

BETTER TOGETHER

Culture, Diversity,
Equity & Inclusion

FISCAL YEAR 2022
MID-YEAR REPORT

Walmart 



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Editor's Note: This report is a retrospective of Culture, Diversity, Equity & Inclusion programming which took place during the first half of FY2022 (February 1, 2021 – July 31, 2021) across Walmart Inc., unless otherwise noted.



Awards

DiversityInc 2021 #22 – Top 50 Companies for Diversity



- #6 – Top Companies for LGBTQ
- #8 – Top Companies for Talent Acquisition for Women of Color
- #10 – Top Companies for Black Executives
- #10 – Top Companies for Mentoring
- #13 – Top Companies for Asian American Executives
- #14 – Top Companies for Veterans
- Top Companies for Environmental, Social & Governance (Unranked list)



We Are Better Together

Donna Morris, Executive Vice President – Global People



As we enter a prolonged period in which we've continually endured the pandemic across countries, I've been encouraged by the ways our associates have stepped up to serve our customers and champion each other. Each day I have the opportunity to witness how empathy and authenticity are critical components of building an inclusive environment where everyone feels welcome. Through courageous, transparent conversations, we are among the leaders for progress in this space.

In this mid-year report, we acknowledge women may have been adversely affected by the pandemic and as a result are leaving the workforce. Throughout society,

this period has disproportionately affected women and specifically women of color. While there are many reasons for this phenomenon and it isn't isolated to Walmart, we'll continue to take active measures toward the pre-COVID progress of women in the workplace. We have made and will continue to make investments to enable the advancement of women, including paying 100 percent of tuition and books for eligible associates and adding academic partners and degree options through Live Better University¹ (LBU); supporting family leaves; and providing stable and predictable scheduling. We'll continue to focus on policies and benefits that support flexibility, wellness

and inclusive behaviors which build our talent pipeline and drive progress for women in the workplace.

We're committed to driving dialogue and shaping an inclusive culture, where individuality and differences bring us together instead of dividing us. Together, we're declaring inclusivity is an essential imperative.

Keeping Pace with Change through Constant Values

Ben Hasan, Senior Vice President and Global Chief Culture, Diversity, Equity & Inclusion Officer

The more things change, the more they stay the same. That old adage comes to mind as I consider the incredible change curve we've been on the past 18 months. While the source of these changes and the pace at which they've come might be unprecedented, the words "the only constant at Walmart is change" have long been a familiar refrain.

I believe there's another constant at Walmart – our values. Service, Respect, Excellence and Integrity – these four values have guided our company since the days of Sam Walton. Strive for Excellence might very well be why Walmart associates embrace change and manage it so effectively.

Our values of Service to the Customer and Respect for the Individual have also shined recently. We essentially transformed how

we operate throughout the pandemic to continue delivering on our purpose of saving people money so they can live better. Respect for the Individual has been at the heart of everything we've done to help advance racial equity across society.

We've also remained consistent with our vision and strategy for Culture, Diversity, Equity & Inclusion.



Our vision of "Everyone Included" is unwavering, yet the past 18 months have made it clear that we must continually change how that constant commitment comes to life. That's why for the first time since 2016 we're changing our CDEI strategy by adding a fifth objective to Increase Enterprise Equity & Accessibility. This new objective emphasizes our commitment to equity in recent years and also codifies our focus on accessibility for people with disabilities which will be driven by our new Accessibility Center of Excellence that you can read about on Page 4.

Things really do change constantly at Walmart, but I couldn't be more proud that our purpose, values and vision of "Everyone Included" remain the same.

Walmart's Strategic Approach TO CULTURE, DIVERSITY, EQUITY & 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, Equity & Inclusion's (CDEI) 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.

Introducing Accessibility Center of Excellence

People with disabilities represent an estimated 15 percent of the world's population – or about 1 billion individuals – according to the World Health Organization.² Despite its place as the largest diverse population in the U.S.,³ the size and scope of the disability community can sometimes go underestimated because more than 60 percent⁴ of disabilities are non-apparent.

Walmart has long been committed to advancing equity and inclusion for people with disabilities which we believe is evidenced by Walmart's score of 100 on the 2021 Disability Equality Index (DEI) for the sixth consecutive year. This commitment was strengthened in May 2021 when Walmart announced the formation of its first Accessibility

Center of Excellence (ACE) as part of an internal event celebrating Global Accessibility Awareness Day (GAAD).

The ACE will sit within Culture, Diversity, Equity & Inclusion and work collaboratively across the enterprise to develop and implement scalable strategies aimed at increasing digital and physical accessibility for associates and customers. The work of the ACE will be informed by a series of current state assessments of Walmart systems and processes that will guide short-term actions and long-term planning related to establishing and improving policies and procedures such as testing criteria; creating and launching tools and resources; and introducing training protocols and programming.

Guiding Principles

Our four guiding principles shape our approach to improving the company's CDEI health and set the foundation for sustainable change across the enterprise:

Accountability – Promote action through ownership and acceptance of responsibility for inclusive behaviors

Data-driven decisions – Collect and analyze data, and generate verifiable insights to make better decisions

Objectivity – Minimize subjectivity to reduce the risk of bias in talent processes

Transparency – Increase access to information through communication and collaboration

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, Equity 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 stakeholder

Increase enterprise equity & accessibility – Examine systems to identify gaps in equity and accessibility across the spectrum of stakeholder touchpoints, particularly for associates and customers, and develop and deploy strategies to address those gaps

Modernized measures – Leverage technology to monitor key performance indicators on diversity (representation and movement) and inclusion (engagement and sentiment indices) to inform strategic action plans for continued progress

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

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

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

Inclusion Innovations Across Walmart International

Inclusion is an intentional element of Walmart's Global People strategy across its international businesses. This approach provides freedom within the framework to develop distinct programming that is culturally and operationally relevant as the practical definition of diversity can differ across markets.



▶ Walmart Canada

The Walmart Foundation announced in June 2021 a commitment of USD \$20 million over five years to advance equity for Black and Indigenous Canadians through food security and economic opportunity. The funding, which is in addition to the commitment by Walmart and the Walmart Foundation of \$100 million over five years through the Walmart.org⁵ Center for Racial Equity⁶, will seek to support initiatives that strengthen food systems and create equitable advancement and pathways of opportunity for Black and Indigenous Canadians. Walmart Canada believes these contributions align with its three Shared Value Networks (SVNs) of Education & Employment, Health & Well-Being and Supplier Diversity Procurement, as part of its new Live Better equity strategy.

“We're stronger as a company and a country when everyone is included and empowered. At Walmart Canada, diversity, equity and inclusion is not just an initiative, it's part of our DNA,”

Horacio Barbeito, President & CEO - Walmart Canada

▶ Walmart Mexico & Central America

Walmart de México y Centroamérica (Walmart Mexico/CAM) launched a broad-based campaign this year focused on how to foster a safe environment where its associates, customers, suppliers and community can feel included and treated with respect and equality. The campaign includes partnerships with local organizations that help Walmart Mexico/CAM accelerate the culture; a change management program with emphasis on internal and external communication; the formation of a Mexico/CAM Diversity & Inclusion Advisory Council; and the utilization of internal surveys.

▶ Massmart

Massmart launched a disability strategy in May 2021 that is aiming toward a 1.5 percent disability workforce representation across its operations within Africa. The priorities include an awareness campaign as well as a Disability Declaration Week in June 2021. A series of disability sensitization training programs across Massmart operations was also introduced to aid line managers in better understanding how to engage associates with disabilities. Massmart also began collaborating with schools for people with disabilities on workplace readiness workshops and the implementation of the Massmart Disability Internship Program, a 12-month structured program across departments.

Total Associate Count by International Market⁷

Africa*	40,416
Canada	109,245
Central America**	37,031
Chile	46,303
China	78,367
Mexico	191,630

Total Workforce Representation by International Market – Women⁷

Africa*	47.89%
Canada	55.04%
Central America**	44.29%
Chile	56.00%
China	65.31%
Mexico	55.33%

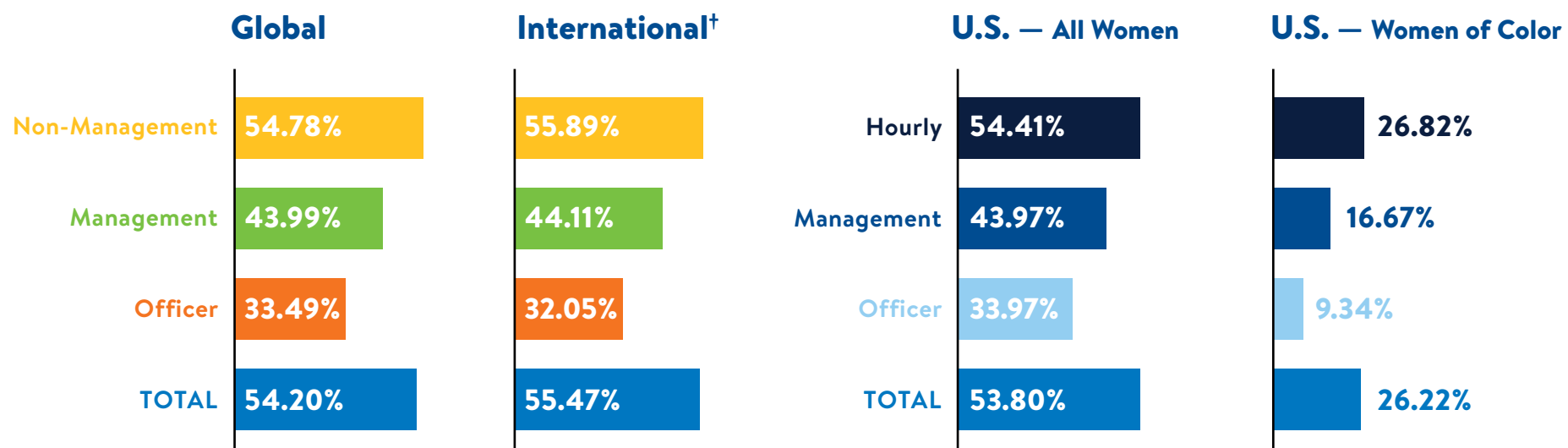


Diversity & Inclusion by the Numbers

Percentages as of June 30, 2021 for International[†] markets and composites and as of July 31, 2021 for the United States. Global data is the combination of International and U.S. data from these respective reporting periods. Please see Disclosure & Endnotes for data definitions.⁷

Total Associate Count by Market	
Global	2,061,366
United States	1,558,374
International [†]	502,992

WOMEN IN THE WORKFORCE



U.S. Workforce New Hires by Gender and Ethnicity

Women	49.84%
Women of Color	28.59%
People of Color	55.47%
African American/Black	28.73%
Asian	2.77%
LatinX	17.51%
Native American/Alaskan Native	1.34%
Native Hawaiian/Pacific Islander	0.52%
2+ Races	4.61%

U.S. Workforce Representation by Ethnicity

	Hourly	Management	Officer	TOTAL
People of Color	48.08%	37.15%	25.69%	47.43%
African American/Black	21.35%	11.63%	9.13%	20.77%
Asian	4.05%	11.07%	8.49%	4.47%
LatinX	18.17%	10.18%	5.52%	17.70%
Native American/Alaskan Native	1.13%	0.80%	0.21%	1.11%
Native Hawaiian/Pacific Islander	0.50%	0.34%	0.00%	0.49%
2+ Races	2.87%	3.12%	2.34%	2.89%
Caucasian	51.56%	62.85%	74.31%	52.23%

U.S. Workforce Representation by Age

16 – 19 †	14.02%
20 – 24	15.91%
25 – 29	10.37%
30 – 34	9.09%
35 – 39	8.15%
40 – 44	7.49%
45 – 49	6.93%
50 – 54	7.39%
55 – 59	7.82%
60 – 64	6.58%
65+	6.25%

U.S. Promotions by Gender and Ethnicity

	Hourly-to-Hourly	Hourly-to-Management	Management-to-Management	TOTAL MANAGEMENT PROMOTIONS
All Women	50.03%	44.61%	45.82%	45.64%
Women of Color	22.82%	18.36%	18.88%	18.80%
People of Color	44.81%	38.80%	40.84%	40.55%
African American/Black	17.72%	13.28%	13.50%	13.47%
Asian	3.31%	3.61%	11.42%	10.30%
LatinX	18.58%	17.38%	10.93%	11.85%
Native American/Alaskan Native	1.31%	0.61%	0.82%	0.79%
Native Hawaiian/Pacific Islander	0.49%	0.12%	0.32%	0.29%
2+ Races	3.40%	3.79%	3.85%	3.84%

Average Age of the U.S. Workforce

Hourly	Management	OVERALL
38.14 years old	41.26 years old	38.32 years old

Race in the Workplace: The Black Experience

The tragic murder of George Floyd in May 2020 reverberated across society and led to change in both the public and private sectors. This included the creation of Walmart's Shared Value Networks (SVNs) and Walmart.org's Center for Racial Equity⁶, detailed on pages 10-11, as well as a variety of initiatives aimed at increasing equity and inclusion within our company and throughout corporate America.

Race in the Workplace: The Black Experience, a report published in February 2021 by McKinsey & Co., is one example of Walmart's commitment to help increase racial equity within society. The report, collaboratively funded and supported by Walmart, contains quantitative and qualitative research from 24 leading companies, including Walmart, from across multiple industries, as well as publicly available data that resulted in one of the most comprehensive studies of its kind.



Race in the Workplace 2021 report⁸

INSIGHTS FROM THE REPORT INCLUDE:

Educational attainment has an outsized impact on the employment gap. Black workers without a high school education trail the overall population in employment by 5 percent.

Workers who have previously been incarcerated face steep employment hurdles. Black male workers trail their white counterparts in this segment by 21 percent.

Geography is an important determinant of employment opportunity. Almost 60 percent of the U.S. Black labor force (11.8 million individuals) is concentrated in the South, compared with just one-third of all other private sector workers.

“The study details the challenges facing Black Americans specific to employment across the private sector, and it further reinforces the importance of addressing these complex systemic issues through our internal people processes, SVNs and the Center for Racial Equity.”

Donna Morris, Executive Vice President – Global People

ADDRESSING ANTI-ASIAN DISCRIMINATION AND VIOLENCE

The COVID-19 pandemic has brought with it a myriad of disparate impacts that have negatively affected people of color, including an increase in anti-Asian sentiment and violence as Asian Americans and Pacific Islanders (AAPIs) have been scapegoated across society for the spread of the virus.

“The violence we’re seeing against our AAPI neighbors and friends is wrong, unacceptable and hurts us all. Everyone has the responsibility to stand up and speak out against racism in all forms. It will take all of us to make lasting change, and we are committed to doing our part,” said Doug McMillon, President & CEO – Walmart Inc.

Walmart and the Walmart Foundation were among a group of organizations that committed a collective \$125 million in May 2021 to The Asian American Foundation (TAAF), a convener, incubator and funder for AAPI people. The initial focus of TAAF will be on building long-term solutions for measuring and defending against anti-AAPI violence; developing the common data standards to better track incidents of hate and violence targeting the AAPI community; and investing in research to inform future policymaking and advocacy.

Walmart.org also announced two Walmart Foundation grants in April 2021 aimed at supporting AAPI communities: \$50,000 to the Center for Pan Asian Community Services to help serve AAPI needs in Atlanta and \$100,000 to the Center for Asian Pacific American Women to help build a national program for multicultural women who are combating anti-AAPI activity.

Accelerating Growth in Supplier Inclusion

At Walmart, we believe the role diverse suppliers play has become even more critical as our society continues to face unprecedented challenges to public health and issues of racial equity and justice. Because Walmart and Sam's Club take a multi-stakeholder approach to creating value, we strive to help enable diverse businesses to thrive by identifying opportunities for them to grow with Walmart. In FY21 (Feb. 1, 2020 – Jan. 31, 2021), Walmart sourced more than \$13.10 billion in goods and services from 2,899 diverse suppliers.⁹

Supplier Inclusion Advisory Council

Walmart launched a Supplier Inclusion Advisory Council in March 2021 comprised of leaders from across our Merchandising organization to reimagine our supplier inclusion initiative and strive for a best-in-class program for supplier development. The mission of the council is to foster, promote, grow, develop and retain a robust inclusive supply chain. The council also provides guidance and recommendations to individual teams across business segments and advises executive leadership and the Supplier Inclusion team.

The goals of the council are to drive supplier inclusion as a competitive advantage; leverage the ecosystem to enable supplier success; be responsible for tangible supplier inclusion results; and include diverse suppliers in objectives, processes, and strategies.

Expanding Access to Working Capital

One challenge to achieving growth that many of Walmart's current and potential diverse suppliers face is gaining access to working capital. Megan Crozier, Chief Merchandising Officer – Sam's Club, and Scott McCall, Chief Merchandising Officer – Walmart U.S., jointly announced a partnership with C2FO in April 2021 to help address these challenges by providing an expanded early payment program which features convenient and consistent access to reliable funding.

This new option, building on Walmart's existing early payment programs, launched May 3 with the goal of making access to working capital affordable, transparent and more equitable by offering qualified diverse-owned suppliers faster payments from Walmart at our lowest rates. The C2FO technology platform enables suppliers to hand-select the invoices they'd like to request for early payment. Walmart will independently fund this opportunity at the outset with the possibility for future collaboration with leading global and minority-owned banks to provide additional funding capabilities.



Supplier Inclusion

Creating value through synergy

Walmart  | sam's club 

Women's Business Enterprise National Council

Walmart has supported the growth and development of women-owned businesses for many years through a variety of initiatives created by the Women's Business Enterprise National Council (WBENC). The WBENC Women of Color Program was established in 2017 to create multi-tiered programming to aid women of color entrepreneurs in increasing their competitive advantage and capacity for inclusion in corporate supply chains. Walmart is a founding member of the program which has seen WBENC increase its number of women of color business owners by 36 percent since the program's inception.

The 12-week WBENC Collegiate Accelerator Program featured a cohort of 28 female founders in 2021, 71 percent of whom are women of color. The program objectives include a focus on the fundamentals of growth, marketing, business strategy, and leadership; connecting participants with some of the most successful women-owned businesses and America's largest Fortune 500 companies; and awarding three \$5,000 Innovation Grants to the most disruptive businesses. Walmart is a sponsor of the Collegiate Accelerator Program and reached a national distribution agreement with one of the Innovation Grant recipients, Socket Lock-it.



Expanding equity through Shared Value Networks

Walmart launched Shared Value Networks (SVNs) in June 2020 to help address the root causes of racial disparity across the social systems of criminal justice, education, finance and health. The SVNs emphasize the development of strategies and investment of resources to help increase fairness, equity, justice and belonging within social systems.

Each SVN has begun implementing their strategies and piloting programs consistent with their aspirational goals, and together with the Walmart.org⁴ Center for Racial Equity⁵ are supporting systems change at a national and local community level.



Lead:
Latrice Watkins,
Executive Vice President – Consumables, Walmart U.S.

CRIMINAL JUSTICE SVN

Aspiration: Leverage Walmart’s scale, influence and access to stakeholders to help drive long-lasting racial equity in the criminal justice system by investing in and advocating for transformational programs and policies.

Actions Taken: Walmart collaborated with the Racial Equity Institute to support the creation of a racial bias training for law enforcement, third-party security and Walmart’s asset protection associates. The aim is to support criminal justice professionals in understanding how unconscious biases may impact their interactions with the communities they serve.

A pilot program was also launched by Walmart in the U.S. to provide employment to select individuals exiting the criminal justice system and offer support through wrap-around services. The intent is to connect citizens with jobs and support that Walmart believes will help them successfully re-enter society.



Lead:
Earvin Young,
Vice President – Club Support People, Sam’s Club

EDUCATION SVN

Aspiration: Create opportunities for Black and African Americans by supporting equitable advancement; improving access to secondary education; and shifting practices around talent with a focus on increasing skills and building capabilities.

Actions Taken: Walmart plans to open its first Community Academy in Fall 2021 in Chicago which will deliver high-quality, work-based training for associates. The academy will also serve members of the Chatham neighborhood through collaboration with local educational providers to offer another community space for skills development.

The OneTen coalition, a multisector coalition of public agencies, private companies and nonprofits, aspires to advance 1 million Black adults into family-sustaining careers over the next 10 years. Walmart is a committed participant of the OneTen coalition, and will continue to share available career opportunities via this coalition.

Walmart announced in July 2021 that 100 percent of college tuition and books are covered through the Live Better University¹ (LBU) program, offering eligible associates the opportunity to earn their degree or learn trade skills with no student debt, beginning on day one of employment. The addition of the University of Arizona, a Hispanic Serving Institution (HSI), and Spelman College, a Historically Black College or University (HBCU), to LBU underscores Walmart’s commitment to removing barriers that too often keep adult working learners from earning degrees. Additional HBCU options are expected to launch later in 2021.



Lead:
Wayne Hamilton,
Vice President – Specialty Tax

FINANCIAL SVN

Aspiration: Decrease the racial wealth gap by empowering our associates to build generational wealth; increasing opportunities for diverse-owned businesses; and expanding access to financial services for the communities we serve.

Actions Taken: Walmart supported the launch of Morgan Stanley’s Next Level Fund, part of the firm’s Investment Management Private Credit & Equity platform. This fund, according to Morgan Stanley, will build on the expertise of the bank’s in-house startup accelerator and HearstLab which provides cash investment and services to early-stage, women-led startups. Walmart believes the Next Level Fund offers a unique opportunity to support women and diverse businesses by increasing access to capital and providing strategic assistance.

The Walmart U.S. Marketing organization has deepened its commitment to diversity, equity and inclusion by striving to ensure that Walmart’s broad and diverse customer base sees themselves represented in the work produced to promote the Walmart brand. For example, Marketing is complementing the aspiration of the Finance SVN by supporting and providing opportunities to diverse creative and media companies across the advertising ecosystems through a goal of 40 percent of all production directors, photographers and crew members being women or people of color.



Lead:
Warren Moore,
Vice President – Neighborhood Market Pharmacy Operations, Walmart U.S.

HEALTH SVN

Aspiration: Create opportunities for all to simply live healthier by improving equity and driving systems change.

Actions Taken: A pilot program for Walmart Medical Plan participants in Georgia was introduced in June 2021 that provides Doula coverage, up to \$1,000 per pregnancy. This associate benefit is part of a larger effort to improve access to affordable, quality maternity services by offering supportive and connected care throughout the pregnancy journey.

A cultural competency training is currently under development to be used by Walmart healthcare providers in an effort to mitigate the effects of unconscious bias and racial inequity. The training is anticipated to help people have access to culturally responsive healthcare, addressing their individualized needs.



THE CENTER FOR RACIAL EQUITY

The Center for Racial Equity continues to work closely with the Shared Value Networks (SVNs) to leverage Walmart and the Walmart Foundation’s \$100 million, five-year philanthropic commitment. The Center seeks to complement and extend the societal impact of Walmart business initiatives within the same four focus areas as the SVNs: criminal justice, education, finance and health. The Center’s initiatives will fund research, advocacy, innovation of practices and tools, stakeholder convenings, and nonprofit capability building.

Update: Walmart contributed \$900,000 to Winrock Solutions which will support existing Black-owned businesses that supply retail-related products and services as they prepare for and seek capital. Funds will be used to educate entrepreneurs on resources available to them and help ensure they receive the assistance needed to sustain and grow. Winrock will strive to identify and serve 200 Black-owned businesses that support the retail industry over the next three years across Arkansas, Louisiana and Mississippi.

CRIMINAL JUSTICE

Focus: Fill the void in prevention initiatives by activating and sustaining systems change efforts that prevent people from entering the criminal justice system.

Update: The Walmart Foundation has provided a grant to the Rockefeller Philanthropy Advisors which supports projects such as UNITE, a program that aims to develop a network of People’s Commissions in 14 cities to generate ideas and recommendations that could transform how criminal justice systems engage with communities. ACT NOW, a broad-based coalition created by UNITE, seeks to establish a network of research organizations to collect and analyze data that informs policies and strategies introduced by the People’s Commissions.

EDUCATION

Focus: Support the equitable advancement of Black workers by strengthening talent pipelines into the workforce and by furthering advancement through upskilling.

Update: Walmart has contributed \$400,000 to The Joint Center for Political and Economic Studies to enable research focused on the barriers that exist for Black talent when it comes to education and training for workforce development.

FINANCE

Focus: Support the success of entrepreneurs in the Black community by helping Black-owned businesses that provide goods and services to the retail industry strengthen and grow their companies.

Update: Walmart contributed \$900,000 to Winrock Solutions which will support existing Black-owned businesses that supply retail-related products and services as they prepare for and seek capital. Funds will be used to educate entrepreneurs on resources available to them and help ensure they receive the assistance needed to sustain and grow. Winrock will strive to identify and serve 200 Black-owned businesses that support the retail industry over the next three years across Arkansas, Louisiana and Mississippi.

HEALTH

Focus: Improve access to fresh food in communities of color that lack access to nutritious food and support community-based innovation to identify solutions that increase food access in these communities.

Update: A \$1 million grant from the Walmart Foundation to The University of Texas Foundation will support The University of Texas MD Anderson Cancer Center’s Be Well Communities™ model in executing and sustaining an evidence-based strategy for food access and health. It seeks to address the social determinants of health in Acres Homes, once the largest unincorporated African American community in the U.S. South. Funding will also support the evaluation of the approach and dissemination of results to communities across Greater Houston and beyond.



Disclosures & Endnotes

- ¹ Walmart subsidizes the cost of higher education, beyond financial aid. Some LBU programs previously required associates to pay a \$1 per day fee, but Walmart announced the fee would be removed effective August 2021
- ² <https://www.who.int/news-room/fact-sheets/detail/disability-and-health>
- ³ <https://www.dol.gov/agencies/odep/publications/fact-sheets/diverse-perspectives-people-with-disabilities-fulfilling-your-business-goals>
- ⁴ <https://www.understood.org/articles/en/understanding-invisible-disabilities-in-the-workplace>
- ⁵ Walmart.org: Brand of corporate philanthropy that represents the combined philanthropic efforts of both Walmart and the Walmart Foundation
- ⁶ Center for Racial Equity: As part of Walmart's larger efforts to address the drivers of racial inequity in society and accelerate change, Walmart and the Walmart Foundation committed \$100 million over five years through Walmart.org's Center for Racial Equity. The Center's initiatives will fund research, advocacy, innovation of practices and tools, stakeholder convenings, and nonprofit capability building
- ⁸ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/race-in-the-workplace-the-black-experience-in-the-us-private-sector>
- ⁹ A diverse supplier is defined as a U.S. privately held company that is recognized as 51% owned and operated by a woman, minority, veteran, disabled veteran, person with a disability or member of the lesbian, gay, bisexual or transgender (LGBT) community

7 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.