The WCCGE began as a way to help our headquarters' local Boys & Girls Club with some of their costs and increase their programming. It then expanded to raising money to build the Boys & Girls Clubs Teen and Youth Centers in Benton Harbor, with additional support for the Benton Harbor First Tee program, local school foundations and other youth education-related activities such as FIRST Robotics and Junior Achievement. Since its inception in 2004 by Whirlpool Corporation's former Chairman and CEO Jeff Fettig, the event has raised over \$24 million. In 2020, the virtual event generated \$750,000 for charities.

Chore Club by Whirlpool Corporation

Parents across the country are caring for their families in new ways as home becomes school for millions of children. Our *Whirlpool* brand helps turn everyday chores into fun ways to teach everyday lessons that have proven benefits into adulthood. The program, a direct response to parents seeking homeschool curriculum that would keep children busy in the early days of shelter in place, includes kitchen activities like simple recipes, making dough and growing a small herb garden and laundry activities like learning shapes through folding towels.

The program launched as an organic, social campaign. After receiving positive feedback, the program was shared with other regions for global usage. The campaign itself earned *Whirlpool* brand "Ad of the Week" recognition.



CHORE CLUB

Reach: **6.5M** organically and additional **18M** with paid media engagement

Influencer content exceeded engagement benchmarks by **15%**

Paid media engagement rate exceeded benchmark by average of **18%**

Recognized as "Ad of the Week"

Care Counts

According to teachers nationwide, one in five students struggles with access to clean clothes*. The stigma and shame of not having clean clothes can lead students to miss school, and students who miss school are seven times more likely to drop out. The *Care Counts* laundry program by *Whirlpool* brand is committed to helping remove one small but important barrier to attendance—access to clean clothes—by installing washers and dryers in schools.

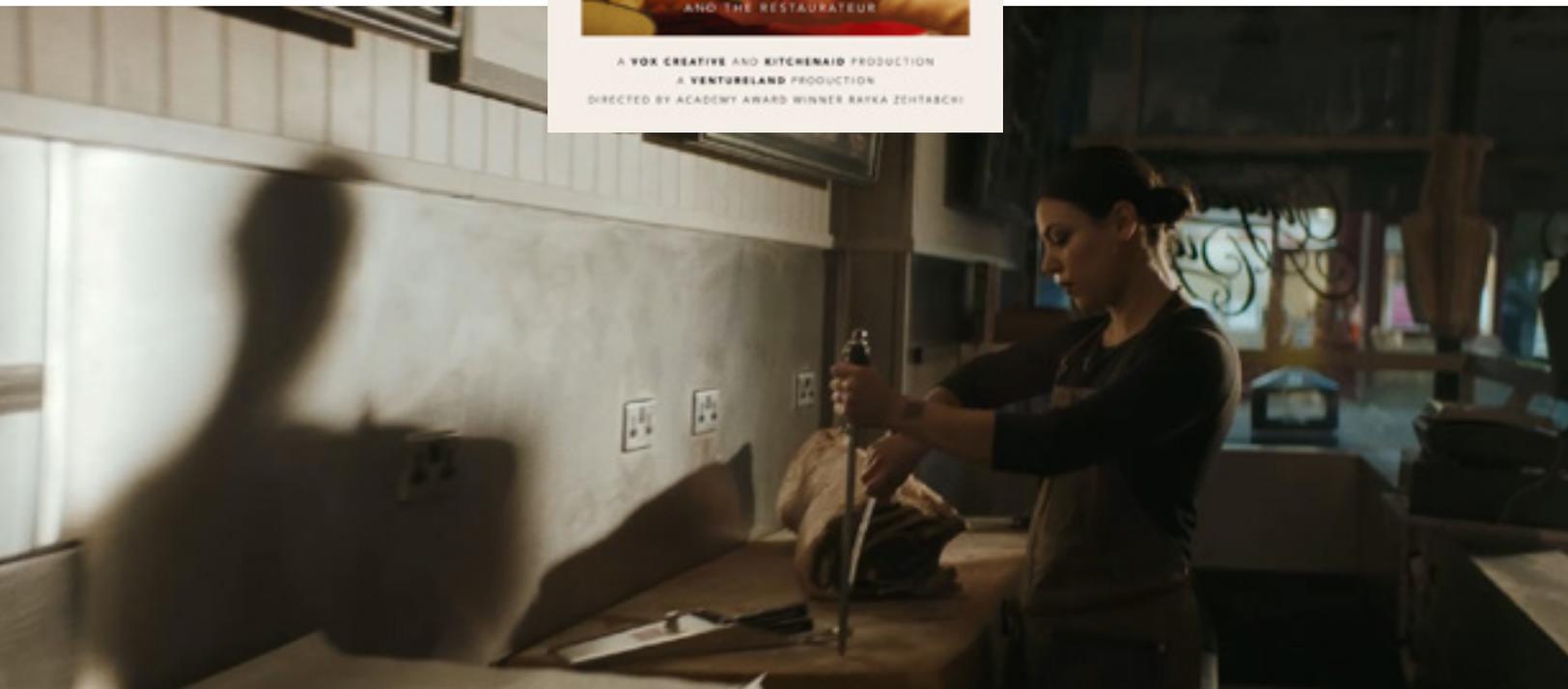
Now in its fifth year, the *Care Counts* laundry program has grown to support students in need across 18 cities and 82 schools around the country. In 2020, *Care Counts* helped provide access to clean clothes for more than 38,000 students.

A Woman's Place by KitchenAid brand

Taking a strong stance on culinary equality, the *KitchenAid* brand produced a documentary titled “A Woman's Place” in 2020 that raises awareness of the harsh inequalities women in the culinary profession face, to empower and elevate them to the top of the industry. Directed by Academy Award winner Rayka Zehtabchi, the film provides a provocative and honest look at the biases and barriers

women face in the culinary industry through the stories of three inspiring chefs who are pushing for change.

The film reveals the significant underrepresentation of women at the highest levels of the culinary industry. According to a 2013 report by the U.S. Bureau of Labor Statistics, even though women constitute a majority of U.S. food service occupations, they hold less than 20% of ‘chef and head cook’ roles in the United States. A unique partnership with the James Beard Foundation (JBF) complements the launch of the film through a [custom mentorship program](#), developed to advance women in culinary arts and support the industry at large as it rebuilds. The film went on to be acquired by Hulu and the program has garnered over nine billion media impressions.



*Whirlpool worked with school teachers, administrators and Dr. Richard Rende, Ph.D, an internationally recognized developmental psychologist and researcher, to draw research-based connections between access to clean clothes and attendance rates by creating the *Care Counts* laundry program.



#DoItTogether:

Promoting Gender Equality

Indesit kicked off the third year of its #DoItTogether campaign, which promotes gender equality with a push to help families to share home responsibilities. In 2020, the campaign took a more proactive stance to present a positive vision of how change is possible: including a new advertisement that shows a family enjoying a collaborative lifestyle and celebrating the role of education in helping children grow up as open-minded adults, assisted by *Indesit's* incredibly simple and easy to use appliances. The campaign, which ran in main European markets

used multiple social channels, media and influencer partnerships to generate public debate on the issue of gender equality. As part of the campaign, *Indesit* surveyed 4,000 parents in the U.K., France and Russia, confirming its observation that housework is still mainly done by women and that in many families one parent feels that their partner could be doing more to help. As well as supporting better sharing between partners, the *Indesit* campaign aims to encourage happier and healthier families by encouraging parents to set a positive example for the next generation.



GOVERNANCE

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GOVERNANCE

Board of Directors

Whirlpool Corporation is committed to creating value through the highest standards of ethical and legal conduct while operating sustainably to create shareholder value over the long-term. Our Board of Directors, sound corporate governance structure and values-driven integrity culture support us in delivering on this commitment. Even in the midst of the uncertainty caused by the COVID-19 pandemic, this commitment to ethical conduct and sustainable shareholder value creation remains unwavering.

A STEADFAST COMMITMENT TO SOUND CORPORATE GOVERNANCE & ETHICS	Corporate Governance	Ethics and Compliance
	Board Review of Strategy, including our COVID-19 Response Strategy	Our Values: Integrity, Respect, Inclusion & Diversity, One Whirlpool, Spirit of Winning
	Board Oversight of ESG <ul style="list-style-type: none"> ▶ Review of strategy ▶ Updates on long-term initiatives 	Our <i>Integrity Manual</i> (translates our integrity into action and empowers employees to lead with integrity)
	Proxy Access	Our Integrity Principles: We do what is right for consumers, our people, our company and do business the right way
	Annual Director Elections and Board Refreshment	Executive Oversight & Tone at the Top
	Executive Sessions of Nonemployee Directors	Integrity Channels (including Integrity Line (global hotline))
	Shareholder Engagement and Investor Days	Supplier Code of Conduct

Board and Executive Oversight of ESG

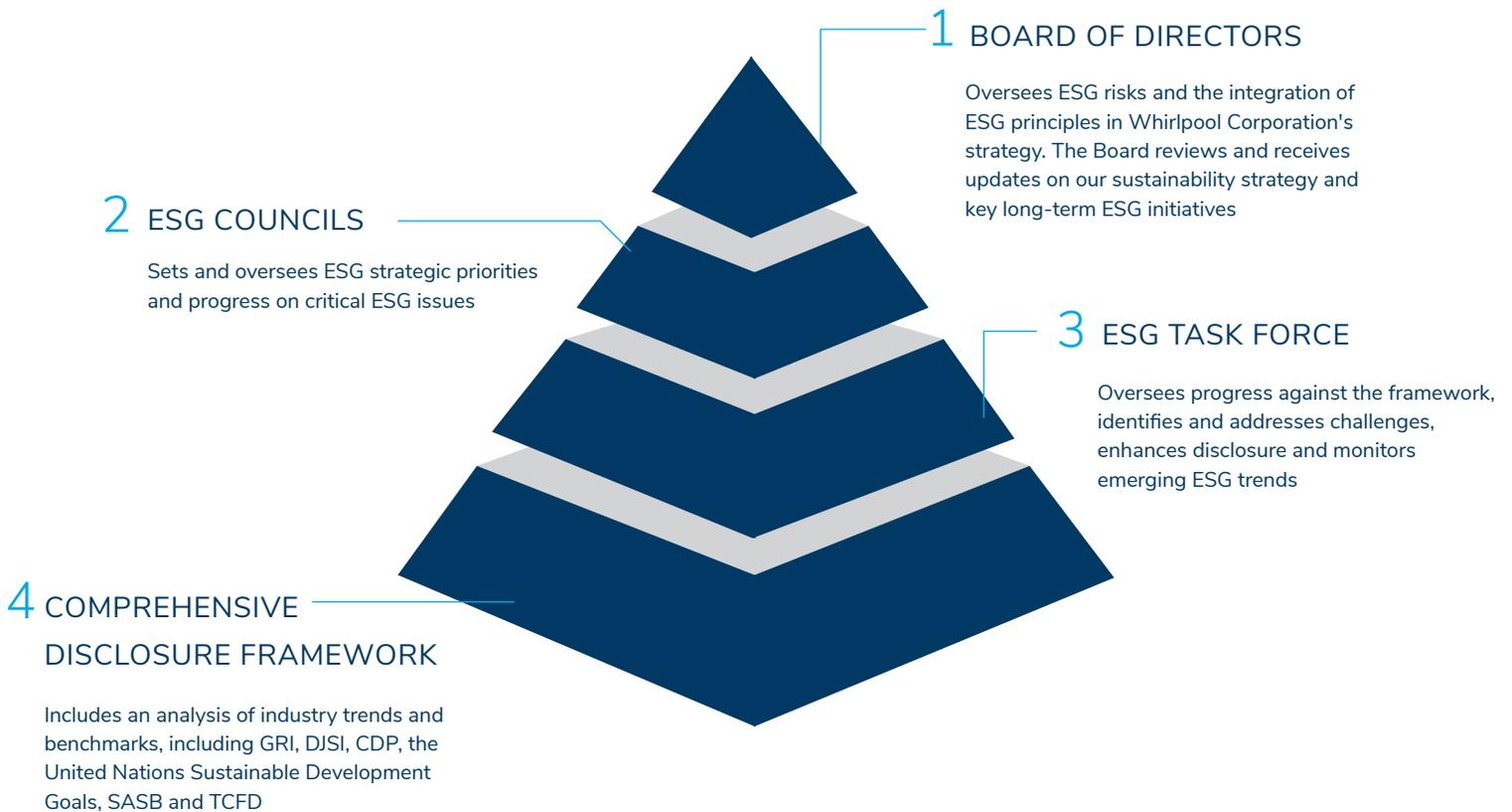
Our Board is committed to overseeing the integration of ESG principles throughout Whirlpool Corporation, as reflected in our Corporate Governance Guidelines. The Board reviews and receives updates on our sustainability strategy and key long-term ESG initiatives every year. In 2020, the Board approved our entry into a VPPA that we believe will lower our

carbon footprint and help Whirlpool Corporation meet our ambitious GHG emissions reduction goals.

At the management level, our ESG efforts are guided by our ESG Councils, composed of regional business leaders and senior leaders from our key operational and corporate functions. The ESG Councils evaluate our strategic priorities on relevant ESG issues based on results of our ESG

Materiality Assessment and input from our ESG Task Force. The ESG Task Force is responsible for monitoring emerging ESG trends and overseeing progress against the strategic priority framework established by our ESG Councils.

Enhancing ESG Governance



Board Composition

Our Board is composed of 13 directors, including an independent Presiding Director, and one employee director, our Chairman and CEO Marc Bitzer.

Our Board includes leaders with experience and demonstrated expertise in many substantive areas that impact our business and align with our strategy, including product development, digital marketing/branded consumer products, and innovation, technology and engineering leadership. During 2020, our Board met six times and had four committees:

- ▶ Audit Committee
- ▶ Corporate Governance and Nominating Committee
- ▶ Human Resources Committee
- ▶ Finance Committee

Each Board committee consists solely of independent directors and operates under a charter that provides the key duties and responsibilities of each committee. Each director attended at least 75% of the total number of meetings of the Board and the Board committees on which they served.

Board Oversight of COVID-19 Response

As the COVID-19 pandemic developed in 2020, there were significant impacts to our employees, customers, suppliers and local communities. The Board received frequent updates on the actions we took to keep employees healthy, plants operating safely and liquidity readily accessible, with the goal of emerging from the pandemic stronger than ever. Our ability to generate strong results through uncharted pandemic-related supply chain, customer and employee health and safety issues, and our strong 2020 results and liquidity position is representative of the effectiveness of the Board's COVID-19 oversight.

The Board also approached its governance responsibilities with health and safety as a priority. Whirlpool Corporation conducted its first virtual Annual Meeting of Stockholders on April 21, 2020. Stockholders were afforded the same opportunities for participation as in a physical meeting, including the opportunity to ask questions and submit votes during the meeting. Our public company subsidiaries in Brazil and India also successfully held virtual stockholder meetings for the first time in their respective histories.

BOARD SKILLS AND EXPERTISE

12 of 13

- ▶ Large/Complex Organizational Leadership
- ▶ Corporate Strategy/M&A

11 of 13

- ▶ Global Business Operations
- ▶ Board Practices of Other Corporations

10 of 13

- ▶ International Work Experience
- ▶ Sales and Trade Management
- ▶ Innovation, Technology & Engineering
- ▶ Marketing/Digital Marketing
- ▶ Human Capital Management

9 of 13

- ▶ Product Development
- ▶ Supply Chain/Manufacturing
- ▶ Accounting and Finance

5 of 13

- ▶ Legal/Regulatory Affairs

Board Refreshment and Diversity

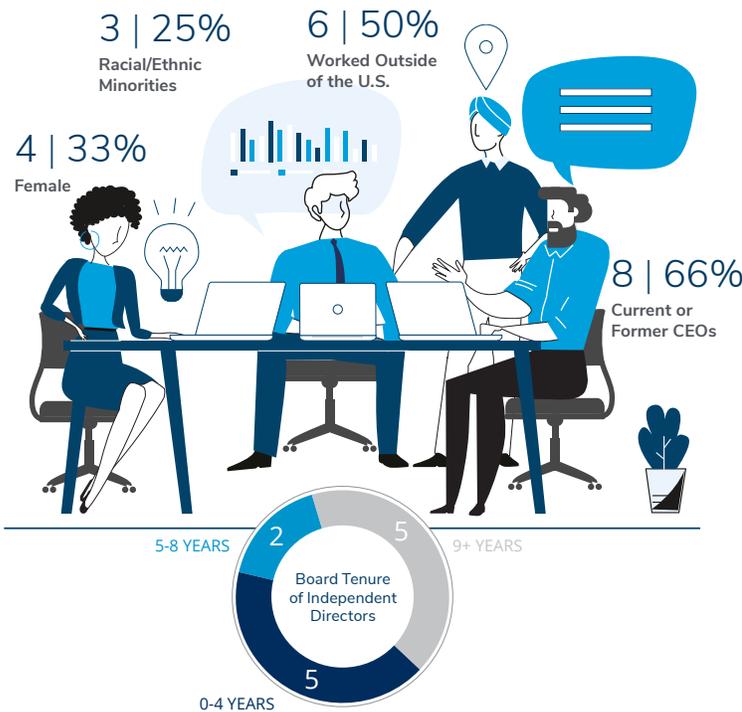
The Board, with the assistance of the Corporate Governance and Nominating Committee, selects potential new Board members using predefined criteria and priorities. We believe it is valuable to have directors with varying lengths of service in order to strike the right balance between continuity and renewal. The five independent directors who joined the Board in the past five years, including our newest directors Jennifer A. LaClair and Patricia K. Poppe, bring fresh perspectives to the Board, while our experienced directors have deep knowledge of our operations and the evolution of our strategy. In 2020, two directors retired from the Board, having reached the mandatory age limit of 72 set forth in our Corporate Governance Guidelines.

Board Diversity Matrix (As of March 1, 2021)

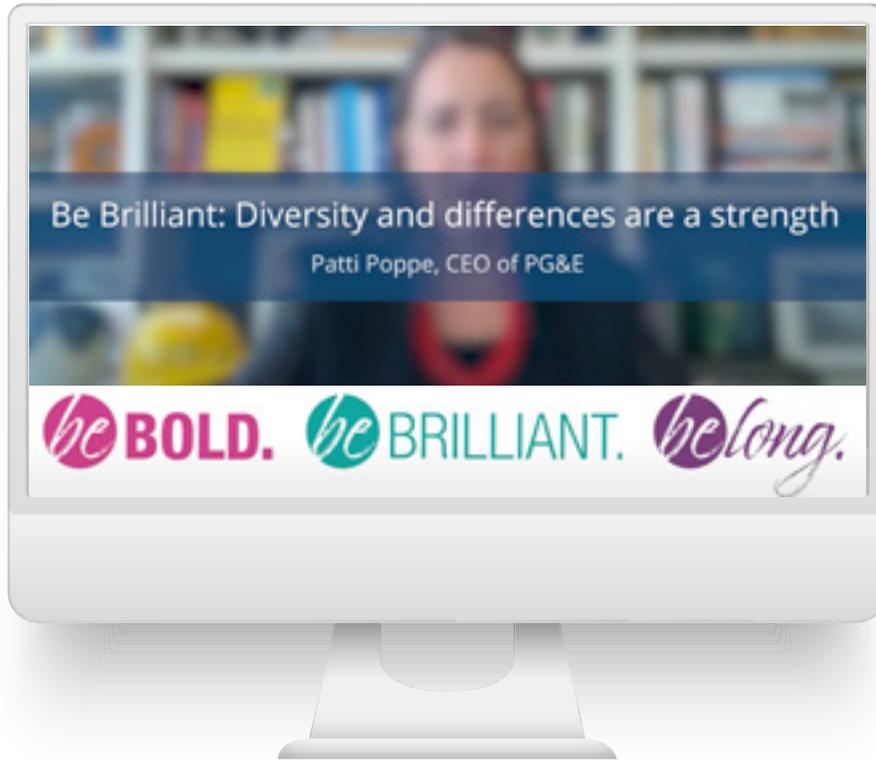
Total number of independent directors	12	
Gender	Male	Female
Number of directors based on gender identity	8	4
Number of independent directors who identify in any of the categories below:		
African American or Black	1	—
Asian	2	—
White	5	4

Tenure, Experience and Diversity

Our independent directors reflect an effective mix of business expertise, company knowledge, and diverse perspectives.



We believe it is important to have a diverse Board membership reflecting differences in viewpoints, professional experiences, educational background, skills, race, gender, ethnicity, national origin and age. The Board and the Corporate Governance and Nominating Committee is committed to seeking qualified diverse candidates, including diversity of race, gender and ethnicity in each independent director search, and instructs any search firm that it engages accordingly. In 2020, the Board nominated, and shareholders elected Ms. LaClair, Chief Financial Officer of Ally Financial Inc., to our Board of Directors. She brings significant finance, accounting and capital markets expertise to the Board. With the addition of Ms. LaClair, 33% of our nonemployee directors are female. In addition, 25% of our nonemployee directors are racial/ethnic minorities.



Board of Directors Speakers Series

Reflective of the Board's leadership and commitment to inclusion and diversity at Whirlpool Corporation, each female Board member participated in a Board of Directors Speakers Series hosted by the Whirlpool Women's Network and attended by hundreds of our employees. Female Board members discussed the importance of inclusion and diversity at Whirlpool Corporation and their respective

companies, shared insights on how to overcome challenges in reaching the highest levels of executive leadership and encouraged attendees to bring their whole selves to work. In line with the Women's Network's theme, the Board members also shared personal reflections on what it means to "Be Bold, Be Brilliant and Belong." The Speakers Series provided a unique opportunity for our employees to personally connect with, learn from and be inspired by our female Board members.



GOVERNANCE

Compensation Policies

Compensation Philosophy and Policies

Whirlpool Corporation is dedicated to achieving global leadership in all of our product categories and to delivering superior stockholder value. To achieve our objectives, we manage to a pay-for-performance compensation philosophy based upon the following guiding principles:

- ▶ Compensation should be incentive-driven with a focus on both short-term and long-term results
- ▶ A significant portion of pay should be performance-based, with the portion varying in direct relation to an executive's level of responsibility
- ▶ Components of compensation should be linked to the drivers of sustainable stockholder value over the long-term
- ▶ Compensation should be tied to an evaluation of business results and individual performance

OVERVIEW OF 2020 EXECUTIVE SALARY AND INCENTIVE COMPENSATION ELEMENTS	Element	Form	Characteristics/Purpose	2020 Metrics
	Base Salary	Cash	Fixed component based on responsibility, experience and individual performance	N/A
	Short-Term Incentives	Annual Performance Cash Award	Performance-based variable cash incentive to reward for achieving annual financial and individual performance goals	Ongoing EBIT—50% Free Cash Flow—50% +/- 50% Modifier for Individual Performance Results
	Long-term Incentives	Performance Stock Units	Motivate and reward employees for the achievement of company financial and strategic performance over a preset three-year period and promote retention	Cumulative Ongoing Earnings Per Share—50% ROIC—50%
		Stock Options	Provide incentive for long-term stock price appreciation and promote retention	Stock price appreciation

All of our Named Executive Officers have ESG priorities included as part of their individual performance objectives.

We reinforce emerging best practices and avoid what are considered poor pay practices:

We Reinforce Best Practices	We Avoid Poor Pay Practices
 Pay for performance	 Allow hedging or pledging of Whirlpool Corporation stock by executive officers or directors
 Use an independent compensation consultant that is solely engaged to provide executive compensation services to Whirlpool Corporation	 Provide excise tax gross-ups
 Cap short-term and long-term incentive award payouts at market-competitive levels	 Enter into employment contracts except as required by local law or prevailing local market practice
 Maintain robust stock ownership guidelines for our executives (7x salary multiple for CEO; 5x for other named executive officers)	 Pay dividends or dividend equivalents on grants of any Performance Stock Units ("PSUs") or Restricted Stock Units ("RSUs") prior to vesting
 Subject all variable pay to a compensation recovery "clawback"	 Reprice or reload stock options
 Have "double-trigger" change-in-control agreements	
 Carefully manage risk in our compensation programs to protect against unintended outcomes	
 Provide market-competitive perquisites deemed necessary to attract and retain top talent	

Preserving Liquidity During COVID-19

Whirlpool Corporation took a number of actions at the outset of the pandemic to preserve liquidity during a period of significant uncertainty, including salaried employee furloughs, collective vacations, and voluntary retirement program

actions in certain countries. In addition, we made the difficult decision to reduce our workforce in many regions and countries. In conjunction with these actions, each member of our Executive Committee, including our Chairman and CEO, took a 25% reduction in base salary during April and May of 2020,

in recognition of the impact of these liquidity-preservation measures on our broader employee base, and to enhance the financial flexibility of the company. Similarly, our non-employee directors agreed to forego their cash retainer for Board service during the second quarter of 2020.



GOVERNANCE

Global Ethics & Compliance

Our values form the enduring character of our company and are an important part of our heritage. They are the moral compass for everything we do. If Our Enduring Values of Integrity, Respect, Inclusion and Diversity, One Whirlpool and Spirit of Winning are the foundation of who we are as a company, then our culture for more than 100 years is reflected in our commitment to winning with integrity, because there is **No Right Way to Do a Wrong Thing**. This commitment forms the foundation for our Global Ethics and Compliance Program.

Whirlpool Corporation's Global Ethics and Compliance Program is focused on enhancing and sustaining our culture of winning with integrity, empowering employees with tools and resources to act with integrity within a risk-based framework. A cornerstone of our program is *Our Integrity Manual*, or code of ethics.

Oversight of the Global Compliance and Ethics Program is governed by the Global Ethics and Compliance Steering Committee ("E&C SteerCo"), which includes members of the Executive Committee, including our Chairman and CEO. The E&C SteerCo sets the tone for ethics and compliance at Whirlpool Corporation and oversees the global program.



20,933

Whirlpool Corporation employees completed the Annual Ethics and Compliance Certification in 2020, representing more than 100% of required employee participants.



Our commitment to winning with integrity is also reflected in strong cross-functional leadership and partnership between Compliance and functions such as Internal Audit, Human Resources, Product Safety, Global Sourcing and other teams. These partnerships permit us to leverage resources to sustain program integrity and functionality. With clear ownership of compliance risks and related policies, procedures and systems, our global ethics and compliance program encourages all of us to participate and play a key role in our culture of integrity.

Another critical component of the Global Ethics and Compliance Program is risk-based ethics and compliance communications and training, including training on all of the principles of *Our Integrity Manual*, which in 2019 was delivered to virtually all employees. In 2020, more than 20,000 employees, including 100% of all required participants, completed our Annual Ethics and Compliance certification. Certification documents employees' review and understanding of our Global Compliance Policies, including the principles in *Our Integrity Manual* and our anti-corruption policies.



CYBERSECURITY

We depend on information technology to improve the effectiveness of our operations and to interface with our customers, consumers and employees, as well as to maintain financial accuracy and efficiency. Our dependence on information technology creates cyber risk in our operations, and our growth in the areas of connected appliances and the "Internet of Things," as well as our reliance on pandemic-driven remote work arrangements, has increased these risks.

We have a cyber security and privacy training program that consists of online courses, simulated phishing exercises, national cyber and privacy week events, and weekly publications on our Company portal on targeted areas for staying safe against cyber threats. We are also certified for payment card industry compliance, and are assessed by third parties for cyber maturity periodically against industry standard frameworks.

Our Board is responsible for overseeing and holding senior management accountable for our global information security programs. This includes understanding our business needs and associated risks, and reviewing management's strategy and recommendations for managing cyber risk. In line with this oversight responsibility, the Audit Committee receives reports on cyber program effectiveness periodically, and the Board receives a full presentation annually from the chief information officer.

*Numbers do not include anti-corruption and anti-bribery training as that data is found on page 91.

We held our annual Global Compliance Weeks from October 12, 2020 through December 9, 2020 in a virtual format. Global Compliance Weeks delivered content to Whirlpool Corporation's employees across all regions and at all levels of the organization. Between Global Compliance Weeks and other 2020 training events we held more than 150 ethics and compliance training sessions globally, reaching over 32,000 employees.*

With 78,000 employees and thousands of third-party business relationships, Whirlpool Corporation continually and systematically reviews compliance risks our business faces. We are aware of these risks and we take proactive actions to respond to them. Whether through risk-based audits, managing our global third-party due diligence program or implementing *Integrity Channels* that aid our employees to speak up and/or seek support, the Global Ethics and Compliance Program brings all of its operations and resources to bear to advance Whirlpool Corporation's culture of integrity.



We encourage our employees to ask questions and voice concerns. As stated in *Our Integrity Manual*, speaking up is our responsibility. Our *Integrity Channels* serve as resources our employees can use to ask questions or raise a concern. Through these channels, including our Global Integrity Line, or hotline, we ensure that our employees will be listened to and heard.

Our Global [Integrity Line](#) is administered by an independent third party and translated into 16 languages. It can be accessed in several ways, externally and internally, for reporting of concerns about potentially unethical or unlawful behavior of any employee, or for raising questions about ethics and compliance matters. Whirlpool Corporation also has Regional Compliance Directors embedded within our global locations who lead cross-functional teams ensuring in-person advice, strategic legal and compliance counseling, training and guidance on doing business with integrity.

*These numbers do not include online anti-corruption and anti-bribery training, which are described on page 91.



GOVERNANCE

Our Integrity Manual

Approach

Our culture of integrity is put into action every day by more than 78,000 global employees. Our code of ethics, which was enhanced and renamed *Our Integrity Manual* in 2019, represents how we translate our integrity into action.

Our Integrity Manual is intentionally designed into two sections: a cultural section and a principles section. The cultural section describes our values, while the principles section translates our values into everyday actions. Whirlpool Corporation's commitment to integrity begins with our leadership. All of Whirlpool Corporation's top leaders globally attended training in which

they reviewed and committed to action *Our Integrity Manual*. In turn, these leaders actively led similar training, in which nearly three quarters of our global employees participated. This commitment demonstrated our belief that how we achieve our goals is just as important as what we accomplish.

These training sessions also emphasized to our employees that *Our Integrity Manual* is a resource for them to be empowered to lead and win with integrity every day, including tools, such as a decision tree, to use when faced with an ethical question.

As a tool to better support our employees globally, Whirlpool Corporation launched the [Digital Integrity Manual](#) in 2020. This interactive and practical tool further helps apply Whirlpool Corporation's values to employees' needs in their day-to-day work.





GOVERNANCE

Anti-Corruption

Approach

We do business the right way. This means that we do not tolerate bribery or corruption of any kind. Moreover, it means that we are actively adhering to this principle in all aspects of our business. In addition to *Our Integrity Manual*, Whirlpool Corporation maintains a global anti-corruption policy (the *Global Compliance Policy on Business Conduct, Anti-Bribery and Foreign Corrupt Practices Act*), which provides guidance and details of our anti-corruption commitment and expectations.

With leadership driven by our Executive Committee, the Global Ethics and Compliance Steering Committee and Global Ethics and Compliance team, and leveraging global and cross-functional resources, Whirlpool Corporation uses an anti-corruption program to identify and mitigate potential corruption risks. This includes:

- ▶ Risk-based policies and procedures
- ▶ Online and in-person facilitated training
- ▶ Risk-based audits to monitor, mitigate and eradicate corruption risks



Due Diligence Program

Our global third-party due diligence program, which is applicable to all of Whirlpool Corporation's third parties, evaluates potential and future ethics and compliance risks, including risks of corruption that may be presented through our third-party relationships.

In addition, we have escalation policies for raising corruption and/or bribery matters to either the Whirlpool Corporation Executive Committee and/or the Audit Committee of the Whirlpool Corporation Board of Directors. The escalation of these matters is intended to engage, inform and involve senior leaders in matters that may pose significant risk to the company and our culture of integrity. Additionally, every quarter the Global Ethics and Compliance team presents Integrity Line cases that may involve allegations of corruption and bribery to the Global Ethics and Compliance Steering Committee, which is comprised of the CEO and Chairman of the Board, Chief Financial Officer, Chief Legal Officer, Chief Human Resources Officer, Vice President of Internal Audit and Chief Compliance Officer.



These quarterly meetings and reports are designed to actively engage the involvement and support of global senior leaders in the oversight and response to anti-corruption matters, including addressing policy enhancements, implementing controls and procedures, aligning on targeted risk-based trainings, and engaging input on sustaining Whirlpool Corporation's strong culture of compliance and commitment to anti-corruption efforts.

For Whirlpool Corporation, bribery means more than just money changing hands. If the intent is corrupt, anything of value—no matter how small and of what nature—can be considered a bribe. Bribery of a government official or any person or entity is illegal. Many countries also prohibit commercial bribes. Further, Whirlpool Corporation does not permit facilitation payments. As Whirlpool Corporation states in its policies and training, “[d]irectly or indirectly offering, authorizing, promising, giving, accepting, soliciting, or receiving something of value to improperly influence someone or gain an improper or unlawful advantage can be considered a bribe. It may include but is not limited to cash payments or cash equivalents, gifts, hospitality, travel, vacations, political contributions and/or donations, meals, access to or special status at entertainment events, awarding contracts, and offers of future employment.”





We believe that corruption occurs when there is an abuse of trust and/or our values are compromised for an improper gain or advantage. This might include falsifying documents in exchange for (or to conceal) a bribe or receiving some form of personal enrichment for performing a normal job function. Even the appearance of corruption can be enough to damage our reputation and the trust of our customers, shareholders, business partners and one another. We maintain strict controls to prevent and detect corruption. We consistently communicate that we all must apply good judgment to prevent even the perception of wrongdoing.

Global Gifts & Entertainment Policy

In January 2020, Whirlpool Corporation implemented its revised Global Gifts & Entertainment Policy (the “Policy”) and Gifts and Entertainment Guidelines (the “Guidelines”). The Policy and Guidelines affirm our commitment to anti-corruption efforts and principles and that we always pursue only fair, ethical and lawful business relationships. Under the Policy, no gifts and/or entertainment are permitted unless within clearly and narrowly defined boundaries. And no gifts and/or entertainment to or for government officials can occur unless pre-approved by our Global Ethics and Compliance team. Our Policy is another example of our commitment to ethical and lawful action within the marketplace. Conducting ourselves The Whirlpool Way means we award and earn business solely on the basis of commercial considerations such as value, quality, services, and competitive pricing and avoid inappropriate conduct and the appearance of impropriety.

Global Anti-Bribery/Anti-Corruption Online Training

Whirlpool Corporation maintains strict controls to prevent and detect corruption and follows specific accounting rules and procedures for reporting information and ensuring we have accurate and reasonably detailed books and financial records, including entertainment and travel expenses, regardless of with whom an employee may be interacting. To reinforce the importance of following Whirlpool Corporation policies and procedures, and their role in preventing bribery and corruption, in October 2020, Whirlpool Corporation launched our Global Anti-Bribery/Anti-Corruption online training (the “Global ABAC Training”) to more than 15,000 employees, representing potential high-risk roles or functions. We continually update, improve and enhance our Global Ethics and Compliance program to ensure appropriate and necessary resources (economic and talent-based) are available and used to identify and respond to current and future corruption risks.

Integrity Line

The Whirlpool Integrity Line is a confidential resource that permits a reporter to bring good-faith ethics and compliance concerns to the forefront without fear of retribution or retaliation, and to do so anonymously at the reporter's election. All matters raised through the Integrity Line are kept confidential throughout the review or investigation and following the conclusion of the matter. No aspect of a matter is made known except to a select and limited number of authorized individuals.

Whirlpool Corporation's Integrity Line and its availability, accessibility and use is regularly made known to all Whirlpool Corporation employees through annual communication plans and as part of global and regional training. These communications are delivered through multiple platforms and delivery channels within Whirlpool Corporation. The training is provided globally by Regional Compliance professionals and other cross-functional partners (e.g., Internal Audit, Finance, Human Resources, Inclusion & Diversity). Access to the Integrity Line is also made available on Whirlpool Corporation's external-facing website(s).

Throughout Global Compliance Weeks, and as part of specific programming focused on Whirlpool Corporation's "Speak Up" culture, specific emphasis was placed on the Integrity Line and encouraging its use to raise concerns confidentially, anonymously and without fear of retaliation.

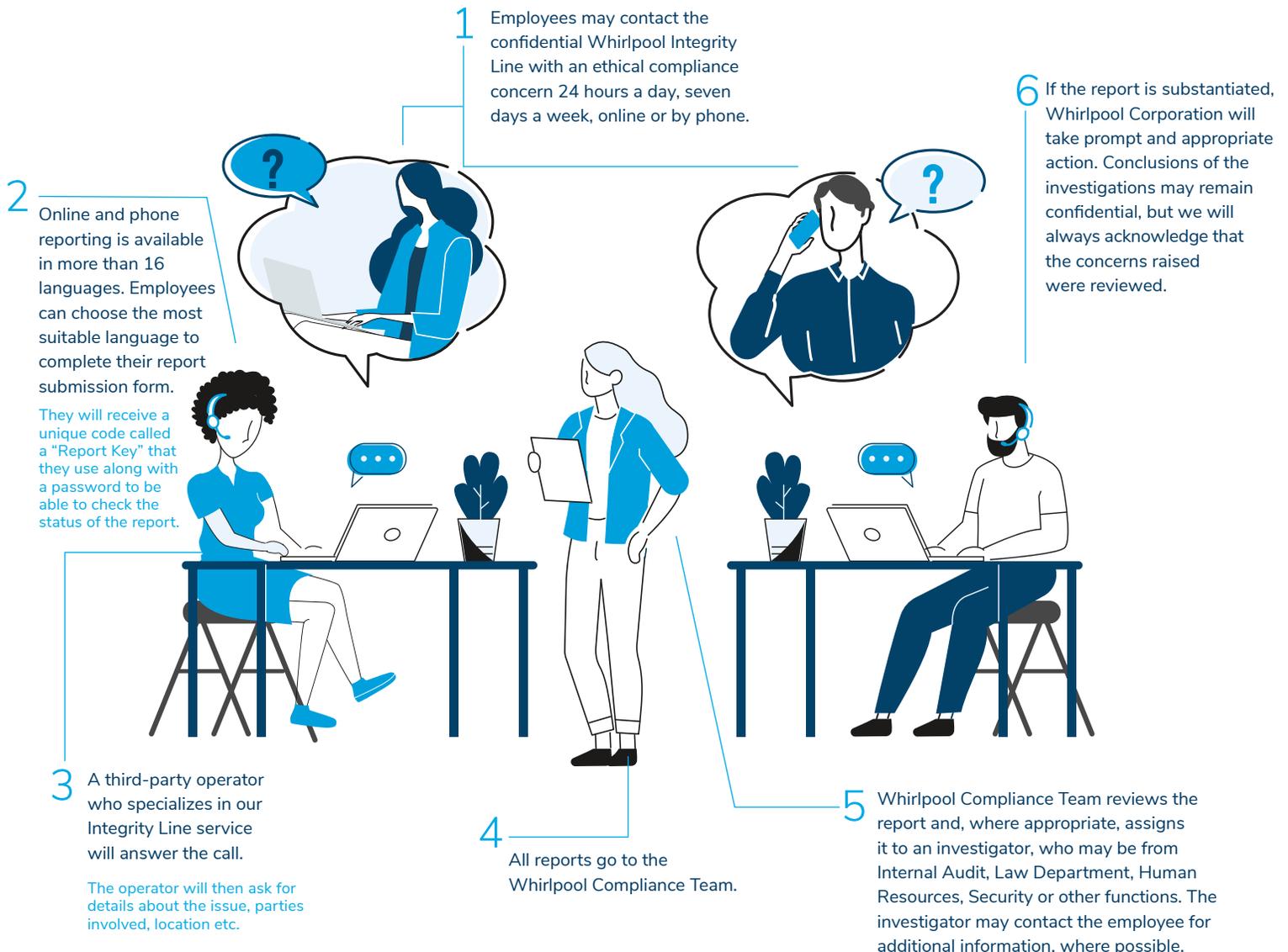
In 2020, Whirlpool Corporation had 690 total cases globally raised through the Integrity Line, which is a significant increase in the total number of cases raised over the previous three years. This reflects the highest number of cases raised, which is an indication of



Whirlpool employees embracing our “Speak Up” culture and being empowered to do so. It is also important to note that during 2020, Whirlpool Corporation reduced its average days to close investigation and remediation of Integrity Line cases by more than half. Thus, the global average days to close an Integrity Line matter is about 40 days.

During 2020, the Global Ethics and Compliance team, in collaboration with cross-functional partners, received and resolved ethics and compliance matters on a range of issues. All of these matters are investigated and reported to dedicated ethics and compliance steering committees at the global and regional levels; each Ethics and Compliance Steering Committee is comprised of one or more EC members, a dedicated Human Resources leader, a leader from the Global Legal Team and a member of the Global Ethics and Compliance team. The most significant matters are escalated to the Global Ethics and Compliance Steering Committee and the Board of Directors (Audit Committee).

How Our Integrity Line Works





GOVERNANCE

Responsible Sourcing



Approach

Doing business the right way requires that our business partners do the same. Our suppliers are key to our success and to maintaining the high standards and reputation of our brands. We require our suppliers not only to be technically qualified, but also to commit to our ethical standards and business practices. Our [Supplier Code of Conduct \(SCoC\)](#) outlines the standards required to conduct business with Whirlpool Corporation. We require all of our suppliers to abide by the SCoC. Whirlpool Corporation's suppliers are vital business partners, and together, these principles provide us with an opportunity to better the lives of the people we touch.

We approach sourcing in three ways:

- ▶ **Identify:** We use a risk-based approach for our third-party audits to ensure compliance with our SCoC.
 - Unknown Risks—All new suppliers must go through an on-site audit by our third-party auditor prior to being selected for conducting business with Whirlpool Corporation.
 - Known Risks 1—All suppliers with issues identified are required to provide a corrective action plan and may be audited a second time based on the severity of the audit findings.
 - Known Risks 2—Risk assessment survey is a new tool launched in 2019 which assesses a supplier's compliance risk based on high-risk locations, Whirlpool Corporation spend and industry risks. Our existing suppliers that may score poorly could be audited based on this risk assessment tool.
 - Potential or Observed Risks—Existing vendors continue to be audited/re-audited as potential opportunities for improvement are identified.
- ▶ **Mitigate:** We conduct annual training for suppliers in high-risk regions to ensure clear understanding of our SCoC and audit actions to ensure compliance.
- ▶ **Remediate:** All suppliers who undergo audits work with our third-party auditors to create and align on a Corrective Action Plan (CAP). Suppliers must provide evidence of resolving the CAP. In 2020, we assigned our auditors to follow up on all audits that were completed to verify that the findings were Closed to ensure continuous improvement in our processes. We had five remedial re-audits in 2020, and all of the suppliers have implemented corrective actions.

Environmental Assessments

Our environmental assessment, which is part of our SCoC audits, requires suppliers to comply with all local environmental laws applicable to the workplace, the products produced and the methods of manufacture. Additionally, suppliers must not use materials that are considered harmful to the environment and are encouraged to use processes and materials that support the environment. In 2020, we followed up with four suppliers with potential high-risk environmental issues and have identified improvement areas related to the environment. Their CAPs were approved by Whirlpool Corporation and implemented.

Human and Labor Rights

Whirlpool Corporation supports the human rights of everyone we work with, and we expect our global suppliers to do the same. We believe in global human rights, and our business practices reflect that commitment to ensure every person who works for us throughout all of our global operations does so of their own free will, in a safe and healthy environment. We oppose discrimination, slavery and child labor, and ensure we have controls and protections to avoid them. We support diversity and wage parity. We also respect the rights of our employees to associate with whomever they choose and to be involved in politics outside of work. These values are also reflected in *Our Integrity Manual*. In addition to our internal commitment to human rights, we also hold our suppliers accountable to comply with these same principles through our Supplier Code of Conduct. The SCoC states, in part, that suppliers must recognize and respect human rights, including any rights of workers to exercise lawful rights of free association,

compliance with local and international laws regarding young workers, compliance with laws prohibiting human trafficking in any form (e.g., forced labor, debt bonded slavery), providing safe and healthy work environments, and respecting any legal right of workers to bargain collectively. All suppliers are also prohibited from using any type of involuntary or forced labor. Where there is no local legal requirement or if a local legal requirement is not as strict as the requirement included in the SCoC, suppliers are required to follow the requirements in the SCoC.

In 2020, we evaluated and adjusted our supply chain to help ensure compliance with our SCoC requirements. No instances of child labor or young workers exposed to hazardous work were found in any of the audited supplier facilities. We audit our suppliers to check for any child labor instances per our policy, which determines the minimum age for workers must be greater than: (a) 15 years of age or 14 years of age where local law allows such an employment age consistent with International Labour Organization guidelines; or (b) the age for completing mandatory (compulsorily) education; or (c) the minimum age established by law in the country of manufacture. In addition, Suppliers must comply with all legal requirements for the work of authorized

young workers, particularly those pertaining to hours of work, wages, safety, working conditions, and the handling of certain materials.

In addition, Suppliers must ensure that on a regularly scheduled basis, except in extraordinary business circumstances, workers are not required to work more than (a) 60 hours a week, including overtime, or (b) the limits on regular and overtime hours allowed by the laws of the country of manufacture. In addition, except in extraordinary business circumstances, all workers are entitled to at least one day off in every seven-day period. In 2020, as a result of our SCoC audits, four minor incidents of labor risk related to hours of work were identified and are being remediated.

Our SCoC also prohibits harsh or inhumane treatment, including corporal punishment or the threat of corporal punishment, or forced labor. Our Suppliers must meet these requirements and be compliant with the law, codes and policies. Whirlpool also utilizes a cross-functional team led by Global Strategic Sourcing (procurement) and consisting of Legal, Ethics and Compliance, and Government Affairs to identify, review, analyze, and respond to any issues of forced or compulsory labor, including, but not limited to

Audits Snapshot: 2020

	NAR	EMEA	LAR	Asia	Total
New	3	9	0	22	34
Existing	4	11	7	115	137
Total Audited (in 2020)	7	20	7	137	171
COVID-19 Special Audit	4	7	6	56	73

monitoring multiple public websites, periodicals, and reports that may identify forced labor violations or issues. Additionally, Whirlpool utilizes a Global Third-party Due Diligence Program that identifies forced or compulsory labor violations, claims, or past conduct against new and current suppliers. Based on due diligence findings, Whirlpool can respond appropriately to forced or compulsory labor issues and risks.

Material failures to comply with our SCoC may result in the termination of our relationship with a supplier. In order to ensure our suppliers are meeting our standard of integrity, we will continue to conduct independent audits of a representative sampling of our suppliers' practices.

Mitigating Supply Risks During COVID-19

Despite all the challenges in 2020, we ensured that all existing and new suppliers were compliant with our SCoC through our robust supplier auditing program. In May 2020, we added questions focused on COVID-19/pandemic prevention to our standard audit questionnaire to assess suppliers' capability to prevent and control the spread of COVID-19 in their premises. Some of the questions included (but were not limited to) assessing suppliers' crisis management systems, employee health tracking, personal protection, prevention in the workplace, reporting, exception handling, training and communication.

We continue to identify and assess the impact of COVID-19 on our suppliers' facilities and take proactive measures to ensure business continuity while maintaining compliance with our SCoC.

Conflict Minerals

Whirlpool Corporation has developed a conflict mineral due diligence framework that conforms with the internationally recognized due diligence framework developed by the Organisation for Economic Co-operation and Development (OECD). Per U.S. Securities and Exchange Commission (SEC) guidelines, we filed the [Whirlpool Corporation Conflict Minerals Report](#) for the year ended 2019.

Whirlpool Corporation has also taken a number of actions to support responsible in-region 3TG (tin, tantalum, tungsten and gold) sourcing, including the following:

- ▶ We continue to enhance escalation, follow-up procedures and perform due diligence measures to improve the transparency of our supply chain and increase supplier response rates.
- ▶ We have established a process to gather smelter information from the Responsible Minerals Initiative (RMI) on a continuous basis to validate the status of smelters and refiners identified by our suppliers. This has helped us identify the percentage of suppliers on our smelter list that are RMI compliant.
- ▶ We are members of the RBA (Responsible Business Alliance) and actively participate in RMI, the multistakeholder group convened by the Responsible Sourcing Network and other industry groups to support solutions aimed at improving supply chain transparency.
- ▶ We have made additional investments in conflict mineral due diligence tools.
- ▶ We continue to monitor leading practices of peer companies to enhance our conflict minerals program.

- ▶ We have implemented a process to identify new direct suppliers to Whirlpool Corporation and to include them in our Reasonable Country of Origin Inquiry efforts.
- ▶ We continue to develop further awareness within the organization and supply base regarding conflict minerals compliance through outreach and training.
- ▶ We have institutionalized our conflict minerals compliance program by improving our standard operating procedures, rolling out the procedures to identified business units, and identifying and prioritizing improvement opportunities.
- ▶ In the event that any of our suppliers are found to be providing us with components or materials containing 3TG from sources that support conflict in the Democratic Republic of the Congo region, we have committed to working with them to establish alternative sources of 3TG.

IMPROVED SUPPLY CHAIN TRANSPARENCY

In 2020, we evaluated our global supply chain and surveyed 100% of our in-scope suppliers to understand potential risks in their supply chains. We organized and analyzed their responses and have filed an annual Conflict Minerals Report to share our due diligence process. Our efforts have improved supply chain transparency and created increased awareness within Whirlpool Corporation regarding conflict minerals compliance. Going forward, this will allow us to further improve due diligence and mitigate risk in 2021 and beyond.



GOVERNANCE

Product Safety & Quality

Approach

Product safety and quality is at the forefront of everything we do; nothing matters more to us than maintaining the safety of and earning and keeping the trust of our consumers.

The first principle of *Our Integrity Manual* is to keep the consumer at the center of everything we do. Our consumers trust us to be in their homes, so we are passionate about bringing them products that are safe and high quality. We have a strong, multi-decade record of having a proactive approach to premarket safety design and testing, monitoring field safety performance, and conducting timely corrective actions, when necessary, to help protect consumers. These are grounded in transparency and set expectations that are above and beyond regulatory requirements. Whirlpool Corporation continues to advocate to raise the minimum requirements in industry standards for product safety in home appliances.

Since the early 1990s, Whirlpool Corporation manufacturing facilities around the world have been ISO 9001 certified. To obtain and maintain the certifications, these facilities must demonstrate clear and concise internal processes, procedures and standards. Through a comprehensive Quality Management System and the corresponding documentation, each certified facility lays the foundation to provide quality products to our consumers.

73%

of Whirlpool Corporation
Manufacturing sites were ISO
9001-2015 Certified in 2020



Whirlpool Corporation's Forced Failure testing protocols are critical to mitigating product safety risk. The goal of Forced Failure testing is to induce a failure for the purpose of assessing the consequence. Conformance to the defined acceptance criteria is intended to validate design robustness which safeguards the consumer. Forced Failure testing provides clear evidence that our products are designed to meet these expectations.

Governing Product Safety

Our governance model is implemented through the Global Product Safety ("GPS") system, which defines clear roles and responsibilities for all employees, requires pre-market risk assessments, post-sale monitoring of product safety, and defines required communication protocols for any risks that are identified. We diligently measure our performance through penetrative metrics, a rigorous bottoms-up operating review mechanism and independent audits. A network of committed safety experts across the business is responsible for executing the product safety program supported by engineering teams and governed by the Whirlpool Executive Safety Committee, including some of the most senior leaders in the company. Our management approach is prioritized



Whirlpool Corporation's product safety process has been recognized as an industry-leading best practice and benchmarked by other companies to improve their own programs.

based on first avoiding material product safety risk, mitigating any risk realized in the field, and utilizing lessons learned to enhance new product designs.

Finally, our governance model also includes supplemental product safety standards designed to exceed industry standards. These standards include requirements for electrical shock hazards, fire/explosion hazards, suffocation/choking hazards, and entrapment hazards, among others, and are required for every new product that Whirlpool Corporation sells around the world. Our governance model includes rigorous processes and techniques for our engineering teams to help identify and assess potential safety issues. As a result of these robust product safety and quality protocols, we proactively implemented corrective action campaigns related to certain legacy-designed *Indesit* washers and legacy-produced *Indesit* dryers primarily sold in the U.K.

Whirlpool Corporation's product safety process has been recognized as an industry-leading best practice and benchmarked by other companies to improve their own programs. We have a robust safety training and competency program for our Engineering population—sustained by training sessions, hands-on experience, and risk assessment expertise development. In fact, Whirlpool Corporation opens its doors with an invitation for other companies to attend our Global Product Safety Training sessions. Despite this strong track record, Whirlpool Corporation is in constant pursuit of improving our products, systems, and processes to maintain a World-Class program.



GOVERNANCE

The Whirlpool Way

For more than 100 years, our enduring values have guided us and reflected our character as a company committed to integrity. Since our founding in 1911, how we conduct ourselves in all we do remains our most important measure of success. In 1912, Whirlpool Corporation (then known as Upton Machine Company) received its first electric wringer washer order and contract with the Federal Electric Division of Commonwealth Edison. This was a major milestone for the fledgling business in more ways than one.

Whirlpool Corporation unknowingly delivered an early order of its washing machines with defective transmission gears. Upon learning of the defect, Whirlpool Corporation replaced the faulty parts at no cost. The show of integrity and commitment to quality so impressed Federal Electric that the customer doubled its order. This simple but extraordinary act, a reflection of our founders' character, set the bar for the next 100 years and beyond. As our Chairman and CEO says, "We might not be remembered for WHAT we achieved, but we will be remembered for HOW we achieved it. Success without integrity is failure."



We might not be remembered for WHAT we achieved, but we will be remembered for HOW we achieved it. Success without integrity is failure."

By keeping The Whirlpool Way at the forefront of our actions, our culture of compliance and ethics is strengthened and sustained. Acting with integrity and following The Whirlpool Way helps us earn trust every day. For 100 years and counting, we have earned trust by acting with integrity.

Marc Bitzer
Chairman and CEO, Whirlpool Corporation

OUR VALUES



Integrity



Respect



Inclusion & Diversity



One Whirlpool



Spirit of Winning



APPENDIX

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OUR Awards & Recognitions

GREAT EMPLOYER AWARD

Via Bona, Slovakia

**PRÊMIO VALOR
INOVAÇÃO BRASIL 2020**
Valor Inovação, Number One in
Innovation in Electronics, Brazil

24 DEGREES TOP OF MIND

Fênix Editora, Diversity and
Inclusion Brazil

DIVERSITY BEST PRACTICES INCLUSION INDEX

Top 15 in leading companies
Third consecutive year

EPA SMARTWAY® EXCELLENCE AWARD

U.S. Environmental
Protection Agency
Sixth consecutive year

CORPORATE EQUALITY INDEX

Perfect score of 100 from the
Human Rights Campaign
Seventeenth consecutive year

DISABILITY EQUALITY INDEX

100 percent score

ACC VALUE CHAMPION

Association of Corporate Counsel

TWICE VIP AWARDS IN CONSUMER ELECTRONICS

Whirlpool, Yummys, Maytag brands

DOW JONES SUSTAINABILITY INDEX, NORTH AMERICA

Global corporate
sustainability index
Fourteenth time in 15 years

RED DOT DESIGN AWARD

Best Products of the Year 2020
Whirlpool, Bauknecht,
Maytag brands

THE JUST 100: AMERICA'S BEST CORPORATE CITIZENS

Forbes magazine

TOP EMPLOYER EUROPE

Top Employer Institute
in six countries
Third consecutive year

WORLD'S MOST ADMIRABLE COMPANIES 2020

FORTUNE magazine
Tenth consecutive year

GREAT PLACE TO WORK

Whirlpool Canada

HIGHEST RANKED FRONT-LOAD WASHING MACHINES

JD Power, Whirlpool brand

ECOVADIS SILVER MEDAL SUSTAINABILITY INDEX

EcoVadis, EMEA

AWE OUTSTANDING PRODUCT AWARD

Alliance for Workplace
Excellence, Whirlpool China

READERS' CHOICE SUSTAINABLE COMPANY

Green Builder

BEST PLACES TO WORK FOR DISABILITY INCLUSION

Disability Inclusion Index
Fourth consecutive year

TOP COMPANY FOR EXECUTIVE WOMEN

Working Mother Media

PATRIOT AWARD

United States
Department of
Defense

STEP AHEAD AWARD

Manufacturing
Institute

IF DESIGN, 2020

Whirlpool brand

**50 BEST COMPANIES
TO SELL FOR**
Selling Power

MOST TRUSTED BRANDS

Brandspark International,
Whirlpool, Maytag brands



OUR Partnerships & Collaborations

Partner	About the Organization	Page No.
ENVIRONMENTAL		
ABREE—Brazilian Association for Recycling of Electronic Waste and Appliances	ABREE acts at a national level to establish an effective reverse logistics operation for the home appliance industry in Brazil. Learn more	Page 36
AWE—Alliance for Water Efficiency	AWE is a stakeholder-based 501(c)(3) nonprofit organization dedicated to the efficient and sustainable use of water. Learn more	Page 45
Department of Energy Better Plants Program	The U.S. Department of Energy's (DOE) Better Plants Program is working with leading manufacturers to boost their competitiveness through improvements in energy efficiency. Learn more	Page 43
EPA Green Power Partnership Program	The U.S. Environmental Protection Agency's (EPA) Green Power Partnership is helping to build the American green power industry. Learn more	Page 40
Purdue University	Purdue University is a public institution in the U.S. that was founded in 1869. Purdue and Whirlpool have a history of collaboration, including the ReNEWW House project. Learn more	Page 39
WBCSD—World Business Council for Sustainable Development	WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. Learn more	Page 35
SOCIAL		
Boys & Girls Clubs of America	Boys & Girls Clubs of America enables young people most in need to achieve great futures as productive, caring, responsible citizens. Learn more	Page 72
Catalyst	Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. Learn more	Page 62
Diversity Best Practices	Diversity Best Practices is the preeminent organization for organizational diversity thought leaders to share best practices and develop innovative solutions for culture change. Learn more	Page 62
Franklin Covey	Franklin Covey helps organizations achieve results that require lasting changes in human behavior by providing content, tools, methodology, training and thought leadership. Learn more	Page 62
Gartner	Gartner is a leading research and advisory company that provides business insights, advice and tools to help companies achieve their mission-critical priorities. Learn more	Page 62
Glint	Glint is a people success platform that helps organizations increase employee engagement, develop their people, and improve business results. Learn more	Page 62
Habitat for Humanity	Habitat for Humanity is a global nonprofit housing organization working in local communities across all 50 states in the U.S. and in approximately 70 countries. Learn more	Page 69
Instituto Consulado da Mulher	Consulado da Mulher improves and empowers the lives of socially vulnerable women in Brazil. Learn more	Page 71
Jennifer Brown Consulting	Jennifer Brown Consulting partners with companies on change management efforts relating to human capital. Learn more	Page 62
Korn Ferry	Korn Ferry is a global organizational consulting firm that works with clients to design optimal organization structures, roles, and responsibilities. Learn more	Page 62
OneTen	OneTen is a coalition of leading executives who are coming together to upskill, hire and advance one million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement. Learn more	Page 58
United Way	United Way advances the common good by creating opportunities for all. Its focus is on education, income and health—the building blocks for a good quality of life and a strong community. Learn more	Page 70
Working Mother Media	Working Mother Media publishes Working Mother magazine and its companion website, which is the only national magazine in the U.S. for career-committed mothers. Learn more	Page 62



APPENDIX

External Limited Assurance



Independent Accountants' Review Report

To the Board of Directors and Management of Whirlpool Corporation:

We have reviewed the Whirlpool Corporation (“Whirlpool”) Schedule of Select Sustainability Metrics (the “Subject Matter”) included in Exhibit A for the year ended December 31, 2020 in accordance with the criteria set forth in Exhibit A (the “Criteria”). Whirlpool’s management is responsible for the Subject Matter included in Exhibit A in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. A review consists principally of applying analytical procedures, making inquiries of persons responsible for the Subject Matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. A review also does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have also complied with the independence and other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Control Standards established by the AICPA.

As described in Exhibit A, the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Based on our review, we are not aware of any material modifications that should be made to the Schedule of Select Sustainability Metrics for the year ended December 31, 2020, in order for it to be in accordance with the Criteria.

Chicago, Illinois
March 4, 2021



APPENDIX

External Limited Assurance



Exhibit A

Whirlpool Corporation Schedule of Select Sustainability Metrics for the year ended December 31, 2020

Metrics ¹	Unit	Reported Value	Criteria
Scope 1 Greenhouse Gas (GHG) Emissions ^{2, 3}	Metric tonnes carbon dioxide equivalent ("mtCO ₂ e")	191,234	World Resources Institute ("WRI") / World Business Council for Sustainable Development's ("WBCSD") The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol)
Scope 2 GHG Emissions (Location-based method) ^{3, 4}	mtCO ₂ e	471,938	WRI WBCSD GHG Protocol Scope 2 Guidance
Scope 2 GHG Emissions (Market-based method) ^{3, 4}	mtCO ₂ e	457,337	WRI WBCSD GHG Protocol Scope 2 Guidance
Scope 3 GHG Emissions, Category 11 Use of Sold Products ^{5, 6}	mtCO ₂ e	61,419,858	WRI WBCSD GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard

Note: The Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

¹ The reporting boundary of the Subject Matter within the schedule includes global manufacturing facilities and distribution centers with total area equal to or greater than 500,000 square feet under the operational control of Whirlpool.

² Scope 1 emissions capture energy consumption other than electricity and steam at the facilities within the reporting boundary. Whirlpool references the following emission factors in the Scope 1 emissions calculation: 2019 Brazilian Greenhouse Gas Protocol and 2018 US Environmental Protection Agency ("EPA") Emission Factors for Greenhouse Gas Inventories.

³ For distribution centers where actual data cannot be obtained, Whirlpool calculates an internal intensity factor based on actual data from other reporting distribution centers and extrapolates based on square footage.

⁴ Scope 2 emissions capture electricity and steam energy consumption at the facilities within the reporting boundary. Whirlpool references the following emission factors in the Scope 2 emissions calculation: 2019 Brazilian Greenhouse Gas Protocol, 2018 US EPA Emission Factors for Greenhouse Gas Inventories, 2020 US EPA Emissions & Generation Resource Integrated Database ("eGRID") emission factors and 2020 release of the International Energy Agency ("IEA") Emission Factors referencing the 2018 factors.

⁵ Scope 3 Category 11 emissions reporting boundary includes air treatment, cooking, dishwashers, laundry and refrigeration product categories (defined as "large appliances") shipped as of December 31, 2020 and excludes small domestic appliances, accessories or filters. Whirlpool references the following emission factors in the Scope 3 emissions calculation: 2018 US EPA Emission Factors for Greenhouse Gas Inventories and 2020 release of the IEA Emission Factors referencing the most recent factor available for each country.

⁶ Use of Sold Product emissions are calculated using the assumption that the useful life of large appliances is 10 years.

Whirlpool Corporation Global Headquarters
 2000 N. M63
 Benton Harbor, MI 49022
 269-923-5000



APPENDIX

GRI Index

Disclosure Number	Disclosure Title	Response
GRI 102: GENERAL DISCLOSURES		
Organizational Profile		
102-1	Name of the organization	Whirlpool Corporation
102-2	Activities, brands, products and services	See Corporate Overview
102-3	Location of headquarters	2000 North M-63, Benton Harbor, Michigan
102-4	Location of operations	Operations data in this report is from majority-owned subsidiaries. Countries where Whirlpool Corporation operates and that are relevant to the topics covered in this report are: Argentina, Brazil, China, Colombia, India, Italy, Mexico, Poland, Russian Federation, Slovakia, Turkey, United Kingdom, United States of America.
102-5	Ownership and legal form	Whirlpool Corporation is a publicly traded company, listed on the Chicago Stock Exchange and New York Stock Exchange.
102-6	Markets served	See Corporate Overview
102-7	Scale of the organization	See Corporate Overview
102-8	Information on employees and other workers	See Social Scorecard
102-9	Supply chain	See Responsible Sourcing
102-10	Significant changes to the organization and its supply chain	No significant changes to location of suppliers, structure of supply chain, or relationships with suppliers, including selection and termination
102-11	Precautionary Principle or approach	Whirlpool Corporation's Global Policy on Environment, Health and Safety points to maintaining high environmental standards by identifying aspects, threats, and opportunities, and the conservation of natural resources, waste minimization, and prevention of pollution. We manage our operations and develop products according to our capabilities, with a commitment to avoid negative impacts on the environment. We apply the precautionary principle where there are threats of serious or irreversible damage to the environment, acting according to our capabilities to prevent risks.
102-12	External initiatives	See Our Partnerships and Collaborations
102-13	Memberships of associations	Whirlpool's Corporation's main memberships of industry associations are held with APPLiA, AHAM and ELETROS.
102-14	Statement from the senior decision-maker	See CEO Message
102-15	Key impacts, risks and opportunities	See Our ESG Approach
102-16	Values, principles, standards, and norms of behavior	See Corporate Overview and Our Purpose
102-17	Mechanisms for advice and concerns about ethics	See Global Ethics & Compliance
102-18	Governance structure	See Board of Directors . See more on Corporate Governance here .

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Disclosure Number	Disclosure Title	Response
102-19	Delegating authority	See Our ESG Framework
102-20	Executive-level responsibility for economic, environmental, and social topics	See Our ESG Framework
102-21	Consulting stakeholders on economic, environmental, and social topics	See Materiality & Stakeholder Engagement
102-22	Composition of the highest governance body and its committees	See Proxy Statement
102-23	Chair of the highest governance body	See Proxy Statement
102-24	Nominating and selecting the highest governance body	See Proxy Statement
102-25	Conflicts of interest	See Proxy Statement Our Integrity Manual , page 28 Corporate Governance Guidelines and Policies
102-26	Role of highest governance body in setting purpose, values and strategy	See Enhancing ESG Governance
102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics	See Our ESG Framework
102-28	Evaluating the highest governance body's performance	See Board of Directors
102-29	Identifying and managing economic, environmental, and social impacts	See Materiality & Stakeholder Engagement and Our ESG Framework
102-32	Highest governance body's role in sustainability reporting	See Our ESG Framework
102-33	Process for communicating critical concerns to the highest governance body	See Integrity Line
102-34	Critical concerns communicated to the highest governance body	See Integrity Line
102-35	Remuneration policies	See Compensation Policies Additional details on our Board of Directors compensation, and our executive compensation policies and programs can be found in our Proxy Statement as filed with the SEC.
102-36	Process for determining remuneration	See Proxy Statement
102-37	Stakeholders' views taken into account regarding remuneration	See Proxy Statement
102-38	Ratio of the annual total compensation	We have significant operations in the U.S. (Global Headquarters), Italy (HQ, EMEA), Brazil (HQ, Latin America), and India (Asia). In the U.S., our ratio of total compensation for the highest-paid employee (HPE), our Chairman and CEO, to the median-paid employee (MPE) is 297x. Since our HPE has significantly more performance-based pay at risk, for Base Salary compensation only, this ratio is 29x. In Italy, the total compensation ratio for HPE:MPE is 93x; for base salary compensation only, this ratio is 24x. In Brazil, the total compensation ratio for HPE:MPE is 552x; for base salary compensation only, this ratio is 130x. And in India, the total compensation ratio for HPE:MPE is 69x; for base salary compensation only, this ratio is 50x.

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Disclosure Number	Disclosure Title	Response
102-39	Ratio of the percentage increase in the annual total compensation	In the U.S., our 2020 increase in annual total compensation for HPE:MPE is 3x. In Italy, the 2020 compensation increase for HPE:MPE is 6x. In Brazil the ratio is 9x. In India, the ratio is 2x.
102-40	List of stakeholder groups	See Materiality & Stakeholder Engagement
102-41	Collective bargaining agreements	See Workforce Development & Engagement
102-42	Identifying and selecting stakeholders	See Materiality & Stakeholder Engagement
102-43	Approach to stakeholder engagement	See Materiality & Stakeholder Engagement
102-44	Key topics and concerns raised	See Materiality & Stakeholder Engagement
102-45	Entities included in the consolidated financial statements	See Form 10-K , Exhibit 21
102-46	Defining report content and topic boundaries	See Materiality & Stakeholder Engagement
102-47	List of material topics	See Materiality & Stakeholder Engagement
102-49	Changes in reporting	No changes were made to the material topics and topic boundaries from the previous report.
102-50	Reporting period	2020 (complete year)
102-51	Date of the most recent report	2019
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	See About This Report
102-54	Claims of reporting in accordance with the GRI Standards	See About This Report
102-55	GRI content index	See GRI Index
102-56	External assurance	See External Limited Assurance
201-2	Financial implications and other risks and opportunities due to climate change	See TCFD
202-1	Ratio of standard entry level wage by gender compared to local minimum wage	The ratio of the standard entry-level hourly wage to local minimum wage varies from location to location around the world. This variation is necessary to comply with local market conditions and with wage minimums in countries or municipalities that set the minimums. Whirlpool complies with local minimum wage laws in each jurisdiction in which we operate. Whirlpool does not vary entry-level compensation by gender.
204-1	Procurement budget spent on local suppliers	Whirlpool Corporation is a global company with operations across the world. Local and global suppliers are evaluated based on multiple procurement criteria that may change sometimes, based on business conditions. Approximately 40%-60% of our purchasing budget is within the local jurisdiction that our product is produced.
205-1	Operations assessed for risks related to corruption	See Anti-Corruption 100% of our operations are regularly assessed and evaluated for multiple compliance and ethics risks, including risks related to corruption.
205-2	Communication and training about anti-corruption policies and procedures	See Anti-Corruption 100% of our Board of Directors and Executive Committee members have received communication regarding the organization's anti-corruption policies and procedures, including Whirlpool's Our Integrity Manual. The members of the Executive Committee reflect senior leadership in each of our regional operations.

Disclosure Number	Disclosure Title	Response
205-3	Confirmed incidents of corruption and actions taken	We had zero confirmed incidents of corruption in 2020.
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	See Form 10-K , pages 80 and 82
207-1	Tax strategy	Whirlpool Corporation's tax strategy is to fully comply with the tax laws in the jurisdictions in which we operate. This tax strategy is reviewed annually by the CEO, CFO, and Vice President of Tax.
207-2	Tax governance, mechanisms for reporting concerns about unethical or unlawful behavior and the assurance process for disclosures on tax	The tax governance and control framework is embedded in Whirlpool Corporation's internal controls, and compliance with these controls is assessed through routine reviews by the Company's Internal Audit function and independent external auditors. The Vice President of Tax is ultimately responsible for compliance with these internal controls. Our approach regarding tax disclosures is included in Whirlpool Corporation's public filings, which are audited by independent external auditors. Concerns about unethical or unlawful behavior can be reported through our Integrity Line.
207-3	Management of stakeholder concerns related to tax	Whirlpool Corporation engages with tax authorities in various jurisdictions through routine tax inquiries and audits. Our Investor Relations team collects comments from external investors, and internal employees participate in multiple questionnaires throughout the year.
207-4	Tax jurisdictions	Whirlpool Corporation manufactures products in 13 countries and markets products in nearly every country around the world. The Company's geographic segments consist of North America, Latin America, Europe, Middle East, Asia and Africa. The Company pays tax in every profitable jurisdiction where it has nexus.
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> • Metals (non-renewable): 1,063,680 Metric Tons • Plastics (non-renewable): 498,808 Metric Tons • Cardboard Packaging (renewable)*: 106,500 Metric Tons • EPS Packaging (non-renewable): 45,500 Metric Tons • Recycled Paper Packaging (renewable): 32,000 Metric Tons • Film Packaging (non-renewable): 10,300 Metric Tons <p>*The recycled content in our cardboard packaging varies from 25% to 100%, depending on the region. Note: This data is estimated based on engineering and sourcing estimates.</p>
302-1	Energy consumption within the organization	See Environmental Scorecard See Energy Management
302-3	Energy intensity	See Environmental Scorecard Fuel, electricity, and steam are included in the intensity ratio. The denominator includes our major product categories (see page 5).
302-4	Reductions in energy consumption	See Environmental Scorecard See Energy Management Fuel, electricity, and steam are included. The baseline year is 2016 based on the SBTi methodology.
302-5	Reductions in energy requirements of products and services	See GHG Emissions On average, our major appliances' energy requirements decreased 9 kwh/2% per unit from 2019. This includes Air Treatment, Cooking, Dishwashers, Refrigeration, and Laundry products.
303-1	Interactions with water as a shared resource	See Water

Disclosure Number	Disclosure Title	Response
303-2	Management of water discharge-related impacts	See Water In every country we meet local legal and regulatory requirements.
303-3	Water withdrawal	See Environmental Scorecard See Water
303-4	Water discharge	See Environmental Scorecard See Water
303-5	Water consumption	See Environmental Scorecard See Water
305-1	Direct (scope 1) GHG emissions	See Environmental Scorecard See GHG Emissions 2020 Scope 1 emissions values have been assured by a third party. See the limited assurance report on page 103 for more information on the reporting boundaries and emission factors considered.
305-2	Energy indirect (scope 2) GHG emissions	See Environmental Scorecard See GHG Emissions 2020 Scope 2 location-based and market-based emissions values have been assured by a third party. See the limited assurance report on page 103 for more information on the reporting boundaries and emission factors considered.
305-3	Other indirect (scope 3) GHG emissions	See Environmental Scorecard See GHG Emissions 2020 Scope 3 category 11 Use of Sold Products emissions values have been assured by a third party. See the limited assurance report on page 103 for more information on the reporting boundaries and emission factors considered.
305-4	GHG emissions intensity	See Environmental Scorecard The denominator to calculate the ratio is production. No gases were excluded from the calculation.
305-5	Reduction of GHG emissions	See Environmental Scorecard See GHG Emissions
306-1	Significant actual and potential waste-related impacts	See Products See Waste
306-2	Actions to prevent waste generation and to manage significant impacts	See Products See Waste
306-3	Waste generated by composition	See Environmental Scorecard
306-4	Waste diverted from disposal	See Environmental Scorecard
306-5	Waste directed to disposal	See Environmental Scorecard
307-1	Sanctions for non-compliance with environmental laws and/or regulations	Whirlpool Corporation received no significant fines or sanctions for non-compliance with environmental laws/regulations in 2020. Each year, all manufacturing sites assess compliance status and complete the “Annual Compliance Assurance Letter,” confirming that they are in substantial compliance with EHSS laws, regulations, and other obligations. In 2020, we launched a digital self-assessment tool which allows sites to create formal, documented plans to implement corrective actions.
308-1	New suppliers that were screened using environmental criteria	See Responsible Sourcing

Disclosure Number	Disclosure Title	Response
308-2	Negative environmental impacts in the supply chain and actions taken	See Responsible Sourcing
401-1	New employee hires and employee turnover	See Social Scorecard
401-2	Benefits provided to full-time employees	See Workforce Development & Engagement In every country we meet local legal and regulatory requirements and add to that any additional benefit to achieve market competitiveness in each respective country.
401-3a	Parental leave	All employees are eligible for this benefit as of the date of hire. 248 female employees took parental leave in 2020; 99% returned to work after their leave. 58% of the female employees who took parental leave in 2019 were still employed 12 months after their return to work. 519 male employees took parental leave in 2020, 100% returned to work after their leave. 71% of the male employees who took parental leave in 2019 were still employed 12 months after their return to work.
402-1	Minimum notice periods regarding operational changes	In jurisdictions where there is a legally mandated notice we comply with all local laws and requirements. Whirlpool Corporation also provides severance where applicable based on local law and or company policy. In the United States, notice periods and provisions for consultation and negotiation are specified in collective agreements.
403-1	Occupational health and safety management system	See Occupational Health & Safety See Social Scorecard
403-2	Hazard identification, risk assessment and incident investigation	See Occupational Health & Safety
403-3	Occupational health services' functions	See Occupational Health & Safety
403-4	Worker participation and consultation in the occupational health and safety management system	See Occupational Health & Safety
403-5	Worker training on occupational health and safety	See Workforce Development & Engagement
403-6	Worker access to non-occupational medical and healthcare services	See Occupational Health & Safety
403-7	Prevention or mitigation of occupational health and safety impacts directly linked by business relationships	See Occupational Health & Safety
403-8	Workers covered by an occupational health and safety management system	See Occupational Health & Safety Contractors executing a temporary project who are under direct supervision of their employer may not participate in the full health & safety management system based on scope/duration and other legal requirements. These contractors are covered by applicable management system elements pertaining to the work activities they perform while on Whirlpool property.

Disclosure Number	Disclosure Title	Response
403-9	Work-related injuries	See Social Scorecard See Occupational Health & Safety Whirlpool Corporation does not draw a distinction between regular employee hours worked and temporary employee hours worked. Temporary employees or "contract" employees are employees who are employed by another employer but supervised on a day-to-day basis by a Whirlpool Corporation employee. Therefore, the total number of employee hours worked (136,921,899) is composed of both Whirlpool Corporation employees and non-employees supervised by a Whirlpool Corporation employee. The only workers who are not included in this disclosure are contractors and contract workers who work (temporarily) at a Whirlpool Corporation operation and are not supervised by a Whirlpool Corporation employee, but instead by a member of their own organization.
403-10	Work-related ill health	See Social Scorecard See Occupational Health & Safety Workers who are not supervised by a Whirlpool employee are not included in Whirlpool Injury and Illness records.
404-1	Average hours of training per year per employee	See Social Scorecard Training is offered at Whirlpool Corporation to all employees based on development needs and company requirements regardless of race, gender and ethnicity.
404-2	Programs for upgrading employee skills and transition assistance programs	See Workforce Development & Engagement Severance and job placement services and transition assistance are available as necessary and appropriate to White Collar employees in the U.S. Globally we comply with statutory requirements for severance.
404-3	Percentage of employees receiving regular performance and career development reviews	See Workforce Development & Engagement
405-1	Diversity of governance bodies and employees	See Board of Directors See Social Scorecard
405-2	Ratio of the basic salary and remuneration of women to men	Whirlpool does not make compensation decisions based on race, gender or any other protected category.
406-1	Incidents of discrimination and corrective actions taken	In 2020 there were 59 internal cases of which 19 were substantiated and we took corrective actions. We also had 15 external cases of which 7 have been closed. 100% of incidents are reviewed by Whirlpool Corporation's legal and Employee Relations team as a part of our standard process. No findings of wrongdoing have been determined for the remaining incidents.
407-1	Operations and suppliers in which right to freedom of association or collective bargaining may be at risk	See Workforce Development & Engagement See Responsible Sourcing Through Whirlpool's Supplier Code of Conduct audits, Whirlpool did not have any instances in 2020 in which our suppliers violated freedom of association or collective bargaining.
408-1	Operations and suppliers at risk for incidents of child labor	See Responsible Sourcing
409-1	Operations and suppliers at risk for incidents of force or compulsory labor	See Responsible Sourcing
410-1	Security personnel training in human rights policies	Security personnel receive the same formal training as all other employees on human rights policies. Discussions about applications specific to security occur within individual teams.

APPENDIX >> GRI INDEX

Disclosure Number	Disclosure Title	Response
412-1	Operations that have been subject to human rights reviews or impact assessments	See Responsible Sourcing
412-2	Employee training on human rights policies or procedures	See Global Ethics & Compliance See Anti-Corruption
412-3	Investment agreements and contracts that include human rights clauses or that underwent human rights screening	See Responsible Sourcing
413-1	Operations with local community engagement, impact assessments and development programs	See Local Communities
414-1	New suppliers that were screened using social criteria	See Responsible Sourcing
414-2	Negative social impacts in the supply chain and actions taken	See Responsible Sourcing
415-1	Political contributions	The Board of Directors periodically reviews the company's Code of Ethics, which addresses the company's policies and practices related to political contributions. In 2020, \$59,500 in U.S. political contributions were made by the Whirlpool Corporation Political Action Committee, funded entirely through voluntary employee contributions. No in-kind political contributions were made in 2020.
416-1	Assessment of the health and safety impacts of product and service categories	See Product Safety & Quality Product health & safety impacts are assessed for 100% of Whirlpool's portfolio.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	We have not identified any non-compliances based on internal search conducted.
417-1	Product and service information and labeling	The literature supplied with the product as well as online describes the proper and safe usage of the product.
417-2	Incidents of non-compliance concerning product and service information and labeling	We identified 20 incidents of non-compliance with voluntary codes. No incidents of non-compliance with regulations resulted in a warning, fine, or penalty.
417-3	Incidents of non-compliance concerning marketing communications	We have not identified any non-compliances based on internal search conducted.
418-1	Complaints concerning breaches of customer privacy	Complaints received from outside parties: 11 Complaints from regulatory bodies: 2
419-1	Non-compliance with laws and regulations in the social and economic area	In the past 5 years, Whirlpool was subject to one significant fine. Pursuant to a settlement with the French Competition Authority (FCA), Whirlpool paid a fine of EUR 56M attributable to Whirlpool's France business and EUR 46M attributable to Indesit's France business related to the first part of the FCA's investigation. Whirlpool did not own Indesit during the period at issue, and received reimbursement from Indesit's previous owners for a portion of the settlement amount. The second part of the FCA's investigation is still ongoing. Further information is contained in Whirlpool's most recent Form 10-K filed with the SEC. (See page 82, Commitments and Contingencies— "Competition Investigation").



The Sustainability Accounting Standards Board (SASB) connects businesses and investors on the financial impacts of sustainability. Our 2019 Sustainability Report marked the first time that Whirlpool has reported to the SASB framework against the Consumer Goods Sector—Appliances Manufacturing Standards.

SASB—SUSTAINABILITY ACCOUNTING STANDARDS BOARD

Consumer Goods Sector—Appliance Manufacturing

Sustainability Disclosure Topics & Accounting Metrics:

Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Product Safety	Number of (1) recalls issued and (2) total units recalled	Quantitative	Number	CG-AM-250a.1	Zero voluntary recalls issued in 2020. No involuntary recalls were issued.
	Discussion of progress to identify and manage safety risks associated with the use of its products	Discussion and Analysis	n/a	CG-AM-250a.2	Product Safety and Quality
	Total amount of monetary losses as a result of legal proceedings associated with product safety	Quantitative	Reporting currency	CG-AM-250a.3	\$2.8M
Product Life Cycle Environmental Impacts	Percentage of eligible products by revenue certified to the Energy Star program	Quantitative	Percentage (%) by revenue	CG-AM-410a.1	47.5% (United States only) (Excludes licensed products and products without an Energy Star label)
	Percentage of eligible products by revenue certified to an Association of Home Appliance Manufacturers (AHAM) sustainability standard	Quantitative	Percentage (%) by revenue	CG-AM-410a.2	0% in 2020, due to competing retailer sustainability labels and lack of usage in marketplace.
	Description of efforts to manage products' end-of-life impacts	Discussion and Analysis	n/a	CG-AM-410a.3	Product Life Cycle and End of Life

TCFD Recommendation	Whirlpool Corporation Disclosures
<p>Governance Disclose the organization's governance around climate-related risks and opportunities.</p>	<p>Oversight for ESG Our Board of Directors is committed to overseeing the integration of ESG principles throughout Whirlpool Corporation, as reflected in our Corporate Governance Guidelines, which provides for Board oversight of our ESG strategy and initiatives, including those related to climate risks and opportunities. In line with the guidelines, the Board reviews and receives updates on our sustainability strategy and key long-term ESG initiatives every year. The Board oversees the integration of ESG principles throughout the company to drive long-term value.</p> <p>In 2020, for example, the Board approved our entry into a VPPA that we believe will lower our carbon footprint and help Whirlpool Corporation meet our ambitious GHG emissions reduction goals.</p> <p>Management At the management level, our ESG efforts are guided by our two ESG Councils - one covering Environmental Sustainability, one covering Social and Governance topics. The ESG Councils are composed of regional and senior leaders from our key operational areas and Executive Committee Sponsors that meet on a quarterly basis. The ESG Councils evaluate our strategic priorities on relevant ESG issues based on the results of our Materiality Assessment and input from our ESG Task Force. They work with the Corporate Controller and Chief Legal Officer to communicate with the Executive Committee and Board of Directors. The Councils approve ESG goals and track progress on our journey to carbon neutrality, material alternatives and phaseouts, product take-back, community impact, gender and racial equality, and circular economy matters.</p> <p>Managing climate risks The ESG Task Force is composed of individuals representing a functional cross section, including Sustainability, Legal, Investor Relations, Risk Management and other relevant functions. The ESG Task Force is responsible for monitoring emerging ESG trends and overseeing progress against the strategic priority framework established by our ESG Councils.</p> <p>Specific to climate change, we have set targets on Scopes 1 & 2 and Scope 3 products in use below 2°C, with our operations target set well below 2°C. The ESG Councils continue to monitor emerging risks and opportunities related to renewable energy, recycling, new regulatory actions, and the connected grid infrastructure. Climate risks due to extreme weather events and rising sea levels and its impact on our value chain was a specific focus to address in 2020 and 2021. Emerging topics such as carbon taxes, biodiversity, closed loops and supply chain resiliency, net-zero homes, and environmental design, including life cycle assessments, are all areas that are continually monitored by our dedicated sustainability team.</p> <p>The role of assessing risks and opportunities resides with the Enterprise Risk Management and Sustainability functions. Our Sustainability team works with internal stakeholders from multiple functions to monitor environmental metrics and promote accountability on an ongoing basis for achieving our science-based emissions reduction goals and mitigating risks.</p>

TCFD Recommendation	Whirlpool Corporation Disclosures												
<p>Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</p>	<p>The TCFD highlights two primary types of climate risks: physical and transition. Physical risks may include extreme weather events, such as drought or flooding, and the longer-term impact of increasing average global mean temperatures. Transition risks, on the other hand, may include the global transition to a low-carbon economy, new regulations, and innovations in energy efficiency.</p> <p>We have identified several climate-related risks and opportunities with potential impact to our business as described below:</p> <p>PHYSICAL RISKS <i>Operations Continuity</i> Risk Type: Acute and chronic physical Time horizon: Short-term Likelihood: More likely than not Magnitude of impact: Medium</p> <p>Description: We leveraged the expertise of Trucost ESG Analytics to assess impacts to our facilities. Trucost analyzed the potential physical risks that may impact Whirlpool's operations, considering different scenarios of global warming by 2050, as described below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Scenario</th> <th style="width: 25%;">Representative Concentration Pathway (RCP)</th> <th style="width: 50%;">Description</th> </tr> </thead> <tbody> <tr> <td>High Emissions</td> <td>RCP 8.5</td> <td>Continuation of business as usual with emissions at current rates. This scenario is expected to result in warming in excess of 4°C by 2100.</td> </tr> <tr> <td>Moderate Emissions</td> <td>RCP 4.5</td> <td>Strong mitigation actions to reduce emissions to half of current levels by 2080. This scenario is more likely than not to result in warming in excess of 2°C by 2100.</td> </tr> <tr> <td>Low Emissions</td> <td>RCP 2.6</td> <td>Aggressive mitigation actions to halve emissions by 2050. This scenario is likely to result in warming of less than 2°C by 2100.</td> </tr> </tbody> </table> <p>Whirlpool's physical risk levels are broadly consistent across all scenarios. The company faces moderate risk with greatest exposure to water stress as the most significant risk driver, especially for certain of our facilities in Italy, U.S., Mexico, Argentina and Poland. In contrast, 42 facilities are located in low water stress areas, primarily in Russia, U.K., U.S., Poland and China. Whirlpool's exposure to wildfire at the company level is modest with scores categorized as lower risk across all scenarios, but there are a number of outlier sites in the U.S. and Mexico that are exposed to moderate-high risk. The exposure to other physical risks such as flood, hurricane and sea level rise are low across most sites, with a few outliers in some countries.</p> <p>Adaptation plans and mitigation measures at sites with high risk exposure are coordinated by an EHSS group that has been established and is prioritizing actions to address risks and opportunities related to our assets and infrastructure.</p>	Scenario	Representative Concentration Pathway (RCP)	Description	High Emissions	RCP 8.5	Continuation of business as usual with emissions at current rates. This scenario is expected to result in warming in excess of 4°C by 2100.	Moderate Emissions	RCP 4.5	Strong mitigation actions to reduce emissions to half of current levels by 2080. This scenario is more likely than not to result in warming in excess of 2°C by 2100.	Low Emissions	RCP 2.6	Aggressive mitigation actions to halve emissions by 2050. This scenario is likely to result in warming of less than 2°C by 2100.
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TCFD Recommendation	Whirlpool Corporation Disclosures
<p>Strategy (continued) Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</p>	<p>Supply Chain Disruption Risk Type: Acute physical Time horizon: Short-term Likelihood: More likely than not Magnitude of impact: Medium</p> <p>Description: We use a wide range of materials and components in the global production of our products, which come from numerous suppliers around the world. Because not all of our business arrangements provide for guaranteed supply and some key parts may be available only from a single supplier or a limited group of suppliers, we are subject to supply and pricing risk. In addition, certain proprietary component parts used in some of our products are provided by single-source unaffiliated third-party suppliers. We would be unable to obtain these proprietary components for an indeterminate period of time if these single-source suppliers were to cease or interrupt production or otherwise fail to supply these components to us, which could adversely affect our product sales and operating results. Our operations and those of our suppliers are subject to disruption for a variety of reasons, including hazards such as fire, earthquakes, flooding, or other natural disasters. Insurance for certain disruptions may not be available, affordable or adequate. The effects of climate change, including extreme weather events, long-term changes in temperature levels and water availability may exacerbate these risks. Such disruption has in the past and could in the future interrupt our ability to manufacture certain products. Any significant disruption could negatively impact our financial statements.</p> <p>TRANSITION RISKS Regulatory Compliance and External Commitments Risk Type: Emerging regulation Time horizon: Medium-term Likelihood: Likely Magnitude of impact: Medium-high</p> <p>Description: Climate change regulations at the federal, state or local level or in international jurisdictions could require us to limit emissions, change our manufacturing processes or product offerings, or undertake other costly activities. We have set rigorous science-based targets for greenhouse gas reductions and related sustainability goals, and any failure to achieve our sustainability goals or reduce our impact on the environment, any changes in the scientific or governmental metrics utilized to objectively measure success, or the perception that we have failed to act responsibly regarding climate change could result in negative publicity and adversely affect our business and reputation. Additionally, we could be subjected to future liabilities, fines or penalties or the suspension of product production for failing to comply, or being alleged as failing to comply, with various laws and regulations, including environmental regulations. We expect that our resiliency and focus on our commitment to keeping global warming below the 2°C as set by the Paris Agreement will mitigate the impacts of future carbon prices and regulations, as well as the potential negative publicity for companies that fail to comply.</p>

TCFD Recommendation	Whirlpool Corporation Disclosures
<p>Strategy (continued) Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</p>	<p>Carbon Pricing Risk Type: Emerging regulation Time horizon: Medium-term Likelihood: Likely Magnitude of impact: Medium-high</p> <p>Description: The TCFD identifies increased pricing of GHG emissions and increased operating costs as examples of climate-related transition policy risks. Carbon prices associated with emissions trading schemes, carbon taxes, fuel taxes and other policies are expected to rise in the future as governments take action to reduce GHG emissions consistent with the Paris Agreement. The speed and level to which carbon prices rise is uncertain and likely to vary across countries and regions. We leveraged the expertise of Trucost ESG Analytics to assess impact. We utilized Trucost's Corporate Carbon Pricing Tool to quantify the risk and understand potential future financial impact against a high, medium and low carbon price scenario, from present to 2050. Trucost analyzed the impacts of carbon-related policies up until 2050 under a high, medium and low carbon price scenario. The analysis identified that, in a 2°C scenario, the carbon pricing risk associated with Scope 3 upstream emissions is the largest contributor to Whirlpool's overall carbon pricing risk. Unmitigated risk under a high carbon price scenario could increase operating expenditures and lower the company's operating profit margin. While we know that Whirlpool may face increased compliance costs related to new taxes, we are confident that by encouraging low-carbon behavior and the innovation of cleaner options within our supply chain and products, we will mitigate these impacts.</p> <p>Market and Technology Shifts Risk Type: Market Time horizon: Medium-term Likelihood: Likely Magnitude of impact: Medium-high</p> <p>Description: Future financial and social consequences of climate change may affect the demand for the products and services that Whirlpool offers. Supply chains and markets may evolve under future climate change scenarios, with increased consumer demand for energy-efficient, lower-carbon products and the possibility of new technologies that may impact market behavior. Additionally, a number of economic factors, including the impact of the COVID-19 pandemic and consumer sentiment, generally affect demand for our products in the U.S. and other countries which we operate. We expect to see changes in demand for fossil fuel-based products such as gas cooking and drying appliances. This would cause a shift to our broad range of consumer products that utilize electrification technologies such as induction and heat pumps.</p> <p>CLIMATE-RELATED OPPORTUNITIES Innovative and Efficient Products for Our Consumers Opportunity Type: Products and services Time horizon: Short-term Likelihood: Likely Magnitude of impact: Medium</p> <p>Description: As global leaders and technology drivers in the home appliances industry, we are continually improving product efficiency on a voluntary basis. This continuous improvement creates opportunities in sales and creates value for utilities, developers, builders, and consumers. We continue to make investments in both the efficiency and innovation of our products to improve lives at home and in our communities. Over the last several years, we have invested over \$300M in products with increased energy and/or water efficiency and have planned investments of over \$70M to significantly reduce high global warming refrigerants and blowing agents in the next three years. In addition to driving individual product efficiency, we will begin to drive efficiencies through more dynamic interactions with the grid through connected appliances. These innovations and engagement with our consumers have the ability to drive significant gains in the emissions of our products in use to exceed our 2030 goals, while providing savings on consumer utility bills. Additionally, they will open new consumer loyalty and services growth opportunities. With decarbonization, with our extensive electric product portfolio in numerous consumer segments and markets, we will be able to potentially capitalize on the shift to new technologies such as induction cooking and heat pump dryers.</p>

TCFD Recommendation	Whirlpool Corporation Disclosures
<p>Strategy (continued) Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</p>	<p>Zero Impact Operations Opportunity Type: Resource Efficiency Time horizon: Short-term Likelihood: Virtually certain Magnitude of impact: Medium-low</p> <p>Description: As the world's leading kitchen and laundry appliance company¹, we're able to leverage both our global scale and innovative manufacturing processes to drive best-in-class energy performance across all regions. The WCM system that we adopted at all of our production sites includes an Environmental pillar that addresses the identification and assessment of environmental aspects and impacts, including understanding energy losses and implementing projects to reduce energy consumption. We know that managing the use of natural resources in the manufacturing process is the right thing to do as part of our efforts to reduce our environmental footprint. We invest in driving continuous improvement in energy efficiency by developing and utilizing local renewable energy generation or procurement, while investing in off-site renewable energy options. In 2020, we entered into a VPPA that is expected to cover 15% of our global Scope 2 emissions through investments in wind energy in the U.S. While the majority of our GHG emissions footprint results from our products in use, the energy efficiency of our plants also represents an important opportunity for our risk management strategy. We intend to complete other off-site and on-site opportunities in the next several years.</p> <p>¹World's leading kitchen and laundry appliance company claim is based on most recently available publicly reported annual product sales, parts, and support revenues.</p>
<p>Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	<p>Our overall risk management strategy and risk oversight is disclosed in our Proxy Statement and risk factors are described in the 10-K. We evaluate risks several ways from an enterprise perspective. To conduct a climate risk and opportunity assessment in line with the recommendations of the TCFD, our environmental sustainability team worked with S&P Global's Trucost to identify and assess transition and physical risks, taking into consideration different climate-related scenarios and associated time horizons for the short-, medium- and long-term. The analysis included three different scenarios: a 2°C scenario (RCP 2.6), a moderate mitigation scenario (RCP 4.5) and a business as usual scenario (RCP 8.5). The results of these analyses were summarized by time horizon, magnitude and likelihood to help inform the risk management process.</p> <p>Whirlpool's Enterprise Risk Management function has the responsibility to evaluate risks and risk mitigation actions, aligned with our long-range strategic planning. We conduct an annual risk survey with global leadership to evaluate risk within the organization, providing insight on current and emerging risks. We understand that climate change poses considerable risk globally. Our ESG Task Force is responsible for ensuring that ESG, including climate-related issues, is effectively integrated into regional and functional strategies and the group is composed of individuals representing a functional cross section, including Enterprise Risk Management (ERM). Additionally, to improve organizational resilience to physical risks, a cross-regional EHSS group has been established and is prioritizing actions to address risks and opportunities related to our assets and infrastructure. Further details about our efforts to reduce climate change impact are discussed in our 2020 Sustainability Report.</p> <p>Additionally, water risk assessments are conducted regionally and with use of the WRI's Aqueduct tool to look at current and future water risks. These water risks take into account climate impacts and future scenarios.</p>
<p>Metrics & Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>Whirlpool set targets approved by the Science-Based Targets initiative (SBTi) for our emissions in both our plants and our products in use: 20% for products in use (Scope 3 category 11) and 50% for plants by 2030 from a 2016 baseline, with higher internal targets. Additionally, we set targets on energy intensity, water intensity and zero waste to manage costs, and impacts related to climate and water. Historical performance trends against these targets and additional details can be found in our 2020 Sustainability Report.</p> <p>In addition to emissions reduction metrics, we also monitor regulatory compliance, stakeholder engagement and reputation metrics impacted by climate-related risks. Furthermore, all of our Named Executive Officers have ESG priorities included as part of their individual performance objectives.</p>



APPENDIX

Forward-Looking Statements

The Private Securities Litigation Reform Act of 1995 provides a safe harbor for forward-looking statements made by us or on our behalf. Certain statements contained in this report, and other written and oral statements made from time to time by us or on our behalf do not relate strictly to historical or current facts and may contain forward-looking statements that reflect our current views with respect to future events and financial performance. As such, they are considered “forward-looking statements” which provide current expectations or forecasts of future events. Such statements can be identified by the use of terminology such as “may,” “could,” “will,” “should,” “possible,” “plan,” “predict,” “forecast,” “potential,” “anticipate,” “estimate,” “expect,” “project,” “intend,” “believe,” “may impact,” “on track,” and similar words or expressions.

This document contains forward-looking statements about Whirlpool Corporation and its consolidated subsidiaries (“Whirlpool”) that speak only as of this date. Whirlpool disclaims any obligation to update these statements. Forward-looking statements in this document may include, but are not limited to: statements regarding Whirlpool Corporation’s emissions, energy consumption, water consumption, and other environmental targets, external ESG commitments and operational strategies. Many risks, contingencies and uncertainties could cause actual results to differ materially from Whirlpool Corporation’s forward-looking statements. Among these factors are: (1) COVID-19 pandemic-related business disruptions and economic uncertainty; (2) intense competition in the home appliance industry reflecting the impact of both new and established global competitors, including Asian and European manufacturers, and the impact of the changing retail environment, including direct-to-consumer sales; (3) Whirlpool’s ability to maintain or increase sales to significant trade customers and the ability of these trade customers to maintain or increase market share; (4) Whirlpool’s ability to maintain its reputation and brand image; (5) the ability of Whirlpool to achieve its business objectives and leverage its global operating platform, and accelerate the rate of innovation; (6) Whirlpool’s ability to understand consumer preferences and successfully develop new products; (7) Whirlpool’s ability to obtain and protect intellectual property rights; (8) acquisition and investment-related risks, including risks associated with our past acquisitions, and risks associated with our increased presence in emerging markets; (9) risks related to our international operations, including changes in foreign regulations, regulatory compliance and disruptions arising from political, legal and economic instability; (10) information technology system failures, data security breaches, data privacy compliance, network disruptions, and cybersecurity attacks; (11) product liability and product recall costs; (12) the ability of suppliers of critical parts, components and manufacturing equipment to deliver sufficient quantities to Whirlpool in a timely and cost-effective manner; (13) our ability to attract, develop and retain executives and other qualified employees; (14) the impact of labor relations; (15) fluctuations in the cost of key materials (including steel, resins, copper and aluminum) and components and the ability of Whirlpool to offset cost increases; (16) Whirlpool’s ability to manage foreign currency fluctuations; (17) impacts from goodwill impairment and related charges; (18) triggering events or circumstances impacting the carrying value of our long-lived assets; (19) inventory and other asset risk; (20) health care cost trends, regulatory changes and variations between results and estimates that could increase future funding obligations for pension and postretirement benefit plans; (21) changes in LIBOR, or replacement of LIBOR with an alternative reference rate; (22) litigation, tax, and legal compliance risk and costs, especially if materially different from the amount we expect to incur or have accrued for, and any disruptions caused by the same; (23) the effects and costs of governmental investigations or related actions by third parties; (24) changes in the legal and regulatory environment including environmental, health and safety regulations, and taxes and tariffs; and (25) the uncertain global economy and changes in economic conditions which affect demand for our products.

We undertake no obligation to update any forward-looking statement, and investors are advised to review disclosures in our filings with the SEC. It is not possible to foresee or identify all factors that could cause actual results to differ from expected or historic results. Therefore, investors should not consider the foregoing factors to be an exhaustive statement of all risks, uncertainties or factors that could potentially cause actual results to differ from forward-looking statements.