

People and leadership

Dedicated employees with an important purpose

Dedicated employees with diverse backgrounds play a crucial role in creating the innovative corporate culture necessary for Electrolux to achieve its vision. The introduction of a new leadership model puts Electrolux on the path to doing so by acknowledging that growth, innovation and operational excellence begin with people.

Electrolux has been infused with the spirit of innovation since its very start. The success of its founder Axel Wenner-Gren was built upon proximity to customers and the ability to identify new business opportunities before others. These success factors, combined with a strong set of values, form the core of the Group's operations today. Employee passion for innovation, consumer obsession and motivation to achieve results is what further sets Electrolux apart.

An important purpose

An innovative corporate culture, combined with dedicated employees from diverse backgrounds, provides Electrolux with the right foundation to develop successful products for consumers across the globe. The purpose of doing so is to make a positive, everyday difference in people's lives and for our planet. At the same time, it is also important to contribute to sustainable development for current and future generations in a world that is evolving at an increasingly rapid pace.

Managers with a business and people focus

Committed and strong managers play a decisive role in the successful execution of the Electrolux strategy. 2012 marked the implementation of a new leadership model that clearly states that leaders at Electrolux have the responsibility to be both business and people leaders. The model's elements are the basis by which leaders are evaluated and future leadership capabilities are grown. It has also been built in such a way that non-managers are able to incorporate the elements into their own ways of working.

The best appliance company in the world

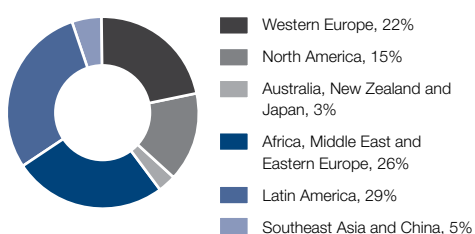
The Electrolux vision is to be the best appliance company in the world as measured by customers, employees and shareholders. One of the Group's key tools to gauge employee perception of the company is the Employee Engagement Survey (EES). The survey measures various aspects of leadership, teams, employee engagement and corporate culture. Results from the most recent survey in 2012 showed improvements in all areas compared with earlier surveys, particularly within leadership and team efficiency. Furthermore, a high number of employees continue to affirm they would recommend Electrolux to others as a place to work. Electrolux offers opportunities to pursue a career in a global company with a strong focus on quality, innovation, design and sustainability.

Strong values for sustainable operations

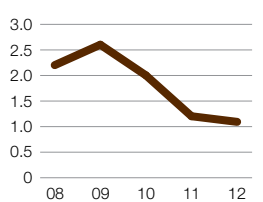
Wherever Electrolux operates in the world, the company applies the same high standards and principles of conduct. Respect, diversity, integrity, ethics, safety and sustainability – the elements that make up the Electrolux foundation – are taken into account by employees during their meetings with customers and colleagues around the globe. During 2012, an ethics-training program and the implementation of a whistleblowing system – the Electrolux Ethics Helpline – continued. The ethics-training program and the implementation of the whistleblowing system will continue throughout the Group during 2013.

Read more about working at Electrolux www.electrolux.com/careers.

Employees by geographic area 2012

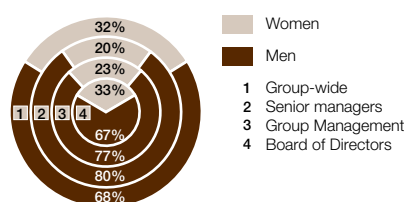


Injury rate¹⁾



1) Per 200,000 working hours.

Gender distribution 2012



An innovative corporate culture



iJam – unleashing the innovative force of employees

iJam, or Innovation Jam, a 72-hour online brainstorming session open to all Electrolux employees across the globe, was arranged in October 2012. The ambition was to identify new ideas that could help enhance the culinary experience when shopping for food, cooking, eating or entertaining, regardless of whether it is at home, when traveling or at a restaurant visit. The interest shown by employees

in the initiative was considerable. Over 7,000 employees participated and more than 3,500 ideas were submitted. The ten best entries, as voted for by employees, were subsequently evaluated by a jury comprising Electrolux CEO Keith McLoughlin, the heads of the Innovation Triangle and the heads of the business areas. The jury selected three of the ten ideas to advance to further development.

The Electrolux Awards – rewards for extraordinary performance

Through the Electrolux Awards, the Group aims to highlight and reward outstanding performances from employees who drive changes and achieve results in line with the Group's strategy and goals. A number of finalists are selected in each category who are given the opportunity to travel to the head office in Stockholm, Sweden, to participate in The Electrolux Award Day – a gala prize ceremony in which the winners receive their awards. The following

awards are presented at The Electrolux Award Day: Sustainability Award, Digital Marketing Excellence Award, 360 Marketing Excellence Award, Industrial Design Award, EMS Best Practice Award, Product Award, Invention Award, Customer Care Award and People Leadership Award.



Group policies

- Code of Ethics
- Workplace Code of Conduct
- Policy on Countering Corruption and Bribery
- Environmental Policy

Whistleblowing system

- Electrolux Ethics Helpline



Passion for Innovation Innovation is key to our success. We are constantly looking for new opportunities and new ways to go forward. We are always open to better ways of doing things. We are not afraid of taking risks. An innovation may be anything new and different that improves the customer experience or otherwise benefits the customer.



Customer Obsession The wants, wishes and views of our customers guide our every action. We are curious about our customers and continuously aim to learn more about them and their needs. We keep our promises to our customers and we capture insights about and anticipate our customers' future needs. We strive to create added value for customers in all aspects of our work, ultimately aiming to deliver the best customer experience.



Drive for Results We strive for a visible, measurable benefit from everything we do. We do not confuse effort with results, and value matters more to us than mere volume. We focus on the essential and aim at simple, informal, lean and direct ways of doing things.