



SPARK INCLUSION

Culture, Diversity & Inclusion
2019 REPORT

Walmart 



TABLE OF CONTENTS

03	Leadership Messages
06	Strategy
14	Associate Stories
26	Community
34	EEO-1 data

Editor's Note: This report is a retrospective of Culture, Diversity & Inclusion programming which took place across Walmart Inc in 2019 (FY20) and was produced prior to the COVID-19 pandemic and the civil unrest that followed the killing of George Floyd. Leadership messages from Doug McMillon, Donna Morris and Ben Hasan have been updated in light of recent events while the rest of the report contents are as of Jan. 31, 2020.

ADVANCING OUR WORK ON RACIAL EQUITY

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

Each year we issue a report on our company's Culture, Diversity, and Inclusion (CD&I). The report looks back on the initiatives we led. We outline our successes, acknowledge where we can do better, and finally, set our sights on our vision for the future and the work we aim to accomplish in the coming year and beyond.

In a typical year, we release our CD&I report in March. It is currently June of 2020 and we are only now publishing our 2019 report. Why the delay?

Though 2019 is only six months behind us, from where we stand now, it feels like it might have been decades ago. Almost overnight, the world changed, and we found ourselves working through an unprecedented global health crisis. As we were responding and adapting to that, in the span of eight minutes and forty-six seconds, the world was rocked again. In the U.S., the murder of George Floyd set off a public reaction to racial injustice that shocked our country, though, of course, it shouldn't have. It could have been set off by the murders of Breonna Taylor, Ahmaud Arbery or any of the other Black Americans who have been killed – at an increasingly alarming rate – for no other reason than the color of their skin.

This racial violence in the U.S. is tragic, painful, and unacceptable. And it's a call to action to move forward – together – in the fight for greater racial equity inside and outside Walmart.

So, while we're glad to be publishing our 2019 CD&I report, and we are proud of the work our company did over the course of the past year, we are even more

intensely focused on building on those efforts and setting and achieving ambitious goals for ourselves over the coming year.

Our hope is that at this time next year, when it is time to write this letter, the world will be in a better place. Our hope is there will have been some healing. Our hope is our communities and country will be closer and more united. Our hope is that together, as communities and as a country, we will have confronted the corrosive power of racism in a way we have never done before.

In the meantime, my commitment is that Walmart will do even more to be a powerful force in the fight to achieve greater racial justice and equity. I will hold myself, our leaders, and our associates to higher levels of accountability. Together we will set an even higher bar for ourselves as we take this next step in our journey to actively shape our culture to be more inclusive – not just accepting our differences, but celebrating them, every day, in every part of the company.

Over the past six months we have all experienced a range of emotions – from those related to the COVID-19 pandemic and those stemming from egregious racial violence and injustice. In both cases, my inspiration and hope for the future come from seeing how people have risen to overcome challenges, and perhaps above all, how they have reached out to selflessly help others in unity and with love.





RAISING AUTHENTIC CONVERSATIONS ON EQUITY

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

There is unimaginable fear and pain weighing heavily on so many Americans right now. The tragic and senseless killing of George Floyd has fanned the flames, though Mr. Floyd's death did not start the fire. The disparate impact that COVID-19 has had on communities of color is another recent and troubling symptom which must be addressed but also isn't the root cause.

The truth is, we've been here before. Mr. Floyd's death is tragic, though it is not the first time an unarmed African American man has been killed by police. I was less than a year into my current position in Summer 2016 when we held a town hall at Walmart following the police shootings of Alton Sterling, Philando Castile and other black men. Those conversations led us to make progress inside our company on inclusion and equity over the last few years – work that makes me extremely proud. But it wasn't enough; humanity still has a lot of ground to cover on our shared journey and recent events have only served to push the destination further into the distance.

The origin of all of the fear, pain and unrest we're experiencing today can be traced back centuries to the institutionalized racism built into the very foundation of America. Bias and discrimination have become so pervasive and insidious inside every major social system

– education, criminal justice, health care and financial – that it has become almost impossible for us to see these inequities for what they really are. Until every American can look in the mirror and acknowledge this ugly truth about the racial injustice that systematically advantages some and disadvantages others, we will never escape our past to move forward as one nation.

At Walmart we are driven by a common purpose to save people money so they can live better. When we say those words, there are no implied qualifiers. We don't mean some people and not others. Our cultural values of Service to the Customer and Respect for the Individual mean every customer and every individual regardless of identity, experience, style, ability or perspective. When we say that we want to help people to live better, we must recognize that for African Americans living better can simply mean no longer fearing for your own life and the lives of those you love.

We can do better. We must do better. That means Walmart...the business community...every American. So how do we as a community do that?

At Walmart, we believe if society's race-based policies and practices brought us to this point, then race-

based interventions must be considered as part of the solution. Race unfortunately remains apparent in many current societal outcomes, and thus an analysis of race must be part of the next step – including by companies like Walmart as well as across society. This is the hard work that has never been done before. Equity isn't simply about what we do going forward, it must also include an understanding of history so humanity might build upon that knowledge and not make the same mistakes. If society doesn't work together to fully understand the compounding factors of inequity through a thoughtful and thorough analysis of race, we all run the risk of widening the gap before we close it.

We don't have all the answers, but we know we can't afford to wait to have everything figured out. Lives are being lost. We as a community must take action now.

In 50 years from now, historians will write about this time and examine how companies like Walmart responded. My goal is that Walmart will be on the right side of history, and given our culture of inclusion, I believe we will be. We're committing to make change inside our own organization and to be a catalyst for good in the world, and I hope you will join us. Together we can build a better, more inclusive Walmart and America for today and tomorrow.

BUILDING A WALMART FOR EVERYONE

A message from Donna Morris, Executive Vice President – Global People

At Walmart, we have long fostered a culture and values that reinforce respect for the individual and a focus on equal opportunities for all. But, we know we can and must do better. It's critical that we look internally to ensure we are operating in an environment that leads to better representation and a greater emphasis on inclusion. We are taking a number of steps to ensure we collectively contribute to a Walmart for everyone.

First, we're working to be even more transparent. Twice a year, we will openly report on our progress to build diversity across our business with respect to gender and ethnicity.

Next, we are thoroughly reviewing our people practices with a focus on hiring, developing and rewarding, looking to identify opportunities to further improve, and will hold our leaders accountable in our efforts to make progress.

Also, we've created additional forums for associates to hold open, transparent solutions-oriented conversations that are respectful and inclusive of all perspectives. We've also curated and shared helpful resources with associates to become more educated on these important topics.

We'll continue to lean on our President's Inclusion Council, which represents each business area, to be a voice for our associates across the business and help guide us on the path forward.

So far in 2020, we have navigated the global implications of the pandemic, the economic landscape has been challenged and we have significant civil unrest. But we are resilient – and we are here to support each other, our customers and communities.

Every day we demonstrate what we're capable of when we work together to create solutions for our customers and members, and when we rush to support one another and our communities during difficult times – it's who we are. I can only imagine what we will achieve by further strengthening our commitment to diversity and inclusion. I look forward to what we will do together to make Walmart an even more inclusive workplace, a company for everyone.



**"Every day we demonstrate what we're
capable of when we work together"**

MOVING THE NEEDLE

Our approach to culture, diversity & inclusion

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.

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.

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.

RACIAL EQUITY: When people of every race have what they need to thrive, and race is no longer a determining factor in shaping an individual's life outcomes.

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 72,000 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

Guiding Principles

Our four guiding principles shape our approach to improving the company's CDI health 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

Awards & Recognition

2019 Diversity Inc Top 50
Companies for Diversity (#34)

2020 Human Rights Campaign (HRC)
Corporate Equality Index 100%

2020 Bloomberg Gender-Equality Index

2019 Disability Equality Index 100%

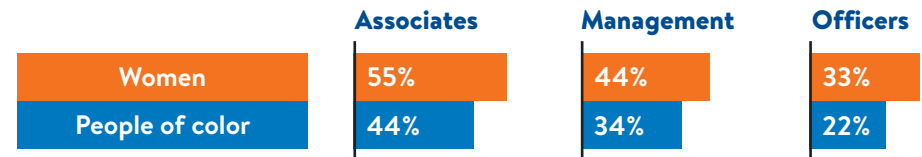
2019 Hispanic Association on Corporate
Responsibility (HACR) Corporate Inclusion
Index Governance & Procurement – 5 Stars

At Walmart, we have 2.2 million associates working in 27 countries. Derived using data from International Labour Organization, ILOSTAT database and World Bank population estimates (Labor data retrieved in September 2019), **here's how we stack up against that indicator:**

	Female % of Walmart labor force	Female % of total labor force
Argentina	45%	42%
Canada	57%	48%
Chile	57%	42%
China	66%	44%
India	19%	22%
Japan	64%	44%
Mexico	54%	36%
UK	57%	47%

Diversity & Inclusion BY THE NUMBERS

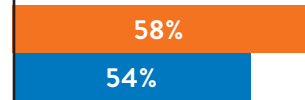
Diversity statistics for total U.S. workforce



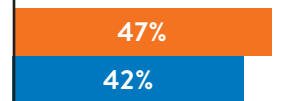
Promotions



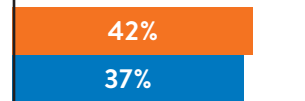
Hourly-to-hourly



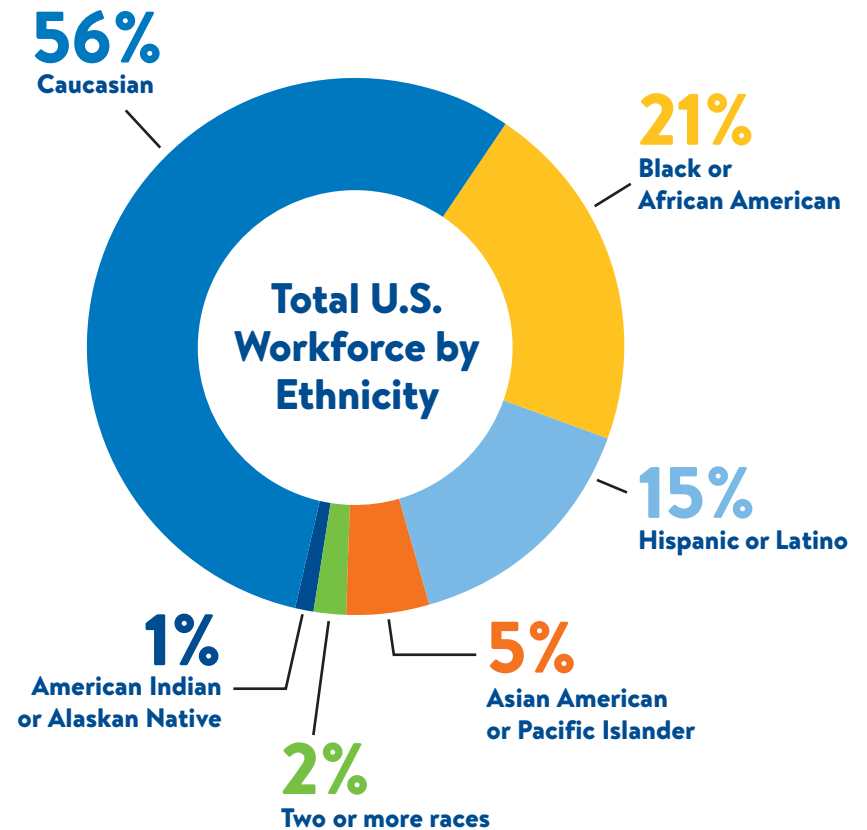
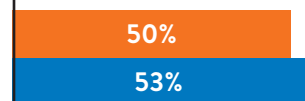
Hourly-to-management



Management-to-Management



New Hires





DIVERSITY & INCLUSION ENHANCEMENTS TO TALENT LIFE CYCLE

The work of diversity and inclusion professionals is often highly visible. Associate Resource Group engagement, benchmarking and survey participation, and conference attendance are all crucial to a strong diversity and inclusion program, and from an output perspective are often the measures by which many determine success or failure.

Yet truly impactful D&I programs go beyond optics to invest in transformational change initiatives often unseen by most people. It's vital such programs become operationalized into the talent life cycle to positively impact the representation and movement (hires, promotions and retention) of women, people of color and other underrepresented groups.

In 2018, steps were taken to assess the D&I health of Walmart's talent lifecycle through a diagnostic evaluation of current state. Several appraisals were completed during a six-week period, including an assessment of human resources and talent processes; analysis of diversity data; interviews with 44 associates to gather perspectives; and six focus groups/listening sessions with Walmart's African American Business Resource Group (AABRG) and Women's Resource Community (WRC). The evaluation culminated in a workshop with 13 senior leaders, including many members of the President's Inclusion Council.

Based upon learnings from the diagnostic process, goals were established to focus on making more objective talent decisions and embedding inclusive practices across the talent lifecycle. Several initiatives have been launched to support those goals:

OFFICER SELECTION PROTOCOL

Walmart's officers (vice president and above) play an important role in stewarding the company's future, making thoughtful and inclusive officer selection key to long-term sustainability and business success. Practices were established to create a consistent and objective selection process, such as including at least three candidates on each internal and external slate with at least one candidate being a woman and/or person of color. The enhanced officer selection process also uses a suite of assessments and structured interviews to evaluate candidates, and a calibration meeting to discuss and compare candidates before making a hiring decision.

MENTOR CIRCLE TOOLKIT

Sponsorship has been shown to help associates access opportunities for continued growth and development, however finding a sponsor can be challenging. Intentional curation of the mentoring circle experience is one method being tested with the goal of creating an environment where sponsorship can develop more seamlessly. A series of interactions were designed to meet the specific development needs of mentees while also encouraging inclusivity. Mentors and mentees can then work together on highly structured and relevant development interactions, making it easier and more natural to get to know each other and determine if alignment for sponsorship exists.

TALENT REVIEW TOOLKIT

Important decisions concerning succession planning and development opportunities are made during the talent review process. As a result, it is critical for the process to be objective and data driven. The talent review toolkit equips leaders to have career conversations with their associates prior to talent review to understand career aspirations. The toolkit also provides resources for leaders on knowing how to identify potential and recognizing and mitigating unconscious bias.

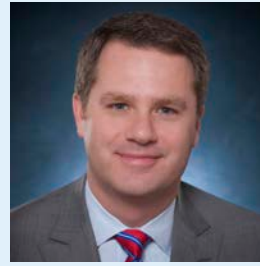
PRESIDENT'S INCLUSION COUNCIL

Now more than ever, strengthening the diversity and inclusiveness of our leadership and work environment must be a primary focus. The current landscape of political and social divisiveness means that our associates and customers need the humanity of Walmart that results from us operating at our natural best. Our vision of creating a culture where everyone is included is gaining momentum and is a business imperative we expect all our leaders to champion.

The senior leaders selected for the 2020-22 President's Inclusion Council were chosen because of their influence and reputation for modeling the behaviors 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 President's Inclusion Council is to serve in an advisory capacity for Doug McMillon, President & CEO – Walmart Inc, the Executive Committee and the entire organization to help Walmart sharpen its culture and dial up the inclusiveness across the enterprise. The goals of the Inclusion Council are largely focused on helping us improve our talent pipeline and diverse representation in senior leadership by operationalizing practices, principles, and processes related to Walmart's Culture, Diversity & Inclusion strategy, including talent life cycle integration, modernizing measurements, building an inclusive brand, and activating the culture.

The council members were chosen by Doug, and the group features a representative for every business unit and corporate center of excellence. The current cohort officially began on Feb. 1, 2020, and will serve a two-year term through the end of FY22 (Jan. 31, 2022). They will meet monthly as a group with Doug joining on a quarterly basis.



Chair: Doug McMillon
President and CEO
– Walmart Inc



Council Lead: Richard Mayfield
Executive Vice President & Regional CEO – Walmart Mexico y Central America, Canada and the U.K.



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



Brian Besanceney
Senior Vice President and Chief Communications Officer – Walmart Inc



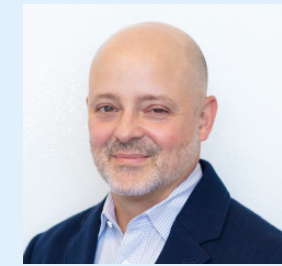
Ella Chan
Vice President – Strategy & Innovation, Walmart China



Tim Cooper
Senior Vice President – Supply Chain, Walmart U.S.



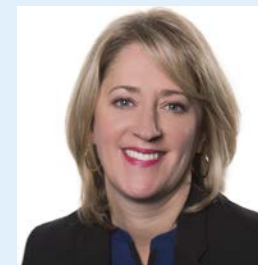
Isabel Cruz
Senior Vice President and Head of People – Walmart U.S. eCommerce



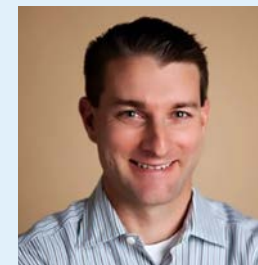
Eddie Garcia
Senior Vice President and Chief Product Officer – Sam's Club



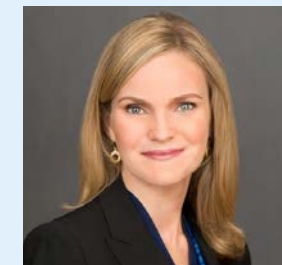
Chandra Holt
Executive Vice President and Chief Merchandising and Integration Officer
– walmart.com



Kerry Kotouc
Senior Vice President and General Counsel – Walmart U.S.



Jeffrey Shotts
Senior Vice President – Marketplace, Walmart U.S. eCommerce



Amanda Whalen
Senior Vice President – Tax & Treasury, Walmart Inc



2018 HUMAN RIGHTS STATEMENT

As Sam Walton created the company that has developed into the Walmart we know today, he wanted to provide customers access to affordable products, so they could save money to live better. He talked about wanting to “take care of our associates” and support the vision customers hold for their communities. While Sam used his own words, a respect for human rights corresponds with core values he instilled in our company.

For many years, our perspectives and initiatives that underscore Walmart’s respect for human rights were described across a number of statements (for example, Supplier Code of Conduct) and documents (for example, Ethics and Compliance report). In November 2018, we published Walmart’s first Human Rights Statement, which consolidates our perspectives in one place.

As part of our work to develop our Human Rights Statement, we convened a cross-functional Steering Committee as well as a Working Group who:

- Reviewed a variety of international instruments including, but not limited to, the United Nations (U.N.) Universal Declaration of Human Rights, the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work and the U.N. Guiding Principles on Business and Human Rights
- Reviewed stakeholder feedback from research and consultations
- Obtained and incorporated feedback from human rights subject matter experts
- Considered analysis of Walmart conducted by a number of third-parties, including Shift, Corporate Human Rights Benchmark, Know the Chain and Oxfam
- Reviewed the work of other companies, both those in our peer industry group and those that are considered leaders in human rights, to understand and compare their approach to ours

Our Human Rights Statement confirms our respect for human rights and articulates how our four values (Service, Respect, Excellence, Integrity) inform our approach to human rights throughout our corporate activities, with a focus on our associates, customers, supply chain and the communities in which we operate.

SERVICE TO THE CUSTOMER

CUSTOMER FIRST: listen to, anticipate and serve customer wants and needs

FRONTLINE FOCUSED: support and empower associates to serve customers every day

INNOVATIVE AND AGILE: be creative, take smart risks and move with speed

RESPECT FOR THE INDIVIDUAL

LISTEN: Be visible and available, collaborate with others and be open to feedback

LEAD BY EXAMPLE: be humble, teach and trust others to do their jobs; give honest and direct feedback

INCLUSIVE: seek and embrace differences in people, ideas and experiences

STRIVE FOR EXCELLENCE

HIGH PERFORMANCE: set and achieve aggressive goals

ACCOUNTABLE: take ownership, celebrate successes and be responsible for results

STRATEGIC: make clear choices, anticipate changing conditions and plan for the future

ACT WITH INTEGRITY

HONEST: tell the truth, keep your promises and be trustworthy

FAIR: do right by others; be open and transparent

COURAGEOUS: speak up, ask for help, make tough calls and say no when appropriate

AMERICAN DREAM GAME SHAKES UP DIVERSITY DIALOGUE

The American Dream is a vision of success that has motivated many of us since childhood and has led some of us to immigrate from around the world in search of it. Ideals such as two kids and a dog; owning your own home (often with a white picket fence); starting your own business; achieving career success; and retiring comfortably are woven into our collective consciousness.

The American Dream Game was developed by psychologist Jennifer Young Yim when she was completing doctoral research at the University of Michigan. Now available through license from Point Made Learning, the American Dream Game is an interactive board game designed to engage players intellectually and emotionally on issues of identity and equity.

Walmart added the American Dream Game as a pilot as part of its Inclusive Leadership Education curriculum in early 2019. A perspective-taking exercise, the American Dream Game gives participants insight into what it's like to walk in someone else's shoes. Participants gain awareness of how everyday interactions and long-term opportunities are influenced by a variety of factors.

"The American Dream Game eases having real, difficult conversations in a supported, comfortable and safe environment. It gives the participants a 360-degree view of many diversity and inclusion topics, but most importantly, it allows you to reflect on unconscious biases we all possess," said José E. Cartagena Ortiz, Content Designer – Learning Content Design & Development.

Players are asked to select a character that is significantly different from themselves in at least one way, based on a variety of demographic information such as gender, race, citizenship, sexual orientation, disability status and income range. While encouraged to share their personal experiences, participants are asked to take on the persona of their selected character for the duration of the game. As their character, they consider how personal identity, external perceptions and social systems impact and influence an individual's ability to achieve their American Dream.

"I learned biases exist in so many ways. Experiences like the American Dream Game help bring our organization closer together and break down barriers. In addition, the game gives associates the opportunity to role play

a different demographic, which gives transparency to some of the challenges associates experience on a day-to-day basis," said Dennetta Bradford, Senior Manager – Product Development, Food – Walmart U.S.

By stepping outside of their own personal experiences and taking part in open and honest dialogue, participants can engage in meaningful conversations around equity and inclusion while also further developing empathy for those with experiences other than their own. A total of 450 Walmart associates have played the American Dream Game to date, and have given a cumulative net promoter score (NPS) of 63.78 based upon their game experience and likelihood to recommend the game to others.

"I had the opportunity to play the American Dream Game twice this year. Once was with a team of mine that I knew quite well and the second was with a team that I was new to leading. Regardless of the time you have known your team, the American Dream Game can help to set a tone of openness, acceptance and empathy," said Marlena Bond, Vice President – Private Brands Consumables, Walmart U.S.





DRIVING DIALOGUE SPARKS INCLUSIVE CONVERSATIONS

It started with a movie invitation. When a group of Walmart associates were going to see *The Hate U Give* (THUG), they invited Doug McMillon, President & CEO – Walmart Inc. His schedule didn't permit for the spontaneous invite, however the offer sparked Doug's interest and he went to see the movie a few days later. THUG's powerful depictions of privilege, bias and codeswitching told through the experiences of 17-year-old Starr Carter as she navigated life and relationships between her home in a mostly black, low income community and her school in an affluent, mostly white suburb impacted Doug.

Doug came away believing every Walmart associate should have the opportunity to watch THUG, and, more importantly, that the film should spark necessary conversations about race and equity among associates and leadership. That resulted in the creation of Driving Dialogue, a series of conversations between Walmart leaders and content creators and thought leaders centered on challenging, sometimes uncomfortable topics that must be examined and discussed if we are going to advance inclusion.

In February 2019, THUG was screened multiple times in Walmart corporate offices and in theaters in Bentonville for associates to attend with their leadership. The film was also made available for a free rental for all U.S. associates on the VUDU streaming platform. A discussion guide was made available for leaders to facilitate debrief discussions with their teams and mentoring circles about the film's themes and how they can relate to inclusion in the workplace and society. George Tillman, Jr., the film's director, and one of its stars, Russell Hornsby, also attended a Walmart U.S. Town Hall in February for a conversation with Doug.

"We know Walmart is a business, but the connection between us and healthy communities around this country and around the world is easy to see. The fact that we are such a people business makes it really clear why conversations around diversity and inclusive environments are important," said Doug.

Driving Dialogue continued in June 2019 with a conversation between Trevor Noah, host of Comedy Central's *The Daily Show*, and Kath McLay, President

& CEO – Sam's Club. Trevor spoke about growing up biracial in South Africa during apartheid, immigrating to the U.S., the power of language, and how to have challenging yet necessary discussions.

"It's key for us to engage in those discussions because without it we all feel attacked. We all go home, we all go back into our bubbles, discuss among ourselves, and then we galvanize our ideas and all we do is reinforce what we already believe in, but we don't change the ideas or the world that is affecting us," said Trevor.

The 2019 edition of Driving Dialogue wrapped in October with a discussion between Haben Girma and Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer. Haben is the daughter of African refugees and the first deaf/blind person to graduate from Harvard Law School. She shared stories from her life and career which centered on disability inclusion, accessibility, universal design and resiliency.

"There really are no limits. Be creative, be patient and you can find a way to make it work. All of you who work at Walmart have potential power to remove barriers and help people access the groceries they need or create job opportunities. Use the power you have to remove barriers and increase opportunities for people with disabilities," said Haben.



LGBTQA INCLUSION WEEK

“Being a part of the community, when a company really has your back that’s something you feel so deeply. Not only is it the right thing to do, but it creates a really strong sense of loyalty.”

– Raymond Braun

The third installment of Driving Dialogue was a week of programming in August 2019 across multiple locations focused on fostering LGBTQA inclusion. LGBTQA Inclusion Week highlighted the challenges that members of the lesbian, gay, bisexual, transgender, queer and ally (LGBTQA) community face in the workplace and in society as well as the large-scale strategies and small yet powerful personal actions that can make a lasting difference.

The week began with a conversation between Jason Collins and Ben Baker, Vice President – Grocery Marketing, Walmart U.S. eCommerce, in San Bruno, California. Collins, a 12-year veteran of the National



Basketball Association (NBA), is best known for being the first openly gay male athlete to come out while still actively playing in one of America’s four major sports leagues. Collins spoke about his rationale for coming out when he did, implications regarding the intersection of his faith and sexuality, and how his decision to come out impacted his family and colleagues.

Raymond Braun then joined Joe Cano, General Manager – Menswear, Jewelry & Watches – Walmart U.S. eCommerce, for a conversation in Hoboken, New Jersey. Raymond is a LGBTQA activist and social media influencer who created “State of Pride”, a documentary that examines the meaning and value of LGBTQA Pride events. In addition to talking about the film, Raymond discussed a popular marketing campaign on marriage equality he developed while working at Google, how corporations can engage during Pride Month and what it means to build an inclusive workplace.

“Being a part of the community, when a company really has your back that’s something you feel so deeply. Not only is it the right thing to do, but it creates a really strong sense of loyalty,” said Raymond.

Amanda Whalen, Senior Vice President – Tax & Treasury, Walmart Inc, led a conversation at the Bentonville Home Office with Jessica Zyrie and Dwayne Price. Jessica is a

black transgender model featured in a national ad campaign for Absolut Vodka called Acceptance, and Dwayne is her father who is an entrepreneur and outspoken parent advocate. Jessica talked about her personal coming out journey, the intersectionality of being a transgender woman of color, and the need for improved transgender health and welfare programs. Dwayne discussed his initial response to Jessica coming out and how to be a supportive ally.

The week concluded with a conversation featuring Major General Tammy Smith during the Walmart U.S. Town Hall in Bentonville. Major General Smith is the U.S. military’s first openly gay flag officer with a decorated service career spanning more than 30 years. She talked about being a woman in the military, the passage and repeal of “Don’t Ask, Don’t Tell” legislation, and her challenge for allies.

“Neutrality still leaves us with the question, and we believe internally that if you haven’t said something positive or signaled in some way your inclusion or your acceptance, we’re still on the fence about you. So I would ask allies to move past neutral,” said Major General Smith.





MONTGOMERY LISTENING TOUR LEADS TO INCLUSION

Inclusion at the scale of Walmart requires a leadership commitment from the top of the organization. Bold strokes are often needed to spark the kind of courage and curiosity necessary for meaningful and sustained culture change.

In October 2018, Doug McMillon, President & CEO – Walmart Inc, led a group of his direct reports and other senior company leaders, including John Furner, President & CEO – Walmart U.S.; Rachel Brand, Executive Vice President – Global Governance, Chief Legal Officer & Corporate Secretary; and Dacona Smith, Executive Vice President and Chief Operating Officer – Walmart U.S., on a two-day immersive listening tour of Montgomery, Alabama.

The tour featured conversations with individuals deeply connected to the civil rights movement and included stops at landmarks and memorials linked to some of the defining events in African American history.

Those on the trip



were able to learn from experiences at Dexter Avenue King Memorial Baptist Church where Dr. Martin Luther King Jr. preached; the Rosa Parks Museum located on the site where Ms. Parks was arrested for refusing to give up her seat on the bus; and The Legacy Museum and National Memorial for Peace and Justice which trace the brutal history of the African slave trade through the transition into the era of Jim Crow.

This listening tour by senior executives sparked additional trips throughout 2019 by other groups of associates, including a targeted development opportunity for high potential Senior Directors. The intent of these immersion trips is to illuminate events from our shared past and help make connections to how we must live and lead now and in the future.

“Hard to believe that two days in Montgomery changed my outlook on race and equality forever, but it did. Being immersed in Montgomery’s history where notorious incidents actually occurred was stirring and humbling. The facilitator said at the start of the trip that these two days will change you. She was right,” said Adam Cairns, Vice President – Integrated Planning, Walmart U.S. Supply Chain.

The leaders provided this opportunity as part of their development are expected to express ideas, identify behaviors, and actualize practices that promote social justice and equity. Leaders who attend should be able to articulate ideas and exhibit behaviors that cultivate teamwork, critical thought, and communication skills needed to function in a diverse workforce and global community. They also should be able to demonstrate techniques and utilize tools to interrupt micro-aggressions and mitigate biased behaviors that adversely impact individuals from under-represented backgrounds. An awareness and appreciation for the cultural similarities and differences of our workforce and customer base is part of what positions Walmart to be a more diverse and inclusive employer and retailer.

“The fact that Walmart invested in taking a diverse group of us to the cauldron of confederacy was bold. I didn’t know what to expect but being immersed where the historic events actually took place hit me in the chest. The group fed off each other’s vulnerability and formed a lasting bond...I can’t fathom how I previously operated without the empathy of this history,” said Adam.



UNCORKED CHRONICLES BUBBLE UP ECOMMERCE INCLUSION DISCUSSIONS

The Uncorked Chronicles began in August 2018 at our San Bruno and Sunnyvale, California eCommerce offices to engage associates in candid conversations on relevant diversity issues. The purpose is to provide a safe space for associates to discuss topics that could be difficult or complex, and to grow Associate Resource Group (ARG) participation.

Senior leaders and ARG officer sponsors are encouraged to participate in these discussions to further engagement, and guest speakers are also invited to provide an external perspective through their personal and professional experiences.

“Uncorked Chronicles has created a truly unique and safe place for colleagues to talk and listen to each other about important current events. As an attendee, I got to hear perspectives that I would never have otherwise heard that helped to shape my own opinions. As a panelist, I shared some of my own very personal stories that led other associates to say it opened their eyes to something new,” said Ben Baker, Vice President – Grocery Marketing, Walmart U.S. eCommerce and officer sponsor for the PRIDE ARG.

The series started with each ARG crafting conversations during and around respective “heritage months” – such as Black History Month and Hispanic Heritage Month. The series has evolved to address more complex subjects and current societal events, and ARGs have begun collaborating on topics of intersectional importance.

There have been 10 Uncorked Chronicles sessions to date, and Bay Area ARGs have reported growth in their collective membership by more than 500 associates since the start of the program. A few highlights in the series include:

BLACK LEADERS MATTER

The African American Business Resource Group (AABRG) led a session during Black History Month (February 2019) focused on raising awareness of what the real African American experience is like – both in Corporate America and everyday life. The session aimed to empower African American associates in feeling safe being authentic at work, and to equip allies with actionable tips for fostering greater workplace inclusion.

THE PIECES BEHIND THE PUZZLE

Walmart eCommerce hosted its first Autism Awareness Month event (April 2019), and the goal of this session was to raise awareness about autism in general as well as autism in the workplace for those on the autism spectrum and caregivers alike. The panel included associates from across the company – both those with autism and caregivers – who shared personal and professional experiences about living with autism.

“The cohesive way that each member covered a topic and the other members filled in any gaps made it feel like we covered the most important highlights from anyone in attendance,” said JP McCrory, Senior Programmer Analyst and session panelist. “Someone from Sunnyvale reached out to me to talk about a loved one that is likely on spectrum, and I was able to sit and answer more specific questions they had which I hope helped them and their loved one in how they move forward.”

BRIDGING THE CULTURAL GAP

A discussion featuring associates from different Asian cultures highlighted Asian Pacific Heritage Month (May 2019). The session sought to raise awareness of the differences and similarities between Asian cultures; break stereotypes and mitigate unconscious bias; and create cross-cultural allyship.

CHECK YOUR BLIND SPOTS TOUR FOCUSES ON INCLUSION

The CEO Action Check Your Blind Spots tour made a stop on May 6, 2019, at the Walmart Home Office in Bentonville, Arkansas. The tour, consisting of a bus featuring interactive and immersive experiences focused on the recognition and mitigation of unconscious bias, also made stops in 2019 at South by Southwest (SXSW) and the National Basketball Association (NBA) All-Star Game.

The recognition and mitigation of unconscious bias is critical for developing inclusive leadership skills. As humans, we all have unconscious biases — the key is getting leaders to realize and accept this, and then to know what to do to mitigate bias in their decision-making.

Check Your Blind Spots was developed in conjunction with the CEO Action for Diversity & Inclusion pledge which Doug McMillon, President & CEO — Walmart Inc., signed in 2017 along with 175 other corporate executives. The mobile tour uses virtual reality and gaming technology as “bias disruptors” to help participants better understand and recognize their own unconscious biases or blind spots which can narrow perspectives and influence behaviors. Interactive elements of the tour included:

- **Wake Up Call:** A 100 percent audio experience which uses a wall of ringing phones to allow participants to listen in on conversations between landlords, tenants and potential renters that show unintended bias.
- **Look Through a Different Lens:** Using gamification and a digital viewfinder, participants watch an interaction between colleagues setting up a work-related event and then, identify moments when unconscious biases are demonstrated.
- **Face Yourself, Face Reality:** Participants stand in front of a mirror and watch as their reflection fades away to reveal a different person looking back at them. Each new person reflected in this touchscreen exhibit discusses real biases they've experienced throughout their life.

Approximately 330 associates had the opportunity to check their blind spots during the one-day event. An additional 1,100 individuals experienced Check Your Blind Spots during its stop at the Walmart-sponsored Bentonville Film Festival on May 9-11. The two stops combined saw nearly 1,000 individuals commit to inclusive behaviors and mitigating unconscious bias by signing the I Act On pledge.

BE INCLUSIVE AT SHAREHOLDERS VILLAGE

Associates from around the world had the opportunity to experience interactive inclusive learning stations in the Be Inclusive tent during 2019 Associates Week. The activation was part of programming held in conjunction with the Walmart Annual Shareholders' Meeting in June.

The Be Inclusive experience featured four stations — Be Cognizant, Be Curious, Be Courageous and Be Committed — where associates could engage in short exercises to learn about fostering inclusion. Be Cognizant opened with videos and signage defining terms like culture, diversity, and inclusion, and Be Curious engaged associates in unconscious bias scenarios using virtual reality. Be Courageous featured videos of associates sharing their personal stories of exclusion and inclusion. The experience capped off with a photo booth and selfie wall at the Be Committed station where associates could share their personal commitments to inclusion through social media.

“To see the absolute good of this company, and the importance that we lead by example in what we say we will do was the biggest takeaway of the week.”

— Bret Patterson, Senior Manager I —
Academy Content, Walmart U.S.



MENTORING MATTERS MATCHES ASSOCIATES FOR CAREER DEVELOPMENT

Walmart associates at all levels require a set of dynamic skills that will enable personal and professional success in an ever-changing global and digital marketplace. Mentoring empowers associates to take an active role in their development and the cultivation of vital skills, exposing them to new ideas and perspectives; providing opportunities to learn from one another; and building valuable business connections.

Walmart introduced Mentoring Matters in 2018 as a comprehensive resource designed to provide tools for effectively managing mentoring relationships while promoting inclusive leadership, talent development and associate retention. Approximately 72,000 U.S. associates are expected to have at least two mentees outside their direct reporting structure as part of their annual Inclusive Leadership Expectations. Mentoring Matters supports mentor and mentee connections through a variety of methods, including mentoring circles, Associate Resource Group (ARG) networking, traditional one-on-one connections and the new MentorMatch tool.

MentorMatch is a simple, digital platform which uses technology to facilitate associate connections. The tool is the result of collaboration between Associate Digital Experience and Culture, Diversity & Inclusion, and was released in 2019 to Home Office and eCommerce associates with plans for future expansion.

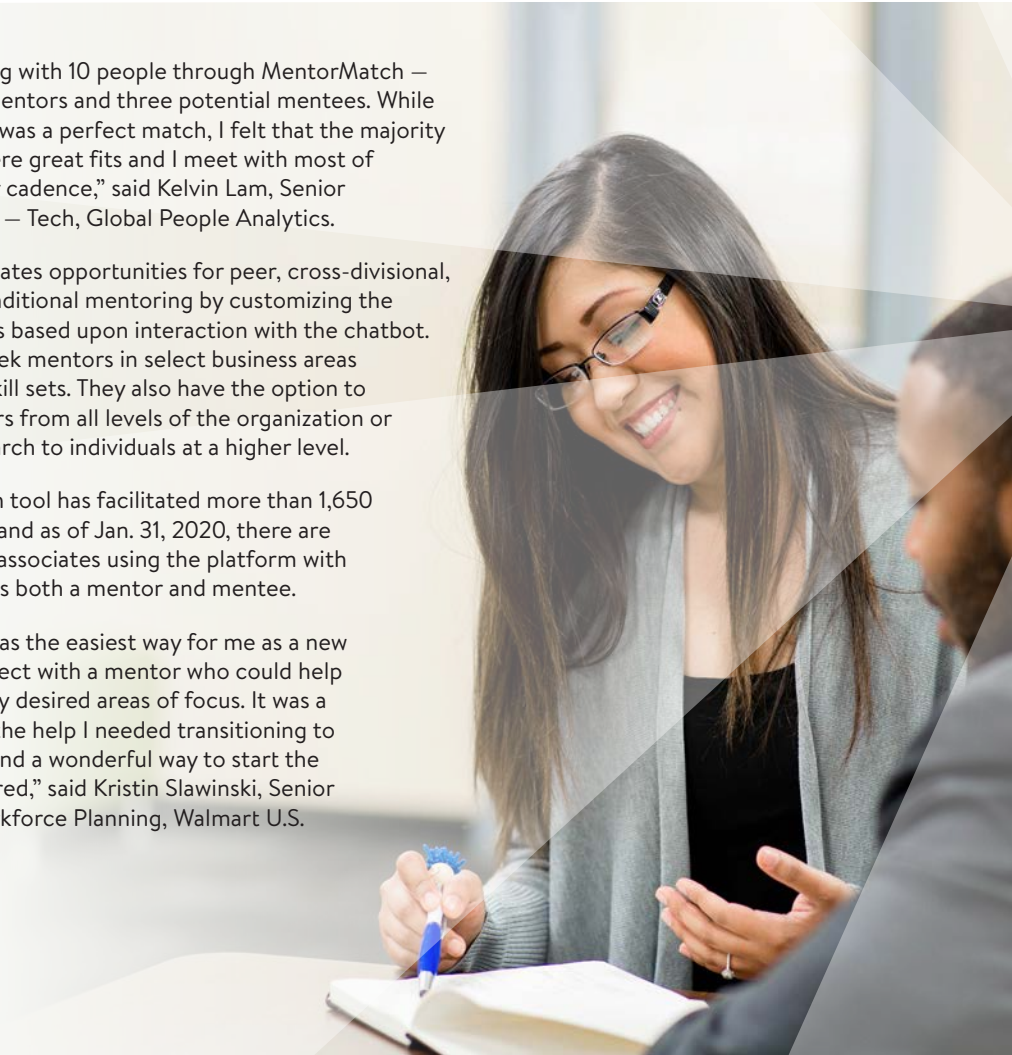
The tool simplifies the process of connecting with potential mentors by using algorithms and a chatbot to recommend matches. One unique aspect of MentorMatch is a blind matching feature which is designed to reduce unconscious bias. Names and titles are hidden until both the mentor and mentee agree to connect. Matches are generated through the skills and interests requested by the mentee along with personality and work-style assessments.

“I ended up pairing with 10 people through MentorMatch – seven potential mentors and three potential mentees. While not every pairing was a perfect match, I felt that the majority of the pairings were great fits and I meet with most of them on a regular cadence,” said Kelvin Lam, Senior Product Manager – Tech, Global People Analytics.

MentorMatch creates opportunities for peer, cross-divisional, situational and traditional mentoring by customizing the recommendations based upon interaction with the chatbot. Associates can seek mentors in select business areas or with specific skill sets. They also have the option to search for mentors from all levels of the organization or to restrict the search to individuals at a higher level.

The MentorMatch tool has facilitated more than 1,650 matches to date, and as of Jan. 31, 2020, there are more than 4,650 associates using the platform with 1,629 registered as both a mentor and mentee.

“Mentor Match was the easiest way for me as a new associate to connect with a mentor who could help me improve on my desired areas of focus. It was a great way to get the help I needed transitioning to a new company, and a wonderful way to start the networking I desired,” said Kristin Slawinski, Senior Manager II – Workforce Planning, Walmart U.S.



THE ASSOCIATE RESOURCE GROUP EXPERIENCE

Walmart's commitment to fostering an inclusive environment where every associate can feel welcome, comfortable and safe can be traced back 15 years to the formation of our first Associate Resource Groups (ARGs). These groups have evolved, grown and found success over the years thanks to the dedicated leadership of associates who invest time beyond the scope of their job responsibilities to make a positive impact on their company and community.

The ARG model remains a pivotal part of Walmart's inclusion strategy today — 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.



WALMART HAS NINE ASSOCIATE RESOURCE GROUPS, INCLUDING:

- African American Business Resource Group
- Asian Pacific Associates Network
- FAVOR (interfaith)
- Hispanic Latino Associate Resource Group
- inABLE (disability)
- PRIDE (LGBTQA)
- Tribal Voices Native American & Alaska Native Group
- Walmart SERVES (Veteran & Military families)
- Women's Resource Community

Two of these groups, FAVOR and Walmart SERVES, are newly added in 2019 — marking the first time in more than a decade that Walmart expanded its ARG roster.

FAVOR, which stands for Faith And Vocation, Opportunity and Reality, promotes an environment of understanding and inclusion of different faiths while encouraging appropriate faith integration at work. FAVOR is making an impact by collaborating and celebrating the different faiths of our associates while facilitating understanding and acceptance. Read more about FAVOR on page 21.

Walmart SERVES is a group for military service members (both past and present), as well as their families and supporters, which seeks to further awareness of military-related issues and advance business initiatives. The group

will be piloting a new ARG leadership structure designed to foster greater engagement across field locations, with SERVES leadership branches established across Home Office, Sam's Club, Supply Chain and Walmart Stores organizations. Read more about Walmart SERVES on page 25.

Each ARG has an executive champion who is a direct report to a President & CEO. In addition, ARGs each have a network of officer sponsors at the vice president level or higher who help provide strategic direction, mentorship, sponsorship, and other counsel and support to their respective groups. While ARGs originated and are most established at the Home Office in Bentonville, Arkansas, many ARGs also have a presence at eCommerce offices in Hoboken, New Jersey and San Bruno, California as well as satellite offices nationwide. Our ARGs aid the Office of Culture, Diversity & Inclusion in shaping programs and policies, and work autonomously to develop and deliver high-impact programs such as those highlighted on pages 19-27.

BLACK LEADERS MATTER

The African American Business Resource Group (AABRG) launched the Black Leaders Matter (BLM) series during Black History Month in February 2019. Black Leaders Matter: Leadership Power Hour saw Walmart panelists focus on personal and professional paths to leadership. The speakers shared stories to motivate and encourage attendees through intimate and inspiring conversations.

Kenndra Hammond, Senior Manager – Financial Planning & Analysis, Walmart Energy, shared her story about the positive experience she had at a Black Leaders Matter event.



As I came off the elevator, the first thing I felt was a safe excitement. The room was charged with a beautiful ebony energy one rarely experiences day-to-day in Corporate America. The aroma of Jamaican spices and vanilla filled the room – coupled with the contagious laughter of associates enthralled in what seemed to be engaging introductions and reconnections.

Kinna Thomas, Director – Customer Insights, Walmart U.S. Marketing, moderated a conversation during which she gave the panelists the opportunity to introduce themselves and share their thoughts on growth, collaboration and innovative integration. My key takeaway was that growth and opportunity don't always come from executive leadership. We must collaborate in measured and meaningful ways to recognize our personal growth objectives that can also align to business priorities. This means exploring strategies like horizontal collaboration in seeking training and exposure to new experiences.

Entering a room full of strangers, not knowing their roles or levels in the company, was freeing for me. This provided the opportunity to meet everyone as individuals prior to learning their roles and titles. BLM was a safe place to ask questions, hold difficult conversations, meet people, and gain new and elevated perspectives.

Everyone was so comfortable and happy to be there that I couldn't tell you just from walking in who was an executive leader. At one point everyone displayed the executive presence that makes you stop and listen to their perspective. You didn't need to know everyone's title to understand that a meaningful message was being shared.

I met Kinna who's an inspiration and true testament to the belief that working hard, loving what you do and being creative bridges the gap between business priorities and personal objectives. I loved every minute of dialogue, networking and connection. Representation in corporate and operational leadership is important. Representation at all levels in a company the size of Walmart is calming, renewing and reinforces I made a good decision in my choice of employer. Equally important, representation makes me feel there's opportunity for my long-term professional goals to be recognized at Walmart.

Black leaders really do matter – to Walmart and associates and to our shared future. Being able to meet and watch Kinna and other leaders of color who represent Walmart at varying levels in complex and astonishing ways reinforces my choice in employer and makes me proud to be a Walmart associate.

“Being able to meet and watch Kinna and other leaders of color who represent Walmart at varying levels in complex and astonishing ways reinforces my choice in employer and makes me proud to be a Walmart associate.”

– Kenndra Hammond, Senior Manager – Financial Planning & Analysis, Walmart Energy



APAN CULTURE CIRCLES CREATING CAREER CONNECTIONS

Seeing leaders at the top of the organization who look like you and who have similar backgrounds is an important component for fostering a diverse and inclusive environment. When associates are then able to network with such leaders to build mentorship and sponsorship connections, the potential for retaining and developing diverse talent increases.

That was the premise when the Asian Pacific Associates Network (APAN) launched the Culture Circles speaker series. The program was created following listening sessions with APAN members who voiced a desire to better know Walmart's Asian American and Pacific Islander (AAPI) leaders, their career journeys, and the lessons they've learned along the way.

Each Culture Circles session is a small group conversation with a specific development topic hosted by an AAPI leader from across the company. Registration is open to associates interested in learning and growing their career, however session size is capped at 30 to keep the conversation feeling intimate. The Culture Circles theme is an intentional nod to the program's desire to demonstrate how leaders have

worked to integrate both their personal AAPI cultural heritage with the culture of Corporate America and Walmart specifically to achieve career success.

"This allows us aspiring leaders to learn from them, whether it is to learn how to do better or learn what not to do or even what to start doing. We get the kind of stop-start hands on experience/advice that we would otherwise not have received had we not gone through those challenges ourselves," said Natasha Ramkissoon, Senior Manager II – U.S. Ethics & Compliance.

One of the things that has resonated most with participants is the willingness of leaders to be open about the challenges and difficult feedback they've faced throughout their careers.

"Sometimes, that path upwards has bumps along the way and how you deal with those bumps is what makes you stronger. The conversations have created an environment where associates are comfortable to talk and speak about their own challenges as well," said Pauline Mohler, Senior Director – Corporate Finance, Cost Transformation and APAN Chair.

APAN has hosted eight Culture Circles to date, and more than 200 associates have participated with 36 associates attending more than one session. Culture Circles speakers possess roles in different functions and organizations from across Walmart, and have included Mehrdad Akbar, Vice President and Divisional Merchandise Manager – Wireless, Wearables, Photo & Photo Services, Walmart U.S.; Jinali Desai, Vice President – Pharmacy Merchandising, Walmart U.S.; Jae Evans, Senior Vice President – Global Infrastructure Engineering & Operations; Melissa Lee, Vice President – Corporate Finance; Michelle Mi, Vice President – Goods Not For Resale Sourcing Support, Global Sourcing; and Tanuja Singi, Vice President – Finance, Global Business Services.

"The fact that the guest speakers come from various backgrounds who have worked hard and been rewarded shows me that the company rewards committed and dedicated associates. Seeing faces from various backgrounds makes me feel welcome and proud knowing I work for a company that promotes culture, diversity and inclusion," said Natasha.

FAVOR SPRINGS INTO ACTION AS WALMART'S NEWEST ARG

Something that often goes overlooked in discussions of the life and teachings of Dr. Martin Luther King Jr. was his remarkable vision for global justice and interfaith harmony. Dr. King was deeply rooted in his own Baptist traditions, yet he also viewed his faith as a bridge for cooperation rather than a barrier of division.

According to multiple historians, when Dr. King was introduced to the pacifist teachings of Mahatma Gandhi, he didn't reject the philosophy because of its Hindu origins. During the civil rights movement, Dr. King patterned nearly all the strategy and tactics — from boycotts to marches — after Gandhi's leadership in India.

It's for this reason that Dr. Martin Luther King, Jr. Day 2019 (Jan. 21) presented the perfect opportunity to announce Walmart's newest Associate Resource Group (ARG) known as FAVOR which focuses on interfaith connections.

Dr. King believed every faith should be working together for equality and harmony. He discovered at the core of all faith/beliefs you can find the same inspiration for love and peace. He truly believed that we are always better together.

"It is my personal conviction that love has the power to heal

us, motivate us and improve us more than anything else can. It is harder to lack love for those whom we understand, and it is my deep desire to be a part of promoting that understanding and building empathy. I also feel that it is empowering to live your faith at work without fear. It will allow us to be the best version of ourselves at work," said Mario Santana, Associate Buyer — Frozen Foods, Walmart U.S.

FAVOR stands for Faith and Vocation Opportunity and Reality, and the group has been active as an interest group for several years. It was FAVOR's strong charter and leadership commitment to equally representing all perspectives within an interfaith structure that led to the group becoming an officially-recognized ARG.



The vision of FAVOR is to promote the company's culture of inclusion by encouraging associates to appropriately integrate their faith at work. Their mission is to promote understanding, acceptance and inclusion.

"There are so many faiths and cultures represented at Walmart. My faith is part of

"It is my personal conviction that love has the power to heal us, motivate us and improve us more than anything else can. It is harder to lack love for those whom we understand, and it is my deep desire to be a part of promoting that understanding and building empathy.."

— Mario Santana, Associate Buyer — Frozen Foods, Walmart U.S.

who I am, and getting to learn more about other faiths and cultures means I'm getting to learn more about who my friends and team members are, too," said Abby Williams, Senior Manager — Global Governance Communications and FAVOR Communications Lead.

During their first year as an ARG, FAVOR focused on bringing awareness through sponsoring and supporting diverse faith-based programming. In April, the group demonstrated its interfaith commitment by hosting an event that brought together individuals from many backgrounds to learn about three of spring's major religious holidays, Passover, Easter and Ramadan. This educational event worked to bring awareness and mutual respect for the things that people of all faiths have in common.

"I enjoy the spirit of interfaith work and getting to know about each other, what makes us unique and what makes us alike. I believe the more we learn about each other, the more we appreciate, care and respect each other," said Issa Abboud, Senior Manager — Walmart Technology.

YOUNG HISPANIC TALENT ACHIEVES CAREER SUCCESS



When considering how to deliver effective professional development programming for diverse talent, it takes more than simply an emphasis on functional skills and leadership competencies. It also requires a high degree of cultural and contextual awareness to create an immersive experience that is relevant and impactful for diverse participants.

That's what led the Hispanic Association on Corporate Responsibility (HACR) to launch the Young Hispanic Corporate Achievers (YHCA) program in 2007 to recognize and develop emerging Hispanics in Corporate America who have shown exceptional leadership qualities

and capabilities within their respective corporations as well as a commitment to the Hispanic community.

"Building and training a robust pipeline of diverse talent is going to be crucial for the future success of Corporate America," said Cid Wilson, President & CEO – HACR. "The HACR YHCA program not only helps companies identify their high potential talent, but gives that talent the necessary skills to take their companies to the next level and further elevate the power of Hispanic inclusion."

Candidates from across the country are nominated for the YHCA program by their respective companies and are selected after a review of their education, professional experience, community involvement, and volunteerism, as well as their leadership and advocacy skills. HACR limits nominations to a maximum of three per company, and Walmart's Office of Culture, Diversity & Inclusion and Hispanic Latino Associate Resource Group (HLARG) collaborate to identify the slate of nominees the company will submit for consideration.

Walmart has had seven associates selected for the YHCA program since 2012 when Javier Delgado, Senior Director

– Marketing, Walmart U.S. and HLARG Co-Chair, became the first Walmart participant. The 2019 cohort of 40 YHCA participants included two Walmart associates – Desiree Dare, Senior Director – Partnership Services, Walmart International and HLARG Co-Chair, and Harold Castro, Director – Accounting & Controls, Walmart U.S.

While attending the five-day YHCA leadership development program in May 2019, Desiree and Harold had the opportunity to meet with Cesar Conde, Chairman – NBCUniversal International Group and NBCUniversal Telemundo Enterprises, who was named to the Walmart board of directors earlier in 2019.

"In the last year at Walmart, I met a former U.S. President, a United Nations diplomat, Our President & CEO Doug McMillon and one of our board members. To me, that's something that people see at Walmart as unattainable, and they give up and they don't do it. You've got to find your passion – I want to do it, and I took it as a challenge," said Harold. "I was able to do it through HLARG by following my passion of helping others. It gives me passion to continue supporting HLARG and others throughout the company."

"Building and training a robust pipeline of diverse talent is going to be crucial for the future success of Corporate America."

– Cid Wilson, President & CEO
– Hispanic Association on Corporate Responsibility



INABLE INNOVATES TO ADVANCE DISABILITY INCLUSION

Sometimes it's as easy as A-B-C. that was the approach of the inABLE Associate Resource Group (ARG) in 2019 when the group made strides across all three of their strategic pillars – Associate, Business and Community – or what has come to be known as the “ABCs of ARGs”.

inABLE's mission is to lead the way in creating an inclusive environment for people whose lives are impacted by disability. In addition to hosting programming in recognition of National Disability Employment Awareness Month (NDEAM) in October and an event held in partnership with Walmart International to celebrate International Day of Persons with Disabilities in December, inABLE and its members were instrumental in the development or expansion of several key initiatives that advanced inclusion for associates, customers and the community.



TOP RATED BY KIDS

One of the focus areas for inABLE was to improve community event accessibility and inclusivity. inABLE partnered with Walmart Event Solutions on key community events in Northwest Arkansas, including Top Rated by Kids.

Top Rated by Kids was a July 2019 event where parents and children could experience the hottest new toys before anyone else and help Walmart make its top holiday picks. Parents of children with disabilities were able to schedule a designated timeslot so their kids could have the necessary time to participate and play. Time was also available for families with older children who are developmentally younger to allow kids to engage with developmentally appropriate toys. A total of 63 children with disabilities were registered for Top Rated by Kids.

“The ScripTalk system is important to providing convenient and safe healthcare for customers.”

– JoAnn Stevens, Senior Director II – Specialty Compliance & Ethics, Health & Wellness

SCRIPTALK

Walmart is committed to identifying and implementing strategies and best practices that can increase accessibility for associates and customers with disabilities. One of the ways Walmart and Sam's Club is doing just that is through a partnership with En-Vision America, a leader in pharmacy accessibility for blind, low vision and print disabled individuals. Through this partnership, Walmart and Sam's Club pharmacy customers who might have difficulty reading their prescription labels can request audible labels that utilize ScripTalk technology developed by En-Vision America.

When a customer asks for ScripTalk the pharmacy places an RFID tag on the bottle that allows for information such as patient name, prescription number, drug name, dosage, use instructions, and warnings to be read aloud when the bottle is placed on a small, battery-operated ScripTalk Station. Walmart and Sam's Club provide the ScripTalk Station and service free of charge to requesting customers.

More than 1,200 Walmart and Sam's Club pharmacies offered ScripTalk as of July 2019 with an average of 25 new locations coming on each month. Walmart, under the leadership of inABLE Chair JoAnn Stevens, Senior Director II – Specialty Compliance & Ethics, Health & Wellness, partnered with the American Council of the Blind (ACB) and En-Vision America on an awareness campaign in July 2019. The campaign resulted in 254 new pharmacy installations from July – December 2019, a 70 percent increase over the same period in 2018.

“The ScripTalk system is important to providing convenient and safe healthcare for customers. We are proud this technology is available at Walmart and Sam's Club locations across the nation, and we look forward to adding more locations as patients ask for this free service at their local pharmacy,” said JoAnn.



MY PRIDE. MY STORY.

Courage is a hallmark of inclusive leadership, and it can take many forms. One of the most powerful ways courage is demonstrated is when someone sees injustice in the world, stands up to confront fear head on, and boldly says “this is wrong, and things have to change”.

This kind of courage was present in June 1969 when a group of lesbian, gay, bisexual, transgender and queer (LGBTQ) activists took a stand for equality at New York’s Stonewall Inn. This past June marked the 50th anniversary of that seminal moment that sparked the LGBTQ Pride movement, and it’s critical that we look back with appreciation for those courageous early advocates at Stonewall who set a cause in motion.

Walmart recognized the 50th anniversary of Stonewall with the release of “My Pride. My Story.” This video storytelling campaign features associates from across the enterprise sharing about how the LGBTQ community is a part of their personal and professional journey. The goal was to bring the LGBTQ dialogue to the forefront by providing LGBTQ associates and their allies with 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.

Riley Alexander (she/her/hers), Coordinator II – Fraud Prevention, is a transgender woman who shared about her journey toward coming out to her immediate team before starting to present as her authentic self at work.

“I grew up as a kid and young adult kind of just being whoever everyone expected me to be. I realized who I was and wouldn’t have gotten to this point without Walmart in all honesty,” said Riley. “I think none of us out there are going to be the best employees we can be unless we’re bringing 100 percent of ourselves to work.”



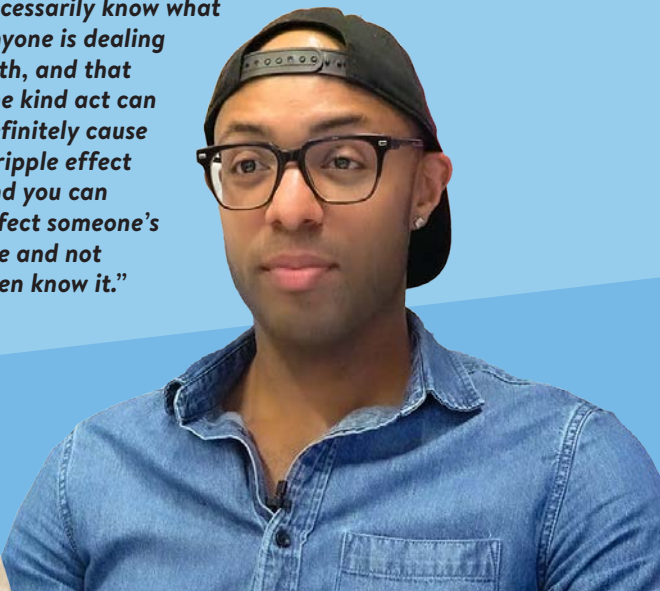
Suravi Shome (she/her/hers), Senior Technical Project Manager – Global eCommerce, grew up in India and came out as a member of the LGBTQ community later in life after immigrating to the United States.

“Coming out was easy because I was engaged with the LGBTQ community in Los Angeles where I spent about four years before moving to San Francisco. The hardest thing for me has been to come out to myself,” said Suravi. “Being that I grew up in a society where being different is frowned upon, for the longest time I felt it wasn’t okay to accept it. It’s important to come out to yourself and it’s important to accept who you truly are – now I’m out and proud, and it’s a comfortable way to be.”



Anderson Mendoza (he/him/his), Site Merchandising Specialist II – Retail Entertainment, Walmart U.S. eCommerce, grew up knowing he was different, has dealt with bullying and exclusion, and knows the importance of acceptance and kindness.

“In my previous positions (before Walmart) there has been moments of feeling excluded especially because a lot of my experience does come from a very male-dominated kind of ‘bros’ mentality,” said Anderson. “It just opened my eyes to be more accepting and kind to other people. You never necessarily know what anyone is dealing with, and that one kind act can definitely cause a ripple effect and you can effect someone’s life and not even know it.”





Associates round up to support **WREATHS ACROSS AMERICA**

The usually festive holiday season can often prove difficult for those military families that have an empty seat at the table reserved for a service member who never came home. That's why Wreaths Across America literally goes the extra mile to uplift such families by ensuring that the heroes who gave their all are honored and remembered each December.

Walmart lends support by providing tractor trailers, private fleet drivers and financial contributions to assist Wreaths Across America's annual production and distribution of more than 2.1 million wreaths which are delivered from Maine to cemeteries across the country. Fresh evergreens have been used in wreath-laying ceremonies for centuries as a renewable tribute symbolizing honor and respect.

The Walmart and Wreaths Across America collaboration began in 2008, and since then Walmart and the Walmart Foundation have donated approximately \$2.95M for wreaths and \$1.95M for transportation/logistics. Patrick Simmons, Senior Director — Transportation Operations, was the catalyst for Walmart's involvement with Wreaths Across America 11 years ago. It began when Patrick, who was leading northeast operations for the Walmart U.S. Supply Chain organization, read an article about the Columbia Falls, Maine-based Wreaths Across America.

"It struck a chord with me because I'm a veteran of the United States Army, and a really good friend of mine that I went through Ranger School with actually got killed at the Pentagon on Sept. 11. One of the things

that Wreaths Across America was doing was looking for sponsorship for wreaths for the Pentagon," said Patrick, who now serves on the Wreaths Across America board.

Through support from the Walmart Foundation as well as associates at distribution centers, Sam's Clubs and Walmart stores nationwide, Walmart sponsored 25,000 wreaths in 2019. That support came from more than 40 Walmart and Sam's Club distribution centers and 100 Walmart drivers — many who are themselves U.S. military veterans.

In addition to the wreaths donated by Walmart, our trucks delivered more than 125,000 wreaths to National Cemeteries in 14 states, including Sept. 11 memorials, Arlington National and Fayetteville (Arkansas) National. The Dec. 15 National Wreath Laying Day saw close to 8,000 associates participate in ceremonies nationwide, including approximately 5,000 spectators and 300 volunteers at Fayetteville National Cemetery which is located near the Walmart Home Office.

"To me, it is important to remember those laid to rest during the holidays. It's always a tough time whether you're a veteran or not, without a loved one at the holidays. And it's a great way to know that your loved ones are remembered at least one time a year and are visited by somebody who appreciates what they've done," said Conrad Miller, Senior Director — Digital Products, International Supply Chain, and organizer of the Wreaths Across America event at the Fayetteville National Cemetery.

Walmart SERVES joins ARG ranks

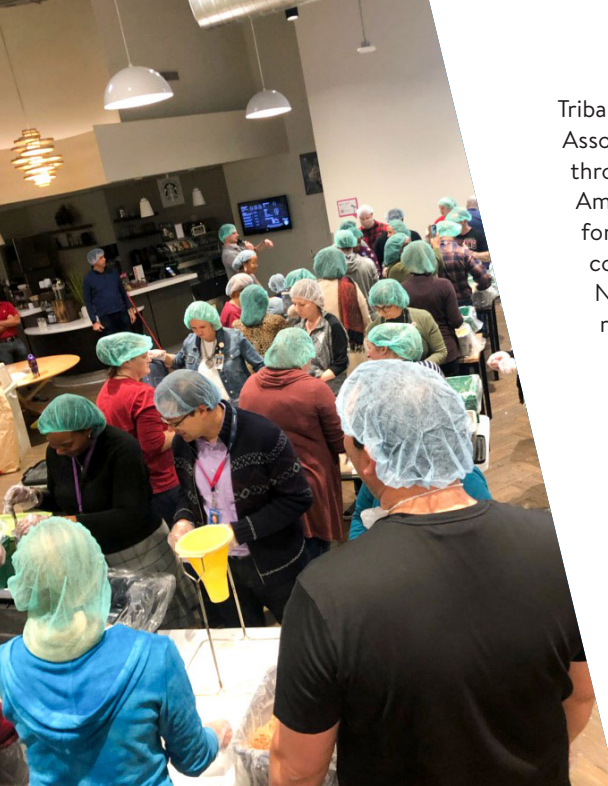
Doug McMillon, President & CEO — Walmart Inc., announced the creation of Walmart's eighth Associate Resource Group (ARG) on Nov. 12, 2018, during our annual Veterans Day celebration. The group, named Walmart SERVES, is designed for veterans, active duty service members, military families and supporters.

The mission of Walmart SERVES is to serve Walmart's associates, customers and communities through engagement, support, and empowerment of military service members past and present; their families; and supporters.

"I believe the name of this ARG perfectly captures both the military's sacrificial spirit of service and Walmart's cultural value of Service to the Customer," said Ben Hasan, Senior Vice President and Chief Culture, Diversity & Inclusion Officer.

There are four branches of SERVES — Home Office, Sam's Club, Supply Chain and Walmart Stores U.S. — each with their own chair, vice chair and supporting leadership teams. The ground-up formation of a new ARG has allowed for an intentional and strategic approach to how SERVES can be the first ARG to truly have a significant presence beyond corporate offices and into the field. These branches will work collaboratively with one another through the support and governance of the Office of Culture, Diversity & Inclusion while also possessing the flexibility to drive programming that is uniquely relevant to associates within their respective business units.

"I am so excited and honored to be a part of the Walmart SERVES launch — we have such an opportunity to build a cohesive, cross-functional support network that speaks to our associates and their families in so many different ways," said Kirsten Willis, Regional Human Resources Director — Regions 49 & 60, and SERVES chair for Walmart Stores U.S.



Tribal Voices, Walmart's Native American and Alaskan Native Associate Resource Group (ARG), held multiple events throughout 2019 in collaboration with Partnership with Native Americans (PWNA) to provide cultural education and support for indigenous communities. PWNA is a nonprofit organization committed to championing hope for a brighter future for Native Americans living on remote, isolated and impoverished reservations. They provide consistent aid and services for Native Americans with the highest need and are the only Native-serving charity to work on 60 reservations year-round, including Pine Ridge, Rosebud and Navajo.

TRIBAL VOICES TAILGATE

Tribal Voices has been strategic in bringing awareness to the impact Native-themed mascots can have on indigenous communities. The group hosted PWNA in September in Bentonville, Arkansas for an event focused on the complete history of Indian Country and the harmful effect slur words and mascots can have on Native people.

Research indicates American Indian sports mascots are detrimental to the self-esteem and development of Native youth and exacerbate racial inequities. Mascots surface a painful and often distorted past while dismissing the reality of the present. They reinforce the stereotype that indigenous people are only found in history books, riding on horseback and battling cowboys.

"The quote 'sticks and stones may break your bones, but words can never hurt you' is something I grew up learning and believing. But that isn't the case. Native youth are especially susceptible to the psychological, cultural and social consequences that mascots and slur words like this bring," said Hayley Knife Chief, Senior Manager I – Demand Management.



FEED THE FUNNEL

In recognition of Native American Heritage Month in November, Tribal Voices collaborated with The Pack Shack, an organization focused on combating hunger through neighborly service, to host a "Feed the Funnel" party. A Feed the Funnel event consists of an assembly line process in which dried ingredients are poured through a funnel into bags that are subsequently weighed, heat-sealed and boxed. In less than an hour, approximately 60 Walmart associates assembled 12,768 cheesy rice and vegetables meals which were donated to PWNA to serve indigenous people in crisis.

"Native American Heritage Month, for me, is partly about finding a better way of moving forward. By planning events like we did with The Pack Shack, we can play a role in helping Native communities rebound from difficult situations," said Drew Sadler, Senior Director I – Merchandising Strategy.

PWNA serves remote reservation communities most Americans will never see, and many organizations cannot reach due to geography, a need for reservation contacts or cultural competency, or a lack of information about specific needs. They operate a highly efficient warehouse and distribution system that moves more than 5 million pounds of materials to reservation partners annually.

"PWNA is grateful for our partnership with Tribal Voices and Walmart. The meals packaged by Walmart associates will go to support our disaster relief program for tribes. These meals will provide nourishment for those with little resources as they put their lives back together during recovery," said Mark Ford, Director – Major Gifts & Partnerships, PWNA.

TRIBAL VOICES PARTNERS TO SERVE NATIVE AMERICAN COMMUNITIES

WALMART CAREER MOMS LEARN TO ‘SLAY LIKE A MOTHER’

The Women’s Resource Community (WRC) currently has more than 5,000 members, making it one of Walmart’s largest Associate Resource Groups (ARGs). The purpose of the WRC is to make Walmart a great place to work for everyone while the group’s mission is to cultivate communities



of courageous female leaders and allies by connecting, educating and inspiring associates around the world.

Walmart Career Moms is the first community created within WRC, and seeks to support associates striving to balance career and motherhood.

“I have two kids under five and work full time in a job which demands 110 percent of me – I love it, but I do run out of energy. I created Walmart Career Moms because I needed emotional support – I needed to know I wasn’t alone, and others within Walmart had faced and overcome the same challenges. It’s been deeply inspiring to witness moms at Walmart connecting with one another and championing for one another,” said Gayatri Agnew, Senior Director – Walmart Foundation.

Reports indicate 90 percent of moms live with frequent or constant self doubt, and a negative inner voice they describe as “the meanest mean girl” they know. That’s what led Walmart Career Moms to host Katherine Wintsch, author of *Slay Like a Mother*, for an event in October 2019 in Bentonville. Most of her expertise comes from studying the passion

and pain points of mothers around the world – the rest is accumulated from a little trial and a whole lot of error while raising her own two children.

“Katherine generated an inclusive environment for our Walmart moms, wherever they are in their parenting journey, by driving real and transparent dialogue around the universal struggles and realities of motherhood. It was amazing to see so many women coming together in a safe and vulnerable moment, not defined by title, job segment, culture, or ethnicity, but to simply celebrate the powerful bond of motherhood,” said Kelly Jensen, Director – Global Talent Review and Planning.

The event created a safe place where mothers of all backgrounds could share tips, hard moments,

and encouragement, and emerge all the wiser and more confident for it. It was an opportunity for associates to talk through personal experiences and find solutions to the challenge’s mothers face.

“The dragon raging inside you has a name, and it’s self doubt. You’re the only one who can see it, so you’re the only one who can slay it. If you don’t rise up and take back your life and sanity, the constant battle and fighting will wear you down and wear you out. And you, your family and the world will miss out on the best of you,” said Katherine.



“It was amazing to see so many women coming together in a safe and vulnerable moment, not defined by title, job segment, culture, or ethnicity, but to simply celebrate the powerful bond of motherhood.”

– Kelly Jensen, Director – Global Talent Review and Planning

CREATING A WELCOMING CULTURE FOR NEW AMERICANS

We each have the power to make the world a better place through actions both big and small. To tap the full potential of this power, we must all come together to live and work in harmony despite any perceived differences. This is especially critical in fostering an inclusive and welcoming environment for those who've recently immigrated to America.

Creating A Welcoming Culture for New Americans was an event hosted in September 2019 at the Walmart home office in Bentonville. The program explored stories and strategies aimed at helping us build a more welcoming culture at work and in the community, and featured a screening of The Ad Council's short film "Rising", from its "Love Has No Labels" series. Sheri Klein, Vice President – Campaign Development, The Ad Council, presented details of a companion community activation kit following the screening.

"Rising" features a diverse and divided neighborhood in the United States facing a devastating storm. As floodwaters rise, neighbors overcome assumptions and work together to help each other survive. The film challenges viewers to consider the question "Why does it take a disaster to bring us together?"

Gerard Dehrmann, Senior Vice President – Public Affairs and State & Local Government Relations, moderated a panel discussion featuring four associates who've immigrated to the U.S. from around the world. These associates, hailing from China, Egypt, Mexico and Nigeria, shared their personal stories, struggles, how they've experienced exclusion and inclusion, and their tips for how we can foster a welcoming culture. Gerard weaved each of their stories together with powerful anecdotes from his own father's experience as an immigrant from Germany.

The event concluded with a skills-building exercise facilitated by Wendy Feliz, Director – Communications Programming, American Immigration Council. Each day, we interact with dozens of people, however how connected do we feel to those neighbors, colleagues and acquaintances? Do our interactions make us and them feel more welcomed and included? This exercise was meant to help attendees understand and learn how to build more meaningful connections with those around you through better listening and engagement skills.

ASSOCIATE VOICES

"A lot of the challenges I faced were trying to enter the workforce. I've always had tremendous support with Walmart with the managers I've had while I'm trying to do this paperwork and make sure everything gets done in the way it needs to be. Sticking to it and having people that are supporting you helps you build a little resilience and appreciation for when you are granted these opportunities. You find yourself having a lot of drive to keep pushing, work hard and put your best foot forward because people have taken a chance on you and helped you through these challenges."

– Adeola Yusuf, Manager I
Total Rewards Services (Immigrated from Nigeria)

"That idea, that feeling of being excluded is always in my mind, and I don't think it's someone's fault. There are two things – one is no one was taught to be inclusive, to say, 'hey you should reach out to some others'. Second, as someone who immigrated to this country, it's my role to think 'have I switched to not be a guest but really integrate myself as a member of the community?'"

– Hua Wang, Manager
Business Analysis & Insights (Immigrated from China)

"In 2006, Walmart gave me the opportunity to start working at the Return Center and I was able to go back to school. I was blessed to find people that trusted me and supported me to continue my education. At that time, I only had a working permit and received my green card in 2009 and my citizenship in 2013. I can't thank enough some of the Walmart leadership that have invested in me and encouraged me to do better."

– Maria Sicairos, Senior Manager II
Specialty Compliance & Ethics (Immigrated from Mexico)

"It's not that people hate me, but it's an incomplete kindness. People are very warm and loving and would do anything for me. But when it comes to making a decision, things go in a different way without recognizing how those things impact me – the person they consider a friend. Things that some people consider political are for me about survival."

– Yosra Helal, Senior Manager II
Business Analysis & Insights (Immigrated from Egypt)



THE NEW AMERICAN WORKFORCE PORTAL

The New American Workforce Portal is a free, confidential way for associates to apply for United States citizenship. The portal, accessible through Walmart’s Citizenship Resources page, provides support on eligibility guidelines and the steps for application to aid associates and their families throughout the naturalization process.

Walmart associates are known for going after big opportunities. That meant becoming a U.S. citizen for Cindy Alfaro, Manager II – Merchandising Replenishment, Dry Grocery – Walmart U.S., and Elizabeth Cruz, Electronics Associate – Walmart #1549, Phoenix.

Cindy started at the Home Office in 2016 and excelled in her role before being promoted to her current position. Despite her professional success, she always felt like she was missing something – the stability that comes with citizenship. Then she heard about the New American Workforce Portal.

“I didn’t want to stress out about where I’d be next year. I knew I wouldn’t feel like I had a home until I had a piece of paper in my hand that said I was a citizen,” said Cindy.



Elizabeth came to America for love, however the New American Workforce Portal helped her find something else – stability and a developing career at Walmart. After gaining legal residency, Elizabeth began working at Walmart by using her green card. It was a challenging transition, however she sought ways to excel. She even overcame her fear of speaking English by embracing Walmart’s 10 Foot Rule, greeting customers and conversing with them.

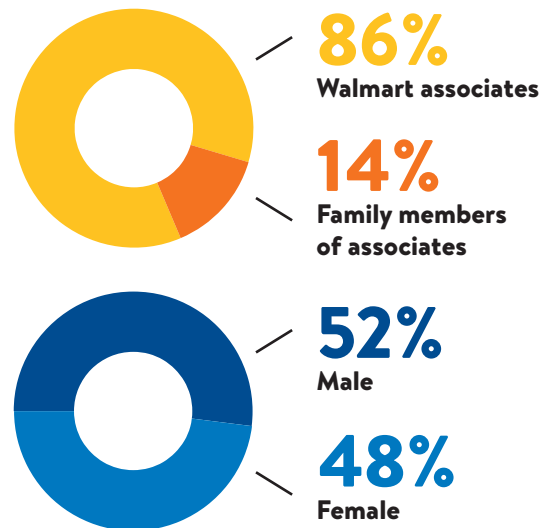
“I am extremely grateful to Walmart for being such a supportive employer and extremely happy that my family will always be able to stay together,” said Elizabeth.



BY THE NUMBERS

WHO’S APPLYING?

Average age – 39



TOP 10 COUNTRIES OF ORIGIN

Mexico	21%
Philippines	11%
Haiti	5%
Jamaica	5%
United Kingdom	4%
Dominican Republic	4%
India	4%
Canada	3%
Cuba	2%
Guatemala	2%

WALMART.ORG CONTINUES

with strong commitment to diversity, equity and inclusion

DIVERSITY, EQUITY AND INCLUSION STATEMENT

At Walmart and the Walmart Foundation, we aim to keep diversity, equity, and inclusion at the heart of our philanthropy.

Together, with grantees, associates, and communities around the world, we strive to transform systems to help create more equitable opportunities for all.

Walmart.org represents the combined philanthropic efforts of both Walmart and the Walmart Foundation. Walmart.org reflects an integrated approach to societal impact — a desire to point the business toward creating shared value, and for philanthropy to draw on the tools of giving as well as leverage business capabilities to take on societal challenges.

“Many companies have come to realize the enormous potential of a more strategic approach to corporate philanthropy that aims higher and unlocks the power of business alongside philanthropy to help transform the societal systems that all of us, including business, rely on. We all know and feel the major long-term challenges facing society —

from climate change to racial inequity to economic prosperity — which require innovative, collective action of many to resolve,” said Kathleen McLaughlin, Executive Vice President and Chief Sustainability Officer, and President — Walmart Foundation.

Walmart and the Walmart Foundation together generally provide more than \$1 billion in cash and in-kind support annually for programs that align with the company’s philanthropic priorities. The purpose of this support is to focus on areas where Walmart can do the most good — combining the unique strengths of the business alongside philanthropy. The potential to draw upon business capabilities, providing more than funding, helps Walmart.org deliver greater societal impact.

The strategy for philanthropic support from Walmart.org spans three focus areas:

- Creating Opportunity across retail and related sectors by increasing mobility and removing barriers within the supply chain.
- Enhancing Sustainability of supply chains through social and environmental efforts.
- Strengthening Community by leveraging the business, our associates and other resources to build cohesion and resiliency.



“We all know and feel the major long-term challenges facing society — from climate change to racial inequity to economic prosperity — which require innovative, collective action of many to resolve.”

— Kathleen McLaughlin, Executive Vice President and Chief Sustainability Officer, and President — Walmart Foundation

Through the combined philanthropic efforts of Walmart and the Walmart Foundation, Walmart.org creates opportunities for people to live better every day. A few diversity, equity and inclusion related highlights from the past year include:

CODEPATH.ORG

Walmart.org, The Cognizant U.S. Foundation and Microsoft Philanthropies announced a collective \$3 million investment to deliver industry-informed computer science curriculum at 150 college campuses nationwide. The commitment also supports women and students of color studying and pursuing careers in technology. The investment in CodePath.org, a nonprofit dedicated to expanding the pipeline of underrepresented populations in technology, will provide for the number of participating two- and four-year colleges to be tripled.

Programming will expand to more than 75 cities nationwide and increase annual capacity by 250 percent, serving as many as 7,000 students by 2021.

“Building a more diverse technology sector is good for business and society,” said Julie Gehrki, Vice President – Walmart Foundation. “We are proud to support CodePath in their efforts to provide more opportunities for women and people of color while building a more inclusive technology sector.”



WELCOMING AMERICA

Walmart serves thousands of communities nationwide, and a more diverse, inclusive community is a stronger, more resilient community. That’s why the Walmart Foundation provided Welcoming America a \$1 million grant to accelerate work led by communities across the country that are promoting belonging and inclusion.

Welcoming America conducted community pilots funded by the Walmart Foundation to advance inclusion by bringing large national nonprofits and local community groups together to develop unique and relevant programs. Boise, Idaho was home to one such program that demonstrated the potential for transformation. The local YMCA and Idaho Office of Refugees held the first Families Together Field Day in September 2019, uniting more than 300 people from different backgrounds to play games, talk, share a meal and make new friends.

The successful pilots have led Welcoming America to continue working with communities to help accelerate their work in creating places of inclusion and belonging. A national inclusion campaign, leveraging a broad network of partners, will seek to tap into America’s civic spirit of “can-do” by bringing together people from different backgrounds and walks of life to learn more about their new neighbors and to work on “Do It Together” projects, such as building homes and playgrounds to supporting moms with young children.

ADVANCING FRONTLINE EMPLOYEES OF COLOR

“Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America’s Frontline Workforce”, a report released on Martin Luther King, Jr. Day 2020 (Jan. 20), is a resource and call to action for employers to support the advancement of frontline employees of color. The report, produced in partnership by FSG, a mission-driven consulting firm, and PolicyLink, a national research and action institute, was produced through support from Walmart and shows that companies that are successful in advancing racial equity go beyond traditional diversity and inclusion efforts.

These leading companies implement evidence-based practices and policies that fall under three strategic areas:

- 1 Building internal capacity for an inclusive, understanding and adaptive culture**
- 2 Strengthening management and HR systems, policies and practices**
- 3 Intentionally investing in the development of frontline employees of color**

People of color are predicted to be the majority of the U.S. population by 2044, with purchasing power exceeding \$3.4 trillion. Changing demographics, impending automation and consumer demand for companies to address societal issues create enormous opportunities for employers to generate business value by advancing frontline employees of color. The report reveals employers who do this can experience significant business benefits, including a management talent pipeline that mirrors their evolving customer base; a more productive, loyal workforce that boosts their bottom line; and enhanced brand equity with customers and communities.

Read the full “Advancing Frontline Employees of Color” report at <https://www.fsg.org/publications/advancing-frontline-employees-color>
– report funded by Walmart.org



Service to the customer is at the heart of everything we do at Walmart, and our customer base is incredibly broad and diverse. Supplier inclusion is how we ensure we have the right products and services available online and in stores to meet the different and ever-changing needs of our customers.

“At Walmart, we believe we’re at our best when we promote diversity across our supply chain. For our suppliers, working with Walmart means access to the 275 million customers who shop our stores around the world each week,” said Doug McMillon, President & CEO – Walmart Inc. “For us, supplier inclusion means delivering better products and a broader selection to the communities we serve.”

Walmart’s Supplier Inclusion team currently supports an existing network of more than 2,800 diverse suppliers, and Walmart continues to seek new suppliers with industry expertise and a desire to deliver quality products and services at scale. Walmart’s Supplier Inclusion Program (SIP) provides companies that are majority-owned and operated by racial/ethnic minorities; women; people with disabilities; veterans; and/or members of the lesbian, gay, bisexual and transgender (LGBT) community with equal footing to work with Walmart while at the same time growing their business. The program led to approximately \$15 billion in direct and indirect spending in FY19 through our diverse procurement processes.

SUPPLIER INCLUSION INITIATIVES CREATING SHARED VALUE

SUPPLIER GROWTH FORUM – SUPPLIER INCLUSION ROUNDTABLE

The Supplier Inclusion team works throughout the year advising internal business partners in Merchandising and other areas of the company as well as counseling and strategizing with diverse suppliers on how to grow their business. One of the signature ways Walmart and its suppliers come together is through the annual Supplier Growth Forum. The February 2019 forum featured a Supplier Inclusion Roundtable that included a brainstorming exercise between corporate supplier inclusion professionals and diverse suppliers who sought to identify creative solutions to business challenges such as access to capital, ability to scale, geographic manufacturing constraints, trade terms, and securing internal buy-in.

The convening illuminated many ways in which supplier inclusion programming can drive overall business strategy, build brand equity, and create community and economic impact for corporations and suppliers alike. The roundtable resulted in immediate actions by many participating suppliers to establish supplier diversity advisory councils, start or advance supplier diversity programs, become corporate members with diverse supplier certification organizations, host supplier summits, and begin tracking second-tier reporting.

ESSENCE FESTIVAL – WOMEN’S ENTREPRENEUR FORUM

The 2019 Essence Festival®, held in July in New Orleans, featured an information session hosted by Walmart’s Supplier Inclusion team for female entrepreneurs of color. The event brought together Walmart stakeholders, business leaders and influencers to outline what it takes to become a supplier and discuss strategies for growing your business.

Walmart leaders spoke about a commitment to supply chain inclusion and advancing businesses owned by women of color, as well as requirements for shelf-ready products for in-store and online assortments, services, and goods not for resale. The event also featured a presentation by the Southern Region Minority Supplier Development Council on certification and a panel of female business owners who shared their personal journeys to inform and inspire other female entrepreneurs in attendance.



Meet the Working Mom Behind a **NEW LACTATION SUITE AT WALMART**

Working full-time and raising a child isn't easy for any parent. When it comes to reentering the workforce after welcoming a new arrival, there are a few challenges that only new mothers face.

When Tennille Webb, Senior Manager I — Global Business Services, returned from maternity leave after giving birth to her son two years ago, she quickly noticed how complicated it was going to be to maintain her breastfeeding routine. At that time, she was on Walmart's real estate team, which meant lots of travel and time in stores across the country. While out and about, Tennille started getting frustrated with the lack of public spaces where she could feel comfortable taking scheduled breaks to pump.

"Breastfeeding is mental as well as physical," said Tennille. "Creating a healthy breastfeeding or pumping routine is hard when mothers feel rushed or uncomfortable, and many public nursing spaces don't have the privacy or comfort to create that kind of atmosphere."

When Tennille discovered a Mamava personal lactation suite in an airport, she had an idea — what if this could be a solution for breastfeeding moms in Walmart stores?

"This is an exciting new option that I hope will give other working moms the best possible experience as they transition back into the workplace."

— *Tennille Webb, Senior Manager I — Global Business Services*

Mamava, a woman-owned business, designs freestanding lactation suites accessible through a smartphone app that allows mothers to search for and locate available pods; opt into vacancy alerts; and reserve time in one of the pods. Moms can also use the app to adjust the pod's airflow and lighting, play a selection of relaxing sounds, and even leave a few words of support for the next mom who visits the pod.

There are currently more than 900 Mamava pods across the country located at airports, sporting venues and universities. Thanks to Tennille sharing her discovery with colleagues in real estate, Mamava

has now entered retail spaces for the first time. Walmart is testing Mamava pods for associate and customer use in three stores, located in Bentonville, Arkansas; Gilbert, Arizona; and Williston, Vermont. Mamava pods have also been installed in six Walmart Distribution Centers across the U.S.

"This is an exciting new option that I hope will give other working moms the best possible experience as they transition back into the workplace," said Tennille. "All nursing mothers have a different comfort level with when and where they breastfeed, and Mamava is another option for support."



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.



DEFINITIONS OF 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 nonmanual, 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.

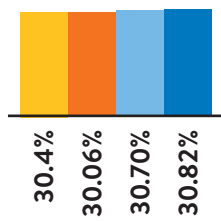
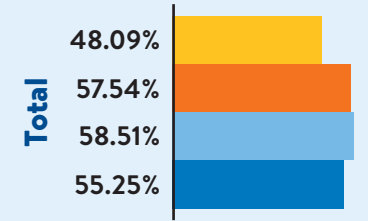
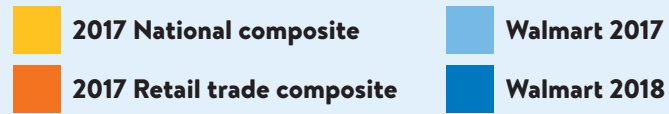
OPERATIVES (SEMI-SKILLED): Workers who operate transportation or materials moving equipment, or who operate machine or processing equipment, or who perform other factory-type duties of intermediate skill level that can be mastered in a few weeks and require only limited training. Includes apprentices 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.

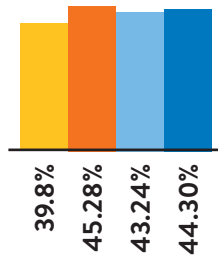
SERVICE WORKERS: Workers in both protective and non-protective service occupations. Includes non-protective worker in professional and personal service, amusement and recreation, food service, maintenance and unarmed sentinel occupations. Also includes protective workers in police and detection, firefighting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



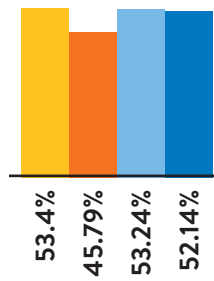
Female EEO-1 comparison



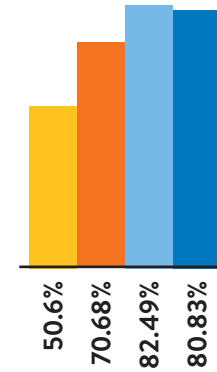
Executive/senior level managers



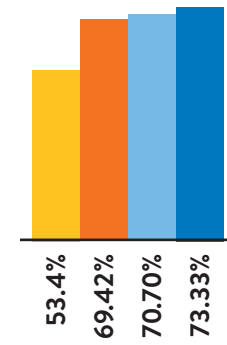
First/mid level officials & managers



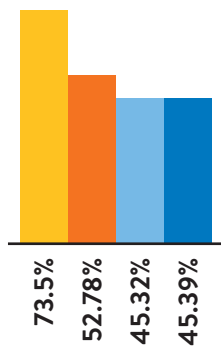
Professionals



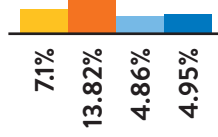
Technicians



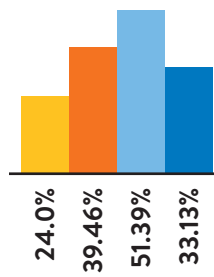
Sales workers



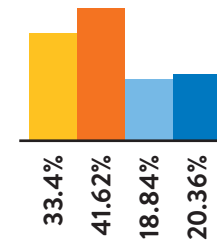
Administrative support workers



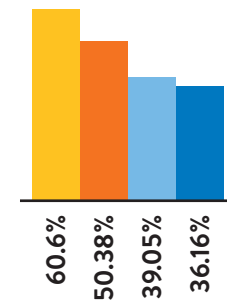
Craft workers



Operatives

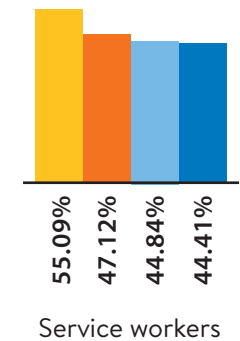
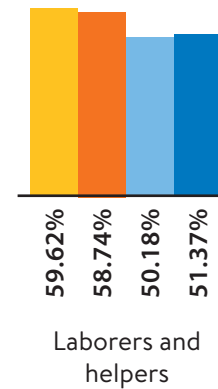
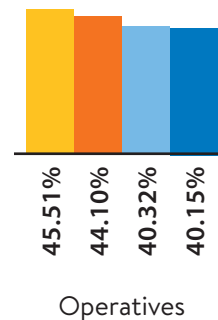
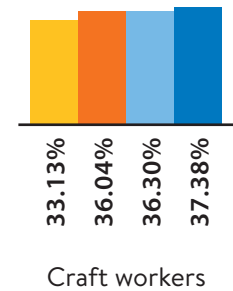
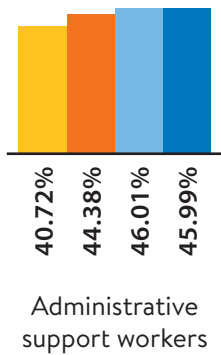
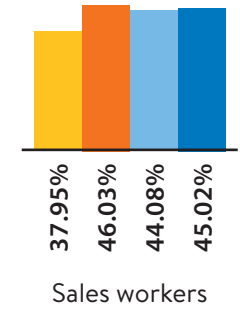
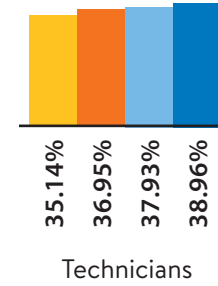
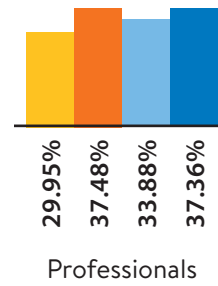
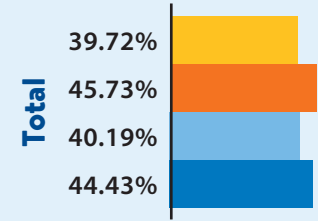
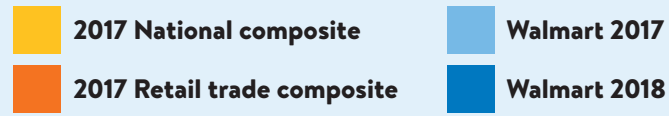


Laborers and helpers

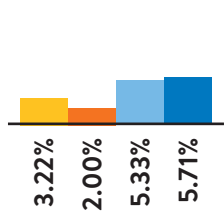
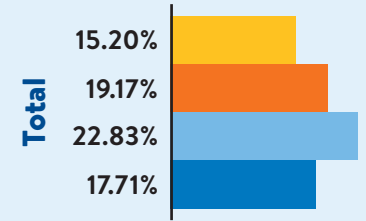
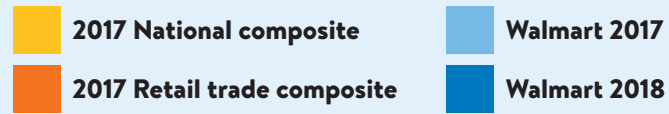


Service workers

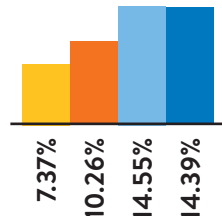
Minority EEO-1 comparison



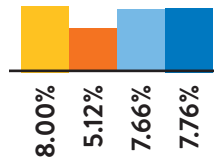
Black or African American EEO-1 comparison



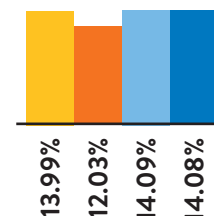
Executive/senior level managers



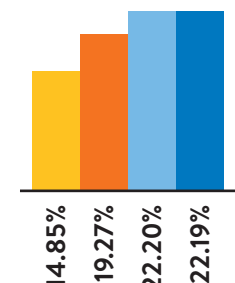
First/mid level officials & managers



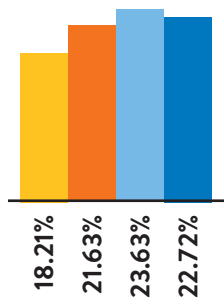
Professionals



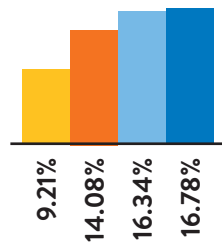
Technicians



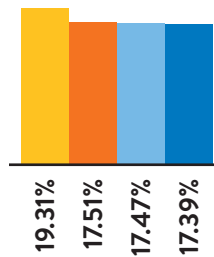
Sales workers



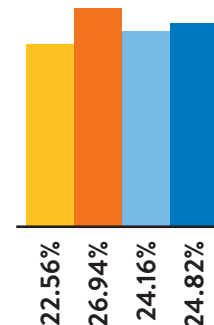
Administrative support workers



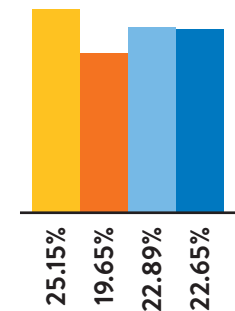
Craft workers



Operatives

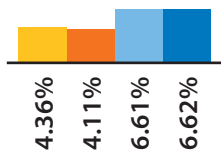
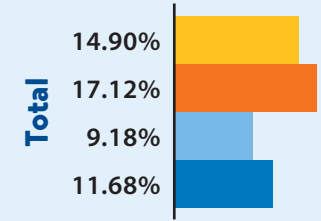
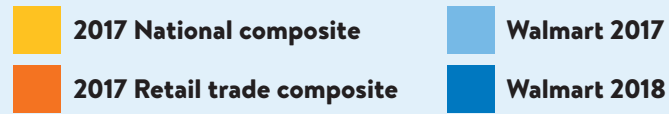


Laborers and helpers



Service workers

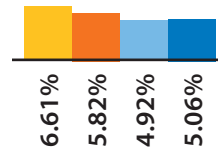
Hispanic or Latino EEO-1 comparison



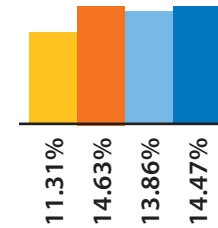
Executive/senior level managers



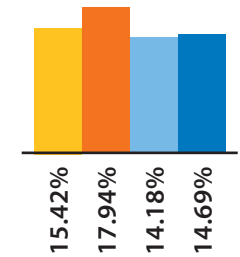
First/mid level officials & managers



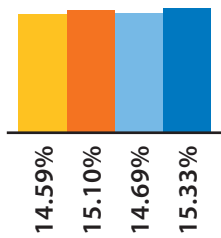
Professionals



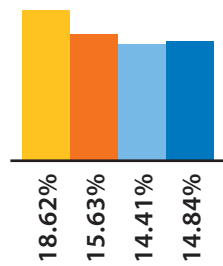
Technicians



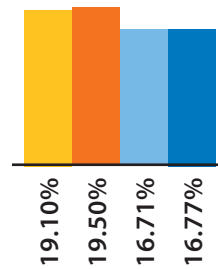
Sales workers



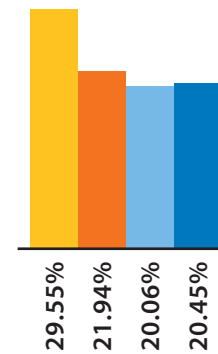
Administrative support workers



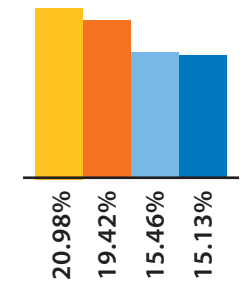
Craft workers



Operatives

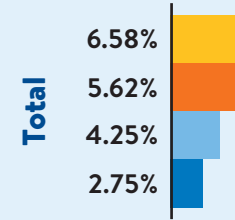
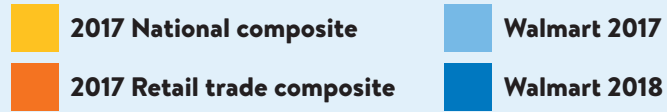


Laborers and helpers

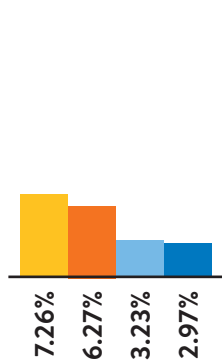


Service workers

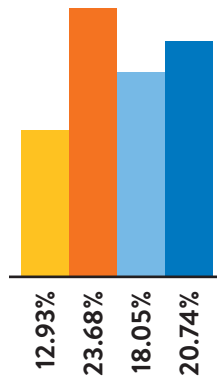
Asian EEO-1 comparison



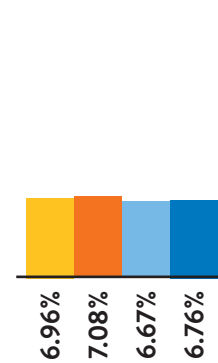
Executive/senior level managers



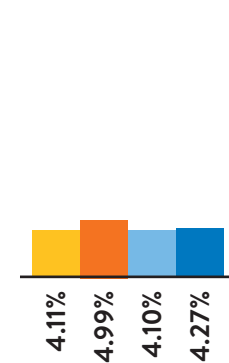
First/mid level officials & managers



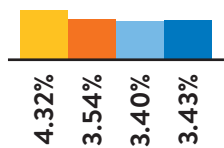
Professionals



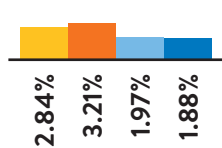
Technicians



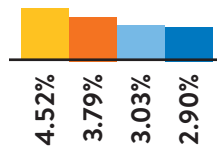
Sales workers



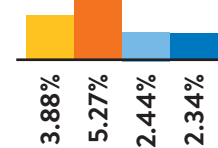
Administrative support workers



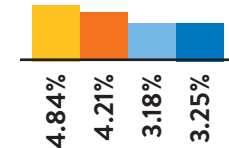
Craft workers



Operatives

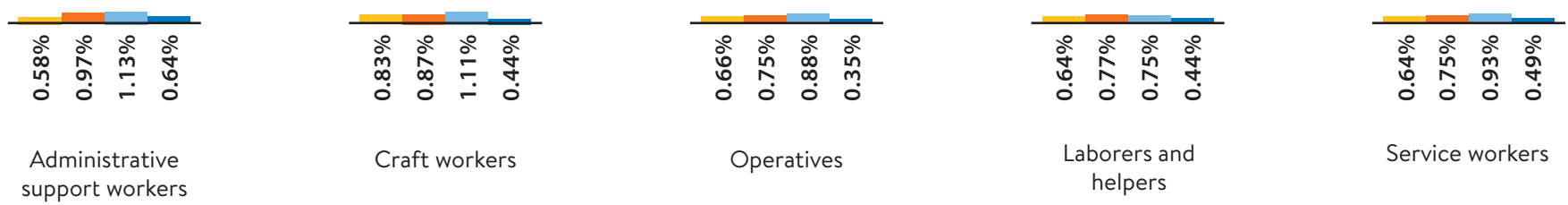
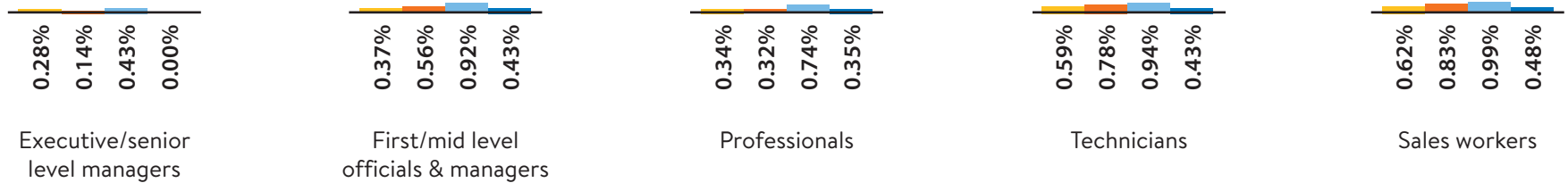
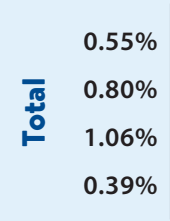
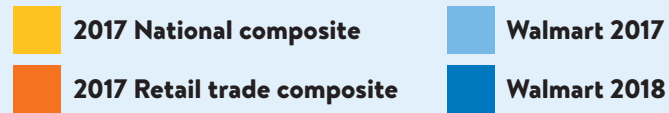


Laborers and helpers

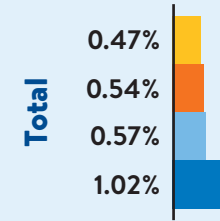
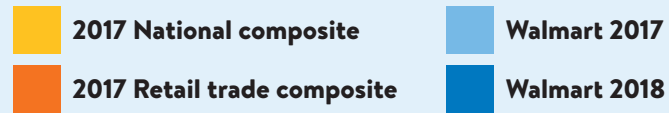


Service workers

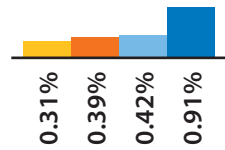
American Indian or Alaskan Native EEO-1 comparison



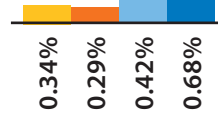
Native Hawaiian or Pacific Islander EEO-1 comparison



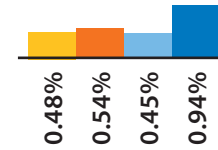
Executive/senior level managers



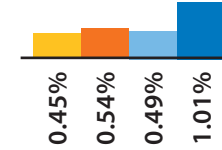
First/mid level officials & managers



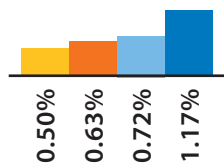
Professionals



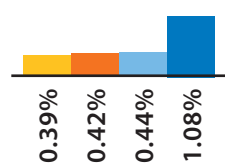
Technicians



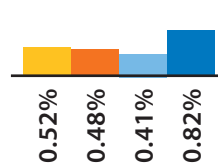
Sales workers



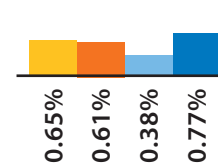
Administrative support workers



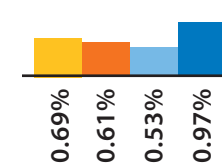
Craft workers



Operatives

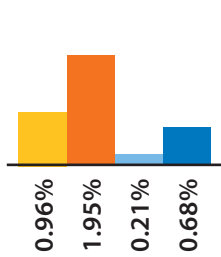
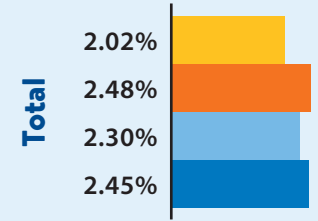
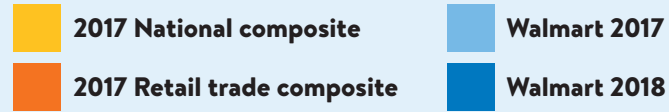


Laborers and helpers

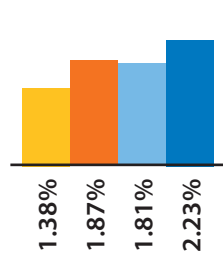


Service workers

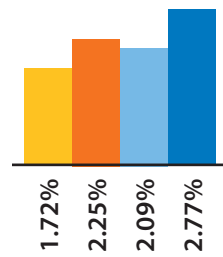
Two or More Races EEO-1 comparison



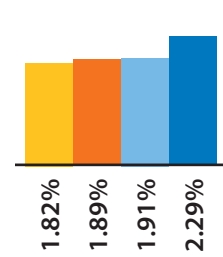
Executive/senior level managers



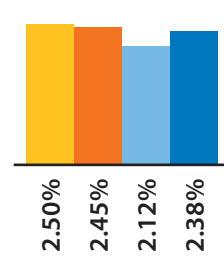
First/mid level officials & managers



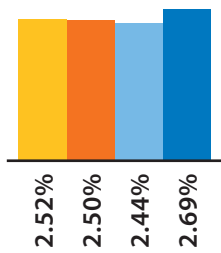
Professionals



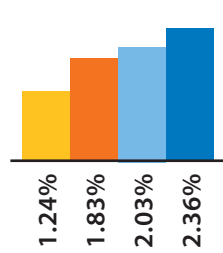
Technicians



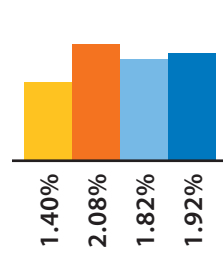
Sales workers



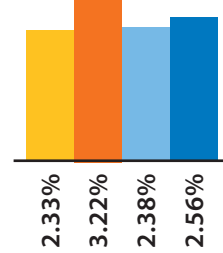
Administrative support workers



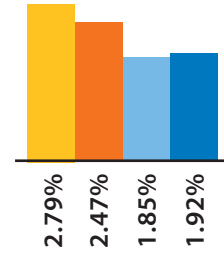
Craft workers



Operatives



Laborers and helpers



Service workers

GLOBAL OFFICE OF
CULTURE
DIVERSITY
& INCLUSION



This !
isthat
place

