

Your Story is Our Story

Culture Diversity & Inclusion

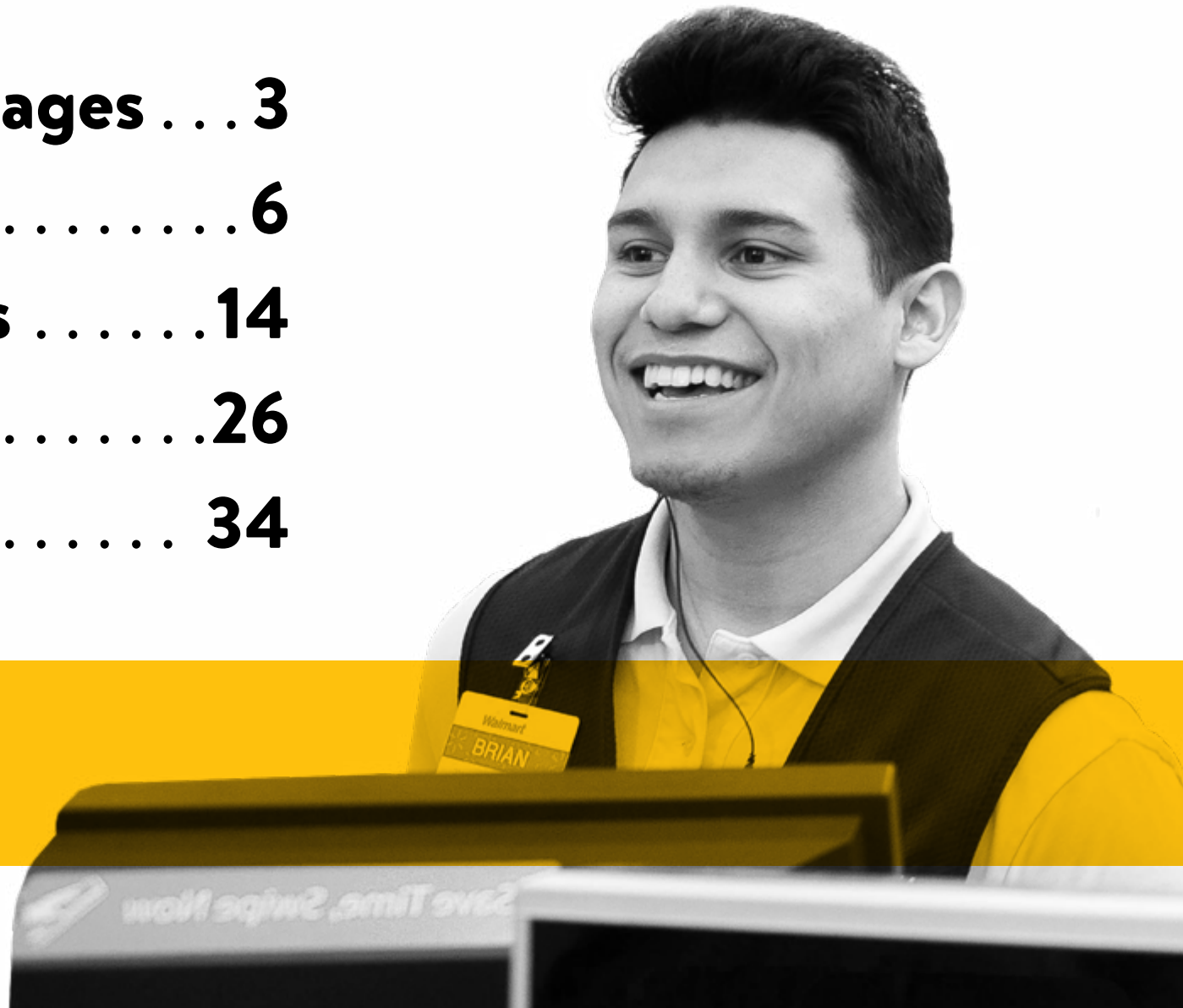
2018 Report



Walmart 

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Dialing up the inclusiveness of our culture

A message from Doug McMillon, President & CEO — Walmart Inc.

At Walmart we're fortunate to have a strong culture. It's unique and has always been an advantage for us. But to be successful in the future, it has to be shaped.

So, how should we think about sharpening our culture?

Right now, we're focused on dialing up our inclusiveness. The right and smart thing for Walmart is to become even more diverse and to cultivate inclusive environments in every part of our business — every store, every club, every distribution center and every part of our Home Office locations all over the world. Our people make the difference and we need every one of them performing at their very best. They can't do that unless they feel welcome, supported and heard. Making sure every associate knows they matter will lead to creativity and innovation and help us achieve our potential.

This is all about living out our values. I've been a part of Walmart for a long time now — sneaking up on 30 years! During the early stages of my career, I felt blessed to have found a company with values that were so real. They were more than just talk. The associates around me in the distribution centers, my store and eventually in the Home Office really lived them. Our values are important and timeless, but they only matter if our behaviors — the actual culture of the place — are aligned to them.

This is a job for all of us. Leading in an inclusive way is foundational to living out our value of Respect for the Individual. We can do that by greeting an associate we don't know, seeking everyone's views in a meeting, or writing a personal note to someone who's doing a great job. We shouldn't miss those moments when we can make a difference for someone else. It can be that simple.

Our customers either see or sense all of this. They get a feeling as they visit our stores and clubs, meet us, and experience our apps and websites. They get to know who we are, and we want to serve them as servant leaders. They are where it all comes together.

I know that Walmart has helped me become a better person and hope that being part of the team does the same for each of our associates. By being more inclusive, we will find ourselves being more productive and having more joy at work. This is an exciting time to be at Walmart. If we continue to work together and live our values, we have a bright future ahead of us.



Winning with our people

A message from Jacqui Canney, Executive Vice President — Global People

It's an exciting time to be at Walmart as we work to serve customers in new and different ways. To do this we're undergoing a digital transformation that is grounded in supporting and developing our workforce. Our people have always made the difference at Walmart, and they will continue to do so in the future. We'll certainly compete with technology, but we'll win with our people.

We're embracing automation, artificial intelligence, big data and advanced analytics as capabilities to drive our business into the future. Adopting these technologies will significantly change the nature of our work and how we do it. Technology will free us up to be more innovative and creative. We're harnessing the power of our talented associates, our stores, clubs and distribution centers and growing digital capabilities to create the conditions for us to win the future of retail.

We'll continue building trust with associates and customers by investing in our people and technology — ultimately becoming more effective, productive, innovative and disruptive. We'll do all of this while remaining grounded in our core values: Service to the Customer, Respect for the Individual, Strive for Excellence and Act with Integrity.

Our culture has always been our competitive advantage and will remain core to our success. Our People strategy is aligned to two focus areas: Sharpening our Culture (ground our actions in our values) and Becoming Digital (compete with technology, win with our people).

Becoming a stronger business is about having an awareness and appreciation not only for our cultural similarities and differences but also for our unique and diverse backgrounds. Walmart must be a place where associates feel welcomed, comfortable and safe in bringing their authentic selves to work each day and are engaged and empowered by inclusive leaders to be high performers. We're also embracing agility and working together faster and more efficiently. By working together across our enterprise, we can leverage our unique strengths and ultimately exceed our customers' expectations.

We're dedicated to nurturing a culture that embraces inclusion and change because we want to be the place where all associates can thrive.



Your story is our story

A message from Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer

Once upon a time ...

How many times have you either heard or said those words over the course of your life? Most of the stories we were told as children began with those four simple words that have the power to spark a journey across space and time.

As long as the world has had people, we've had stories. Stories are how we pass down knowledge from generation to generation and are the basis for most modern forms of entertainment. We connect with others and the world around us through stories ... telling of our own, listening to others', and then weaving them together to create something unique and shared.

You have a story ... I have a story ... we all have a story. Walmart has a story, too.

This past year I've tried to be more intentional about sharing my own story. I grew up in inner-city Philadelphia in the '50s and '60s as one of six children, and my mom was brilliant at stretching my dad's modest paychecks as far as they could go. Thinking about that part of my past not only helps me to connect with associates from similar backgrounds, it provides me with a powerful reminder of what daily living is like for millions of the customers we're trying to help to save money and live better.

Storytelling has always been a cornerstone of the Walmart culture, and I believe Walmart is at its best when we're telling the everyday (and sometimes extraordinary) stories of our associates and customers. More than that, I think we're better still when we're curiously seeking out the stories of others – especially those who are different from us – and listening intently when people show the courage it takes to put their stories on display for all to see.

That's why we've themed this year's report as "Your Story Is Our Story." When every associate feels comfortable and safe to share their story – and I'm talking about their "real" story and not just the parts that would make a good social media post – we've created the kind of environment where people can bring their whole selves to work. And when we do that effectively, the Walmart story begins to come to life through our people. This is that place where more than 2 million unique stories come together to create the spark we need to deliver on our shared purpose.

And we're a better business because of it.

In the pages that follow, you'll have the opportunity to read stories about how our associates are making a difference in their communities through programs like Mi Futuro; winning gold while competing at the Special Olympics; and demonstrating courage while sharing how volatility around the DACA (Deferred Action for Childhood Arrivals) policy affects their families. You'll also have the chance to learn more about programs like LGBT ally training by PFLAG; sessions led by the Racial Equity Institute; and a Men Advocating Real Change (MARC) workshop, which are all helping us make Walmart a more inclusive place for our associates to share their origin stories while also having the opportunity to write exciting new chapters.

Whether you're an associate, candidate considering a career with our company, customer, supplier, or community partner, thank you for being a part of Walmart's story. This is that place where we're better together when everyone is included.



Everyone included — our approach to culture, diversity & inclusion

Our vision

Everyone Included. By fostering a workplace culture where everyone is — and feels — included, everyone wins. Associates are happier, perform at their best and in turn, provide better service to our customers and members.

Our mission

The Global Office of Culture, Diversity & Inclusion's mission is to create an inclusive culture where all associates are engaged to deliver on our purpose of saving people money so they can live better.

Key definitions

Culture

Our values in action (Service, Respect, Excellence and Integrity)

Diversity

The unique identities, experiences, styles, abilities and perspectives of our workforce, reflecting communities we serve.

Inclusion

The intentional action of understanding, supporting and championing individuals in all of their uniqueness (identities, experiences, styles, abilities and perspectives) — resulting in a culture where all associates feel welcome, comfortable and safe and are empowered to reach their full potential every day.

Guiding principles

In addition to our core definitions, we have established four guiding principles designed to shape our approach to improving the company's CDI health across the leadership journey — and set the foundation for sustainable change across the enterprise:

- **Objectivity** — Minimize subjectivity to reduce the risk of the bias in talent processes
- **Transparency** — Increase access to information through communication and collaboration
- **Data-driven decisions** — Collect and analyze data, and generate verifiable insights to make better decisions
- **Accountability** — Promote action through ownership and acceptance of responsibility for inclusive behaviors

Strategic objectives

- **Activate our culture** — Equip every associate to be an inclusive leader who leads and makes decisions based upon our cultural values of Service, Respect, Excellence and Integrity
- **Associate life cycle integration** — Integrate culture, diversity and inclusion principles into every facet of the associate life cycle — recruit, hire, develop, promote and retire
- **Build an inclusive brand** — Create a trusted brand experience that makes people feel like there's a place for them in the Walmart ecosystem — as a customer, associate, supplier or community partner
- **Modernized measures** — Leverage scorecards and dashboards to track key performance indicators on diversity (representation) and inclusion (engagement and sentiment indices) to inform action plans for continued progress

Inclusive Leadership Expectations

Next generation leaders must develop and demonstrate an evolved and ever-evolving set of characteristics to achieve both business results and personal career growth. One element all our leaders of today and tomorrow will need is inclusive leadership skills. Inclusive leaders are committed, curious, courageous, cognizant of bias, culturally intelligent and collaborative, according to a study published by Deloitte. These attributes are critical if we are to drive innovation through inclusion.

To develop Inclusive Leadership at Walmart, more than 77,000 associates have Inclusive Leadership Expectations as part of their annual performance evaluation. Associates with Inclusive Leadership Expectations must:

- Participate in at least one approved Inclusive Leadership Education offering such as Unconscious Bias training, LGBTQ Ally training, Values Based Decision Making workshop, Sexual Harassment Awareness and Prevention training, or a Dining in the Dark session
- Actively mentor two associates, host a mentoring circle or participate as a mentor in a program such as Lean In Mentoring Circles





Values based decision making leading with our values

At Walmart we believe it's our culture and values that set us apart from everyone else. They are our competitive advantage and they help us drive performance, particularly in times of change. Our goal is to support an environment where leaders have the confidence to utilize good judgement when making everyday decisions for our associates, customers and business partners.

Values Based Decision Making – Leading with Our Values (VBDM) is a 90-minute in-person training provided as part of our Inclusive Leadership Education series for all associates with Inclusive Leadership Expectations. The training is offered monthly and leverages video content featuring senior executives as well as facilitated discussion of practical scenarios in order to equip leaders to make inclusive decisions rooted in our values when policies might not apply.

The Walmart Culture is built on a foundation of four values – Service to the Customer; Respect for the Individual; Strive for Excellence; and Act with Integrity. Doug McMillon, President & CEO, explains how these values work best when attached to our culture.

“Our values are important and timeless, but they only matter if our behaviors – the actual culture of the place – are aligned to them.”

The connection between inclusive leaders and our culture is the focus of the VBDM training, which can be broken down into four pillars:

- Live and Share Our Culture
- Communicate Expectations
- Remove Barriers
- Recognize and Celebrate Success

“One of the most exciting things about living and leading with our values is empowering teams and watching them get to a successful outcome,” said JP Suarez, Executive Vice President and Chief Administration Officer – Walmart International.

Making decisions rooted in the values on which Walmart was established more than 50 years ago is an intentional way of leading our business into the future while preserving the rich heritage and legacy of our founder, Sam Walton.

“I’m particularly proud of my 26 years with our company, but I also understand that it comes with a great deal of responsibility that I should be a role model to other associates so they can look to me now that Mr. Sam is gone. I think that’s the way we should look at our core values,” said Gisel Ruiz, Executive Vice President – Operations, Sam’s Club.

Throughout our history, Walmart has revolutionized retail through innovative disruption. The advent of Supercenters in the 1980s, shifting the paradigm of logistics and transportation with the establishment of our own private fleet, and changing the prescription drug business by introducing \$4 generics are just a few examples of how our customer-centric culture led to disruptive innovations. As we move with speed into the future of work and omnichannel retail, our cultural values should remain our compass.

“We need to change the way we work, partner better and leverage strengths and demand experience and expertise across the organization. We also need to empower associates to speak up and change or eliminate processes and practices that are no longer relevant. We cannot do this in silos if we want to deliver a seamless and delightful experience for our customers across our stores and eCommerce,” said Fiona Tan, Senior Vice President – U.S. Customer Technology, Walmart US. eCommerce.

International spotlight — Walmart Canada's Women in Retail

In 2010, the Walmart Canada team recognized their percentage of female store managers had been stagnant for years, hovering around 15 percent. The solution: The Women in Retail Field Development Program.

Within five years, the program proved to be a big success. The percentage of female store managers jumped to 25 percent. That's a 60 percent increase — noteworthy unto itself yet particularly significant when you consider that according to a Credit Suisse study of the retail industry, women hold less than 15 percent of senior operations management positions. The program continues to show positive results, with women comprising 27 percent of store managers in January 2018. In addition, the talent pipeline is strong as women represent 40 percent of co-managers and 51 percent of assistant managers.

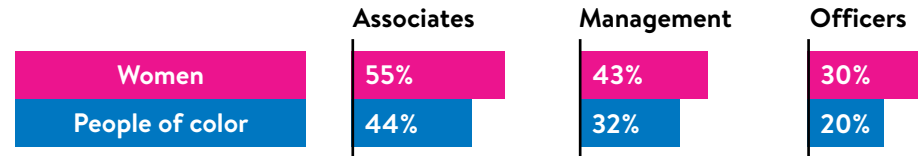
Walmart Canada achieved these results by focusing on women who show the potential and interest for moving up. They were trained in leadership skills such as confidence building, public speaking and personal brand management and were bolstered by a network of support and mentorship. Here's a typical success story:

Jennifer had progressed from part-time clerk to a store personnel manager—but then found herself at a crossroads, unsure of how to take the next step in her career. The program, says Jennifer, gave her the opportunity to build her confidence and approach her managers to ask for more. The outcome: She was promoted to Market Representative, a major move up.

The results from Canada's Women in Retail have been so encouraging that the program has been expanded to 10 additional markets, including Argentina, China, the United Kingdom and Africa.

Diversity & Inclusion by the numbers

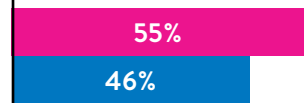
Diversity statistics for total U.S. workforce



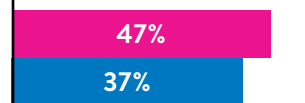
Promotions



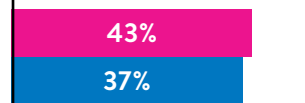
Hourly-to-hourly



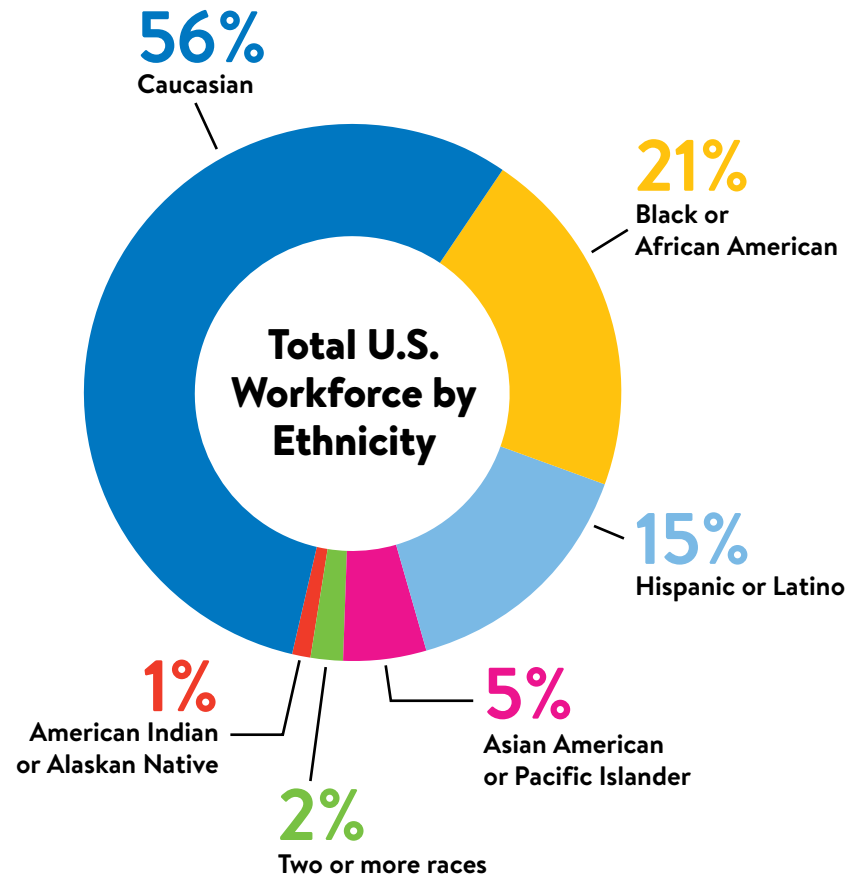
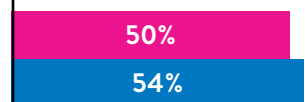
Hourly-to-management



Management-to Management



New Hires



President's Inclusion Council

As we continue to grow and evolve our business to become more innovative and agile, our work in Culture, Diversity & Inclusion has taken on even greater importance. Our vision of creating a culture where everyone is included is gaining momentum and is a business imperative we expect all of our leaders to champion. Senior leadership commitment is essential to driving results around Diversity and Inclusion. The leaders on the FY19 President's Inclusion Council were chosen because of their influence and reputation for modeling the behaviors that are consistent with inclusive leadership. They're curious, courageous and culturally competent, and each of them understands that a diverse and inclusive business is an innovative and successful business.

The purpose of the Inclusion Council is to serve in an advisory capacity for Walmart President & CEO Doug McMillon, the Executive Committee and the entire organization in order to help us achieve our enterprise objective of strengthening the diversity and inclusiveness of our leadership and work environment. The goals of the Inclusion Council are largely focused on helping us improve our talent pipeline and diverse representation in senior leadership by operationalizing the three public commitments signed by Walmart in 2017: Catalyst CEO Champions for Change; CEO Action for Diversity & Inclusion; and Paradigm for Parity.

The FY19 cohort is led by Steve Bratspies and is comprised of eight senior leaders who bring a global and enterprise-wide perspective.



Chair: Doug McMillon
President and CEO



Council Lead: Steve Bratspies
Chief Merchandising Officer – Walmart U.S.



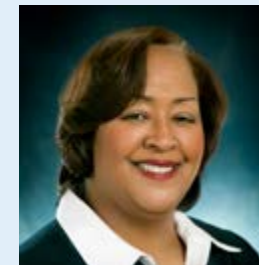
CDI Adviser: Ben Hasan
Senior Vice President and Chief Culture, Diversity & Inclusion Officer



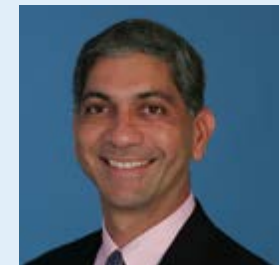
Gerard Dehrmann
Senior Vice President – Public Affairs and State & Local Government Relations



Olga Gonzalez Aponte
Senior Vice President & CFO – Walmart Mexico and Central America



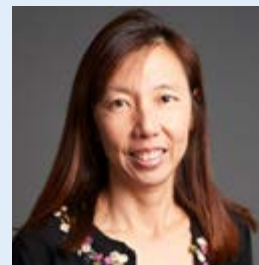
Phyllis Harris
Senior Vice President and General Counsel – Legal Operations



Rahul Joshi
Senior Vice President – Customer Care, Walmart U.S. eCommerce



Kerry Kotouc
Senior Vice President and General Counsel & Asset Protection – Sam's Club



Fiona Tan
Senior Vice President – Customer Technology, Walmart U.S. eCommerce



Wern-Yuen Tan
President – Walmart China

Racial Equity Institute training provides fountain of knowledge



There must be something in the water.

That's the central premise used by the Racial Equity Institute (REI), based in Greensboro, North Carolina, for its trainings on recognizing, understanding and addressing systemic racial inequity. Walmart hosted REI facilitators in September 2018 for a series of trainings which included a two-day intensive for more than 40 external leaders from across the Northwest Arkansas community. In addition, REI delivered a condensed session for a group of more than 30 senior Walmart executives.

"It took us some courage to bring this topic to the Northwest Arkansas community in such a head-on fashion. When we as leaders fail to acknowledge what's going on in mainstream and social media, we miss a golden opportunity to engage our direct teams or the constituents we serve to make progress for real change," said Kevin Frazier, Senior Director – Strategy, Global Culture, Diversity & Inclusion.

The REI training is built on the idea that when we see a fish that is sick, our first instinct is to care for the fish. If we see lots of fish that are sick, we then think the issue is that the lake where the fish live needs to be treated. We can care for the fish and we can treat the lake, and things can improve – but only for a short time before

regression occurs. That's because the real issue is not the fish or the lake, it's the groundwater that continually replenishes the lake. The challenges society needs to address go far beyond the individual or the environment to the systems the individual and the environment occupy.

"The REI training was developed for leaders in organizations, institutions and corporations like Walmart who understand that achieving diversity in workforce and clientele is not enough. Our highest values of liberty and justice can never be realized until we have equity of outcomes among the diverse groups that have contributed their hard work, creativity and intelligence to build this nation," said Deena Hayes-Greene, Founder and Managing Director – REI.

REI uses data from various academic and governmental sources to highlight inequities across systems and then engages participants in solutions-oriented discussions.

"REI provides a critical component to those truly interested in the diversity and inclusion work; exposure to comprehensive data, years of federal and state legislation, and numerous court decisions that have shaped how people, including people of color, are treated," said Wayne Hamilton, Vice President – Specialty Tax and a prior chair of the African American Business Resource Group

(AABRG). "It's important that we continue the dialogue at Walmart like that generated by REI because it is not about teaching people what to say and what not to say, it's about helping people put events and circumstances in context."

These trainings are an integral part of Walmart's strategy for advancing inclusion and were the first in a series of REI sessions, including a scheduled return in February 2019.

"Walmart employs more than 10 percent of the county; without Walmart, Northwest Arkansas would not be dynamic, it would not be the third-fastest growing economy. The community will follow the Walmart lead," said Graham Cobb, President & CEO – Greater Bentonville Area Chamber of Commerce. "For the savvy community member, it shows that this must be of business value. Diversity, Equity and Inclusion (DEI) programming must not simply be for doing 'good', it must be to help us 'do well'."

Men Advocating Real Change workshop becomes a catalyst for inclusion

“MARC was an amazing and thought-provoking session. It generated a healthy creative tension in the room, an important variable in any kind of solution-finding process,” said Rahul Jalali, Vice President – Engineering and Analytics, International Technology and a prior chair of the Asian Pacific Associates Network (APAN). “Indeed, it’s in the super-charged space between two varying points of view where the greatest potential for breakthrough ideas exists. Thesis + Antithesis = Synthesis.”

The Men Advocating Real Change, or MARC, workshop took place over 1.5 days on June 25–26, at the Walmart corporate offices in Bentonville, Arkansas. The Catalyst Inc. facilitation was hosted by the Global Office of Culture, Diversity & Inclusion as an experiential session to help participants better understand the dynamics of privilege and how awareness by majority groups about the presence and effects of privilege could create a more inclusive environment.

The MARC workshop brought together 40 leaders from various functional roles across Walmart, Sam’s Club and eCommerce. The audience was predominantly male by design – with select female leaders invited to help “keep the conversation real,” and attendees ranged from directors to senior vice presidents.

The purpose of this workshop was to focus on gender equality in the business world, how it is crucial to the success of businesses with regards to morale and productivity in the workplace, and how each of us could better understand equity and equality for all.

“There is no single action that will create a fully diverse and inclusive workplace and we each can take actions that can make a difference. Don’t wait to be given the answers,” said Jane Ewing, Senior Vice President – People, Walmart International.

The MARC workshop brought attendees together through open, transparent and interactive dialog from a personal and professional perspective. Attendees explored what brings us together in the workplace and what can separate us as well as inter-cultural dynamics and systemic cultural advantage. The program also delved into social conditioning and gender roles and also discussed strategies for overcoming barriers to male engagement while also equipping participants with skills for recognizing and mitigating unconscious bias. The workshop concluded with each attendee developing an action plan for how they can take the learnings from MARC back into their business to share with colleagues and how they can leverage the experience to become a more inclusive leader.

In the weeks that have followed the MARC workshop, a closed group for workshop participants was formed on the internal Workplace social media platform for the sharing of best practices and sustained engagement. Several of the activities and “fishbowl” discussion exercises have been recreated during mentoring circles and team meetings by those who were in attendance.

“MARC was a transformative, eye-opening experience that challenged us to examine our current paradigms and biases to make us more effective, inclusive leaders. Through a combination of lessons and open dialogue, the workshop effectively broke down barriers and empowered us to become champions of diversity within the organization,” said Kameron Keesling, Senior Merchant – Consumer Electronics, Sam’s Club.





Mi Futuro helps set foundation for success

“It’s not what you gather in life, but what you scatter in life that tells the kind of life you’ve lived and the kind of person you are.”

— Helen Walton

It’s been nine years since leaders from our Hispanic Latino Associate Resource Group (HLARG) had a vision for how to leverage the talent and expertise of Walmart associates to make a difference in the lives of at-risk youth in Walmart’s home community of Northwest Arkansas.

That vision led to the creation of one of Walmart’s signature community engagement programs, Mi Futuro. The program has made a lasting impact on the lives of the many young people – now more than 10,000 – who have participated in Mi Futuro since its 2009 inception.

“When we set out to create Mi Futuro, we focused on eighth graders because that’s a critical age with the transition from junior high to high school where at-risk kids can fall through the cracks,” said Mark Espinoza, Senior Director – Public Affairs, who was part of the HLARG leadership team in 2009. “We worked with the administrators at our pilot school to identify kids who could benefit from the program,

and we knew we had something when you saw kids realize that if they put their head down and worked hard they could have a chance to build a career.”

The original vision was to create a program that was practical and engaging, and that harnessed the straightforward nature of Walmart’s approach to mentoring and individual development plans. HLARG saw a need in their community – both cultural and local – in that Hispanic students had one of the lowest high school graduation rates of any cultural group. The intent for Mi Futuro was to intervene with fun and engaging curriculum – not to mention consistent and caring connections with Walmart associates – to show at-risk eighth graders that not only could they succeed in high school, but their success could extend to college and a professional career.

Mi Futuro’s curriculum of monthly activities was created to inspire students and includes topics to help with future planning. Lessons include budgeting; interest and skills; educational choices and tradeoffs; college programs and requirements; paying for college; preparing for high school; and a promise letter written by the students to themselves.

“I think the budgeting session is one of the most impactful. We go through a high-level exercise on the costs of housing, cars, and other living expenses compared to

potential salaries. More than once I’ve had a student comment about how they had no idea their parents had to consider all those costs,” said Heather Hopper, Director – Accounting & Controls and a Mi Futuro mentor. “I think it gives the students a new respect for their parents and perhaps an understanding of the sacrifices their parents have to make in order to provide for them.”

The number of schools and students continues to grow, and Mi Futuro has reached more than 9,000 students across 30 states in nearly 40 schools. Participation in Northwest Arkansas has increased to include 12 schools with more than 1,000 students mentored during the 2017–18 school year.

An active approach to acquiring diverse talent

In order to ensure we have a rich pipeline of diverse talent moving through all levels of the organization, we must tap into the source by making diversity recruiting events a key component of our talent acquisition strategy. Here are a few highlights from Walmart's presence at some of the nation's signature diversity recruiting events:

Grace Hopper Celebration

The Grace Hopper Celebration (GHC) is the world's largest gathering of women technologists with approximately 20,000 attendees at the 2018 event, held Sept. 26–28 in Houston. Grace Hopper is a global event and Walmart was one of 10 Diamond-level sponsors – GHC's highest level of support. Walmart has extended 100 offers as of Nov. 1, 2018, (55 of them extended during the conference) to female technologists for both internships and full-time positions – a number that's anticipated to increase.

Walmart brought more than 90 internal female technologists to GHC for development and retention purposes, with representation from Bonobos, Hayneedle, Jet, Jetblack, Shoes.com, Vudu and Walmart Labs.

ROMBA – Reaching Out MBA

The Reaching Out LGBTQ MBA & Business Graduate Conference (or ROMBA Conference) is the annual gathering of lesbian, gay, bisexual, transgender and queer (LGBTQ) graduate business school students, and is the world's largest such event. The ROMBA Conference provides Walmart with the opportunity to connect, attract and engage with future LGBTQ leaders from across the globe.

ROMBA saw 1,600 students, prospective LGBTQ MBAs and business graduates, professional business leaders, alumni, and recruiters convene for the 21st ROMBA Conference, held in October 2018 in Minneapolis. Walmart connected with 58 candidates at ROMBA to be considered for an MBA internship or other opportunities. Participating business units included eCommerce, human resources and merchandising operations.

Walmart had a strong speaker presence at ROMBA this year – the first time in five years of attending the conference that Walmart leaders took to the stage. This provided greater visibility to prospective candidates and enabled Walmart to be seen as a leader in both business and inclusion. Walmart speakers included:

- **Andy Dunn, Senior Vice President – Digital Native Brands, and Founder and former CEO of Bonobos**, who discussed the #EvolveTheDefinition campaign (see sidebar)
- **Nate Lyman, Senior Director – Pricing Strategy & Analytics, Merchandising Operations**, and a member of the PRIDE Associate Resource Group (ARG) spoke on a panel about the future of retail
- **Steven Myers, Director – Human Resources, Walmart Global eCommerce**, and a member of the PRIDE ARG was part of a roundtable discussion that explored the variety of roles available in technology
- **Brandi Brand, Manager – Sourcing Event Execution, Indirect Spend Management**, and a member of the PRIDE leadership team, participated in a roundtable discussion on “Grit for Greatness” and spoke on a panel, “Across the Rainbow: Being an Ally to the Other Letters in LGBTQIA”

Bonobos #EvolveTheDefinition

#EvolveTheDefinition is a campaign started by Bonobos, a digitally-native vertical brand (DNVB) in Walmart's family of brands, to build a conversation around the ways society defines masculinity.

Masculinity is defined in the dictionary as having qualities traditionally associated with men, especially through strength and aggressiveness with similar adjectives such as macho, powerful and red-blooded. All these terms present a limited picture of what a man can – and should – be.

That's why Bonobos asked 172 individuals to help evolve the definition to become more diverse, inclusive and accepting, and we're asking others to do the same.

The 90-second micro-documentary launched nationally on July 18, 2018, during the ESPN Awards (ESPYs) on ABC. In addition, Bonobos took to Instagram, Twitter, Facebook and YouTube to generate a meaningful conversation with people across the nation.

Bonobos #EvolveTheDefinition campaign can be viewed on YouTube.





Advancing inclusion at Walmart eCommerce

The scope and influence of our Associate Resource Groups (ARGs) across Walmart U.S. eCommerce continues to contribute to an inclusive workplace. Our ARGs benefit from the grassroots leadership of associates as well as an open membership that welcomes the participation of all. This has led to impactful collaboration across all of the groups with men championing women, straight allies speaking out for their LGBT colleagues, and advocates across the enterprise supporting issues of race, ethnicity, and disability.

There are currently six ARGs within Walmart U.S. eCommerce with more than 1,500 members in 14 chapters located across the country from our Bay Area (California) offices to our Jet.com office in Hoboken, New Jersey. In early 2018, our Salt Lake City member services office welcomed three new ARGs – LatinX, Pride (LGBT) and Women.

The past year saw our eCommerce ARGs drive initiatives focused on enhancing associate engagement through professional development opportunities, community-building activities and partnering with our business to contribute to bottom line growth. There have been many ARG successes this past year; here are just a few highlights:

CEO/ARG roundtable

Our Bay Area ARG leads sat down with Marc Lore, President & CEO – Walmart U.S. eCommerce, in April for an intimate and thoughtful roundtable discussion. Marc shared his commitment to diversity and inclusion and how ARGs can help drive this forward. Other topics included the impact of ARGs as well as building an engaged community in the Bay Area. The roundtable sparked increased support from leadership and resulted in more than 300 new ARG members.

“Marc is a very approachable leader, and it was great to have some time with him to share our thoughts about diversity, inclusion, digital accessibility and other topics of importance to our ARGs,” said Carrie Farber, Principal Product Manager – Walmart U.S. eCommerce and lead for the Bay Area chapter of the inABLE ARG. “What impressed me most was that he listened to our feedback, engaged his leadership, and we began to see tangible results in a matter of weeks.”

Micro-aggression awareness week

In September the Hoboken ARGs led a campaign to bring awareness to micro-aggressions in the workplace. Micro-aggressions are brief and often unintentional daily verbal, behavioral or environmental incidences that can have a negative effect on building an inclusive environment. The week included several events such as a photo and video campaign of associates sharing their experiences with micro-aggressions, a panel discussion focusing on how to deal with micro-aggressions and a “brunch and learn” session.

Zahra Brown, Category Specialist – Jet.com, was instrumental in making the entire week possible after she brought the topic of micro-aggressions to the attention of the Black ARG.



“I believe that people are innately good and don’t intend to hurt or offend others but simply aren’t aware of the weight of their actions/words in certain contexts,” said Zahra Brown — Category Specialist — Jet.com. “Rather than to blame others for micro-aggressions committed against me, I thought it would be much more impactful to our Walmart eCommerce/Jet community for there to be an educated conversation on the topic.”

“I believe that people are innately good and don’t intend to hurt or offend others but simply aren’t aware of the weight of their actions/words in certain contexts,” said Zahra. “Rather than to blame others for micro-aggressions committed against me, I thought it would be much more impactful to our Walmart eCommerce/Jet community for there to be an educated conversation on the topic. My hopes are that by educating our office, we are one step closer to cultivating a more inclusive and empathetic community.”

Zahra also highlighted the importance of having the opportunity to be a part of a group at work like the Black ARG.

“Community is very important to me and I believe especially important at work as this is where I spend the majority of my waking time. Therefore, joining a community of similarly experienced, like-minded coworkers (Black people and our allies) to support me was a no-brainer.”

Pride Marches in New York, Salt Lake City and San Francisco

June marks Pride Month, which recognizes LGBT contributions, celebrations, protests and political activism in the U.S. In honor of Pride Month, ARGs

across Walmart U.S. eCommerce led several events to highlight the month. Among these activities were the Pride Marches in major cities that focus on achieving complete and full equality within the LGBT community. More than 800 associates from across Walmart U.S. eCommerce marched side-by-side for Pride.

“June in the office this year was magical. I was happy and smiling the entire month!” said Mindy Sher, Senior Manager — Research and Customer Insights — Jet.com.

The Culture Network and Clubs

Associates want to engage with each other and build an inclusive culture in diverse ways. In support of this, two new programs were launched across Walmart U.S. eCommerce earlier this year — The Culture Network and Clubs.

The Culture Network, led by the People Experience team, is a group of passionate associates who want to influence the culture while using their voice to make a positive difference. These culture champions meet twice a month and are tasked with developing action plans based on feedback from the Associate Engagement Survey (AES). The Culture Network works closely with People Experience to promote various campaigns all while advocating for associate voices.

Clubs is another program designed to provide associates with networking opportunities inside and outside of the office. Our Clubs cover all aspects of associates’ interests, including sports, music, food and more and are creating lasting relationships across Walmart U.S. eCommerce.

Ryan Guererri, New Hire Experience Lead — Jet.com, didn’t waste any time getting involved and played with the softball club on his first day in the office.

“Hey, they needed a player, it was my first day, and I wanted to meet new people. And now, more than a year later, we are all still playing together and have become friends inside and outside of the office.”



Where there's room at the table for different perspectives

Leveraging our unique ARGs to build a workplace culture where everyone feels included

Our Associate Resource Groups, or ARGs, were established nearly 15 years ago as one of the first outputs of Walmart's initial diversity and inclusion strategy, and ARGs remain a fundamental part of our inclusion initiatives today.

The ARG model is a pivotal part of Walmart's inclusion strategy—helping to drive business results by aiding in the attraction, retention and development of top diverse talent; enhancing Walmart's reputation in the community; and leveraging diversity through inclusion to drive innovation.

We have seven ARGs, including:

- African American Business Resource Group
- Asian Pacific Associates Network
- Hispanic Latino Associate Resource Group
- inABLE (disability)
- PRIDE (LGBTQA)
- Tribal Voices Native American group
- Women's Resource Council

Each one of our ARGs has an Executive Champion that is a direct report of our President & CEO. In addition, each ARG has a network of officer sponsors at the vice president level or higher who help provide strategic direction, mentorship and sponsorship, and other counsel and support to their respective groups.

Our ARGs help the Office of Culture, Diversity & Inclusion shape programs and policies, and they also work autonomously to develop and deliver high-impact programs such as those highlighted on pages 17–23.

C.O.M.P.A.S.S. and Padrinos helping guide career development

The C.O.M.P.A.S.S. program – which stands for Connect, Own, Mentor, Perform, Accelerate, Support and Sponsor – is developed and led by the African American Officers Caucus (AAOC) and the African American Business Resource Group (AABRG). It consists of monthly sessions focused on different business topics pertinent to helping new associates onboard and advance their careers at Walmart. The year-long program is designed specifically for associates with fewer than two years of experience with the company.

In 2018, C.O.M.P.A.S.S. and the similarly-focused Padrinos program of the Hispanic Latino Associate Resource Group (HLARG) collaborated to offer unified sessions in order to grow engagement and broaden the perspectives shared by participants and speakers. Associates who attend these sessions receive a high-level understanding of the different areas of the enterprise and gain valuable networking time with the added possibility of matching with a mentor.

“I feel really privileged to help new associates understand and navigate our culture. Also, this program opens the door to find the right mentor/mentee match who helps the associate even further,” said Maria Pia Arias, Senior Manager – Strategy & Delivery, Global Business Solutions, who helped develop Padrinos. “The teamwork with C.O.M.P.A.S.S. was the right thing to do and has proven to be successful.”

“As for most things, with C.O.M.P.A.S.S. and the ARG programs you get from them what you put into them. They are chock-full of information to help all of us be better Walmart associates and better individually, but it requires active and consistent participation to receive those benefits.” – Charys Williams, Director & Counsel – Global Governance Strategy & Operations

C.O.M.P.A.S.S. and Padrinos strive to prepare new associates for their careers at Walmart by focusing on core competencies, including cultural awareness, building relationships, influencing and communicating, and retail business perspectives. Monthly topics include Understanding Walmart’s Culture, Unwritten Rules, Performance & Talent Management, Community Engagement, Business Operations, Financial Acumen, eCommerce, Merchandising, and Personal Branding.

“The speakers focused on career advice have been the most helpful to me. Getting exposure to that level of the company is great. Padrinos is a solid introduction to Walmart and is a great opportunity to network with people who are in the same position that we are in,” said Christian Gomez, Director – Global Government Affairs.

Since each session features different leaders with their own advice on a variety of topics, regular attendees tend to gain the most from the program.

“As for most things, with C.O.M.P.A.S.S. and the ARG programs you get from them what you put into them. They are chock-full of information to help all of us be better Walmart associates and better individually, but it requires active and consistent participation to receive those benefits,” said Charys Williams, Director & Counsel – Global Governance Strategy & Operations.

Maria has had the opportunity to hear from most of the speakers who say they really enjoy the highly-engaged audiences, which seem to bring out the best in them. Here are a few of Maria’s favorite leadership nuggets of wisdom from throughout the year:

“The most important thing in operations is execution. Operators deliver on plans and sales.” – Gisel Ruiz, Executive Vice President – Operations, Sam’s Club.

“Opportunities for promotion happen when you are not in the room. Look for those people who will speak out for you in that room.” – Ben Hasan, Senior Vice President and Chief Culture, Diversity & Inclusion Officer.

“When working with four generations in our stores and clubs, it is important for our operators to understand the power of inclusion, be strong people managers and have a high degree of self-awareness.” – Jessica Duarte, Vice President – Home Product Development & Sourcing.





Associate champions Asian heritage to help Walmart expand food assortment

Creating an environment where all associates can bring their whole selves to work is a key component of Walmart's commitment to inclusion, and when we get this right it can result in surprising innovations that can benefit our customers and associates alike. This was one of the key themes that was on display when our Asian Pacific Associates Network (APAN) led our celebration of Asian Pacific Islander Heritage Month on May 15, 2018, at the Home Office in Bentonville, Arkansas.

The program included a tasting of Asian cuisine from across seven countries, which allowed associates to sample new and exotic snacks while also enabling a group of eight suppliers to receive valuable exposure as well as a high volume of real-time feedback on their product assortment and presentation. The culinary celebration was the work of APAN members like Keerthivasan Ramachandran, Senior Manager – Principal Software Engineer, who not only wanted to share traditional Asian delicacies with colleagues but also have the opportunity to influence what products Walmart carries for its Asian customers.

"Associates were pleasantly surprised over the amount of options. Suppliers were very happy that their items were being tested in real-time over a huge variety of consumers," said Keerthivasan.

This event had a direct impact on Walmart's product offerings as Keerthivasan worked with Nate Harceg, Buyer – Specialty Foods, and a panel of associates to increase the assortment of organic Indian ethnic foods on Walmart's modular. The modular change, with input from this associate panel, went live in September 2018. While Walmart cannot offer as many SKUs as a specialty Indian grocer, we can provide customers with a selection of high-quality anchor items that can make us a shopping destination. One example is the 24 Mantra Organic Masala Bites which were among the items showcased during the heritage month celebration.

After seeing the encouraging results of this collaboration, Keerthivasan also championed the addition of a new kind of milk that he felt would help Walmart be more competitive with Asian customers. This led him to connect with Pat Hamby, Senior Buyer Manager – Dairy, to explain the demand and preference in the Indian community for A2 milk.

A2 milk is cow's milk that mostly lacks a form of β -casein protein called A1 and instead has mostly the A2 form. The A1 type is the variation most commonly found in the U.S., Europe, Australia and New Zealand. Scientists believe the difference originated as a mutation that occurred between 5,000–10,000 years ago and was spread through trading and breeding in Western civilizations. This would make customers who grew up in Asia on the A2 variety key consumers for A2 milk upon their immigration to the U.S.

A2 milk is now available in 200 Walmart locations across the U.S. with more stores to be added soon.

"Once the modular came out, we saw more growth and more interest. We saw more interest in news, it looked like it was gaining, and it will be added in 100 more stores in January 2019, specifically locally in Northwest Arkansas. I think Keerthivasan is most excited to not have to go to competitors anymore!" said Pat.

Driving a dialogue in support of “Dreamers”



The Hispanic Latino Associate Resource Group (HLARG) spearheaded a conversation on March 27, 2018, that brought together senior Walmart executives and members from across all seven Associate Resource Groups (ARGs) to discuss the facts of the Deferred Action for Childhood Arrivals (DACA) policy and potential implications should the federal government repeal DACA.

Based on general population occurrence rates, it's possible there could be Walmart associates who are eligible for DACA who could be negatively impacted when their DACA status is up for renewal. This could lead to a myriad of challenges for these individuals, including worst case scenarios such as the separation of families resulting from deportation.

Gisel Ruiz, Executive Vice President – Operations, Sam's Club, shared her own family's immigration story during the event and encouraged other associates to share their personal experiences. Jose Rodriguez, a Customer Service Associate in Arkansas, shared his story of pursuing an education and the support he feels he receives as a Walmart associate. Here is a condensed version of Jose's remarks which have been edited for length:

I was taught that education is everything. Even if things take a turn for the worse for me in the United States and DACA never gets fixed, I will always have my education and no one can take that away from me. I graduated with honors in the top 10 percent of my class. However, not being able to receive federal or state aid has been a huge burden and stress for me as a first-generation college student.

I plan to overcome the financial obstacles by attending Northwest Arkansas Community College (NWACC) and eventually go to the University of Arkansas by transferring credits. I currently attend NWACC as a full-time student where I am pursuing an associate degree in business. In the future, I want to graduate from the University of Arkansas with a Bachelor's in Retail Supply Chain Management.

Growing up as an immigrant student, I knew I had to work twice as hard to get a chance to attend college or university. There are so many students who have the same story as I do, and I do believe they have the potential to do many great things.

I've been working for Walmart for two years now, and when I found out DACA was being rescinded the first thing that came to mind was that I was going to lose my job. I shared my status with my fellow supervisors and assistant managers and their supportive responses made me feel that I was in the right place to work. They understood that I could continue to work as long as the government continues issuing me work permits. The reassurance they gave me made me feel so much better. No matter what happens with DACA, nothing will be able to erase my education, work experience and friendships I've made here in Northwest Arkansas.

“We encourage Congress to work on a bipartisan solution that provides clarity to those involved and recognizes those who have strong ties to their communities and came to the U.S. in a way that was outside their control. As a company we have come to highly value many of these individuals as our customers and fellow associates. Any legislative solution needs to avoid disrupting families, our communities and the economy.” – Walmart statement on Deferred Action for Childhood Arrivals (DACA), September 2017

My Disability. My Story.

You don't need to be well known to influence and inspire others, you simply need to identify your platform and audience then harness the power of your own story to raise awareness, engage others and spark change. Walmart supports associates who own their story, understand the transformative power of storytelling and who possess the courage to share. It's our goal at Walmart to foster a culture that invites storytelling and that lifts the storyteller up through supportive empathy.

That's the backdrop for "My Disability. My Story," a video storytelling campaign introduced by Walmart's inABLE Associate Resource Group in October 2018 as part of National Disability Employment Awareness Month (NDEAM). People with disabilities comprise the largest diversity group in the U.S. with approximately 57 million Americans – or about 20 percent of the population – having a disability. Despite this fact, disability can sometimes be overshadowed in the diversity dialogue.

The goal of "My Disability. My Story." is to bring the disability dialogue to the forefront by providing associates with disabilities and associates who are caregivers for people with disabilities a platform for sharing their personal experiences, how inclusion has made a positive impact on their lives, and what their fellow associates and Walmart as a company can do to continue to foster an inclusive culture. In addition, the intent is that the initial series of 10 videos will create a safe place for other associates to engage in conversations with their colleagues about their own experiences with disability and inspire them to share their stories in their own ways. Crystal Anthony, Ophthalmic Lens Merchant – Sam's Club, was the first to have her story shared as part of the "My Disability. My Story." Series and discusses what her experience is like living with PTSD (post traumatic stress disorder). She talks about the process of

disclosing a non-apparent disability and how creating an environment of trust, empathy and inviting others into the conversation can result in greater inclusion for all.

"If you talked to me, and didn't know my story, you wouldn't know that I have a disability," said Crystal. "Inclusion to me is a lot about empathy, it's a lot about bringing everybody into the conversation and having empathy for those who are different from you."

Aneasha More, Staff Pharmacist – Walmart U.S., and Warren Moore, Vice President – Health & Wellness Central Operations, are more than fellow Walmart associates. They're married and raising a young family which includes a daughter, Arren, who has Down syndrome. Their story centers around the importance of leaders being inclusive and supportive during life's challenges. They also believe it's their responsibility as parents to share their daughter's story to provide encouragement to others going through similar experiences as caregivers.

"I feel if I'm able to come to work and be my authentic self, I can come from a place of my experiences that are different from others. If we were all able to do that, we would be so much more innovative," said Jenny Duttie, Quality Engineer II-Tech.

"Shortly after she came home, I had a visit from my Senior Vice President, Paul Beahm. I'll never forget the day he held our daughter – she was still on oxygen – and he holds her in our living room," said Warren. "To see a leader play that out helps me each and every day to live those values."

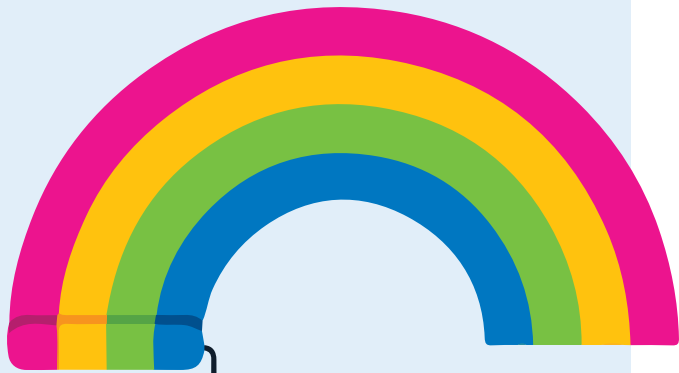
"Having a child with a disability – especially in the African American community – it has been kind of taboo to talk about it or tell your story. We've been bold and passionate about sharing our story," said Aneasha.

Jenny Duttie, Quality Engineer II-Tech, joined Walmart after meeting a recruiter at a conference for women of color in STEM where she was receiving an award for being a rising star in technology. She has now worked at Walmart for five years, and as part of her story Jenny shares how she was first diagnosed with autism just three years ago. Her story focuses on the struggles she encountered living with undiagnosed autism, and how learning about her disability has helped her overcome many challenges. Jenny chose to share her story because she hopes that by doing so she might be able to foster inclusion and help others.

"I feel if I'm able to come to work and be my authentic self, I can come from a place of my experiences that are different from others. If we were all able to do that, we would be so much more innovative," said Jenny. "Every time I tell anybody about my disability I feel more free to be exactly who I am, and it feels good to not be hiding after 30 years of it."



Seeing Beyond the Rainbow to LGBTQA inclusion



Understanding our biases begins with education, and for our PRIDE Associate Resource Group (ARG) that means bringing associates and leaders together to learn about the history of the LGBTQA community and how to be an ally. In collaboration with Corporate Affairs and the Office of Culture, Diversity & Inclusion, PRIDE hosted a series of EDUCATIONAL sessions throughout 2018 featuring Jean-Marie Navetta, Director of Learning & Inclusion for Parents and Families of Lesbians and Gays (PFLAG).

The series began in July with “Beyond the Rainbow” which was attended by more than 300 associates and provided a detailed timeline and history of many of the key symbols, references and events associated with LGBTQA culture. Jean-Marie blended humor and empirical evidence to tell the story of a vibrant, diverse and determined community that has overcome massive barriers to deeply influence modern mainstream culture.

“People assume it’s going to end in some kind of conflict, but it ends with opening up the discussion because that’s where inclusion starts – when we begin talking about things,” said Jean-Marie.

The session drew praise from those in attendance for how it clearly established the broader LGBTQA narrative while also connecting it back to contemporary inclusion initiatives and the role each of us can play.

“Understanding one another begins with education. Thank you for the learnings,” said Carole Baker, Senior Director – Realty Operations.

An intimate group of 50 associates gathered in October at the Walmart U.S. eCommerce offices in San Bruno, California, for a session titled “Want to be an Ally (Or Help One Out?).” Jean-Marie shared strategies with those in attendance on how to make the case for culture change using the power of real-life stories.

“Not only will this raise my ally game, it may have a ‘pebble in the pond’ effect on leadership. ... It’s also a conversation starter with regional, market and store colleagues about showing and providing support to LGBT colleagues and other allies,” said Michele Robinson, Regional Ethics & Compliance Manager.

Jean-Marie wrapped up the series on Oct. 11 with advanced ally training as part of National Coming Out Day programming at the Home Office in Bentonville, Arkansas. This session focused on advanced skills such as communicating why you’re an ally, learning the language to articulate the business case for supporting equality, the importance of ARG engagement, and how to turn awkward experiences into teachable moments.

The Coming Out Day event also featured several videos of LGBTQ associates having one-on-one conversations with fellow associates who are friends and allies. The videos recounted coming out stories, and the LGBTQ associates featured shared how much it meant to be able to be out at work and have allies in leadership positions while the allies talked about how the inclusion of all makes us better together.

“What changed about our relationship is that we did share that experience, it solidified our friendship. We’ve been friends ever since then; our families are friends. I think it built trust, as a working relationship and even more personally,” said Kim Brown Strickland, Senior Vice President – Merchandising Operations.

“People assume it’s going to end in some kind of conflict, but it ends with opening up the discussion because that’s where inclusion starts – when we begin talking about things.”

– Jean-Marie Navetta, Director of Learning & Inclusion – PFLAG



Tribal Voices lifts up American Indians through support of higher education

“Being on a national non-profit board of the caliber of AICF has been an exceptional experience. I am not only in a position to serve some of the most underserved and forgotten in our country, but I get the opportunity to work alongside a group of professionals who dedicate their lives to this purpose. We are able to work together toward a common cause: love for people and a desire to give them a Hand Up.”

Cameron Geiger, Senior Vice President – Supply Chain, decided in 2011 to lend his voice to the mission of Tribal Voices as an officer sponsor for the Associate Resource Group (ARG) focused on American Indians and Alaskan Natives.

An Annapolis graduate who grew up in a military family and served seven years as a Marine Corps pilot, Cameron today leads technology, engineering and network planning for the Walmart U.S. Supply Chain organization. His career has taken him to more than 30 countries and experiencing so many different cultures has fashioned his passion for diversity and inclusion. And when he joined Tribal Voices, he didn't view his non-Native heritage as an obstacle to serving.

“It's great to join an ARG where you have a natural affiliation. But when you join an ARG where you don't have a natural affiliation you can learn a lot about the passions, perspectives and priorities of associates different from you.”

American Indians comprise just one percent of both the U.S. population and Walmart's total U.S. workforce. It should come as no surprise then that Tribal Voices is the smallest of Walmart's ARGs. Thanks in part to Cameron's leadership, despite its small membership Tribal Voices is having an outsized impact on Indian Country by helping Native Americans escape chronic poverty through access to higher education.

Most of that effort comes through support for the American Indian College Fund (AICF). Cameron became the first Walmart executive on the AICF board of trustees, and he's been an active member for seven years.

AICF is the largest American Indian organization focused on higher education. Only 13.8 percent of American Indian adults have a college degree, less than half the national average. Despite that fact, organizations like AICF have helped double American Indian college enrollment during the past 30 years.

The Fund's goal is to use education to transform lives and transform Native communities. Tribal Voices, Walmart and the Walmart Foundation are longtime supporters of that goal.

Walmart has invested \$2 million in AICF scholarships since 1999 through a combination of associate payroll contributions matched by the Foundation and direct grants which have enabled approximately 750 American Indians to attend Tribal Colleges & Universities (TCU). These are schools on or near Indian reservations that offer modern education and social support while preserving Indian tradition and culture.

There have been 125 graduates of TCUs over the past seven years who have benefited from Walmart scholarships and another 25 students who are working on their degrees right now. Kasa Hohenstein, from the Standing Rock Sioux Tribe of North and South Dakota, is one of those current students. A single mother who struggled financially to raise five children, she maintained a perfect 4.0 average while earning her associate degree in business and is now working toward a bachelor's with her sights on an MBA.

Success stories like that resonate with Cameron and reinforce his commitment to serve Tribal Voices and AICF.

Women's Resource Council launches Lean In Circles

The Women's Resource Council (WRC), in collaboration with the Office of Culture, Diversity & Inclusion, announced during Walmart's 2018 International Women's Day celebration that they'd adopted the Lean In platform as a means of enhancing their existing mentoring circles. In addition to tapping into Lean In's rich library of content, the digitally-native platform provides for greater inclusion and accessibility by a wider, more diverse audience, including male leaders and associates in field operations.

Lean In Circles help foster an inclusive environment at Walmart and empower female associates to develop and advance through the talent pipeline. The program is a key part of our strategy to advance gender equity.

"It makes a difference when one person steps a bit out of their comfort zone to build a Lean In mentoring circle with an aim to developing and helping others. In the end, the leader who started the group often benefits as much if not more than each individual participant," said Tim Donckers, Director – Food & Consumables, Merchandising Project Management Office, who leads a circle. "These groups allow for open idea sharing and inspire associates to continue challenging themselves and the organization they are part of to advance and stay relevant."

Mentoring is a highly sought-after development opportunity by many leaders for a variety of reasons. It enables them to gain broader, deeper perspective and knowledge of their business, while also allowing leaders to network and connect with people outside their immediate functional groups.

The benefits extend beyond the individual being mentored. Organizations that operationalize mentoring gain connections between new leaders and mentors, keep practical experience and wisdom in house, and break down silos between functional groups.

"I have been able to dialog with diverse individuals from across the company who have challenged me to think differently and inadvertently have helped me grow. I have appreciated the curriculum that accompanies the session time because it really helps to drive home our discussion points," said Mariah Cline, Project Manager – Merchandising Project Management Office.

Lean In Circles at Walmart had more than 1,400 members in more than 230 circles by the end of 2018. In the coming year, we will expand upon the pilot of a mentor matching tool which will continue to increase opportunities for associates to grow and develop.

"There is absolutely no doubt about it, I am a better Walmart associate for having a Lean In Circle that allows me to be authentically me. My circle challenges me to grow, pushes me to excel and cheers me on along the way," said Mariah.

"I believe that everyone has people that help them along their journey through life-people that push us, pull us, connect us, teach us and guide us so that we become better humans. My mentor utilizes the Lean In forum and it has impacted me immensely; specifically, these sessions have helped me to feel confident by equipping me with strategies to determine and enhance my strengths," said Mariah Cline, Project Manager – Merchandising Project Management Office.



Advancing inclusion around the world



Walmart Canada pops up at Pride parades

Walmart Canada found a new way to show their PRIDE across Summer 2018 – with Great Value cola.

Associates in Montreal, Toronto and Vancouver – more than 780 in total – distributed refreshing cola in the summer heat to grateful Pride parade attendees. A total of 114,000 commemorative rainbow-themed cans were given away from a refrigerated Walmart truck that was custom-wrapped with graphics announcing the launch of Walmart Online Grocery Pickup in the three Canadian cities. The rainbow cans proved to be a crowd and associate favorite.

“You could hear people in the crowd saying, ‘Wow, Walmart is walking in the Pride parade? We need to go to Walmart!’. People don’t expect a company the size of Walmart to be walking in the parade,” said Maxime St-Cyr, Talent Acquisition Specialist – Walmart Canada, and coordinator of Walmart’s Montreal activation.

Marching in the Pride parades drives community engagement and fosters awareness for Maxime and other Walmart Canada associates.

“I think it’s cool that Walmart went beyond policy and showed support publicly. It makes associates proud to work for Walmart. ... Walmart is a role model of inclusion,” said Maxime.

“Whether you are part of the community or an ally, we are all one big family. Everyone is included in moving this business forward,” said Maxime St-Cyr, Talent Acquisition Specialist – Walmart Canada

Walmart Japan holds its first LGBTQ event

Walmart Japan held an event in October 2018 focused on LGBTQ themes. It was the first time a Walmart Japan event addressed LGBTQ topics, and more than 300 associates learned about having the right understanding of LGBTQ issues as well as tips for building an inclusive workplace. Guest speaker Kanazawa-san shared their experiences as a transgender male – a story that inspired associates.

An exit survey showed a 98 percent satisfaction rate with the event, and one associate commented, “I am very proud of the company to pick up this topic for the first time.”

Walmart India recognized among “100 Best Companies for Women in India”

Walmart India has been recognized among the “100 Best Companies for Women in India” for the second consecutive year. The final list was compiled by The Working Mother and AVTAR Best Companies for Women in India (BCWI) in 2018. The study sought to identify companies with the most favorable policies and practices to promote employment, retention and increase participation of women in the workforce.

“This was an initiative led by the Women’s Resource Council (WRC) of India, and it is a huge milestone for us,” said Shalini Chakravorty, Ethics & Compliance – Walmart International.

China Women & Inclusion Leadership Forum

Walmart China welcomed 136 associates from across the country to its annual Forum of Women & Inclusion Leadership, held in August 2018. Attendees were selected by divisional leaders and local chapters from across field operations and corporate offices to participate in the event, which was themed “Committed To Change.”

Angela Koo, Vice President – Financial Services, Walmart China, who serves as chair of Women & Inclusion Leadership joined with Kimberly Quek, Vice President – Global Sourcing, to co-host the forum. During the event, the organization’s focus was broadened from Women in Leadership to Women & Inclusion Leadership, and the group will continue to develop leaders and expand influence by adding more male leaders and

high-potential managers into the program. Quek, a key sponsor of the Global Sourcing Women Leadership Council, introduced strategies in Global Sourcing to support women’s leadership development programs.

The forum was considered impactful thanks to C-suite involvement, strong leadership commitment and overall associate engagement.

Walmart Sin Barreras

A campaign in Walmart Central America (Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua) called Walmart Without Barriers has swept the region and motivated associates to share their stories.

The campaign kicked off with a Diversity & Inclusion Month that included “Walmart TALKS” events (a TedTalk-style event), inspirational videos, leadership talks and an inclusive management guide. Associates have since received sign language and inclusive language training and have shared their stories in a Workplace social media group where associates can welcome new associates, share best practices and celebrate diversity in the region.

“A successful month of diversity in Central America; participation as well as activities made us aware, led us to perform specific actions to improve diversity and inclusion, and reminded us that there are no paradigms that cannot be broken,” said Juan Carlos Alarcon Benito, Vice Presidente – Recursos Humanos, Walmart Central America.





Walmart associates shine during 2018 Special Olympics USA Games

Special Olympics uses sports as a stage to showcase the abilities of people with intellectual disabilities (ID) – a group that can often face isolation and discrimination from society, and provides a vehicle for empowering such individuals through self-esteem and the joy of competition. Sport is Special Olympics’ foundation for health and leadership training and is critical for helping to advance inclusion for people with disabilities while ending discrimination.

Special Olympics joined with Walmart earlier this year to showcase the abilities of people with ID, anchored by a sponsorship of the 2018 USA Games which took place July 1–6 in Seattle, Washington. The USA Games represented an opportunity for Walmart to align with the flagship event of the Special Olympics movement which brought together athletes from across the country to compete in 14 different events.

“When provided a stage, our athletes rise to the challenge to showcase their abilities through the power of sport,” said Tim Shriver, Chairman – Special Olympics. “We are so appreciative of Walmart’s commitment to choose to include people of diverse backgrounds and look forward to working together to fulfill our visions of creating inclusive communities around the world.”

The USA Games brought together:

- 3,000 athletes
- 1,000 coaches and delegates
- 10,000 volunteers
- 10,000 friends and family members
- 50,000 spectators
- 500,000+ ESPN/ABC national viewers

Of all of those impressive stats, it was another number – 17 – that might resonate the most at Walmart. That’s the number of Walmart associates from across the country who converged on Seattle with their families and friends in order to compete in the USA Games. Through the support of store associates from the Seattle area, Walmart and Special Olympics worked together to celebrate the associate athletes and their families during the Games while also sharing their stories across social media to demonstrate Walmart’s commitment to diversity and inclusion.

“We’re proud to be a sponsor of the 2018 Special Olympics USA Games,” said Gerard Dehrmann, Senior Vice President – Public Affairs and State & Local Government Relations. “It’s exciting to support and cheer on all of the athletes competing at the highest level – especially our associates who make a difference each day serving our customers and now have the opportunity to be true ambassadors of the Walmart culture.”



The participation of so many associate athletes from Walmart highlights what Special Olympics believes is a strong connection between athletic competition and competitive, integrated employment for people with ID.

“With several Walmart Associates participating during the USA Games, we had the unique opportunity to showcase their skills both on the field as competitors, and as leaders in the workplace,” said Shriver. “Through the simple act of going to work, they help break down social and personal stigmas every day.”

Walmart’s impact on the 2018 USA Games went beyond the field of competition. As the Presenting Sponsor of Family Programs, Walmart elevated the experience of the 10,000+ family members in attendance by providing them with enhanced hospitality and conveniences during the week of the Games. Walmart store associates from around the Seattle area created a welcoming environment at the Family Services Center by providing navigation tips, information about competitions and events, and anything else families needed to make for a better experience during their stay.

“From local communities to a national stage, Walmart stands with its associates, empowering them to be their best. Our partnership with Walmart at the USA Games was a clear example of that commitment,” said Chad R. Jones, Vice President — Strategic Partnerships, Special Olympics. “As Walmart Associates converged on Seattle to compete in the Games, Walmart was there to support and cheer them on — along with the more than 3,000 athletes participating. We are thrilled to call Walmart a partner as we celebrate diversity and inspire others to #ChooseToInclude in their workplace, schools and communities.”

Meet Our Special Olympics Associate Athletes

Through the stories of athletic accomplishment and workplace opportunity of our 17 associate athletes who participated in the 2018 USA Games, Walmart and Special Olympics had the opportunity to highlight the transformative power of sports for people with intellectual disabilities as well as the importance of the support they receive through family, Walmart and the broader community.

Here are just a few of these impressive associates:

Shayne Curtiss

Walmart Store #2331,
New London, Connecticut

Gold medalist in bowling

“My Walmart family was supportive, and very happy for me to get the opportunity to do this. I can’t wait to get home and show them I got a gold medal!”



Elizabeth Hubert

Walmart Store #3055
Catoosa, Oklahoma

4 gold medals in powerlifting

“I’m so happy my [Walmart] team lets me do this. It’s a lot of hard work and determination, but I love it. When I started I just did it to have fun and now I’m representing Oklahoma and Walmart at the Games.”



Luke Nagel

Walmart Store #2990 Mitchell,
South Dakota

Gold medalist in softball

“Just keep doing what you’re doing because you never know where you could end up... keep practicing, keep doing what you love, and you might end up where I’m at.”



Partnering for progress toward a better world and stronger Walmart

Walmart's commitment to diversity and inclusion extends beyond our workforce and supply chain to the communities we serve, and our strategic partnerships with national and local organizations enable us to have an impact on important societal issues. This can mean encouraging young people of color to complete high school and college, helping immigrant families on the path to citizenship, supporting veterans with reintegration, empowering women to start their own businesses, and much more.

Here are a few examples of what was accomplished through these programs and partnerships in 2018:

Crump Law Camp

The Walmart Legal department has been working proactively with various non-profit organizations since 2005 to leverage our size and scale to help close the

diversity gap within the overall legal profession. A 2015 study by the National Association of Law Placement found that attorneys of color make up only 7.5 percent of law firm partners and just 2.6 percent are women of color.

That's what led Walmart Legal to get involved with the Crump Law Camp in 2005 as both a financial supporter and through the volunteerism of Walmart attorneys. The two-week summer program, named for its founder John Crump who is the retired Executive Director of the National Bar Association, brings together 30 low-income high school students from diverse backgrounds who are interested in pursuing a career in law. The camp is held at Howard University in Washington, D.C., where the students attend classes in criminal law and torts, take field trips to courts and law firms around D.C., and participate in a mock trial competition at the conclusion of the camp, which sees the winners honored during the National Bar Association's annual convention.

Gordon Allison, Senior Vice President — Office of the Corporate Secretary, has been volunteering at the camp since 2011 as a judge for the mock trials. He cites a prior survey of Crump Law Camp graduates that shows a remarkable 100 percent go on to attend college.

"The students are excited to learn and they have a great deal of energy, enthusiasm and optimism. It is a chance for me to be a teacher and as a teacher, the experience is so rewarding because you are able to see the confidence in the students grow as they learn about the law and participate in something that is new and challenging to them," said Gordon. "Witnessing and observing young people grow and develop in a positive manner is a powerful and uplifting experience."

Delivering an inclusive online grocery experience

Walmart's online grocery services are one of the fastest growing segments of our business with 800 delivery and 2,000 pickup locations expected by the end of 2018. Our size and scale puts 90 percent of the U.S. population within 10 miles of a Walmart, and leveraging that kind of reach means we can offer customers unprecedented access and convenience when grocery shopping. Customers from all demographics have responded favorably to the option to place orders online, get their selections picked by specially-trained personal shoppers, and have their order delivered for a small fee or loaded into their vehicle during curbside pickup at no additional charge.

The service has been especially popular among customers with disabilities and those who are caregivers for people with disabilities as 89 percent of the nearly 6,000 customer comments related to disability have been positive.

"We knew from the start that the online grocery services would be able to assist those who had limited mobility or access to shop for themselves. What we didn't account for were the families with non-apparent disabilities like the one I met in Atlanta in 2016. I spoke to a mom who had her young son in her cart about the service launching and her face lit up," said Rachel Kuklenski, Senior Manager – Pickup Customer Experience.

"She shared that her son has autism, and this is going to change their lives! It takes her son more than an hour after shopping to calm due to the sensory triggers, and previously she had to get a babysitter to go grocery shopping alone. I knew from that moment on we had an unintended positive service where we could improve the lives of people & families with disabilities."

These insights have led Rachel and her team to create brochures and other collateral promoting online grocery in Braille and other accessible formats. They've also worked with organizations like the National Council on Independent Living (NCIL) and The Arc to promote awareness of the service by offering special discount codes to constituents and gathering feedback on how to continually improve the service.

"In learning that most people with disabilities and families with disabilities are low income or on tight budgets, our online grocery services not only can provide accessible grocery shopping but also offer it at no additional cost for pickup and a small fee for delivery. It's a service that is truly helping our customers save money to live better," said Rachel.

Creating a Path Forward for caregivers to re-enter the workforce

Walmart continued its longtime support of Working Mother Media as a sponsor of the 2018 Multicultural Women's National Conference, held July 12-13 in New York City. The event convenes powerful voices of multicultural female leaders from across the country to engage in courageous conversations about the intersections of race, gender and culture in the workplace.

Bobbie Grafeld, Vice President – Human Resources, Walmart Labs, represented Walmart on a panel where she told her personal story of reentering the Silicon Valley workforce after taking six years off from a previous employer to care for her young children.

Bobbie also shared how Walmart Labs is now partnering with the non-profit Path Forward to create a paid internship program to assist caregivers in preparing to re-enter the tech workforce. The program places an emphasis on learning and development and the gaining (and retraining) of skills, such as software engineering and product development. It will be open to women and men who have at least five years of professional experience and who took a career pause of at least two years for caregiving.

In addition to dedicated professional development workshops, participants will have access to networking opportunities across the Walmart and Path Forward communities. After completing the four-month program, qualified candidates will be considered for conversion to full-time opportunities at Walmart.

"The Path Forward program is a win-win for everyone on so many levels. Helping people restart their careers after caregiving is great for individuals and their families, great for the economy and a great opportunity for Walmart to tap highly-skilled, educated and motivated associates," said Bobbie. "With programs like Path Forward, caregivers will no longer feel like their career or opportunity for future prosperity has passed them by. In fact, their best years may be ahead of them yet."



Honoring the past and investing in the future

Honoring the legacy of Dr. Martin Luther King, Jr.

April 4, 2018, was a day of both proud and painful remembrance for people from all backgrounds as we observed the 50th anniversary of the assassination of Dr. Martin Luther King, Jr. What better way to honor Dr. King's memory than to help move his vital work forward? That's what led the Walmart Foundation to announce in April 2018 nearly \$4 million in grants to 12 organizations working to support diversity and inclusion by expanding access to opportunities in diverse communities. Walmart and the Walmart Foundation seeks to help build more inclusive communities and amplify the impact of organizations and programs that:



Every year Walmart and the Walmart Foundation make long-term investments that support diversity and inclusion in America and around the world. Here's a quick update on a few of those investments.

- Encourage civic engagement and leadership among youth and young adults
- Close the economic, educational and social divides across racial, ethnic and gender lines to build more inclusive, empathetic communities
- Remove barriers to workplace training and skills gaps that prevent individuals from obtaining full-time employment opportunities

"The Walmart Foundation is committed to helping advance solutions to bridge divides where all people have equal access to tools and opportunities they need to reach their potential," said Julie Gehrki, Vice President – Walmart Foundation. "By supporting organizations working to build trust and foster cross-sector partnerships, we're helping to build capacity for organizations and practitioners working on the front lines to help strengthen communities."

Among the dozen grant recipients were:

- **Center for Native American Youth** – Funding will support Fresh Tracks, an innovative platform for emerging leaders ages 17–25; the program's 3–5-day training expeditions bring together participants from urban and indigenous communities for cross-cultural leadership experiences
- **Coalition for Queens** – A program in the New York City borough of Queens to train disadvantaged adults in coding and professional skills to better qualify for well-paid jobs in the tech sector
- **The Arc of the United States** – Will work with at least 20 organizational chapters around the country to successfully place 630 individuals with Intellectual and developmental disabilities in open jobs
- **Women's Foundation of Greater Memphis** – To launch a nationwide partnership focused on advancing opportunities and resources for young women of color



Thank you for your service

Walmart and the Walmart Foundation believe the most effective way to say “thank you for your service” is through active support for veterans and their families. Since 2011, the Walmart Foundation has made \$40 million in grants to organizations helping veterans with issues such as family relationships, healthcare, job training, re-integration and career counseling. Two grants totaling \$6 million helped launch the America Serves initiative, which created the nation’s first coordinated network of public, private and non-profit resources for veterans. In addition, several grants went to programs designed for women veterans.

Our commitment to veterans extends beyond philanthropy, and the impact of our Veterans Welcome Home Commitment demonstrates that creating

employment opportunities for our returning veterans is good for business. Since May of 2013 we have recruited more than 206,000 veterans into Walmart and 30,500 have been promoted since joining the company. Our new goal is to recruit 250,000 by the end of 2020.

“Work is a beautiful thing, and for transitioning veterans, finding that sense of purpose is often lost after separation from service,” said retired Brig. Gen. Gary Profit, Senior Director – Military Programs, Walmart. “Veterans shouldn’t have to worry about finding employment, so Walmart is here to help service members figure out their new path through civilian life and, for many, start their careers as we’ve seen with the 30,000 promoted since the launch of the commitment.”

Veterans can explore career opportunities with Walmart at www.walmartcareerswithamission.com.

Investing in “agri-preneurs”

In rural regions of the developing world where many people survive on less than \$2 a day, a new style of entrepreneurship is taking root. It’s new enough to have its own name – agri-preneurship. This is a path out of poverty for more than 1 million small and medium-sized farmers – more than half of them women – who are learning new business and agricultural skills through programs helped along by Walmart Foundation grants. Many of these budding agri-preneurs are also being groomed to meet the quality standards and delivery requirements to become Walmart suppliers. We’re partnering in agri-entrepreneurial ventures in Mexico and India. In addition to agriculture, our supplier development teams are working with small suppliers of products in Africa – especially with black women-owned businesses.



Launch of Supplier Inclusion Showcase shines spotlight on diverse suppliers

“At Walmart, we are proud to be able to use our stores and websites to empower diverse suppliers,” said Michael Byron, Senior Director – Supplier Diversity and Inclusion. “Our customers represent all of America, and we want to be sure our suppliers do, too. Supplier inclusion means that we’re able to deliver innovative, quality products and a broader selection to the communities we serve.”

Walmart recently announced the launch of a Supplier Inclusion Showcase on Walmart.com to spotlight products from our ever-growing community of diverse suppliers. This group of diverse suppliers includes companies operated by members of the lesbian, gay, bisexual and transgender (LGBT) community; minorities; people with disabilities; veterans; and women.

The Supplier Inclusion Showcase launched in July 2018 at the Essence Festival in New Orleans, the largest multicultural celebration in the U.S., which has been sponsored by Walmart since 2007. The first products featured on the Supplier Inclusion Showcase span more than a dozen Walmart suppliers

that participated in Essence from across categories, including eyewear from Cynthia Bailey, Joe’s Gourmet Fish Fry and Positively Perfect Dolls by Dr. Lisa Williams.

These suppliers are part of Walmart’s network of more than 2,600 diverse suppliers who now represent hundreds of thousands of products in Walmart stores and on Walmart.com.

“At Walmart, we are proud to be able to use our stores and websites to empower diverse suppliers,” said Michael Byron, Senior Director – Supplier Diversity and Inclusion. “Our customers represent all of America, and we want to be sure our suppliers do, too. Supplier inclusion means that we’re

able to deliver innovative, quality products and a broader selection to the communities we serve. We encourage diverse companies to explore new possibilities with Walmart and on Walmart.com.”

During the Essence Festival, Walmart also hosted two conferences designed to help entrepreneurs and small businesses elevate their eCommerce presence. The panels featured entrepreneurs as well as merchants and marketers from Walmart U.S. stores and Walmart.com.

Editor’s Note: Suppliers featured on the Walmart.com Supplier Inclusion Showcase have identified their companies as diverse through Walmart’s supplier set up process or completed a profile in our Supplier Inclusion Portal Registration. A diverse supplier is defined as a U.S. privately held company that is 51 percent owned and operated by a woman, minority, veteran, disabled veteran, person with a disability, or a member of the lesbian, gay, bisexual or transgender (LGBT) community. Walmart recognizes and tracks the following diverse classifications: women, African Americans, Asian Americans, Hispanic Americans, Native Americans, Native Alaskans, LGBT people, veterans, disabled veterans, and people with disabilities.

U.S. Manufacturing “Open Call” offers entrepreneurs a shot at the American Dream

By: Jennifer Deshields, Manager — Store Communications

Entrepreneurs representing more than 450 businesses roamed the halls of the Home Office on June 13 in Bentonville, Arkansas, awaiting their turn to pitch everything from salsa to sportswear in front of Walmart buyers. Weaving my way through the crowd, I saw hundreds of original and inventive items and had the privilege of meeting some of the people and hearing some of the stories behind them.

A few of those people walked away with deals, a few heard maybes and others received feedback that will prepare them to try again. Here are a few of my favorites.

1. Flying High. Megan Hardwick had a roller-coaster ride of a day. The business owner and mom had to pitch her Wings Cosmetics eyeliner stamps twice: once in a small room in front of a buyer, then in an auditorium filled with other hopefuls and Walmart associates. Our cosmetics buyer was sold on Megan’s invention — flexible plastic stamps that apply liquid or gel eyeliner in striking, matching wing shapes in seconds. Flying high after getting a deal, she was selected for a live pitch session called “Bring It,” where businesses vied for crowdsourcing to identify which products would get placement in Walmart stores. Megan’s Wings went up against Mighty Good Pizza Saver — a microwavable plastic container that keeps leftover pizza fresh — and the competition was intense, with the Pizza Saver taking the lead by one point mere seconds before the polls closed. Megan wasn’t out of the game though. Her Wings pulled through and the contest ended with a tie.

2. Sparking Interest. Warren Brown, a lawyer-turned-baker from the Washington, D.C., area, attended his first Open Call in 2017 and ultimately landed a deal for Don’t Forget Cake: a single-serve layer cake with frosting in a jar. This year, he presented a healthier snacking option called Spark Bites. Warren said these whole-grain snacks are gluten- and allergen-free, high in fiber, low in cane sugar and come in five different flavors. His Spark Bites were referred to another buyer in a category that better fits the product. As for Don’t Forget Cake, two flavors launched in March 2018 and are available in approximately 200 Walmart stores.

3. Ugly Dates Deserve Love. This story begins all the way in Israel. When David Czinn and his friend and business partner, Brian Finkel, were studying abroad in the Middle East, they both fell in love with the region’s alternative to honey: D’vash date nectar. The sweetener has been a staple of Middle Eastern cuisine for thousands of years, David said, and the duo wanted to bring it to the States — but they wanted to cut the sugar and make it environmentally friendly. Thus D’vash Organics was born. Their dates come from Coachella Valley farms in California. “We buy the ugly ones that wouldn’t otherwise be sold,” said David. The nectar is vegan, has 25 percent less sugar than honey and can add flavor to tea or coffee, marinades, salad dressing and much more. David, a second-time Open Call participant, said he got positive feedback and was excited for the future of this ancient delight. D’vash date nectar will be in 800 stores in February 2019.

This story originally appeared on the Walmart Today blog.



2016 EEO-1 data



The North American Industry Classification System (NAICS) is a taxonomy used by the U.S. Census Bureau and other Federal agencies to classify 20 broad industry sectors of the economy. NAICS code 45 includes the following sub-sectors:

- 451 Sporting goods, hobby, book and music stores
- 452 General merchandise stores
- 453 Miscellaneous store retailers
- 454 Non-store retailers

The charts on the subsequent pages compare Walmart's workforce representation across multiple categories of diversity to nationwide Equal Employment Opportunity (EEO-1) figures as well as to a composite of the retail trade sector. The retail trade sector comprises establishments engaged in retailing merchandise and rendering services incidental to the sale of merchandise. We believe it's important to remember when reviewing this data that Walmart is larger – both in terms of the number of employees and work locations – than many of the other retailers measured.

These are the definitions of these roles according to NAICS:

Executive/senior level officials and managers: Individuals who plan, direct, and formulate policies, set strategy and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers.

First/mid-level officials and managers: Individuals who serve as managers, other than those who serve as executive/senior level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the executive/ senior-level management and typically lead major business units. They implement policies, programs and directives of executive/senior-management through subordinate managers and within the parameters set by executive/senior-level management.

Professionals: Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.



Technicians: Occupations requiring a combination of basic scientific knowledge and manual skill, which can be obtained through two year of post high school education, such as is offered in many technical institutes and junior colleges or through on-the-job training.

Sales workers: Occupations engage wholly or primarily in direct selling.

Administrative support workers: Administrative support occupations, including all clerical-type work regardless of level or difficulty where the activities are predominately non-manual, through some manual work not directly involved with altering or transporting the products is included.

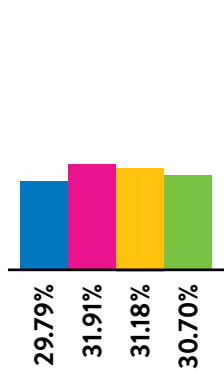
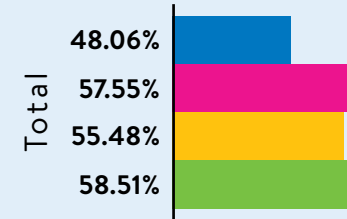
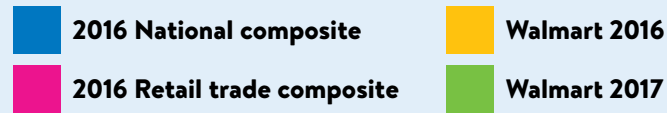
Craft workers (skilled): Manual workers of relatively high level (precision production and repair) having a thorough and comprehensive knowledge of the process involved in their work, exercise considerable independent judgment and usually receive and extensive period of training. Excludes learners and helpers of craft workers.

Operatives (semi-skilled): Workers who operate transportation or materials moving equipment, or who operate machine or processing equipment, or who perform other factory-type duties of intermediate skill level that can be mastered in a few weeks and require only limited training. Includes apprentices in such fields as auto mechanics, plumbing, bricklaying, carpentry, building trades, metalworking trades and printing trades.

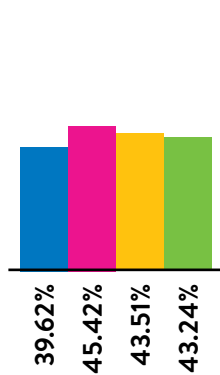
Laborers and helpers (unskilled): Handlers, equipment cleaners, helpers and other workers in manual occupations that generally require no special training and who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Farm workers (laborers) are placed here, as well as farming, forestry and fishing occupations not elsewhere covered.

Service workers: Workers in both protective and non-protective service occupations. Includes non-protective worker in professional and personal service, amusement and recreation, food service, maintenance and unarmed sentinel occupations. Also includes protective workers in police and detection, firefighting and fire protection, armed guard and security occupations.

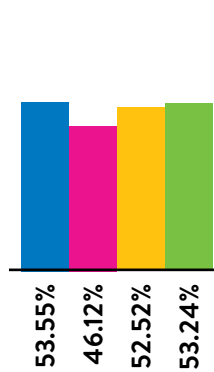
Female EEO-1 comparison



Executive/senior level managers



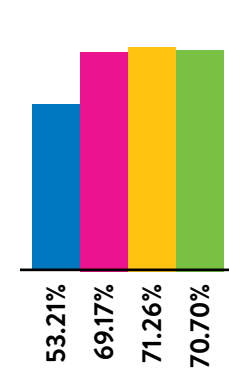
First/mid level officials & managers



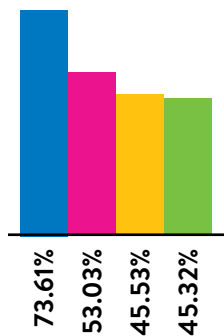
Professionals



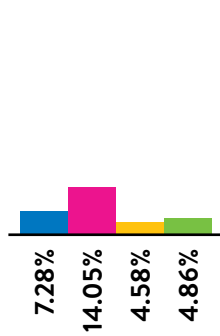
Technicians



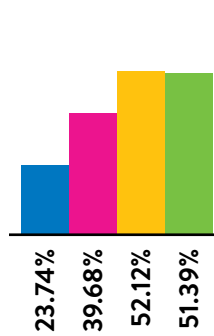
Sales workers



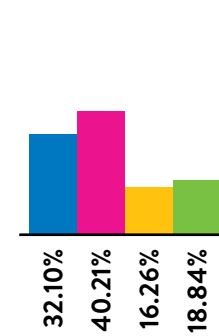
Administrative support workers



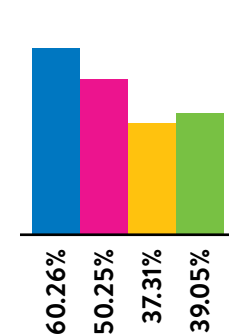
Craft workers



Operatives

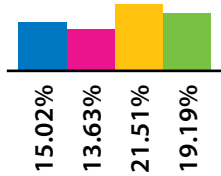
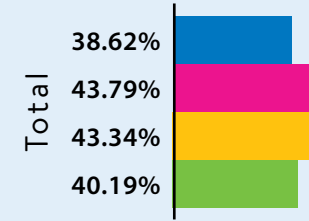
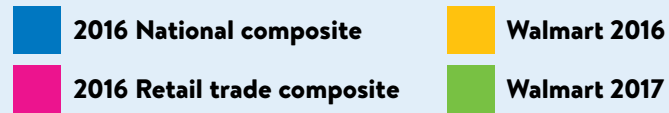


Laborers and helpers

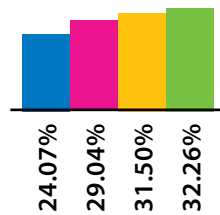


Service workers

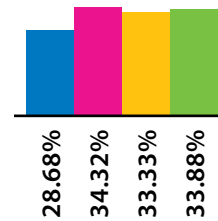
Minority EEO-1 comparison



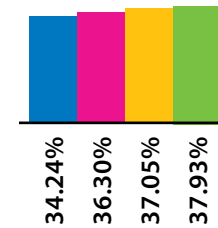
Executive/senior level managers



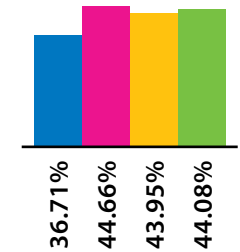
First/mid level officials & managers



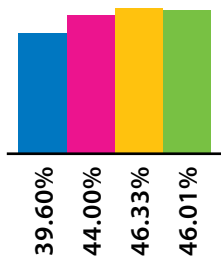
Professionals



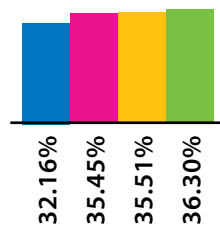
Technicians



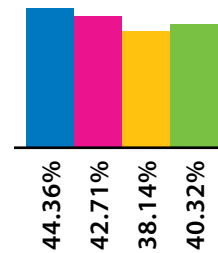
Sales workers



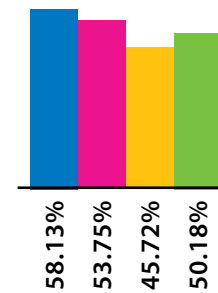
Administrative support workers



Craft workers



Operatives

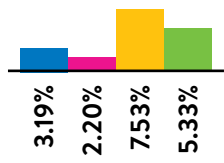
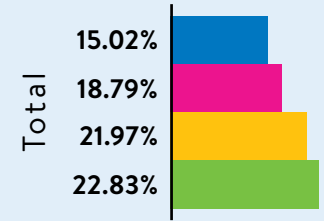
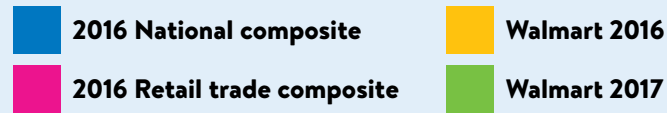


Laborers and helpers

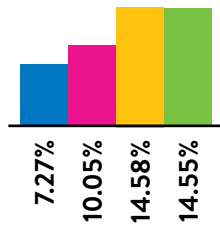


Service workers

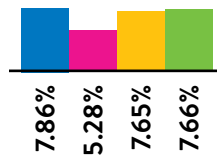
Black or African American EEO-1 comparison



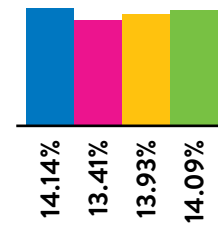
Executive/senior level managers



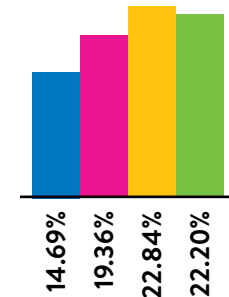
First/mid level officials & managers



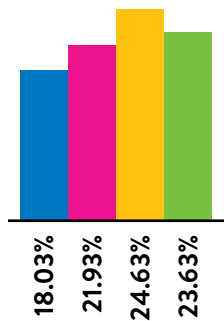
Professionals



Technicians



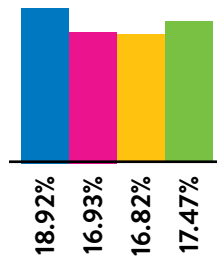
Sales workers



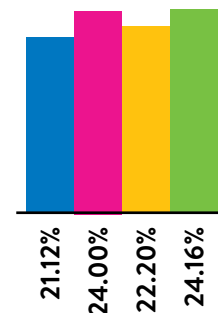
Administrative support workers



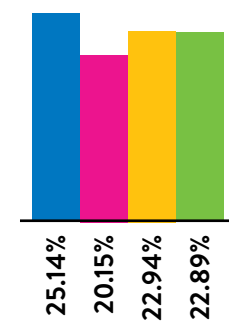
Craft workers



Operatives

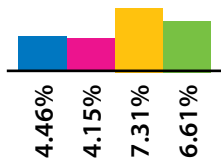
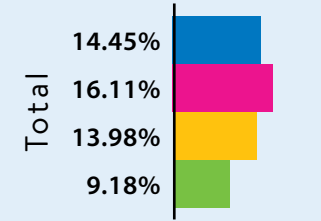


Laborers and helpers

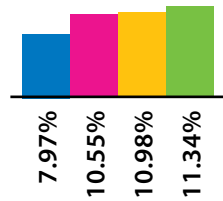


Service workers

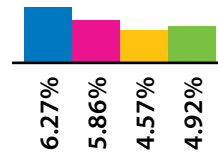
Hispanic or Latino EEO-1 comparison



Executive/senior level managers



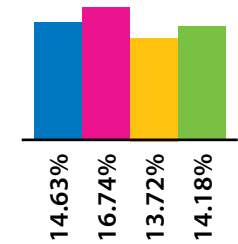
First/mid level officials & managers



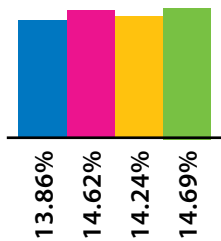
Professionals



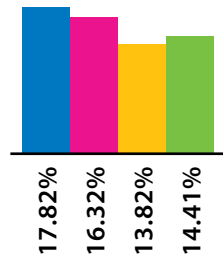
Technicians



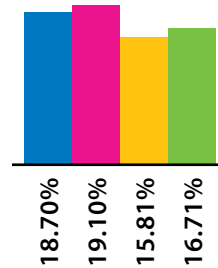
Sales workers



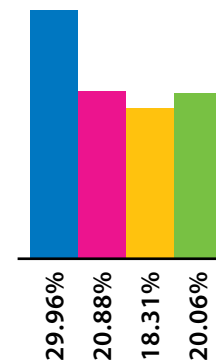
Administrative support workers



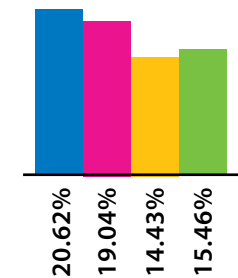
Craft workers



Operatives

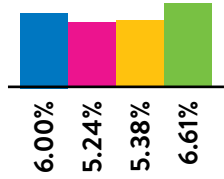
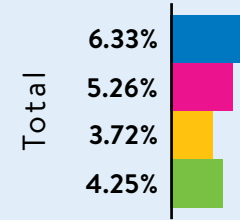
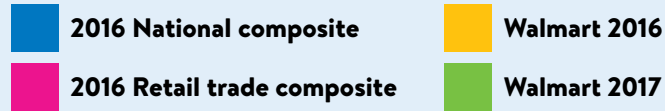


Laborers and helpers

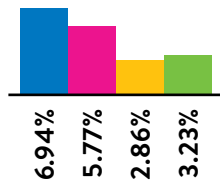


Service workers

Asian EEO-1 comparison



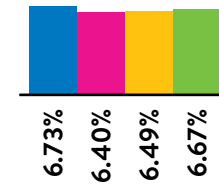
Executive/senior level managers



First/mid level officials & managers



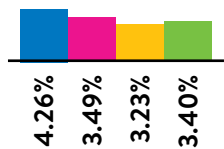
Professionals



Technicians



Sales workers



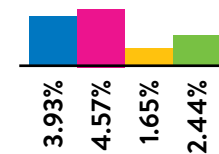
Administrative support workers



Craft workers



Operatives



Laborers and helpers

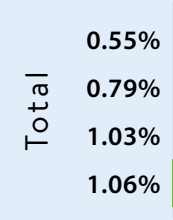


Service workers

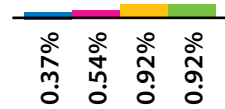
American Indian or Alaskan Native EEO-1 comparison

2016 National composite
2016 Retail trade composite

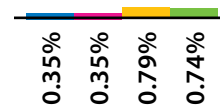
Walmart 2016
Walmart 2017



Executive/senior level managers



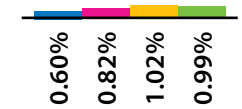
First/mid level officials & managers



Professionals



Technicians



Sales workers



Administrative support workers



Craft workers



Operatives

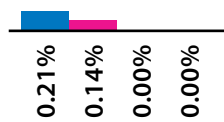
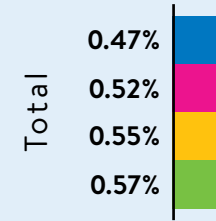


Laborers and helpers

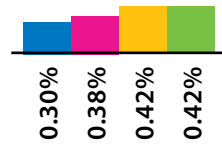


Service workers

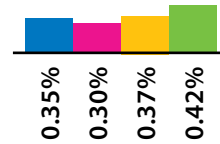
Native Hawaiian or Pacific Islander EEO-1 comparison



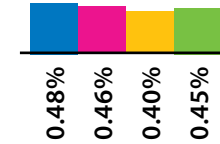
Executive/senior level managers



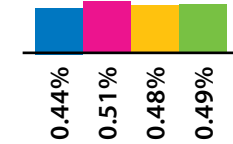
First/mid level officials & managers



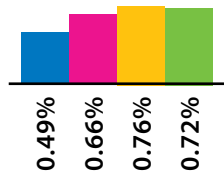
Professionals



Technicians



Sales workers



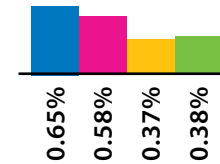
Administrative support workers



Craft workers



Operatives

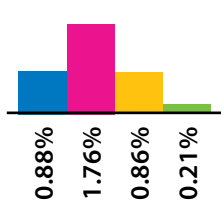
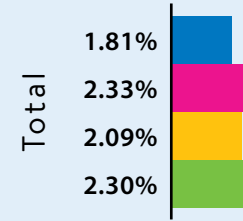


Laborers and helpers

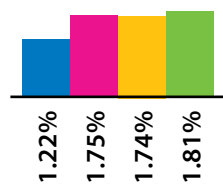


Service workers

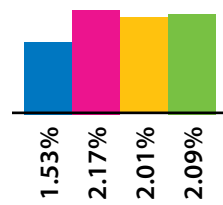
Two or More Races EEO-1 comparison



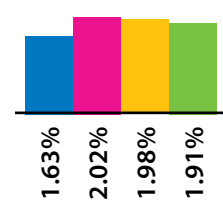
Executive/senior level managers



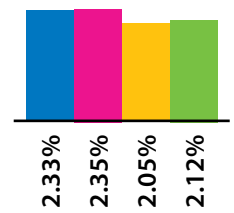
First/mid level officials & managers



Professionals



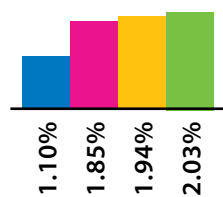
Technicians



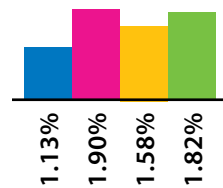
Sales workers



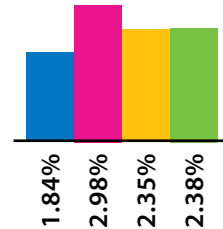
Administrative support workers



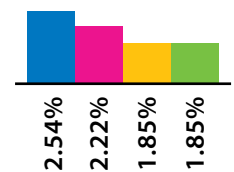
Craft workers



Operatives



Laborers and helpers



Service workers

GLOBAL OFFICE OF
CULTURE
DIVERSITY
& **INCLUSION**

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place