



You Belong Here

Walmart 

CULTURE, DIVERSITY,
EQUITY & INCLUSION

2023 REPORT

DOUG MCMILLON: VISION

Doug McMillon,
President & CEO,
Walmart, Inc.



“We want everyone to know they belong at Walmart.

The culture they experience and the opportunities with which they are presented make that possible. We want every associate to feel accepted, valued and supported, so we’re constantly working to bring our values to life through our culture and strengthen the ladder of opportunity.”



INTRODUCING DENISE MALLOY: New Chief Belonging Officer

The outcome of diversity, equity and inclusion is belonging — and we want every associate to feel like they belong at Walmart. We are pleased to introduce Denise Malloy as our first-ever Chief Belonging Officer — an evolution of the Chief Diversity Officer position.

DONNA MORRIS: Our People Make the Difference

Belonging is what we want everyone to feel when they walk through the doors at Walmart. Feeling accepted, supported and valued — like you truly belong — is an important part of our live better promise to associates, customers, and members.

We’re proud to share our 2023 Culture, Diversity, Equity & Inclusion Report, which summarizes our collective efforts and progress to create a culture of belonging at Walmart.

As the largest private employer in the U.S. of Women, Black and African Americans, Hispanic and LatinX, and People of Color, Walmart’s workforce is wonderfully diverse. We recognize the role we play in championing a sense of belonging to foster a more meaningful environment for our stakeholders, generate stronger business outcomes, and lift up the communities we serve.

Representation matters, and there are areas where we are seeing significant progress. As you’ll see in this report, Officer representation for women and people of color in the U.S. is at its highest level since 2020, and we continue to see steady progress in diverse representation among the company’s senior leadership. U.S. hourly-to-management and management-to-management promotions for People of Color have continued to increase. As a company, we aspire to reflect the customers we serve across all functions and business segments.

We remain committed to reporting key data about our representation twice a year and believe this transparency helps us better understand where we need to focus — and enables our stakeholders, community, and associates to help us move forward as we keep making progress.

We want to foster a genuine sense of belonging for all — and we’ll do so by embracing culture, diversity, equity and inclusion.

You belong here.

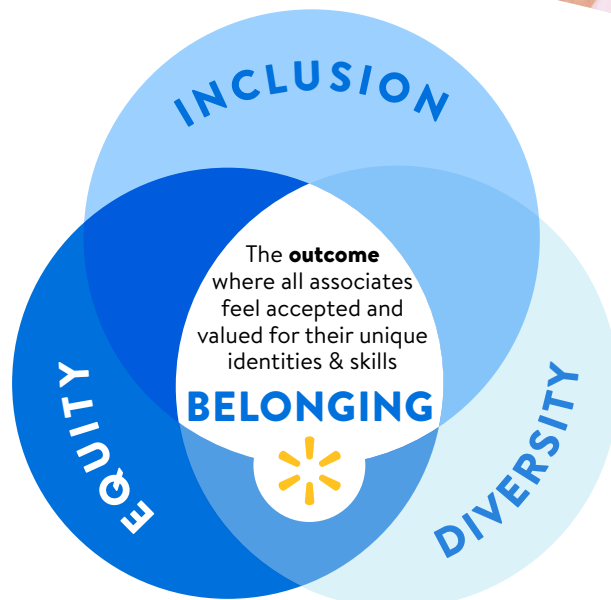
Donna Morris,
Chief People Officer,
Walmart, Inc.



Everyone exhibits **behaviors** that ensure associates are treated fairly and respectfully

Associates have access to what they need to succeed and are supported through applicable systems, processes, and programs

The **unique identities**, experiences, styles, disabilities and perspectives of our workforce are essential to our company’s success



Making the Difference for Our Associates

GROWTH

Creating opportunities for associates has always been an important part of Walmart's culture. In 2022, we delivered new benefits and expanded learning pathways to help associates continue to grow.

Live Better U

Through Live Better U, approximately 1.5 million part-time and full-time Walmart associates can earn college degrees or professional certificates without the burden of educational debt:

- Walmart pays 100% of tuition and books
- Associates have saved an estimated \$333 million in tuition
- 15,000+ associates have completed programs
- 60% of graduates have been women

Mentorship and Development Programs

Walmart offers various mentorship opportunities to associates, including:

- Mentor circles for Black and African American, Women and LatinX senior directors led by their respective Officer Caucuses, as well as resources and support for informal mentoring circles
- The Gateways and Embark development programs to foster our diverse talent pipeline

DEI Training & Education

Walmart offers a variety of resources to upskill associates as inclusive leaders. In FY23:

- 86,000+ associates completed Race & Inclusion modules
- Nearly 800 associates participated in the CDEI Institute
- Racial Equity Institute workshops celebrated 1,900 participants since launching in 2018

Recruitment

We aim to attract, seek, and retain the best and most diverse talent by:

- Fostering relationships with HBCUs and HSIs and leveraging job boards, Boolean search terms, and events to attract diverse candidates
- Enabling equitable and inclusive talent practices, including award-winning interview training
- Driving accountability with business partners
- Delivering more than 12,000 jobs and promotions to date through the OneTen Coalition, co-founded by Walmart
- Expanding partnerships to recruit people with disabilities, including through a pilot for our Enterprise Business Services team

WELL-BEING

We expanded support for the physical, emotional, and financial well-being of our associates:

- Created and expanded family planning benefits. Eligible associates can receive up to \$20,000 to support fertility treatment through Walmart's Centers of Excellence and up to \$20,000 reimbursement of eligible surrogacy and adoption services
- Workforce mental health training: Walmart is providing emotional well-being awareness education for leaders—both in the field and at our offices—to better equip them to recognize signs that associates might be struggling with mental health issues, how to respond to an associate having challenges, and how to connect associates with resources to help
- Launched tools and hosted sessions to help associates manage money, check credit, and enroll in 401(k)
- Maintained \$0 copay telehealth and tele-behavioral health

INCLUSION

Our leaders and teams continue to foster inclusion across the business:

- The [President's Inclusion Council](#), CDEI Councils across our business and Officer Caucuses — including a new [LGBTQ+ Officer Caucus](#) — are designed to host listening sessions, collaborate with Associate Resource Groups and more
- Walmart's [Accessibility Center of Excellence \(ACE\)](#) seeks to make Walmart the most inclusive and accessible retailer and employer for people with disabilities by empowering associates to define, design, and deliver accessible experiences at scale. The center launched a suite of resources, led inclusive design training, and partnered with Fable to provide on-demand learning
- Associate Resource Groups (ARGs) led 68 activities to foster inclusion
- [Community Champions](#) bring our culture to life during Black History Month (February), Women's History Month (March), Asian American Pacific Islander Heritage Month (May), Global Accessibility Awareness Day (Third Thursday of May), Pride Month (June), Hispanic Heritage Month (Sept. 15–Oct. 15, 2023), Veterans Day (Nov. 11), Native American Heritage Month (November), and many other DEI celebrations



Diversity & Inclusion by the Numbers

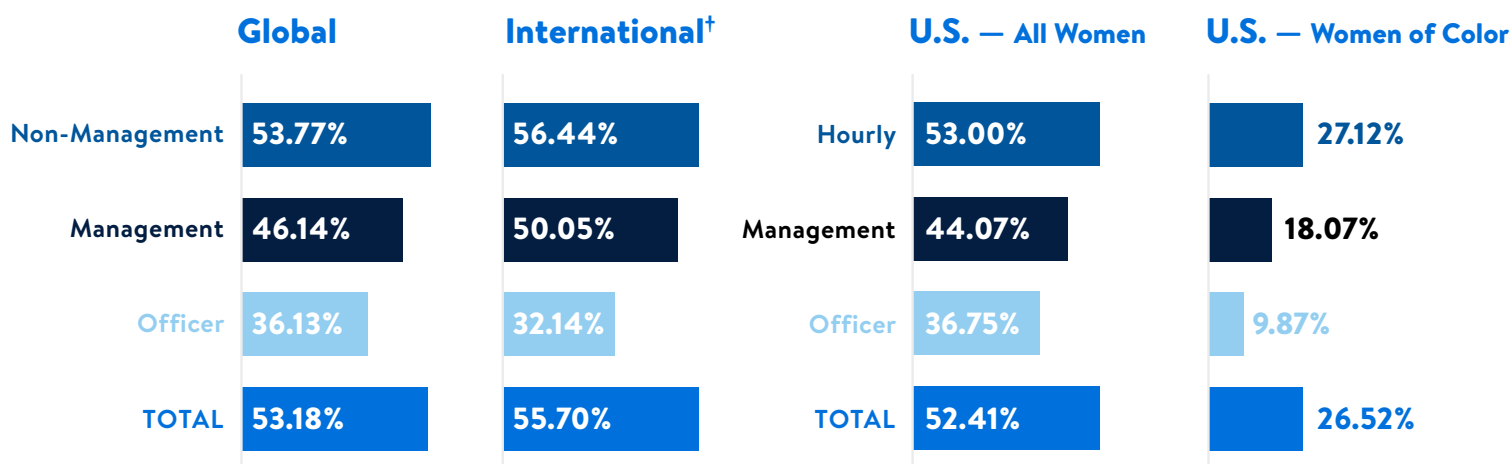
Percentages as of December 31, 2022 for International[†] markets and composites and as of U.S. pay period ending on January 27, 2023 for the United States. Global data is the combination of International and U.S. data from these respective reporting periods. Please see Data Disclosures & Definitions on the back cover.

Total Associate Count by Market	
Global	2,063,316
United States	1,581,560
International [†]	481,756

Total Associate Count by International Market	
Africa*	35,611
Canada	101,931
Central America**	37,019
Chile	45,220
China	64,865
Mexico	197,110

Total Workforce Representation by International Market – Women	
Africa*	49.87%
Canada	55.94%
Central America**	48.01%
Chile	54.41%
China	63.53%
Mexico	55.79%

WOMEN IN THE WORKFORCE



U.S. Workforce New Hires by Gender and Ethnicity

Women	50.27%
Women of Color	30.09%
People of Color	58.16%
African American/Black	29.29%
Asian	2.99%
LatinX	19.10%
Native American/Alaskan Native	1.42%
Native Hawaiian/Pacific Islander	0.51%
2+ Races	4.85%

U.S. Workforce Representation by Age

16-19	12.16%
20-24	16.73%
25-29	10.49%
30-34	9.51%
35-39	8.38%
40-44	7.84%
45-49	6.98%
50-54	7.33%
55-59	7.44%
60-64	6.60%
65+	6.54%

U.S. Workforce Representation by Ethnicity

	Hourly	Management	Officer	TOTAL
People of Color	49.96%	40.65%	27.61%	49.35%
African American/Black	21.12%	12.04%	9.14%	20.52%
Asian	4.18%	13.11%	8.96%	4.77%
LatinX	19.93%	10.93%	5.67%	19.33%
Native American/Alaskan Native	1.16%	0.86%	0.37%	1.14%
Native Hawaiian/Pacific Islander	0.48%	0.33%	0.00%	0.47%
2+ Races	3.10%	3.38%	3.47%	3.12%
Caucasian	49.63%	59.35%	72.39%	50.27%

U.S. Promotions by Gender and Ethnicity

	Hourly-to-Hourly	Hourly-to-Management	Management-to-Management	TOTAL Management Promotions
All Women	54.30%	43.74%	38.87%	40.05%
Women of Color	27.45%	20.08%	16.45%	17.34%
People of Color	49.54%	43.44%	42.43%	42.68%
African American/Black	19.30%	16.99%	10.44%	12.04%
Asian	3.24%	3.45%	16.95%	13.66%
LatinX	21.46%	17.35%	10.12%	11.88%
Native American/Alaskan Native	1.33%	1.08%	0.88%	0.93%
Native Hawaiian/Pacific Islander	0.51%	0.43%	0.32%	0.35%
2+ Races	3.69%	4.15%	3.73%	3.83%

Average Age of the U.S. Workforce

Hourly	Management	OVERALL
38.38 years old	41.12 years old	38.56 years old

DEI Across the Business

Our business is delivering tangible solutions through the lens of CDEI. We intersect these efforts at belonging so associates, suppliers, customers, and communities feel accepted and valued.

WALMART U.S.



John Furner,
President and CEO,
Walmart U.S.

“Belonging is a fundamental value in retail; we want everyone to feel welcome in our stores,

whether they’re working or shopping. Progress is being made to advance equity and inclusion, but we must continue to push ourselves, both within the company and as an industry.”

Walmart U.S. Supply Chain

A CDEI Champions program with more than 160 champions fosters belonging via on-site events, CDEI conversations, and community volunteerism.

“Having CDEI in our business gives us a chance to look through the lens of someone else; understand their culture, their beliefs, and their passion about what made them who they are today. This insight into other cultures and lifestyles has helped me grow as a woman, a mother, a friend and an advocate.”

Holly Powers, CDEI Champion,
DC 8852



Diverse Suppliers

- Nearly 60% of all business owners invited to Open Call self-identified as a diverse-owned business.
- A continued collaboration with RangeMe allows diverse suppliers to propose new products and receive feedback.
- Walmart partnered with Women’s Business Enterprise National Council and the Southern Region Minority Supplier Development Council to facilitate Walmart Marketplace mentoring sessions for diverse suppliers.

Marketing

- Committed to diverse representation – in front of and behind the camera – to reflect the communities we serve.
- Provided access to unique experiences, bringing together diverse communities over shared values.

Alternative Revenue Businesses

Seth Dallaire,
Chief Revenue Officer and Executive Vice President,
Walmart U.S.



“The DEI approaches of our alternative revenue-generating businesses are rooted in Walmart’s values, but applied to the industries, associates, and customers we serve.”

Walmart Connect’s DEI program focuses on three strategic areas: Business Opportunities and Impact; Recruiting and Retention; and Culture and Education. We serve diverse-owned businesses’ unique advertising needs, drive corporate social responsibility media campaigns, and partner with professional networks that develop diverse talent across the industry.

DEI Across the Business

SAM'S CLUB

Kathryn McLay,
President and CEO,
Sam's Club



"I want everyone to feel they belong at Sam's Club – that they're welcome and can contribute – because

every person has a need to be valued and known. When you care about people, it has a profound impact on how they see themselves and how they perform in any role."

Sam's Club delivered on a number of its Sam's Club 7 DEI initiatives this year to increase opportunities for diverse populations, including:

Early Career Hiring

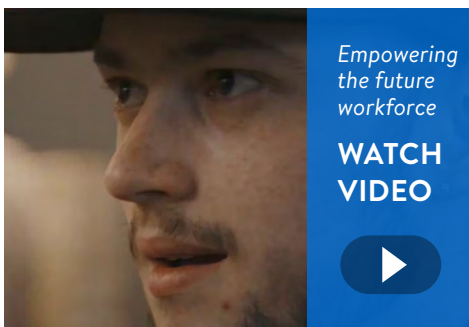
- Continued successful launch of the high school internship program with diverse groups of students; ongoing completion of initial phase of the program.
- Converted and retained hundreds of participants.
- Cultivated strategic partnerships with HBCUs and HSLs to open pathways for their students to join.

Development Programs and Mentorship

- Encouraged eligible female and People of Color officers, senior directors and directors to participate in 360° reviews, which we believe led to more actionable development plans for career growth.
- Launched a Senior Manager Program with a top tier business school. We anticipate many of the participants were promoted following participation in the program.

Community

- Sam's Club collaborated with its Community Relations, Constituent Relations and Media teams to increase awareness to the first-ever Sam's Club Day of Service, further highlighting its ongoing commitment to communities.
- Sam's also partnered with diverse content creators like Anjelica Cazares and Precious Azuree to bring the work to life online in key markets.



Empowering
the future
workforce

WATCH
VIDEO



GLOBAL TECH

Suresh Kumar, Executive
Vice President, Global
Chief Technology Officer
and Chief Development
Officer, Walmart Inc.



"Diversity in background and perspective brings diversity of thought and solutions to our business.

This inclusive thinking better enables us to solve for what's next in retail, and in turn, continue to create more opportunity."

Fostering Belonging in Technology

- Global Tech launched the LatinX in Tech group, which joins Women in Tech and the Black Technology Network to foster a sense of belonging and connection across Global Tech.

Black Engineer of the Year Awards (BEYA)

- Sponsored the Women of Color Awards.
- 15 Walmart Information Security associates recognized for leadership and impact in the industry.



DEI Across the Business

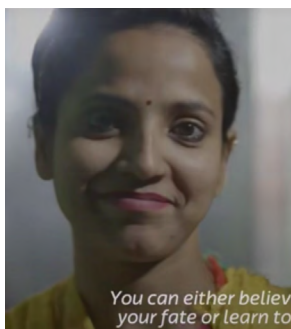
WALMART INTERNATIONAL



Judith McKenna,
President and
CEO, Walmart
International

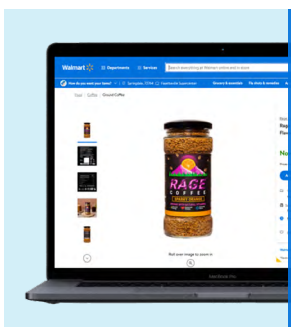
*“We are
fostering an
environment*

*of belonging where
everyone can feel accepted for
who they are and respected
for being themselves. As I’ve
visited our teams around the
world, I’ve learned certain words
resonate everywhere you are –
and everyone understands what
belonging means. It isn’t just a
‘nice’ thing to do, but it brings
out the very best in our people
and strengthens our business.”*



Flipkart
Champions
Associates with
Disabilities
**WATCH
VIDEO**

You can either believe it to be your fate or learn to fight it.



Walmart Expands
Marketplace
Opportunity for
Indian Exporters
**READ
MORE**

Walmart International represents many different languages, backgrounds, and experiences, making diversity one of our strengths:

CANADA

Walmart Canada has continued to support its Women in Retail program, which aims to help women advance in their careers by providing a network of support and mentorship.

MEXICO AND CENTRAL AMERICA

More than 6,000 leaders and stakeholders across Walmart Mexico and Central America have participated in a new six-part CDEI certification series.

MASSMART

Africa’s Massmart launched a disability inclusion campaign focused on creating opportunities and fostering belonging, including a 12-month supply chain internship program for students with disabilities.

CHINA

Walmart China created the Accessibility Resource Association, an online community that connects 800 Chinese associates with disabilities across 123 cities nationwide.

CHILE

Walmart Chile’s Store of the Future is piloting an hour-long period every Saturday dedicated to creating a safe and comfortable shopping environment for customers with disabilities.



Community Spotlights

For more than 60 years, we've been serving customers in thousands of communities. Celebrating and supporting those communities is central to everything we do, from participating in the Unified Compton Day of Thanks Giveaway to hosting Black-Fluence Community Brunches in cities across the U.S.

Community Cohesion Project

Walmart, Proctor & Gamble and Crystal Bridges Museum of American Art created the Community Cohesion Project to help ensure Northwest Arkansas is inclusive for all.

HBCU Engagement

Continued our commitment to supporting equity in education through partnerships and support for nontraditional pathways such as HBCUs.

Access to Quality Healthcare

When we opened our Walmart Health Center in Brandon, FL – the 27th in the nation – Constituent Relations collaborated with LatinX and African American influencers to emphasize increased access to affordable care.



WALMART.ORG



Julie Gehrki, Vice President, Philanthropy, Walmart and Vice President, Chief Operating Officer, Walmart Foundation

“Diversity, equity, and inclusion are at the heart of Walmart and the Walmart Foundation’s philanthropy. Guided by Walmart’s core value of respect for the individual, we strive to live this through our daily actions, our work with grantees and communities, and our investments in more equitable outcomes.”

Walmart.org represents the philanthropic efforts of Walmart and the Walmart Foundation and supports CDEI as a core element of the Walmart and Walmart Foundation’s giving strategy.

CENTER FOR RACIAL EQUITY

The Center for Racial Equity, established in June 2020, has invested more than \$65 million through Walmart and the Walmart Foundation to help nonprofit organizations create equitable outcomes for Black and African American communities and beyond in the areas of finance, health, education, criminal justice, and racial solidarity.

AD COUNCIL

We collaborate with organizations working to build trust, deepen empathy and encourage people to work across lines of difference. Like the Ad Council’s Love Has No Labels Campaign, many of these projects were specifically designed to create a more accepting and inclusive world for marginalized and underrepresented groups across race, gender, sexual orientation, ability, and religion.

Walmart CEO Doug McMillon was recognized by the Ad Council for outstanding corporate citizenship.

HISPANIC HERITAGE FOUNDATION

Walmart granted \$1 million to Hispanic Heritage Foundation to bring Latino and Black communities together to advance racial equity through the Racial Solidarity Institute and Skills Build, a platform to advance career paths.

Awards

DiversityInc 2022 #26 – Top 50 Companies for Diversity

#5 - Top Companies for Environmental, Social & Governance (ESG)

#15 - Top Companies for Mentoring



Editor's Note: This report is a retrospective of Culture, Diversity, Equity & Inclusion programming which took place across Walmart Inc. for the Fiscal Year ending Jan. 31, 2023 (FY23), unless otherwise noted.

Learn more about equity and inclusion at Walmart and beyond: <https://corporate.walmart.com/esgreport/esg-issues/diversity-equality-inclusion>

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Data Definitions & Disclosures

Global: Aggregate of International and U.S. data

United States: All 50 states, excludes Puerto Rico

International[†]: *Africa (Botswana, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, South Africa, Swaziland, Tanzania, Uganda and Zambia), Canada, **Central America (Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua), Chile, China, and Mexico. Excludes associates in India and eCommerce associates in Ireland and Israel

Non-Management

- U.S.: All hourly associates, excluding temporary associates
- International: Determined using Hay Points scale with non-management level positions being those scored between 0–437. Roles would include but not limited to administrative and frontline field associates

Management

- U.S.: All salaried, exempt associates
- International: Determined using Hay Points scale with management level positions being those scored between 438–1,260. Roles would include but not limited to Senior Directors, Directors, Managers and field managers

Officer

- U.S.: President, Executive Vice President, Senior Vice President and Vice President positions
- International: Determined using Hay Points scale with officer level positions being those scored between 1,261–7,000

Women of Color: An aggregate composite of U.S. women including African American/Black, Asian, LatinX, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, and women of two or more races

People of Color: An aggregate composite of U.S. associates including African American/Black, Asian, LatinX, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, and individuals of two or more races

[‡] Minimum age for employment at Walmart Inc. or one of its subsidiary companies, in the United States is at least 16 years old



Global Office of
**Culture Diversity
Equity & Inclusion**