

Environmental, Social & Governance Reporting

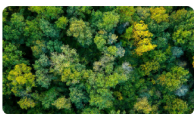


Creating Shared Value

We aspire to become a regenerative company – helping to renew people and planet through our business.

Shared value – addressing societal issues in ways that create value for our business and stakeholders – lies at the heart of Walmart’s enterprise strategy and our approach to ESG issues.

We prioritize the [ESG issues](#) that offer the greatest potential for Walmart to create shared value. Based on our most recent ESG priority assessment, we have organized our ESG priorities into four leadership themes represented below: Opportunity, Sustainability, Community, and Ethics & Integrity.



Opportunity

- Our People
- Supplier Opportunity

Sustainability

- Climate Change
- Regeneration of Natural Resources: Forests, Land, Oceans
- Waste: Circular Economy
- People in Supply Chains
- Product Supply Chain Sustainability
- Animal Welfare

Community

- Serving Communities
- Safer, Healthier Food & Other Products
- Disaster Preparedness & Response

Ethics & Integrity

- Ethics & Compliance
- Engagement in Public Policy
- Corporate Governance
- Responsible Use of Data and Technology
- Human Rights

Creating Shared Value



Shared value—addressing societal issues in ways that create long-term business value—underpins Walmart’s enterprise strategy and ESG approach.

We believe that serving our stakeholders maximizes long-term value for shareholders: delivering value to our customers, creating economic opportunity for associates and suppliers, strengthening local communities, and enhancing the sustainability of our business and supply chains. Focusing on these areas helps us build customer and associate trust, create new business opportunities, manage cost and risk, and strengthen the systems we rely on.

Identifying Priority Issues

We prioritize issues based on:

- Relevance to our business
- Importance to building and maintaining stakeholder trust
- Walmart’s ability to effect a positive outcome

For example, we have prioritized providing positive experiences and paths of opportunity for our associates, improving the sustainability of retail and supply chains, boosting community resilience, and upholding high ethical standards.

Read more: [Our ESG priorities](#)

Aligning on Aspirations and Outcomes

We analyze key business value drivers and relevant societal systems to determine outcomes aligned with shared value. We identify key performance indicators and metrics that indicate whether we are making progress.

For example, we aspire to source responsibly and act as a catalyst of positive transformation for people working in consumer product supply chains, as we believe that will strengthen our supply chain directly and the capacity of product supply chains as a whole. We measure progress by looking at outcomes from Responsible Sourcing audits, positive impacts in deeper in higher-risk supply chains, and the depth of supplier engagement on topics like responsible recruitment.

Advancing Practices

We develop policies, practices, and tactics to advance our value-creation aspirations, guided by the same three factors outlined above.

For example, when determining which practices will help us best achieve an outcome of belonging in our business, we consider:

- Relevance to our business: Whether the activity will improve service to customers and members; improve our ability to attract, engage, develop, and retain associates, and deliver returns that justify the investment.
- Importance to building and maintaining stakeholder trust: Whether the activities are compliant, and whether they bring people together without divisiveness.
- Walmart’s ability to effect a positive outcome: Whether we’re clear on the outcome we’re seeking and whether we can measure and evaluate the effectiveness of the activity in driving towards that outcome.

Transparent Disclosures

Finally, transparency cultivates trust, and we regularly publish information on our priorities, aspirations, strategies, practices, and outcomes. This information can be found, among other places, in our ESG reporting, Annual Report on Form 10-K, and Proxy Statement.

Our ESG Priorities



We prioritize the ESG issues that offer the greatest potential for Walmart to create shared value: issues that rank high in terms of relevance to our business and stakeholders as well as Walmart’s ability to make a difference. Based on our most recent ESG priority assessment¹, we have organized our ESG priorities into four leadership themes: Opportunity, Sustainability, Community, and Ethics and Integrity.

Walmart's ESG Themes and Priority Issues



Opportunity

- Good jobs and advancement for associates
- Belonging at Walmart and beyond
- Growth for suppliers, sellers and local economies



Sustainability

- Climate and renewable energy leadership
- Zero waste in operation, products and packaging
- Regeneration of natural resources: forests, land and oceans
- Sustainable product supply chains
- Dignity of people in supply chains



Community

- Serving communities
- Access to safer, healthier food, products and services
- Disaster preparedness and relief



Ethics and Integrity

- Highest ethical and compliance standards
- Strong corporate governance
- Engagement in public policy
- Digital citizenship
- Respect for human rights

[*Click here to see list of the ESG topics that were identified as the highest priority for Walmart and for stakeholders under each of the above issues.](#)

We completed our first formal assessment of ESG priorities in 2015, involving stakeholder interviews, surveys and analysis. Each year we have updated our priorities based on ongoing stakeholder dialogue and data gathering.

In spring 2021, we conducted a second formal refresh, supported by a consulting firm. We gathered stakeholder perspectives on over 50 topics in terms of relevance to Walmart’s business, importance to stakeholders and Walmart’s ability to make a difference.

- We gathered stakeholder perspectives on these topics from a variety of sources, including:
- ESG standards and disclosure frameworks, such as the Task Force on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) Standards
 - ESG ratings frameworks and assessments of Walmart and our peers
 - Walmart customer research and analysis
 - Associate feedback, including surveys, interviews, and focus groups with over 75 associates drawn from across the company, including operations, merchandising, finance, human resources, corporate governance, communications, sustainability, public policy, marketing, health and wellness, and financial services
 - Analysis of social sentiment and media coverage

- Discussions and written submissions from over 40 suppliers, NGOs and shareholders

Stakeholder feedback allowed us to not only prioritize individual topics, but also to group them into common issues and group issues under common themes. Our ESG themes and priority issues, shown below, reflect this stakeholder feedback.

Some insights from the prioritization exercise include:

- Several topics—including food and safety; belonging; privacy, data security and cybersecurity; ethics, compliance, and integrity; and customer and community safety—were viewed as significantly more important to our business and stakeholders than in our 2015 review.
- Walmart is viewed by stakeholders as being distinctive in several arenas, including climate action; associate pay and benefits; and belonging.
- Stakeholders suggested Walmart has an opportunity to improve disclosures where there is a gap in general public perception and/or awareness of Walmart’s performance on several topics, including associate pay and benefits, conserving and restoring nature, selling responsible and sustainable products, public policy and advocacy, supplier growth and development, and supply chain worker dignity.
- Topics identified as ‘emerging’—potentially rising in priority going forward—included those related to Walmart’s role as an employer, product availability and supply chain resilience, and data privacy and security.
- Stakeholders observed that Walmart’s scale provides a unique opportunity to influence systems that underlie many ESG issues.

Each stakeholder group provided unique insights relevant to Walmart’s ESG priorities, including the following:

Summary of Stakeholder Insights	
Customers	<ul style="list-style-type: none"> • Walmart U.S. customer priorities include health care, jobs, climate change and economic equality • Customers look to Walmart to lead on associate training, investments in wages, efforts to combat climate change, racial equity, and affordable healthcare
Walmart Associates	<ul style="list-style-type: none"> • Walmart’s primary mission of making life easier for busy families – convenient omni access to affordable, quality food, products, services – should frame our ESG priorities • Walmart should seek to lead in ESG issues where we can be distinctive, at the intersection of importance to stakeholders and our business • Walmart should take additional steps to help stakeholders understand our ESG priorities, strategies, and results
Suppliers	<ul style="list-style-type: none"> • Suppliers support Walmart’s regeneration ambitions and appreciate Walmart’s role as a convener on important ESG issues • Walmart and suppliers should partner on issues of mutual concern, including sustainability initiatives, serving communities, and meeting changing needs and customer preferences
Shareholders	<ul style="list-style-type: none"> • Shareholders seek transparency on ESG issues through robust reporting and open and frequent dialogue • ESG strategies must be integrated into business strategies to be impactful • There is a gap between their assessment of Walmart’s ESG performance and widely held perceptions of Walmart, particularly on issues involving Walmart associates
Civil Society (NGOs, advisory councils & grantees)	<ul style="list-style-type: none"> • Appreciate Walmart’s leadership and role as a convener on key ESG issues • Walmart’s core business strengths—including sourcing and selling of products, employing over 2 million people, and presence in thousands of communities—present a tremendous platform for progress on ESG within Walmart and beyond • The breadth of Walmart’s ESG priorities and the diversity of Walmart’s business present an opportunity to make progress on multiple intersecting and reinforcing issues by pulling common business levers

Walmart leaders, the ESG Steering Committee, ESG Working Group and external stakeholders reviewed and validated the results and feedback. The findings were shared with key leaders across the organization responsible for each of these issues to inform our aspirations, goals and metrics, strategies, disclosures and engagement approaches.

ESG Leadership Themes, Priority Issues and Topics
Opportunity
<p>Good Jobs and Advancement for Associates</p> <ul style="list-style-type: none"> • Pay and benefits • Upskilling and mobility • Employment access, attraction, retention and turnover • Engagement <p>Belonging at Walmart and Beyond</p> <ul style="list-style-type: none"> • Belonging <p>Growth for Suppliers, Sellers and Local Economies</p> <ul style="list-style-type: none"> • Supplier growth and development • Inclusive and local sourcing
Sustainability
<p>Climate and Renewable Energy Leadership</p> <ul style="list-style-type: none"> • Climate and emissions <p>Zero Waste in Operations, Products, Packaging</p> <ul style="list-style-type: none"> • Operational waste • Plastic waste • Product waste <p>Regeneration of Natural Resources: Forests, Land, Oceans</p> <ul style="list-style-type: none"> • Conserving and restoring nature <p>Sustainable Product Supply Chains</p> <ul style="list-style-type: none"> • Product availability and supply chain resilience • Selling responsible and more sustainable products <p>Dignity of People in Supply Chains</p> <ul style="list-style-type: none"> • Supply chain compliance • Supply chain worker dignity

- Supply chain worker dignity

Community

Serving Communities

- Community engagement
- Customer and community safety

Access to Safer, Healthier Food, Products, and Services

- Access to food, products and services
- Food safety and product safety
- Nutrition
- Access to health and financial services

Disaster Preparedness and Relief

- Disaster and crisis management

Ethics & Integrity

Highest Ethical and Compliance Standards

- Ethics, compliance and integrity
- Associate health and safety
- Consumer protection
- Marketplace oversight and responsibility

Strong Corporate Governance

- Effective corporate oversight and management
- Risk management
- ESG governance

Engagement in Public Policy

- Public policy and advocacy
- Taxes and economic contribution

Digital Citizenship

- Privacy, data security and cybersecurity

Respect for Human Rights

- Human rights

Endnotes

¹ Walmart uses the term "ESG priority" in a manner similar to the way other organizations may refer to their "material" ESG issues. The term is intended to cover those issues which are the most relevant to our business and most important to our stakeholders.

ESG Oversight and Management



Leadership of ESG issues starts with our CEO—with oversight from committees of our Board of Directors—and cascades across our enterprise. Walmart's Chief Sustainability Officer (CSO) helps define the ESG agenda and provides dedicated management and oversight of Walmart's global ESG initiatives and goals through a team led by Walmart's Vice President, ESG. The CSO reports to our Executive Vice President, Corporate Affairs and updates the Walmart executive leadership team on ESG strategies and priorities.

At the Board level, the CSO provides updates on our ESG agenda and progress to the Nominating and Governance Committee of the Walmart Board at least annually. Additionally, Board committees have oversight responsibility for certain ESG priority issues. For example, the Audit Committee has oversight of our ethics and compliance program, cybersecurity, and information security; the Compensation and Management Development Committee has oversight of our human capital management strategies and the Nominating and Governance Committee has oversight of our social, community and sustainability initiatives, charitable giving, and legislative affairs and public policy engagement strategy.

Additional governance bodies include:

- **ESG Steering Committee:** Walmart's ESG Steering Committee is a management committee that stays informed of ESG strategies and efforts and works to ensure enterprise-wide alignment on ESG management strategies and priority business initiatives. The Steering Committee typically meets biannually and is composed of leaders from functions that drive Walmart's strategies on priority ESG issues—including Ethics and Compliance, People, Global Public Policy and Government Affairs, and Sustainability (including climate strategy)—as well as leaders responsible for Walmart's corporate reporting, including the Office of the Corporate Secretary, the Controller's Office, Investor Relations, and Global Audit.
- **ESG Disclosure Committee:** Formalizing established practice, Walmart's Disclosure Committee established an ESG Disclosure Committee in FY2023 to supervise, review, and monitor the preparation of ESG reports and information for publication. The ESG Disclosure Committee, as a subcommittee of the Walmart Disclosure Committee, is run by management and its members include the Chief Disclosure Officer; Chief Audit Executive; Senior Vice President, Investor Relations; Executive Vice President and Chief Sustainability Officer; Senior Vice President, Office of the Corporate Secretary, and Chief Counsel for Finance and Corporate Governance. Additional duties of the ESG Disclosure Committee include the approval and maintenance of information governance standards related to the production of ESG reports and information.

Stakeholder Engagement



Our ability to create shared value depends on direct and frequent engagement with our customers, associates and community leaders, as well as the people who supply our products, hold our stock and evaluate our performance. Stakeholder perspectives and feedback help improve the relevance and effectiveness of the products and services we offer and the initiatives we support. Read more: [Our ESG Priorities](#).

Our 2021 ESG priority assessment included extensive outreach to stakeholders, including customers, associates, shareholders, suppliers and NGOs, to understand their perspectives on which issues Walmart should prioritize.

Below we have outlined some of the ways we engage day-to-day with our stakeholders.

Customers

Understanding the needs of our customers is a top priority. We use a variety of channels to solicit feedback and communicate with our customers. These include:

- Focused research through surveys, web/app feedback and in-person discussions
- Social media engagement through managed Facebook, Twitter, LinkedIn and Instagram pages
- In-person communication in our stores
- Outreach through email and phone, including communication through our customer call centers

Our customers' feedback regarding ESG issues largely tracks that of the communities in which they live. For example, Walmart U.S. customers told us their priorities include health care, jobs, climate change and economic equality, and they look to Walmart to lead on associate training, investments in wages, efforts to combat climate change, belonging and affordable healthcare.

Associates

One of Sam Walton's rules for building a business was "listen to everyone in your company." Associate engagement has been foundational to our company's success, and associate feedback – anonymous and attributed, direct and indirect – continues to create a culture of trust, transparency and engagement. Associates have many avenues to share ideas, suggestions and concerns, including several opportunities to provide feedback anonymously:

- In-person dialogue, including formal one-on-one listening sessions
- Team meetings
- Leadership facility visits
- Facebook Workplace and other social media
- Email
- Formal periodic Associate Engagement Surveys
- Engagement Pulse Surveys
- Confidential resources including our Open Door process and [Ethics channels](#)

Associate feedback is followed up on in several ways. For example, Engagement Pulse Survey results are provided to regional and divisional leaders and their People team partners, allowing leaders to track progress against goals and action plans and adjust priorities as needed. And Associate Engagement Survey results dashboards are distributed to facility managers, highlighting key areas of opportunity and suggesting action plans to create a more engaged workforce.

Associate feedback shapes Walmart's business decisions, including our associate proposition. For more information on how feedback has led to meaningful change, see [Our People brief](#).

Suppliers & People Who Work in Product Supply Chains

We wouldn't have a business without suppliers and the people who help create the products and services we provide to our customers. Walmart business teams engage suppliers regularly to share our standards, expectations and specifications; develop new products, packaging, services and more effective business processes; receive their feedback on how we can collaborate and serve customers; help measure performance and improve capabilities; and co-design systems we use to manage supplier and item lifecycles. In addition to such day-to-day collaboration and the 100,000+ contacts we receive annually from suppliers through our call centers, we engage suppliers through specific forums, including:

- **Sustainability Milestone Summit:** At this event, typically held annually, we bring our suppliers and nonprofits together to discuss sustainability. At the October 2022 summit, thousands joined us virtually and in-person, including Walmart leaders, associates, suppliers and NGO leaders to discuss how we're accelerating regeneration across our business. To learn more, please visit our [Sustainability Hub](#).
- **Supplier Growth Forum:** Walmart invites suppliers and sellers to this annual event, at which Walmart shares the company's—and our merchandising team's—strategic initiatives, key areas of focus and future growth strategies for the year ahead. In 2023, we welcomed more than 2,000 supplier and seller representatives in person and online. Suppliers and sellers were provided opportunities before, throughout and after the event to ask Walmart leaders questions or to share their feedback on the messages they're hearing.
- **Joint Sustainability Planning:** Walmart invites sustainability and business leaders from strategic suppliers to engage in joint sustainability planning sessions where we share experiences, ambitions and feedback with the goal of advancing sustainability initiatives together (e.g., Project Gigaton, packaging, and place-based initiatives). These connections continue throughout the year.
- **Commodity Summits:** We host summits on commodities relevant to nature during which our merchants, suppliers, and stakeholders discuss sourcing strategies, aspirations, achievements, and challenges. These summits offer a chance to discuss necessary behavioral shifts, surface innovative and promising practices, and highlight resources to help drive action. Since 2020, we have held summits for tuna, beef and row crops (e.g., corn, cotton). We also held a Sustainable Packaging Innovation Summit in 2021 which has implications for our commodity sourcing (e.g., pulp/paper). In 2023 we are planning additional summits focused on oceans, forests, and packaging.
- **Pre-Initiative Engagement:** We meet with relevant suppliers before launching new sustainability initiatives to get their feedback and insights and seek out their collaboration. For example, before launching our [pollinator commitments](#), we met with produce suppliers to understand what steps they were taking already and how a potential change in approach would impact their business. We also met with chemicals suppliers to share our point of view and to hear theirs.



We also seek opportunities to elevate the perspectives of people working in product supply chains to help enhance the relevance and effectiveness of our sustainable supply chain initiatives. Walmart has several mechanisms for workers (and anyone with relevant information) to raise concerns directly to Walmart. For example, we provide a 24/7 global helpline that is available in 29 languages. This is in addition to the globally accessible email (ethics@walmart.com) and website (walmartethics.com). We provide posters to suppliers to place in their facilities in the local language detailing how workers can use these mechanisms.

If we receive information alleging serious violations of our Standards by a supplier or its facilities, we open a case. Our case management and escalation criteria are informed by the International Labour Organization Fundamental Principles and Rights at Work. In FY2023, we opened over 800 cases related to more serious allegations of non-compliance with our Standards for Suppliers. While cases are opened based on higher-risk audit findings, nearly 50% of cases arise from sources other than the audit process, indicating functioning worker voice systems.

In addition to the formal mechanisms we have in place, Walmart and the Walmart Foundation also support studies and analyses that aim to improve understanding of the nature and prevalence of human rights issues in supply chains from workers' point of view. Examples include funding IJM to conduct a [study on migrant labor](#) in Thai seafood industry; an [IOM study](#) on migrant labor in Thailand and Malaysia; and a [Wilson Center study](#) on wages, working conditions, and recruitment in North America. Additionally, grantees participating in the Walmart.org Market Access program generated insights into the experiences of smallholders in Central America, India, and Mexico, which Walmart.org collected and [published](#).

Read more: [People in Supply Chains](#), [Regeneration of Natural Resources](#) and the [Human Rights](#)

Communities

With approximately 10,500 stores and other physical locations backed by a strong online presence, Walmart is an important part of many communities. We are focused on earning the trust of our stakeholders and strengthening the communities in which we live and work. We engage with and listen to communities in several ways including:

- **Government and Community Relations:** Our State and Local Government Relations and Community Relations teams are deployed geographically throughout the United States and—partnering with our operators in those communities—are responsible for interacting with state and local government leaders, community leaders and local organizations to help ensure

- our business meets community needs. Typical issues discussed include store siting and remodeling plans, disaster preparedness and response, legislative issues and community engagement.
- **Disaster Response:** Walmart's Emergency Operation Center (EOC) team members are often deployed to local and state EOC locations when disasters strike. The team embeds onsite with local emergency managers, government responders, and other organizations to facilitate communication between the Walmart EOC and local entities on the latest forecast and event impact information, coordination of response and recovery efforts, priorities, and support needs.
 - **Community Champions:** Since 2020, more than 1,000 Walmart U.S. stores have appointed Community Champions to improve engagement between the store and the community. With the help of our Community Relations team, store leaders build relationships with local government officials, nonprofits and civic partners to understand and address the unique profile of their communities.
 - **Community Input on Giving:** We aim to make our giving programs collaborative and community-informed. We solicit input on our Walmart.org grant applications and by participating in the Center for Effective Philanthropy survey to get anonymous feedback from grantees on our performance.
 - **Constituent Relations:** The team facilitates the company's collaboration with organizations close to underrepresented and underserved communities on issues of mutual concern. For example, we host and support stakeholder summits and events that bring Walmart together with partner organizations representing different constituent groups, including the National Urban League, National Congress of American Indians, The Association of University Centers on Disabilities, International Women's Forum, AAPI, National Museum of the American Latino and LGBTQ+ Victory Institute. To further foster engagement and gain a deeper understanding of the concerns of these groups, we conduct annual partners meetings and roundtables where members of underrepresented communities can share their perspectives and priorities with Walmart.

Read more: [Engagement in Public Policy, Serving Communities, Disaster Preparedness & Response](#)

Shareholders

Our shareholders include large asset managers, other institutional investors, individual retail investors, and our own associates (in 2023, 40% of our active full-time and salaried U.S. associates participated in at least one of Walmart's stock ownership programs, including equity awards and our Associate Stock Purchase Plan).

We engage with shareholders on ESG issues in several ways, including:

- **Formal communications:** Quarterly and annual earnings materials, Forms 10-Q, Forms 10-K and annual reports, proxy statements, ESG reporting and news releases.
- **Live events:** We engage with shareholders during our annual and quarterly earnings release calls, investment community meetings, participation in investor conferences, our annual shareholders' meeting, and ESG-focused webinars. These typically involve question-and-answer sessions.
- **Shareholder outreach programs:** Board members, senior leaders, and/or subject matter experts actively solicit feedback from our shareholders on strategy, governance, compensation, ESG, and other topics. Since our 2022 Annual Shareholders' Meeting, we have engaged with 35 institutional shareholders, including many of our largest investors, and ultimately engaged with shareholders representing ~550 million shares or about 39% of our public float.
- **One-on-one engagement:** Discussions with individual shareholders through our 2022-2023 annual shareholder engagement program and on-request engagements.

The ESG team also regularly engages with ESG analysts and researchers that prepare ratings shareholders and others use to assess Walmart's ESG performance. These specialists offer diverse perspectives that inform our initiatives. In these communications, we discuss Walmart's strategy, governance practices, compliance programs and other ESG-related matters.
Read more: [Corporate Governance](#).

Stakeholder ESG Priorities	
Customers	<ul style="list-style-type: none"> • Opportunity: Associate wages, benefits, upskilling and mobility, economic inequality, belonging, veteran hiring, and local manufacturing • Sustainability: Climate change, plastic waste • Community: Access to healthy food, access to affordable health care, associate and customer safety disaster relief, hunger relief, convenient shopping options and experiences, affordability of food, consumables, general merchandise and services
Associates	<ul style="list-style-type: none"> • Opportunity: Job stability and mobility, including wages, benefits, scheduling, training and promotions, welcoming workplace and teamwork • Sustainability: Climate change • Community: Local giving, hunger and disaster relief • Ethics & Integrity: Workplace safety and good working environment
Suppliers	<ul style="list-style-type: none"> • Opportunity: All topics relating to Walmart as an employer, supplier opportunity • Sustainability: Waste, nature, climate change, supply chain transparency • Community: Community engagement, access to food, products and services • Ethics & Integrity: Marketplace oversight and responsibility, data security and cybersecurity, consumer protection, human rights, ethics, integrity and compliance
Communities	<ul style="list-style-type: none"> • Opportunity: Belonging, associate wages, upskilling and mobility • Sustainability: Climate change, waste, sustainable products and supply chains • Community: Access to affordable food, products and healthcare, shopping, safety, disaster response • Ethics & Integrity: Associate and customer safety, human rights, food and product safety, data security and cybersecurity, taxes and economic contribution
Shareholders	<ul style="list-style-type: none"> • Opportunity: All topics relating to Walmart as an employer • Sustainability: Climate change, product availability and supply chain resiliency • Community: Food and product access, customer and community safety • Ethics & Integrity: Policy and advocacy, human rights, consumer protection, corporate governance, data security and cybersecurity
Civil Society (NGOs, advisory councils & grantees)	<p>Topics differed by group, but generally our civil society stakeholders prioritized:</p> <ul style="list-style-type: none"> • Opportunity: employee pay and benefits, engagement, safety, upskilling and mobility, belonging • Sustainability: Climate change, nature, waste • Community: Food and product access, community engagement • Ethics & Integrity: Ethics, integrity and compliance, human rights, food safety, policy and advocacy, supply chain compliance

Climate Change



SASB: CG-MR-150a.1, CG-EC-410a.2, FB-FR-110b.1
GRI: 3-3, 201-2, 302-1, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5
TCFD: See table
UN SDGs: 7, 11, 13
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At a Glance

- As of the end of 2023, our operational emissions (Scopes 1 & 2) have decreased 19.3% relative to our 2015 baseline, while carbon intensity has declined by 45% in the same period.³ However, in 2023, our annual year-over-year emissions increased 3.9% due to business growth and other factors.
- While we continue to work towards our aspirational goal of zero emissions by 2040, progress will not be linear; our trajectory and challenges related to energy policy, infrastructure and the availability of cost-effective low-carbon technologies will likely delay achievement of our interim 2025 and 2030 targets.
- We continue to expand our onsite and offsite renewable energy portfolio, with 48% of our global electricity needs supplied by renewable sources in 2023²—in line with targets.
- We achieved our Project Gigaton goal six years early, with suppliers reporting projects that are expected to exceed 1 billion metric tons of cumulative emissions reduced, avoided, or sequestered in global value chains by 2030.⁶ We continue to prioritize reductions in value chain emissions, including through the continuation of Project Gigaton.
- While we continue to work towards our goals, progress depends on many factors outside our control, including public policy, emergence and cost-effectiveness of low carbon technologies, and broad sectoral transitions in energy systems, transportation, materials, and agriculture.

We seek to strengthen the resilience of our business against the effects of climate change while pursuing science-based targets for emissions reduction – including our goal of achieving zero emissions in our operations by 2040 – and catalyzing climate action across retail value chains through advocacy, supplier engagement, philanthropy, and innovation.

Key Goals & Metrics

Goal: Achieve zero emissions across global operations by 2040 (Scopes 1 & 2): <ul style="list-style-type: none">Sub-goal: Reduce absolute global Scope 1 & 2 greenhouse gas (GHG) emissions 35% by 2025 and 65% by 2030 from 2015 base year¹Sub-goal: Power 50% of our global operations with renewable sources of energy² by 2025 and 100% by 2035			
Metric	CY2021	CY2022	CY2023
Annual Scopes 1 & 2 GHG emissions (million metric tons carbon dioxide equivalent – MMT CO2e) ³	Total: 14.49 Scope 1: 7.38 Scope 2 (market-based): 7.11	Total: 14.49 Scope 1: 7.76 Scope 2 (market-based): 6.73	Total: 15.06 Scope 1: 8.11 Scope 2 (market-based): 6.95
Percent change in annual Scopes 1 & 2 emissions (vs 2015 baseline) ⁴	-23.0%	-22.3%	-19.3%
Percent change in annual Scopes 1 & 2 emissions (vs previous year) ⁴	-4.6%	+0.9%	+3.9%
Estimated percentage of global electricity needs supplied by renewable sources ⁵	46%	47%	48%
Goal (achieved): Reduce, avoid, or sequester one billion metric tons (MT) of CO2e emissions in the global value chain by 2030 (Project Gigaton goal) ^{6,7}			

(Project Gigaton)

Metric	FY2022	FY2023	FY2024 ⁸
Expected reduced, avoided, or sequestered CO2e emissions by 2030 as reported by suppliers (cumulatively since CY2017)	>574 MMT	>750 MMT	1 billion MT
Expected reduced, avoided, or sequestered emissions as reported by suppliers in reporting year	>158 MMT	>175 MMT	>250 MMT
Number of suppliers reporting	>2,500	>3,000	>3,500
Percentage of U.S. product net sales dollars represented by reporting suppliers ⁹	72%	74%	77%

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Relevance to Our Business and Society

As an omni-channel retailer with operations in 19 countries, a global supply chain, and hundreds of millions of customers worldwide, a strong climate strategy can help us manage risks associated with climate change, strengthen the resilience of our business, and create competitive advantage. Our reach and relationships provide an opportunity to lead through reducing our operational emissions, supporting decarbonization of value chains, and expanding access to clean energy.

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Walmart's Approach

Our approach includes:

- **Governing** our climate strategy through management, executive leadership, and Board committee oversight
- **Assessing** physical and transition climate risk
- **Mitigating emissions** in our operations and supporting decarbonization of our value chain
- **Adapting our business** to enhance resilience to climate-related risk
- **Advocating** for 1.5°-C-aligned public policy
- **Transparently reporting** on our progress and challenges

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Key Strategies and Progress



In this section:

- Governance
- Climate Risk Assessment
- Emissions Mitigation Strategy
- Adaptation
- Advocacy
- Reporting

Governance

Board Committee Oversight

By [charter](#), the Nominating and Governance Committee (NGC) of the Walmart Inc. Board of Directors (Board) reviews and advises management regarding the Company's sustainability initiatives, including those related to climate change. For additional information, read our board-approved [Statement on Climate Policy](#).

Management and Executive Leadership Oversight

Walmart's corporate sustainability team leads the development of our climate strategy, working with a cross-functional team across our business to ensure it is embedded in relevant business strategies (e.g., operations, merchandising, real estate, energy transformation, finance, public policy).

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Climate Risk Assessment

To help inform our climate strategy, we periodically conduct a scenario-based climate risk assessment (first completed in 2017, updated in 2020).

In 2020, to assess physical risk, we used Representative Concentration Pathway (RCP) 8.5 and analyzed the impact of five associated climate effects (flood, heat, drought, extreme precipitation, and extreme winds) across five key geographies (Canada, China, India,

Mexico, and the United States) for 2030 and 2050. We quantitatively evaluated the direct impacts of climate change on our operations (e.g., heating and cooling costs, damage), product supply chain (e.g., production and distribution disruption), and communities (e.g., displacement, health, financial wellbeing). We also assessed transition risks (e.g., potential regulation/legislation, technology advancement, carbon pricing, legal risk, market trends, reputation). For additional details, see [2020 Climate Risk Assessment](#).

Key Findings

Under the modeled scenario:

Operational impacts: Our facilities could be affected by severe weather events (e.g., flooding, extreme storms). Heating/cooling costs could also potentially increase in two-thirds of Walmart locations by 2030, and 80% of locations by 2050.

Product supply chain impacts: By 2050, climate change’s impact on weather patterns is likely to affect production, distribution, and (in some cases) the viability of food and other consumer products, with some commodities (e.g., coffee, cocoa, and cotton) potentially facing significant challenges, while others (e.g., animal feed, milk, and rice) potentially remaining largely unaffected.

Community impacts: By 2050, ~50% of communities currently served by Walmart U.S. facilities could face significant, long-term disruption, including significant increases in household power costs.

Potential transition risks include:

- Increased capital expenditures driven by legislation/regulation (e.g., adjustments to carbon pricing, energy/water efficiency standards), market forces (e.g., refrigerant pricing affected by supply volumes), and compliance (e.g., associated with lack of consistent national standards)
- Product mix shifts driven by changing consumer demands (e.g., gasoline/motor oil due to EV adoption)
- Asset depreciation driven by technology innovation (e.g., EV chargers underutilized if hydrogen becomes dominant for passenger vehicles).

Regular Monitoring of Climate-related Risks and Opportunities

Management is responsible for the annual Enterprise Risk Management (ERM) process and the day-to-day management of risks, including considering risks in categories which include, but are not limited to: strategic; reputational; financial; legal, regulatory and compliance; and operational risks, including the long-term impacts of climate change. The outputs of this process are shared with Walmart’s Governance and Risk Committee and with the Audit Committee of the Board. Relevant business segments also consider climate-related issues as part of their annual strategic and operating plan development.

We also monitor for climate-related opportunities. For example, the [Inflation Reduction Act](#) incentivized economy-wide action to prioritize the commercialization of clean energy and transportation technologies, the [Infrastructure Investment and Jobs Act](#) helped enable the expansion of renewables and clean energy (including EV charging capacity), and the growth in electric vehicle ownership has built and supported numerous businesses across multiple industries (including an opportunity to [expand our EV charging network](#) to serve existing customers and draw in new ones).

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Emissions Mitigation Strategy

Our emissions mitigation strategy includes working towards zero operational emissions (GHG Protocol Scopes 1 & 2) and engaging suppliers and other stakeholders to reduce emissions in our product value chain (GHG Protocol Scope 3).

Operational Emissions (GHG Protocol Scopes 1 & 2)

In retail, operational emissions include emissions from onsite refrigeration, transport fuels, stationary fuels (all considered “Scope 1”) and from electricity (“Scope 2”).

Walmart’s annual year-over-year operational emissions (Scopes 1 & 2) rose by 3.91%⁴ in 2023, while emissions intensity continued to decline, dropping 2% year-over-year.^{3,4} Scope 1 emissions rose by 4.6% and Scope 2 (market-based) emissions rose by 3.1%, primarily due to:

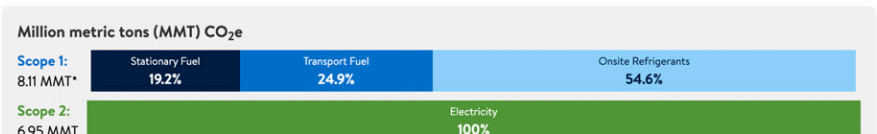
- Usage of aging, high-emitting refrigeration equipment
- Transportation-related emissions in the U.S., including shifting certain routes from third parties to Walmart and a growing fleet
- Renewable energy expansion slowing relative to business growth

As a result, 2023 Scope 1 & 2 emissions are 19.3% lower than our 2015 baseline, while emissions intensity has dropped 45% over the same period (meaning dollar for dollar, our business is roughly half as emissions intensive as it was in FY2016).

While we continue to work toward our aspirational target of zero operational emissions by 2040, progress will not be linear—both cumulatively and by key emissions source—and depends not only on our own initiatives but also on factors beyond our control. These factors include energy policy and infrastructure in Walmart markets around the world, availability of more cost-effective low-GWP refrigeration and HVAC solutions, and timely emergence of cost-effective technologies for low-carbon heavy tractor transportation (which does not appear likely until the 2030s).

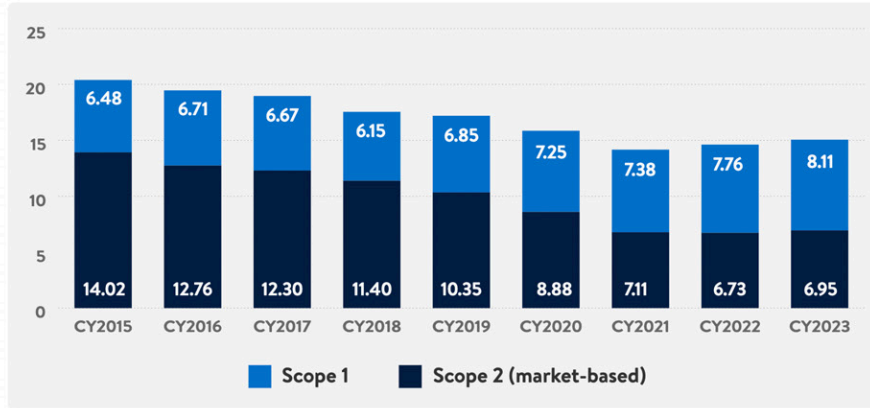
While we cannot predict the future, we anticipate challenges related to these factors will delay achievement of our interim emissions reduction targets (35% reduction in emissions by 2025; 65% reduction by 2030). We will continue to report progress and in 2025 will consider revising our targets based on the best available information and assumptions at that time.

Walmart’s CY2023 Operational Emissions (MMT CO₂e)³

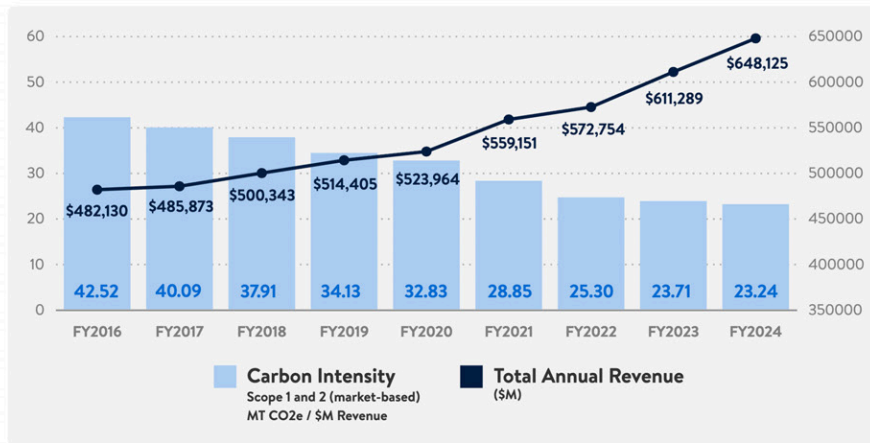


*Mobile refrigerants make up 1.3% of Scope 1 emissions

Annual GHG Emissions (unadjusted)³



Emissions Intensity (MT CO₂e per \$M revenue, unadjusted)^{3,8}



The five primary workstreams in our operational emissions reduction strategy are:

1. Renewable Energy

2. Energy Efficiency

3. Transportation

4. Stationary Fuels

5. Onsite Refrigerants

Renewable Energy

Emissions from purchased electricity accounts for 100% of our Scope 2 emissions and 46% of our overall 2023 operational emissions. In support of our zero emissions aspiration, we aim to power 50% of our global operations with renewable sources of energy by 2025 and 100% by 2035.

- In 2023, 48% of our global electricity needs were supplied by renewable sources^{2,5}
- In 2023, Walmart directly procured 30% of our global electricity needs through renewable energy contracts¹⁰

Achievement of our renewable energy goal is heavily dependent on our ability to secure access to sufficient renewable energy capacity. While we have a robust

2024
#1 Retail
#4 National
[Read more »](#)

Solar Means Business 2024
5th Overall
#3 On-site Generation
[Read more »](#)

2024
High Performer
Carbon Award
[Read more »](#)

Clean Energy Investments

Between 2024 and the end of 2030, we aim to enable up to [10 GW of new clean energy projects](#) through on- and off-site projects, building on strategies that have helped us meet 30% of our electricity needs through renewable energy contracts (as of 2023).

Our approach to new clean energy commitments is aimed at identifying high impact, high quality projects that drive positive outcomes, including expanding access to clean energy, driving new tax revenue for the communities we serve, creating local jobs, and helping our customers, members and local communities/organizations reduce energy costs.

As of March 2024, we have [made commitments](#) that will enable the construction of nearly 1 GW of new clean energy projects (e.g., community solar, renewable energy purchase agreements) across the country.

For a discussion on our public policy approach supporting renewable energy efforts, read [Responsible Engagement in Public Policy](#).

Indirect Emissions (GHG Protocol Scope 3)

Indirect—or Scope 3—emissions come from activities upstream and downstream of a retailer's direct operations, not owned or controlled by the retailer but indirectly influenced. Upstream emissions come from suppliers and production activities such as raw material processing, energy used in manufacturing facilities, agricultural emissions, and transportation. Downstream emissions come from customer use of products, such as appliances (e.g., emissions from household electricity) and food (e.g., off-gassing of disposed, uneaten food).

Significant reduction in indirect emissions requires transformation of energy, materials, transportation, and food systems through the efforts of many across the public sector, civil society, and the private sector. Such emissions are also difficult to estimate (let alone measure) because of the extensive scope and complexity of supply chains across hundreds of thousands of items.

Although the emissions associated with the production and use of products are beyond our direct control, Walmart has engaged suppliers in efforts to reduce emissions and enhance the resilience of product value chains since 2010. Value chain initiatives that reduce emissions can also deliver business benefits such as surety of supply, cost efficiencies, and new growth opportunities.

- **2010:** Walmart set a target to eliminate an estimated 20 million metric tons of GHG emissions from our global supply chain and announced achievement of this target in 2015.
- **2016:** Walmart became the first retailer to set a Scope 3 target approved by the SBTi through our Project Gigaton, committing to engage suppliers to reduce, avoid, or sequester one billion metric tons of GHG emissions in their product value chains from 2015 to 2030. We announced achievement of this goal in February 2024.

Walmart reports on Scope 3 emissions and activities in two distinct but related ways:

- **Project Gigaton:** Walmart engages suppliers to pursue projects—such as enhancing factory efficiency or reducing packaging—that have a measurable reduction on GHG emissions. We report on the cumulative emissions impact of these projects (as reported by our suppliers) using science-based “calculators” to estimate the emissions impact of each project.
- **Scope 3 Footprint:** A broad estimate of indirect emissions produced at every stage of production and consumption of the products we sell globally in a given year, using high-level category sales data and industry average emissions factors. We expect our Scope 3 footprint to be positively impacted as Walmart continues to engage our supply chain to address key sources of Scope 3 emissions, and secures additional, and in some cases more accurate, data from suppliers.

While many projects that produce a positive result under Project Gigaton can also positively impact Walmart's Scope 3 footprint, data gaps and immature Scope 3 footprint estimation methodologies mean that these efforts and results cannot be fully reconciled.

Project Gigaton

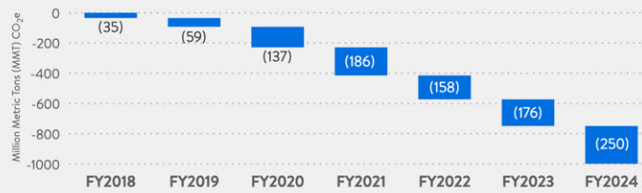
In 2016, Walmart became the [first retailer](#) to set a SBTi-approved target for emissions reduction, which included a goal—which we called Project Gigaton—to help reduce, avoid, or sequester 1 billion metric tons (a gigaton) of CO₂e in global product value chains by 2030. To catalyze immediate, significant, and sustained effort toward this goal, we worked with [World Wildlife Fund \(WWF\)](#), [Environmental Defense Fund](#) (EDF), and [CDP](#) to develop programs to engage suppliers, NGOs, and others in reducing major concentrations of emissions in global value chains, including actions with a specific focus on energy, transportation, product design, waste, packaging, and nature.

In February 2024 we celebrated the successful completion of our initial Project Gigaton goal more than **six years ahead of our target date** – [announcing](#) that our suppliers have reported projects that are expected to exceed 1 billion metric tons of cumulative emissions reduced, avoided, or sequestered by 2030.

Although we achieved our 1 billion metric tons goal¹², we are continuing to engage suppliers under the Project Gigaton banner to further accelerate emissions reduction across the value chain in ways that are positive for our customers, suppliers, farmers and other producers, and communities.

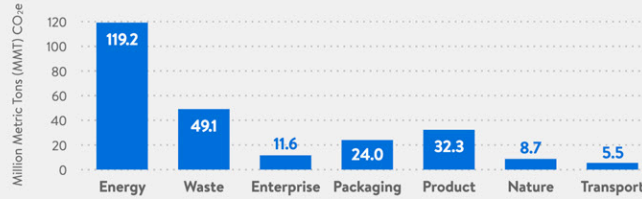
Project Gigaton Progress^{6,7,13,14}
(MMT CO₂e Emissions Reported Reduced, Avoided, or Sequestered (supplier reported))

■ Expected cumulative emissions reduced, avoided or sequestered by supplier actions (MMT CO₂e) by 2030



Project Gigaton Action Areas (FY2024)

■ Million Metric Tons (MMT) CO₂e expected to be reduced, avoided or sequestered by action area by 2030



Purpose of Project Gigaton

We designed Project Gigaton to accelerate mitigation of emissions in product value chains, with a focus on addressable sources of emissions that contribute to Scope 3 emissions in retail. Design principles include:

- **Immediate, relevant action:** The program encourages suppliers to take immediate, science-based actions focused on the most relevant sources of emissions in product value chains, such as energy sources or agricultural practices.
- **Making it easy for all suppliers:** The program is designed to accommodate suppliers who vary in their readiness and capability of undertaking intensive GHG reduction efforts. For example, in 2023, suppliers that participated in Project Gigaton had annual sales to Walmart that ranged from <\$1 million to \$15 billion in U.S. product net sales⁶. We provide support to build confidence and capability in mitigating emissions, from goal setting to action to reporting.
- **Industry-wide innovation:** By engaging and supporting suppliers around the world who span product categories, we aim to facilitate connections and spark the innovation needed to accelerate and expand emissions reduction and avoidance.

Project Gigaton Actions & Retail Scope 3 Emissions Categories⁷

Project Gigaton Action Areas FY2024

GHG Scope 3 Categories



*Million Metric Tons (MMT) CO₂e expected to be reduced, avoided, or sequestered by Project Gigaton Action Area by 2030.

How Project Gigaton Works

Through Project Gigaton, Walmart encourages and supports suppliers to set emissions goals, take action, and report results on emissions reduction, avoidance, and sequestration efforts in their value chains (which include, but may go beyond, Walmart's chain). See Project Gigaton Pillars & Action table below for additional details.

- Setting Goals:** Project Gigaton encourages suppliers to set goals across six action areas (pillars) that are among the most critical for mitigating emissions in product supply chains and relevant to our suppliers' businesses: energy use, nature, waste, packaging, transportation, and product use and design. We worked with WWF and EDF to develop emissions "[calculators](#)" that suggest opportunities for emissions reduction, avoidance, and sequestration as well as help suppliers calculate the estimated emissions impact of their initiatives.
- Taking Action:** We engage our suppliers to understand and design interventions to help mitigate emissions generally and in challenging and GHG-intensive product categories (e.g., beef, dairy, soy supply chains). Actions and interventions include:
 - [Providing calculators](#) to help suppliers identify relevant opportunities to mitigate emissions
 - [Setting product standards and requirements](#), including certification requirements
 - [Hosting webinars and summits](#) to provide training and share best practices
 - [Offering programs to help accelerate impact](#), such as the [Gigaton PPA](#) and [Circular Connector](#)
 - [Providing tools and playbooks](#), such as the [Place Based Projects Map](#)
 - [Helping suppliers secure financial support](#) by [working with CDP and HSBC](#) to provide an early-payment program for qualified suppliers
- Reporting and Recognition:** Walmart encourages suppliers to increase their engagement, [publicly recognizing](#) them with "Sparking Change" or "Giga Guru" status based on increasing levels of ambition in goal-setting and reporting. To further facilitate reporting and transparency, Walmart allows suppliers to leverage their CDP disclosures to report to Project Gigaton.

Pillar	Relevance for GHG Reduction	Supplier Actions Encouraged	Examples Support
Energy	Energy generation and procurement is often a key source of a business's GHG emissions.	Avoid energy-related emissions by reducing energy demand through optimization and efficiency and transitioning to renewable energy sources.	<ul style="list-style-type: none"> Calculators to understand impacts of specific changes on GHG emissions Tools/playbooks (e.g., Factory Energy Efficiency tool) Gigaton PPA Advocacy and engagement in consortia (e.g., Better Buildings Alliance, Clean Energy Buyers Association)
Nature	Scientists estimate that restoring, renewing and replenishing nature can provide one-third of the solution to climate change.	Help protect and restore forests, grasslands and seascapes; adopt sustainable agriculture practices such as cover crops and manure management.	<ul style="list-style-type: none"> Calculators to understand impacts of specific changes on GHG emissions Product specifications and standards (e.g., Forest Policy, Pollinator Health Position) Best practice forums (e.g., Beef Summit, Row Crop Summit, Seafood Summit) Philanthropic investments (e.g., forest traceability/monitoring tools)
Waste	Reducing and diverting waste can have a significant impact on GHG emission.	Address food, product, and material waste from factories, warehouses, distribution centers, and farms.	<ul style="list-style-type: none"> Calculators to understand impacts of specific changes on GHG emissions Advocacy and engagement in consortia (e.g., "10x20x30" initiative, Consumer Goods Forum Food Waste Coalition) Philanthropic investments (e.g., WRI training and technical assistance on reducing food waste and loss, Closed Loop Infrastructure Fund)
Packaging	The creation of packaging generates emissions; reducing packaging and using more efficient materials can reduce emissions.	Reduce unnecessary packaging, use better packaging materials, and increase packaging reuse and recycling.	<ul style="list-style-type: none"> Calculators to understand impacts of specific changes on GHG emissions Packaging standards and specifications Best practice forums (e.g., Packaging Innovation Summit) Tools and playbooks (e.g., Walmart Recycling Playbook, Plastic IQ) Programs (e.g., Circular Connector) Advocacy and engagement in consortia (e.g., Consumer Goods Forum's Plastics Coalition, Polypropylene Recycling Coalition, Closed Loop Partners' Beyond the Bag)
Transportation	Fossil-fuel powered vehicles produce GHG emissions during their operation and are typically a major source of value chain emissions.	Improve fleet efficiencies, optimize routes, and introduce zero-emission vehicles.	<ul style="list-style-type: none"> Calculators to understand impacts of specific changes on GHG emissions Advocacy (e.g., collaboration with PepsiCo on public policy principles for zero-emission commercial transportation fleets)
	Customer use of energy-consuming products and	Design products to reduce emissions throughout the product lifecycle, from use of raw materials in	<ul style="list-style-type: none"> Calculators to understand impacts of specific changes on GHG emissions Tools and playbooks (e.g., Sustainable Packaging Playbook, Sustainable Packaging Playbook)

Product Use & Design	care and disposal of sold products results in the generation of GHG emissions.	the product lifecycle, from use of raw materials in manufacturing the product (e.g., incorporating recycled content) through consumer use (e.g., LED lightbulbs).	Golden Design Rules <ul style="list-style-type: none"> • Advocacy and engagement in consortia (e.g., CGF principles on Extended Producer Responsibility) • Philanthropic investments (e.g., Accelerating Circularity - reduce textile waste)
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Scope 3 Footprint

Walmart has reported broad estimates of our Scope 3 emissions footprint since 2017. Just as the GHG Protocol methodology continues to evolve, so too has our methodology (and comprehensiveness in terms of market coverage and included GHG “categories”).¹⁵

Our 2022 and 2023 Scope 3 emissions footprint estimates are aligned with the current [GHG Protocol Corporate Accounting and Reporting Standard](#). The metric represents a very broad, order-of-magnitude estimate, based on aggregate product category sales and publicly available emissions factors for the production and consumption of our assortment, including (based on the accounting protocol), the lifetime emissions of energy-using products based on the electricity grids powering customer households around the world.²¹ Our 2022 and 2023 scope includes Walmart markets that individually account for at least 5% of the Scope 3 emissions footprint and the GHG Protocol categories most relevant for a multi-category retailer: Category 1 (purchased goods and services), Category 2 (capital goods), Category 11 (estimated cumulative emissions from use of sold products over the lifetime of the product), and Category 12 (end of life treatment of sold products). Cumulatively, these four categories represent ~95% of Walmart’s global Scope 3 emissions.

Metric	CY2022	CY2023
Estimated Scope 3 footprint (MMT CO ₂ e) ^{17,18}	587.6	618.9
Scope 3 intensity (MMT CO ₂ e / \$B net sales) ¹⁹	0.97	0.96
Scope 3 intensity change vs. 2022 baseline		-0.7%

Building on the success of our Project Gigaton initiatives, we seek to reduce the emissions intensity of our product assortment (Scope 3 CO₂e per net sales dollar) through the following initiatives:

- Engaging suppliers through the continuation of Project Gigaton (see above), through which suppliers pursue efforts to decarbonize their supply chains
- Advocating for the adoption of policies intended to reduce emissions, expand availability of clean, renewable energy, and scale innovations (see Operational Emissions (GHG Protocol Scope 1 & 2, and Advocacy)
- Defining commodity sourcing expectations to help reduce/eliminate deforestation and land conversion (see [Regeneration of Natural Resources](#) and our [Forest Policy](#))
- Supporting innovations in product design and packaging (see [Waste: Circular Economy](#))
- Supporting industry supply chain innovation and traceability tools through Walmart and Walmart Foundation grants (see [Regeneration of Natural Resources](#))
- Offering our customers an assortment of products and services that enable them to reduce energy usage and save money

We expect that our Scope 3 footprint will vary year-to-year and that demonstrated progress will lag actual changes because of measurement challenges. Recognizing improvements to our Scope 3 profile will depend on:

- Factors beyond our control, including changes in energy grids (e.g., emissions to produce electricity) in regions from where we source and where our customers live, availability of emissions data, agricultural production methods, transportation methods and technologies, waste handling infrastructure, customer purchasing decisions and use patterns, inflation or deflation, government policy, and supplier ability to make meaningful changes
- Composition of Walmart’s net sales (e.g., changes in product category mix, growth in net sales from strategic initiatives)
- Emissions measurement methodologies, which are subject to change. Changes in the reported Scope 3 emissions footprint may lag changes in Walmart’s actual value chain emissions because of measurement constraints. For example, the Scope 3 estimation relies largely on industry average emissions factors; estimates may improve as more suppliers provide reliable information about their production methods, item attributes, and/or emissions allocations for Walmart.
- Accounting measurement methodologies, which are subject to change. Changes to the GHG Protocol or other widely adopted accounting methodologies may also have a material effect on our reported footprint.



Adaptation

Our climate strategy includes adapting our operations and sourcing to enhance resilience in the face of factors related to climate change, including warming, drought, and extreme weather events.

Disaster Risk Scanning

Walmart's Global Emergency Management (GEM) team, staffed by Walmart associates with experience in law enforcement, meteorology, emergency management, and resilience planning, uses data to identify, assess, and manage events that could affect our operations, supply chain, or associates. For example:

- We gather information from government authorities regarding emergency declarations at the federal, state, county, and city levels and make the information available to our business to evaluate whether action is necessary.
- Using data from the National Hurricane Center and Weather Prediction Center, we assess risks from developing events—such as hurricanes and ice storms—several days in advance of impact so that we can build and implement plans for the areas we anticipate will be most impacted.
- We use data from previous events to anticipate customer and community needs, help us determine where we may need to direct necessary supplies and personnel, prepare associates in the field with knowledge about available resources, and help inform plans to maintain or quickly restore operations if similar situations arise in the future.

Read more: [Disaster Preparedness & Response](#).

Energy-Efficient Operations

To control energy expenses—one of our top operating expenses—while mitigating emissions, we have prioritized incorporating energy efficiency into new store designs and upgrading older equipment where economically feasible with higher-efficiency technology. We also use technology to monitor and optimize energy use in our buildings.

Sourcing: Surety of Supply

Managing Day-to-Day Disruptions: Our merchants and sourcing teams use a variety of tools to manage volatility and surety of supply day-to-day. Our sourcing teams manage food commodity supply risks by building upstream capacity, diversifying our sourcing regions, and exploring new technology and innovation. For example, our merchants use predictive weather data to adjust product deployment and replenishment rates in the short term, as well as leverage historical data on sales performance and customer buying patterns to inform product assortment shifts over time. This helps ensure that as the climate changes, we continue to offer the right products for our customers at the right time.

Country of Origin Strategies: While most products we sell are sourced locally, we depend on globally-sourced products to complete our assortment. Walmart's sourcing team, leveraging our climate risk assessment and other tools, works with merchants to build a more resilient supply chain.

Transforming Product Supply Chains for Long-Term Sustainability: Because agricultural commodities can be especially susceptible to severe weather events and to climate change, Walmart has prioritized strategic initiatives to enhance commodity supply chain sustainability and resilience. Walmart's efforts include setting sourcing requirements and product specifications for suppliers, engaging suppliers in measurement and best practice sharing, supporting industry collaboration, engaging our customers, public policy advocacy, and philanthropy (see our [Regeneration of Natural Resources](#) brief for more detail).

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Advocacy

Walmart's Board-approved [Statement on Climate Policy](#) frames our advocacy approach to climate change. To accelerate emissions reductions while supporting business and economic growth, we advocate for a range of policies (e.g., clean-energy transportation innovation, technology-neutral approaches for hard-to-decarbonize sectors and industries).

For further discussion on our approach to advocacy, read [Responsible Engagement in Public Policy](#) and [Key Trade Associations and Member Organizations](#).

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Reporting

We believe transparency in reporting risks, opportunities, priorities, strategies, progress, and challenges is important. We estimate our Scope 1, 2, and 3 GHG emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, have disclosed emissions and other climate-related information since 2006, and provide regular updates through our ESG reporting. We report annually to CDP, and make our most recent responses and third-party assurance statements [public](#).



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- While Walmart can play a substantial role in its own business, supply chain and beyond, achieving the Intergovernmental Panel on Climate Change (IPCC) goal of reducing global GHG emissions to net-zero by 2050 requires action from all parts of society. Walmart's ability to reduce emissions is dependent on the collaboration, cooperation, and performance of third parties (including governments, civil society, and industry, as well as our own suppliers and customers).
- Factors beyond Walmart's control impact our ability to achieve climate-related targets and aspirations, including changes to energy grids in every region where we operate or source; our physical presence in geographic areas without available necessary technology, equipment, or capabilities; and weather patterns.
- Achieving our targets and/or aspirations will require innovation and technology that is not available or economically viable, or fully scalable today, including the evolution, accessibility, and/or adoption of renewable energy, lower-GWP refrigeration systems, vehicles powered by renewable sources of energy, and regenerative agricultural technologies. A critical mass of potential consumers of new technologies is a necessary precondition to their development, deployment, and scaling.
- The capital and operating costs of implementing projects will remain a challenge for the foreseeable future (e.g., transitioning to low-GWP refrigerants, vehicles powered by renewable sources of energy). Low market prices and volatility of the price of fossil fuels can influence the cost/benefit analyses.
- Walmart's business will continue to evolve and grow. This growth and changes in our strategies and/or model may require additional facilities, an expansion of our footprint, and/or inclusion of new sources of GHG emissions, which creates additional challenges for absolute emissions reduction targets.
- Several factors can make it challenging to estimate emissions, present a consistent view of progress over time, and/or achieve our targets, including: standards for target-setting and calculating GHG emissions are not settled and change from time to time (which may cause calculations to shift dramatically although no changes to underlying practices have taken place — e.g., the recent introduction of forests, land, and agriculture and land use/removal standards); regulatory calculation and reporting standards may be introduced and may differ from commonly used voluntary standards; and emissions factors and industry averages used to calculate emissions may change and may lag, leading to updates and restatements.
- Public policies may not support actions aligned with Walmart's targets and aspirations, including by not encouraging the development and deployment of low-carbon or low-emissions technologies at scale and/or that negatively impact the supply or cost of renewable energy projects at scale.
- Uncertainties around mandatory climate-related disclosures and shifting stakeholder expectations towards greater action and commitment create tensions that are difficult to reconcile and may leave some stakeholders unsatisfied.

1. In 2020, we raised our aspiration to reduce emissions in our operations (Scopes 1 & 2) by realigning our science-based target to a 1.5o-C-aligned trajectory. Our goal is to achieve zero emissions across Walmart's global operations by 2040, reducing absolute Scope 1 & 2 GHG emissions 35% by 2025 and 65% by 2030 from our 2015 base year (interim targets approved as science-based and classified as 1.5°C-aligned by the SBTi. We anticipate achieving our near- and mid-term emissions reduction targets later than our 2025 and 2030 target dates while working to achieve our 2040 zero emissions aspiration, as further discussed in this brief.

2. As used herein, "renewable sources of energy" means renewable sources of electricity and is not intended to cover other sources of energy.

3. Annual Scope 1 & 2 GHG emissions and carbon intensity metrics are updated from time to time in this Climate Change brief to account for changes in emission factors or the availability of more accurate activity data. Our emissions footprint in CO₂e and carbon intensity per revenue are calculated to include emissions for our operations for the period which we owned the operations in the reporting year. This may result in updated emissions reported in this Climate Change brief not corresponding to results reported to CDP for our annual Climate Change questionnaire. We engage Lucideon CICS to independently verify Walmart's reported Scope 1 & 2 emissions as reported to CDP annually, pursuant to ISO 14064-3 (the international standard for verification of Greenhouse Gas inventories). We follow Walmart's Greenhouse Gas Inventory Methodology in calculating our greenhouse gas (GHG) emissions, which is consistent with the principles and guidance of the World Resources Institute and the World Business Council for Sustainable Development's Greenhouse Gas Protocol Initiative (the "GHG Protocol") for corporate GHG accounting and reporting. We also define Scope 1, 2, and 3 emissions as per GHG Protocol guidance.

4. To account for structural changes in our business, we strive to adjust our emission reduction progress on Scope 1 & 2 emissions to add or subtract emissions for entities acquired or divested in the year the acquisition or divestiture took place, including adjusting for previous years (including the baseline year).

5. This includes generation from active renewable and low-carbon projects. It considers the combined contribution of power generated from on-site and off-site projects as well as renewable energy generation feeding into the grids where our sites are located. The electricity procured from our renewable energy projects and the most recent grid fuel mix information obtained from the International Energy Agency for the regions where we operate. The CY2021 estimate does not include energy data for our Flipkart business. We believe excluding CY2021 Flipkart data will have a negligible impact on our estimate.

6. Calculated in accordance with Walmart's Project Gigaton Accounting Methodology, available on the Walmart Sustainability Hub. This result includes emissions that may only be avoided, reduced, or sequestered after FY2024. In accordance with Walmart's Project Gigaton Accounting Methodology, the emissions impact of projects and initiatives with an estimated lifespan of more than one year are accounted for in the year they are reported, up to and including anticipated emissions impacts in 2030.

7. Because Walmart does not restrict suppliers to reporting only on emissions avoidance and reduction efforts that are attributable to the suppliers' business with Walmart, actions taken and reported through Project Gigaton cannot be used to measure Walmart's Scope 3 emissions, either absolutely or in year-over-year reductions.

8. Walmart fiscal years run from February 1 to January 31 and are denoted by "FY" in our reporting (e.g., FY2023 is the fiscal year ending January 31, 2023). Calendar years are noted in four-digit format or by "CY".

9. The U.S. product net sales used for the calculation includes Walmart U.S. and Sam's Club product net sales for the four preceding quarters prior to survey reporting window (Q3 through Q2). The percentage represents U.S. product net sales of suppliers that reported to Project Gigaton in the reporting year versus all U.S. product net sales. The calculation excludes Walmart International segment product net sales from the calculation. Reporting suppliers represents suppliers who have answered one or more of the questions in Project Gigaton in the reporting year.

10. Calculated in accordance with the [RE100 technical criteria](#). RE100 defines renewable electricity consumption as the ability to make unique claims on the use of renewable electricity generation and its attributes.

11. For further information, visit the U.S. Department of Energy's [Alternative Fuels Data Center](#)

12. Alongside our Project Gigaton 1 billion metric ton goal, in 2018, Walmart set a sub-goal to reduce emissions by 50 MMT in our China value chain. In February 2024, we [announced](#) that our suppliers have reported projects that are expected to exceed 1 billion metric tons of cumulative emissions reduced, avoided, or sequestered by 2030. We retired our China sub-goal upon achievement of our primary Project Gigaton goal to enable a refocus of effort and attention on our Scope 3 footprint and work plan going forward.

13. Sum of single year reported emissions may not add up to cumulative reported emissions due to rounding.

14. WWF and EDF review select suppliers' submissions.

15. We caution against comparing year-over-year Scope 3 footprints from 2017-2021, as the scope and methodology used to estimate those footprints has evolved. Scope 3 footprints beginning in 2022 allow for greater comparison, as the methodology is consistent and includes the same GHG Protocol categories (1, 2, 11, and 12).

16. For additional information on the complexity of Scope 3 measurement, accounting and reporting challenges, please see [Retailers' climate road map: Charting paths to decarbonized value chains](#)

17. Estimated Scope 3 emissions for GHG Protocol Categories 1, 2, 11, and 12 include key markets and represents >90% of Walmart's comprehensive Scope 3 footprint. Key markets include U.S., Mexico, India (Flipkart), Canada and China.

18. Changes in disclosure regulations, carbon accounting methodologies (e.g., GHG Protocol) and data availability may impact our footprint and progress towards our target. GHG Protocol Category 11 includes the total lifetime emissions from products sold in the reporting year, not just the emissions from their use in that year.

19. Scope 3 carbon intensity (reported Scope 3 MMT CO₂e emissions per \$B net sales for Walmart Inc.) calculation is based on calendar year emissions (January 1-December 31) and normalized by total annual net sales as measured by Walmart's fiscal year (February 1-January 31).

Responsible Use of Data and Technology



SASB: CG-MR-250a.1, CG-EC-220a.2

GRI: 3-3



Published: May 22, 2024

At a Glance

- Walmart's Digital Trust Commitments provide a foundation for the company to earn and maintain customer trust in an omni-channel, data- and technology-driven world.
- Our cybersecurity programs work 24/7/365 to protect our data and infrastructure and our customers' data.
- We pledge to use artificial intelligence (AI) transparently and responsibly, and always in line with Walmart's values.

We seek to build and maintain the trust of customers, associates, suppliers, communities, and other stakeholders with respect to our use of technology and data, in line with our values of service, excellence, integrity, and respect for the individual.

Relevance to Our Business and Society





Walmart's customer proposition blends in-store and online experiences, creating a true omni-channel offering where we build trust through our values-based approach to data and technology. As a people-led, tech-powered omni-channel retailer, we use technology and data throughout our business to help delight customers and enable our associates' work. Our commitment to responsible use of data and technology helps foster trust, because we implement measures to safeguard personal data and secure the systems that keep our business running.

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Walmart's Approach

While technology will continue to change how we operate, it does not change our values. Walmart's Digital Trust Commitments provide a foundation for the company to earn and maintain customer trust in an omni-channel, data- and technology-driven world.

Walmart's Digital Trust Commitments

 Service Our use of technology and data will be in service of people.	 Excellence We strive for excellence in our technology, making it simple, convenient and secure.	 Integrity We will use data responsibly and transparently and always with integrity.	 Respect Our data practices and technology will treat people fairly, with dignity and respect.
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We put these commitments into practice through four areas of focus:

- **Governance:** Empowering appropriate oversight of our data and technology through accountable management.
- **Promoting digital trust:** Shaping decisions regarding new technologies, services, and data use to align with our Digital Trust Commitments.
- **Protecting privacy:** Safeguarding the use of customer and associate information to protect confidentiality and maintain trust.
- **Cybersecurity:** Protecting our information and digital infrastructure.

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Key Strategies and Progress



In this section:

- Governance
- Digital Trust
- Privacy
- Cyber Security

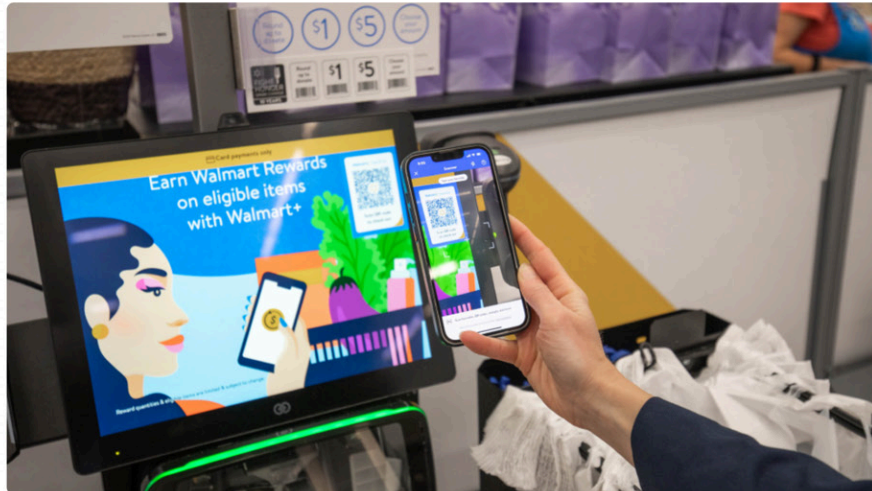
Governance

Walmart's Board of Directors has delegated risk management oversight responsibility for information systems, information security, data privacy, and cybersecurity to our Audit Committee. For further discussion of the Audit Committee's oversight of digital trust and cybersecurity, see Walmart's 2024 [annual report on Form 10-K](#).

Led by our Chief Counsel, Digital Citizenship (who reports to the Chief Legal Officer), Walmart's Digital Citizenship team helps Walmart live up to our Digital Trust Commitments as we develop and implement emerging technologies, new services, and innovative ways to serve our customers. This team also tracks relevant laws and regulations and oversees Walmart's privacy policies and notices. The team includes compliance and legal associates with expertise in digital values, emerging technology, cybersecurity, data privacy and governance, ethical AI and biometrics, and information management.

Our Chief Information Security Officer (who reports to the Chief Technology Officer) leads Walmart's Information Security organization and has responsibility for overseeing Walmart's cybersecurity program, which is supported by dedicated teams of cybersecurity personnel and professionals that help to assess, identify, monitor, detect and manage cybersecurity risks, threats, vulnerabilities and incidents.

In order to promote good practice, these teams provide recurring information security and data privacy training to our associates and certain third parties based on access, risk, roles, policies, standards, and behaviors. In FY2024, for example, approximately 1.4 million U.S. associates completed training covering information security and digital citizenship.



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Digital Trust

We work to improve the customer and associate experience through our Digital Trust Commitments. We aspire to:

- Design globally and deploy locally: Models should be developed to be usable in as many places as possible, recognizing the need for increased controls, or non-use, in some markets. The technology should be flexible and scalable.
- Design for customer usability and choice: Technology usage should be clear and accessible to our customers. We aim to build and deploy technology in a way that emphasizes customer and associate choice.
- Decrease bias and increase transparency: Models should be designed, evaluated, and tested to reduce bias, both implicit and actual. Systems should be auditable and open. The outcomes produced by the technology should be fair.

For example, the Digital Citizenship team has developed frameworks to evaluate AI and machine learning models in order to mitigate bias and promote fair outcomes in the development and implementation of these tools at Walmart.

We also endeavor to shape the field with respect to digital trust, including by:

- Partnering with leading employers and institutions as a member of the not-for-profit Data & Trust Alliance, which released in November 2023 a set of proposed [data governance standards](#) intended to help companies understand datasets and their boundaries in a commonly-accepted format.
- Participating in the World Economic Forum's Digital Trust Initiative Steering Committee and Working Group and contributing to WEF's 2024 white paper on digital trust and individual agency.

Responsible Artificial Intelligence







We are finding ways to embed AI across our business, from how we improve experiences for our customers, members, and associates to how we get inventory through our supply chain and beyond.

- We launched a number of AI-powered customer solutions, including an [AI-powered inventory management system](#) for supplying customers with what they need, when they need it, and a GenAI [search feature](#) on iOS that will allow customers to search for products by use case instead of by product or brand names.
- We are also empowering our associates through GenAI. Walmart launched [My Assistant](#), a GenAI-powered feature intended to help increase productivity and unlock transformation for campus associates.

As the pace of innovation increases and more sophisticated AI tools are integrated into our business, it's important those we serve feel confident and comfortable with the ways we use technology. Walmart has adopted policies that guide our company in the design, implementation, and security of AI solutions, machine learning, and automated decisioning systems. And as we invest in this new technology, we hope to pave the way for the responsible adoption of AI in retail.

In October 2023, Walmart introduced our [Responsible AI Pledge](#), which outlines our voluntary commitments to using AI responsibly for the benefit of our customers, members, and associates.

Walmart's Responsible AI Pledge

 Transparency We commit to helping customers, members and associates understand how data and technology, including AI, are being used by our company and what our goals are as we use it.	 Security We will use advanced security measures to protect your data. We commit to continuously reviewing security practices aimed at mitigating current and emerging threats.	 Privacy We commit to evaluating AI systems so that the sensitive or confidential information we store is used in ways that protect privacy.
 Fairness We will evaluate AI tools for bias that have the potential to affect the lives of our customers, members and associates. We seek to mitigate bias and commit to regular evaluations.	 Accountability We will use AI managed by people. We commit to holding ourselves accountable for its impact.	 Customer-centricity We will measure customer satisfaction with AI interactions and listen to feedback. We commit to continual reviews of our AI tools to ensure the technology is accurate, relevant and helping those we serve live better.

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Privacy

Privacy by Design

We aim to earn our customers' and stakeholders' trust by considering their privacy at every stage, beginning with design. Walmart's Global Privacy by Design Policy requires associates to build privacy controls into the initial design, ongoing operations, and management of a given technology solution, business process, or project.

Communicating Privacy Information

Our privacy notices provide stakeholders with comprehensive information about the collection, use, protection, and sharing of personal information. In addition to our [Walmart Privacy Notice](#), we maintain other U.S.-focused privacy notices relevant to our associates and suppliers, and those that cover our specialized operations including [Health & Wellness](#) and [Financial Services](#). We also maintain jurisdiction-specific privacy notices in our international markets.

Walmart teams track privacy laws in the United States and other countries where we operate, assess their applicability and impact, and update our processes, practices, and notices as needed to address them. Read more on our [Privacy and Security page](#).

In addition, Digital Citizenship maintains and implements Walmart's global data incident response policies and procedures for reporting and addressing actual or suspected data incidents as appropriate. The policies are supported by data incident notification and regulatory reporting guidelines and standards.

Engaging with Stakeholders on Privacy

Walmart endeavors to shape the field with respect to digital trust, and we support policy that enhances consumer privacy in the

Read more: [Responsible Engagement in Public Policy](#)

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Cybersecurity

As part of protecting Walmart's customers, members, associates, and business partners, our cybersecurity operations run 24/7/365. Walmart's approach to cybersecurity, including governance, risk management, and incident response are discussed in Walmart's [annual report on Form 10-K](#).

Our cybersecurity program is grounded by a suite of policies and standards that cover topics including roles and responsibilities; security requirements; security awareness and training; and escalation processes that associates can follow should they notice something suspicious. Associates are required to report known or suspected violations of the policies and policy violations may result in disciplinary action up to and including termination.

We maintain a security-aware culture through methods including data-informed and easily accessible learning modules, phishing exercises, gamified security awareness, tech talks, and awareness campaigns.

Gamification Cybersecurity Training

Virtual Escape Rooms

Our escape rooms use creative methods to integrate cybersecurity concepts with everyday situations.

During these immersive virtual experiences, associates must find their way through various threats and avoid security violations to "escape the room." We have multiple versions focusing on real-life cyber threat tactics.



"Born Secure" Escape Room



The "Born Secure" Escape Room focuses on

- Physical Security
- Social Engineering
- Phishing
- Security Habits
- Passwords vs Passphrases
- Real World Threats
- Incident Response

Helping Customers Stay Safe in the Digital World

As our digital world expands, Walmart shares knowledge with our customers to build trust and help keep them secure online.

- We publish a customer-facing [Cybersecurity Hygiene](#) page that describes steps that customers can take to keep their private information safe and reduce cybersecurity risk.
- Walmart provides customers and the public with [information about common digital scams and fraud situations](#), and particularly those involving the unauthorized use of Walmart's name or brand.

Advancing the Cybersecurity Field

Walmart is committed to sharing its expertise to strengthen the information security community and help develop the next generation of cyber professionals. We have made significant contributions to various open-source information security projects and malware information-sharing forums, and we have built strong partnerships to share intelligence about cybersecurity risk across retail and other business verticals.

We also seek to grow and support the talent pool in the cybersecurity industry through participation in and sponsorship of programs including [BEYA STEM Conference](#), [Women of Color \(WoC\) STEM Conference](#), and [Women in Cyber Security \(WiCyS\)](#), in addition to the [National College Cyber Defense Competition \(NCCDC\)](#) and [RSA Security Scholars](#) program, which helps develop the next generation of cybersecurity experts.

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Challenges

- The size of Walmart's business, our geographic reach, the number of consumer transactions we make, and the nature of the information we collect to operate our business make us a target for threat actors. This is discussed in more detail in Walmart's most recent annual report on Form 10-K.
- Walmart is subject to a broad scope of industry data protection standards and protocols. Walmart also has compliance obligations associated with new and changing privacy laws and regulations, which sometimes include obligations inconsistent with other jurisdictions.
- Fast-evolving technology, such as AI, poses challenges in terms of development, flexibility, and scalability. These technologies change rapidly, and we must continually assess their relevance to our business, risks, and alignment with our digital values.

Responsible Engagement in Public Policy



GRI: 2-28; 3-3; 415-1



Published: May 3, 2024

At a Glance

- In 2023, Walmart advocated for key policies to support our business strategies and benefit our customers, associates, suppliers, and communities, with a focus on trade, supply chains, waste reduction, workforce development, and energy transformation.
- We are committed to transparency regarding our public policy activities. In addition to the strategies and activities outlined in this brief, Walmart posts its [Government Relations Policy](#), [Charter of the Nominating and Governance Committee](#), [Federal and State lobbying reports](#), [Key Trade Associations and Member Organizations list](#), and [Federal WALPAC contribution reports](#).

Through policy advocacy, engagement with lawmakers, support for the political process, and collaboration with business coalitions and key NGOs, we aim to support public policy that is in the interests of our business, customers, associates, communities, and other stakeholders.

Relevance to Our Business and Society

Effective public policy supports our business and fosters a stable business environment. Businesses play a vital role in tackling challenging issues. Stakeholders, including our customers, associates, communities, and investors, expect transparent engagement in public policy to address these challenges while supporting business objectives.

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Walmart's Approach

Our approach to supporting and shaping public policy includes:

- **Governance** of Walmart's public policy strategies to ensure alignment with our business priorities and company values, promote transparency, and ensure legal compliance
- **Advocating for policies** that promote our business interests
- **Engaging in the political process** via our employee-funded Walmart Inc. Political Action Committee for Responsible Government (WALPAC), and
- **Working with business coalitions** to prioritize and advance key issues that strengthen our business and affect our stakeholders.

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In this section:

- Governance and Transparency
- Public Policy Advocacy
- Engagement in the Political Process
- Working Through Business Organizations

Governance and Transparency

We govern our public policy activities to ensure alignment with Walmart business priorities and company values, to promote transparency, and to comply with relevant laws and our political spending policies. Governance includes Walmart Board of Directors and Board Committee oversight, management oversight, and regular, transparent reporting on policy activities.

Board and Board Committee Oversight

By [charter](#), the Nominating and Governance Committee (NGC) of the Walmart Inc. Board of Directors, a Board committee comprised entirely of independent directors, oversees our public policy strategies and activities. Consistent with Walmart's [Government Relations Policy](#), management provides annual updates to the NGC concerning the company's public policy strategy.

In fiscal 2024, management discussions with the NGC included:

- Walmart's planned U.S. federal government affairs and policy priorities for 2023-2024;
- Examples of 2022-2023 activities;
- WALPAC political contribution strategy and plans for 2023-2024; and
- International government affairs strategies.

Highlights from these discussions were shared with the full Board.

Management Oversight

Walmart's management team designs and implements our public policy activities day-to-day, while our [Government Relations Policy](#) guides the company's interaction with elected officials, legislative, and regulatory bodies at all levels. Among other things, the policy delineates roles and responsibilities for engagement with public officials, sets parameters on the use of corporate and political giving, governs fundraising and solicitation by our associates, and defines how we evaluate trade association memberships. Our approach to these issues is further described below.

Transparency

Walmart is committed to transparency regarding our public policy activities. We submit quarterly reports to Congress that outline our federal lobbying activities, including lobbying expenditures and the specific legislative items and public policy issues that were the topics of communication. In each quarterly report, we identify the specific registered lobbyist who acted on behalf of the company. We also submit biannual contribution reports.

- Federal lobbying activities (LD-1 & LD-2 Reports): [US Senate Lobbying Disclosure - Registrations & Quarterly Activity](#)
- Federal political contributions (LD-203 Reports): [US Senate Lobbying Disclosure](#)

Beyond these required reports, Walmart's [Government Relations Policy](#) commits the company to reporting at least annually on our public policy priorities, strategies, and activities, as well as transparency in our trade association memberships and lobbying activities. To that end, Walmart has:

- Published a discussion on our public policy priorities, advocacy strategy, and external engagements
- Provided state and federal lobbying information on our [Investor Relations website](#)
- Disclosed our philosophy on trade association memberships, and our approach to dealing with trade association policy misalignments, and
- Published a [list of trade associations](#) to which Walmart contributes funds of \$25,000 or more per year, and committed to updating this list at least annually.

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Public Policy Advocacy

Walmart engages in public policy discussions to promote the interests of our company and our stakeholders by focusing on issues that align with our shared value approach, without regard for the private political preferences of any associates (including senior leadership and executives). We determine whether and how to weigh in on these matters by considering the relevance to our business and brand, shareholder expectations, and our ability to be an effective, credible actor.

Key issues on which we engage in public advocacy include:

Corporate Tax Policy

Energy Transformation and
Climate Change

Energy Transformation and Climate Change

A sound energy transformation and climate strategy supports the resilience of

Healthcare
Nature, Biodiversity, and Sustainable Products
Opportunities for All
Responsible Use of Data and Technology
Retail Crime
Trade and Resilient Supply Chains
Transportation
U.S. Manufacturing
Waste Reduction and Circular Economy
Workforce Development

our global business and the many communities we serve. Our Board-approved [Statement on Climate Policy](#) frames our overall approach to engaging on these issues.

Walmart continues to advocate for strong climate policy. We support policies that, among other things, promote investment in the kinds of [clean energy](#) and [transportation](#) initiatives we support through our business. For example, alongside other retailers at COP28 in 2023, we encouraged world leaders to triple renewable electricity capacity by 2030.

Walmart’s energy transformation and climate advocacy are part of our [broader climate strategy](#) that also includes governance, climate risk assessments, science-based targets and supporting mitigation initiatives, adaptation, and reporting

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Engagement in the Political Process

Walmart supports our associates' engagement in the political process, including by facilitating voting and providing opportunities to contribute to WALPAC, which supports the election of lawmakers who can help advance policy priorities critical to the interests of our customers, associates, suppliers, communities, and shareholders.

Associate Participation in the Electoral Process

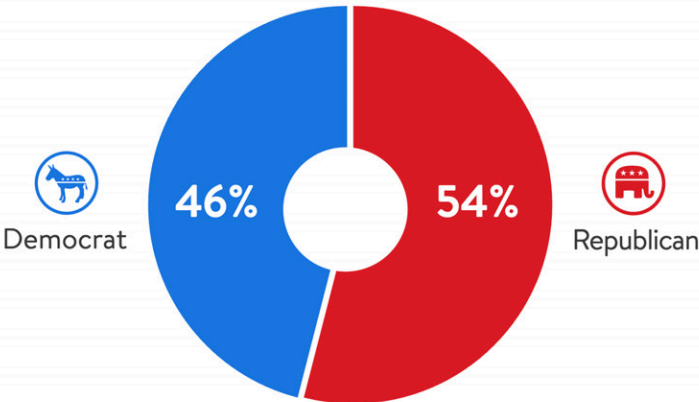
Walmart joined and continues to support the efforts of [Time to Vote](#), a business-led, non-partisan coalition of [over 2,000 companies](#) aiming to increase voter participation in U.S. elections. We encourage our associates to vote and provide paid time off to vote, where needed. At appropriate times in the electoral cycle, we also provide [resources](#) that help our associates and customers stay informed and participate in elections (e.g., information on requesting an absentee ballot, voter registration deadlines, polling locations).

WALPAC

In the United States, campaign finance laws at the federal level and in many states govern the use of corporate funds in the election process. WALPAC is funded solely with voluntary contributions from eligible associates and provides our team members an opportunity to collectively participate in the political process.

WALPAC Contributions

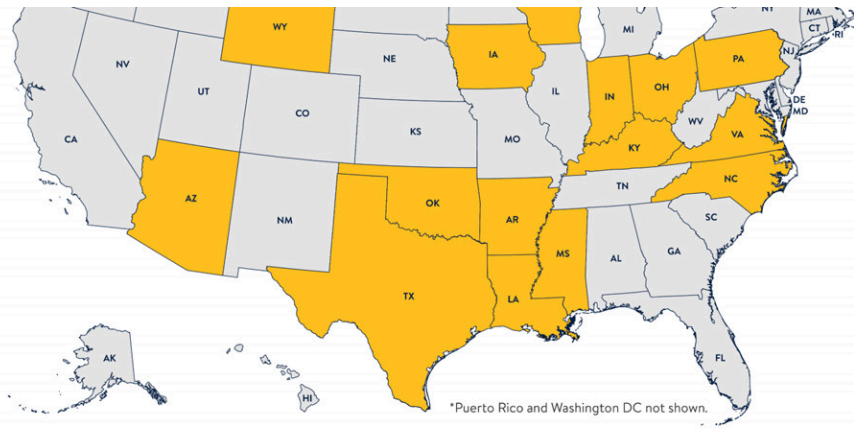
WALPAC Federal Donations (2023)



Further details: [WALPAC Federal Donations](#)

U.S. States Featuring WALPAC Contributions to State-level Candidates and Committees (2023)





Contributions to state and federal candidates and committees are made considering a wide range of criteria such as voting records, leadership positions, committee membership, and legislative activity. WALPAC's campaign contributions to elected officials are not an endorsement of all their individual beliefs, voting records or comments, and WALPAC may examine candidates' public statements, social media posts, and other communications when making contribution decisions.

Read More: [WALPAC Contributions \(FEC.gov\)](#)

WALPAC Governance

WALPAC's activities are governed by the WALPAC Advisory Board, comprising Walmart Inc. officers and senior management. This Board sets the overall budget each calendar year and reexamines and adjusts the overall WALPAC strategy at the close of each election cycle (every two years). WALPAC senior management determines how to disburse annual WALPAC funds in alignment with this strategy. In accordance with federal election regulations, a report of WALPAC receipts and contributions is disclosed to the Federal Election Commission on a monthly basis. See above for direct links to these reports.

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Working Through Business Organizations

In addition to direct advocacy and political engagement, Walmart is a member of various trade associations and business organizations that we believe can assist us in achieving our long-term strategic objectives. These organizations allow us to work with peers on policy issues that impact the retail sector and beyond.

Our Approach to Engagement: Walmart supports trade associations for many reasons, including development and sharing of best practices, advocacy on behalf of industry interests, promotion of public policy, and/or general support for an association's mission. Our engagement model depends on the role the trade association plays in helping Walmart achieve its strategic objectives, and may include varying levels of financial support, involvement on the Board and/or with key committees, or targeted financial support for initiatives within a broader organization. We communicate our strategic priorities and perspective on matters of public policy where appropriate with our trade associations, policymakers, and the public so that our positions are clearly known.

Membership, Financial Support, and Alignment Reviews: We periodically review our memberships to determine whether—based on the value they provide and positions they take—adjustments are needed in our engagement, membership status, or the level of financial support we provide. Where we generally support the organization's priorities and the positions the organization has taken on key issues, we may maintain general membership in the organization while working to influence the organization's direction.

But trade associations and business organizations have broad memberships and may prioritize initiatives that are not priorities for individual members and may take positions that conflict with any individual member's. Where substantial concerns arise, we work to influence the direction of the organization and convey any concerns to the organization's leadership. Usually those misalignments are resolvable. Where they are not, we may choose to modify our engagement with and/or funding for the organization's initiatives.¹ If an organization, on balance, becomes significantly misaligned with our strategic priorities, viewpoints, and/or corporate values, we would end ties with the organization altogether.

Our [Trade Associations and Member Organizations List](#) includes examples of domestic and international trade associations, business coalitions, and other organizations in which we participate and—as relevant—the ways they help to further our objectives. This list also highlights those trade associations to which we contributed funds of \$25,000 or more in 2023.

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Challenges

- Walmart is a complex business operating across multiple sectors to bring essential products and services to people who need them. There are many public policy issues that bear on our ability to deliver on our mission and it can be challenging to optimize outcomes across all issues.
- The public expects a company's political engagement to align with its values. At the same time, there can be pressure to weigh in on issues that are not core to our business nor critical to a majority of our stakeholders. We have decision-making processes to determine whether and how to get involved in an issue, but we may not always meet all stakeholders' expectations.
- The political process is subject to many influences. Walmart is but one actor and may not be able to influence public policy. Walmart is often in the position of supporting certain aspects of legislation or regulation while opposing other aspects. Stakeholders may not fully appreciate nor recognize these nuances.
- Walmart may not agree with every position or lobbying action taken by trade associations to which we belong. We work to

influence these associations, but they ultimately set their own agendas and are subject to a wide array of member views. As discussed above, we have processes for handling any such misalignment, but we may not always meet all stakeholders' expectations.

1. For example, we are not a member of, nor do we pay general membership dues to, the U.S. Chamber of Commerce, but we do financially support specific Chamber initiatives that align with our corporate strategy (e.g., Institute for Legal Reform, international programs/councils).

Corporate Governance



GRI: 2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 3-3, 405-1a i & iii



Published: June 14, 2024

At a Glance

- Walmart has a Board of Directors with diverse perspectives, strategic skill sets, and relevant professional experience: all have senior leadership experience, 73% are independent¹, 27% are women and 18% come from racially/ethnically diverse backgrounds.
- Strong corporate governance practices, including appointing a Lead Independent Director and having Independent Directors lead all governance committees, facilitates oversight of our strategy and risks.
- Walmart actively manages and oversees ESG matters, with management setting ESG strategies and promoting accountability through incorporation of non-financial metrics into certain leadership performance goals, and the Board, through its Board committees, overseeing the strategy through discussions with management on topics including sustainability, human capital, and data privacy and cybersecurity.

We aim to create an environment of accountability, transparency, and trust in our business that fosters business integrity, financial stability, and responsible and long-term growth.

Key Metrics

Metrics ²	2022	2023	2024
Director independence: Independent directors as a percentage of all directors	64% Independent	64% Independent	73% Independent
Director independence: Non-management directors as a percentage of all directors	91% Non-Management	91% Non-Management	91% Non-Management
Director diversity: Female directors as a percentage of all directors	27% Female	27% Female	27% Female
Director diversity: Racially/ethnically diverse directors as a percentage of all directors	18% Racially/ethnically diverse	18% Racially/ethnically diverse	18% Racially/ethnically diverse
Board and committee meeting attendance rate: Meetings attended as a percentage of all meetings	98% (FY2021)	99% (FY2022)	98% (FY2023)
Shareholder engagement: Percentage of public float engaged since preceding Annual Shareholders' Meeting	34%	39%	37%

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We believe strong corporate governance fosters resilience, long-term success and growth, stakeholder consideration, risk minimization, and investor trust. We also believe our corporate governance practices exemplify our values, help us deliver quality service and results, and cultivate lasting shareholder value.

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Walmart's Approach

Strong corporate governance starts with setting the structures and incentives to help the company thrive in the long term and flows through to everyday practices.

Our approach to corporate governance includes:

- Maintaining a majority independent Board of Directors (“Board”) with diverse backgrounds and relevant experiences and skills;
- Board and management oversight of strategy, risks, and opportunities; and
- Board committee discussion and oversight of matters relevant to priority Walmart ESG issues.

We engage regularly with and receive feedback from a wide variety of stakeholders, including shareholders, customers, associates, and suppliers. We also design our compensation programs to support our enterprise strategy and to align our leadership team with our culture, strategy and organizational structure. Read more in our most recent [Proxy Statement](#).

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Key Strategies and Progress



In this section:

- Board Structure and Composition
- Oversight of Strategy, Risks, and Opportunities

Board Structure and Composition

Walmart's Board is responsible for overseeing our company's business strategy and strategic planning, as well as overseeing and monitoring the management of the most significant risks that could impact the company.

We believe the Board's oversight and our management's execution of our business strategy help promote [shared value](#): the creation of long-term shareholder and stakeholder value in a sustainable manner, with a focus on assessing potential opportunities and risks.

The Board has adopted a set of [Corporate Governance Guidelines](#) to serve as a flexible framework to assist the Board in the exercise of its responsibilities, including:

- Annual review of Board leadership structure
- Majority independent Board
- Separate Chair and CEO roles
- Lead Independent Director role
- Governance-related Board committees chaired by independent directors³
- Board obligated to follow Walmart's [Code of Conduct](#) when they are acting in their capacity as Board members
- Policy to include women and ethnically and racially diverse candidates in all new director candidate pools

Read more: [2024 Proxy Statement](#)

Board Overview

Board Nominee Demographics	
Age	54 years Median Age
Tenure	<ul style="list-style-type: none">• 8 years Median Tenure• 12-year term limit for Independent Directors, subject to exceptions by the Board• 5 new independent nominees since 2017, 3 of whom are women or racially/ethnically diverse
Highly Engaged Board	<ul style="list-style-type: none">• Actively involved in Walmart's strategy• 98% overall attendance rate at Board and Board committee meetings during fiscal 2024• 5 Board and 19 Board committee meetings during fiscal 2024
Independence	<ul style="list-style-type: none">• 8 of 11 nominees are independent and 10 of 11 nominees are non-management• All members of the Audit Committee; Compensation and Management Development Committee; and Nominating and Governance Committee are independent• Robust Lead Independent Director role

Relevant Skills and Experience

The nominees possess a balance of distinguished leadership, diverse perspectives, strategic skill sets, and professional experience relevant to our business and strategic objectives, including:



Experience and Skills Relevant to the Successful Oversight of our Strategy

Retail Experience

As the world's largest retailer, we seek directors who possess an understanding of financial, operational, and strategic issues facing large retail companies.

Technology or eCommerce Experience

In order to support our omni-channel strategy to combine our unique physical and digital assets and capabilities, we seek directors with experience in related industries who can provide advice and guidance on the development, uses, and risks of technology, such as cybersecurity, as well as eCommerce, omni-channel, and digital businesses.

Global or International Business Experience

Directors with broad international exposure provide useful business and cultural perspectives, and as a global organization, we seek directors with experience at multinational companies or in international markets.

Marketing or Brand Management Experience

Directors with relevant experience in consumer marketing or brand management, especially on a global basis, provide important insights to our Board.

Experience and Skills Relevant to Effective Oversight and Governance

Senior Leadership Experience

Directors who have served in relevant senior leadership positions bring unique experience and perspective. We seek directors who have demonstrated expertise in governance, strategy, development, human capital management, workforce development, and execution.

Regulatory, Legal, or Risk Management Experience

Our company's business requires compliance with a variety of regulatory requirements across a number of federal, state, and international jurisdictions. Our Board values the insights of directors who have experience advising or working at companies in regulated industries, and it benefits from the perspectives of directors with governmental, public policy, legal, and risk management experience and expertise.

Finance, Accounting, or Financial Reporting Experience

We value an understanding of finance and financial reporting processes because of the importance our company places on accurate financial reporting and robust financial controls and compliance. We also seek to have multiple directors who qualify as audit committee financial experts.

Board Diversity

We believe that a board comprised of directors with diverse backgrounds, experiences, and perspectives and viewpoints improves the dialogue and decision-making in the boardroom and contributes to overall Board effectiveness. To this end, the Board has adopted a policy that all director candidate pools will include women and racially and ethnically diverse candidates. The Board assesses the effectiveness of its approach to Board diversity as part of the Board and committee evaluation process.

Oversight of Strategy, Risks, and Opportunities

Board and Management Roles and Responsibilities

Walmart continues to grow and transform its business. Management defines the strategy and risk management principles for this transformation, while the Board and its committees oversee and guide management.

The Board has six standing committees, governed by [Committee Charters](#):

- Strategic Planning and Finance Committee
- Technology and eCommerce Committee
- Audit Committee
- Compensation and Management Development Committee
- Nominating and Governance Committee
- Executive Committee

Each of the governance-related Board committees, as well as our Strategic Planning and Finance Committee, is led by an independent chair.⁴

The Board and the Board committees also actively oversee and monitor the management of the most significant risks that could impact our company. The Board, Board committees, and management coordinate risk oversight and management responsibilities in a manner that we believe serves the long-term interests of our company and our shareholders through established periodic reporting and open lines of communication.

Board and Management Oversight of Risk



Management considers risks in categories which include, but are not limited to, the following:

- Strategic risks
- Legal, regulatory, and compliance risks
- Reputational risks
- Operational risks, including information systems, information security, data privacy, cybersecurity, physical security, geopolitical, supply chain, and the long-term impacts of climate change, whether involving physical or transition risks
- Financial risks

Read more: [2024 Proxy Statement](#)

Board and Management Oversight of ESG

Walmart's management is responsible for developing Walmart's ESG strategies and accountable for progress, while the NGC exercises oversight over Walmart's overall ESG strategy and certain priority issues.⁵

Walmart's Executive Vice President and Chief Sustainability Officer (CSO) helps define our ESG priorities and provides dedicated management and oversight of Walmart's global ESG initiatives and goals. The CSO provides updates on our ESG agenda and progress to the Nominating and Governance Committee of the Walmart Board at least annually.

Board Committee ESG Discussions

In FY2024, management discussed and provided updates to the Nominating and Governance Committee of the Board about a number of topics, including:

- Walmart's shared value approach to regeneration/ESG and its integration into our business strategies;
- Walmart's ESG priority issues;
- Walmart's ESG goals and strategies and progress toward them;
- External trends and increasing regulatory activity on ESG matters; and
- Walmart's ESG governance, including enhancement of ESG disclosure controls and procedures.

Additionally, Board committees have oversight responsibility for certain ESG priority issues. Committee meetings in FY2024 included the following ESG topics:

Committee	ESG Issues Overseen	ESG Discussion Topics
Audit Committee	<ul style="list-style-type: none">• Ethics and compliance• Cybersecurity and information security	<ul style="list-style-type: none">• Ethics and Compliance program• Cybersecurity, information security, data privacy, and digital citizenship• New SEC rule regarding cybersecurity and strategy for compliance
Compensation and Management Development Committee	Human capital management strategies, including: <ul style="list-style-type: none">• Workforce development• Education and training• Compensation and benefits• Belonging	<ul style="list-style-type: none">• Compensation and benefits strategies and plans, including continued investments in wages, benefits and career training• Senior leadership development and succession planning• Belonging
Nominating and Governance Committee	<ul style="list-style-type: none">• Social, community, and sustainability initiatives, including climate change• Charitable giving legislative affairs and public policy engagement strategy	<ul style="list-style-type: none">• Goals and strategies for Walmart's priority ESG issues, including human capital, nature, human rights, responsible sourcing, ethics and compliance, and others• Climate; governance, mitigation, adaptation, advocacy, and reporting strategies• Federal government affairs strategies and topical focus areas, political action committee strategies and activities, international government affairs strategies• Walmart charitable giving strategy and results

Read more: [ESG Oversight and Management](#)

ESG Priorities and Management Compensation

Performance on priority Walmart ESG issues is integrated into the annual performance objectives of relevant officers' roles. Certain officers have also built ESG objectives into their individual goals and objectives, which form part of the basis on which their performance is evaluated. For example, certain People team leaders have goals and objectives centered on executing our human capital and associate opportunity strategies, certain Operations leaders have goals and objectives relating to reducing waste and energy transformation, and certain Merchandising and Sourcing leaders have goals and objectives relating to sustainable sourcing and sustainable packaging.

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Challenges

- Walmart must find directors with a strategic blend of skills, experiences, and expertise to provide effective oversight and serve as a strategic resource to management. Many other companies are seeking similar board candidates and executives.
- Walmart's business is evolving rapidly, and oversight and management responsibility must evolve with Walmart's omni-channel transformation. Moreover, major global events can disrupt our business operations and necessitate rapid changes to our business strategies; the Board and management must collaborate closely to navigate these challenges.
- Shareholders express divergent views on certain corporate governance practices, including Board independence, diversity, term limits, committee structures, and executive compensation.

1. Independent as defined in the NYSE Listed Company Rules.

2. Metrics presented correspond with information reported in Walmart's Annual Proxy Statements for the stated years; director metrics are based on nominees for election at the Annual Shareholders' Meeting for each year.

3. The three committees that are considered governance committees are the Audit Committee, Nominating and Governance Committee (NGC), and the Compensation and Management Development Committee (CMDC). The Strategic Planning and Finance Committee, although not considered a governance-related committee, is also chaired by an Independent Director.

4. All members of the Audit Committee, NGC, and CMDC are independent.

5. Walmart's shared-value approach- integrating ESG priorities into the company's strategic objectives- means that when we seek directors with the skills and experiences identified in the Proxy Statement, those directors likewise have the backgrounds, skills, and experience appropriate for oversight of the company's ESG strategies.

Human Rights



SASB: CG-AA-430b.3
GRI: 2-25; 2-26; 5-3; 409-1
UN SDG: 5, 8 F
Published: Oct. 31, 2024

At a Glance

- Walmart is committed to respecting human rights in our own operations and to holding our suppliers accountable for respecting the human rights of the people who make the products we source and sell.
- Our [Human Rights Statement and Salient Issues](#) are grounded in Walmart's Core Values.
- Walmart's approach to human rights due diligence reflects the core components of the United Nations Guiding Principles on Business and Human Rights, including assessing actual and potential human rights impacts, integrating and acting upon the findings of our assessments, tracking the effectiveness of our response, and communicating how impacts are addressed.

We respect human rights and seek to use our scale, capabilities and influence to help people and communities improve their lives, with a focus on our salient human rights issues.

Relevance to Our Business and Society

Our business is a people business: we employ approximately 2.1 million people, approximately 255 million people shop with us weekly across 19 countries, and many thousands of people work for the tens of thousands of suppliers that make the products we sell.

Walmart believes business has a responsibility to respect human rights. We are committed to respecting human rights in our own operations and holding our suppliers accountable for respecting the human rights of the people who make the products we source and sell.

Beyond respect, we believe Walmart's business thrives when our associates, people in our supply chain, customers, and our communities thrive.

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Walmart's Approach

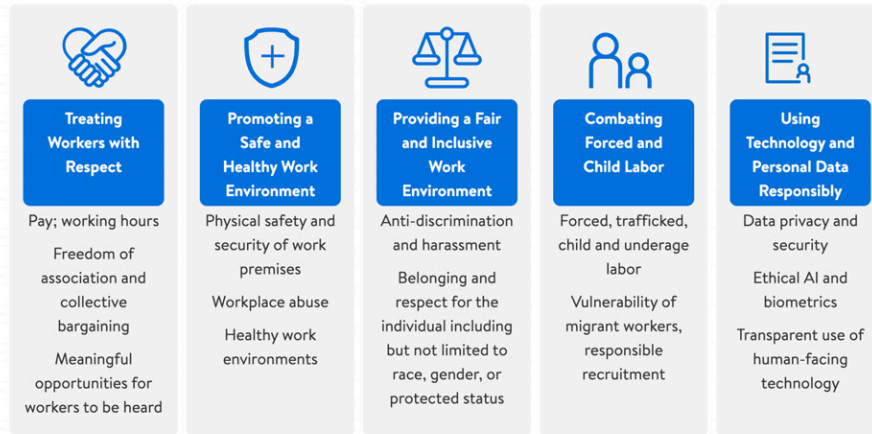
We strive to use our position as an employer, retailer, and community member to promote respect for human rights. The U.N. Guiding Principles on Business and Human Rights recognize four essential components of an effective human rights due diligence program. Walmart's approach to human rights due diligence reflects those components: we assess actual and potential human rights impacts, integrate and act upon the findings of our assessments, track the effectiveness of our response to human rights impacts, and communicate how impacts are addressed.

Walmart's human rights program includes:

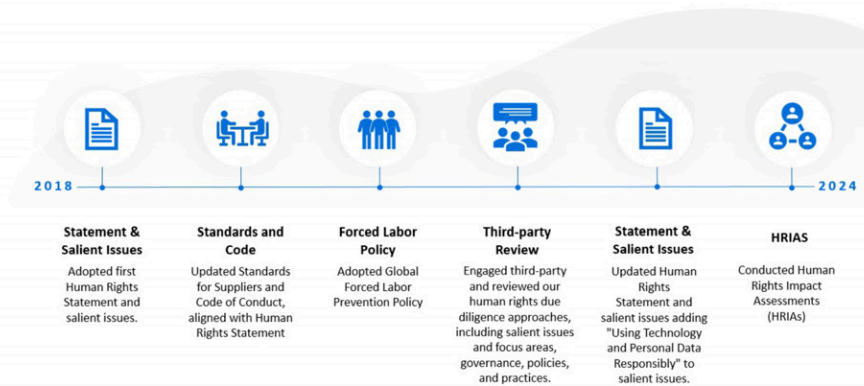
- Our [Human Rights Statement](#) was updated in 2024 and is grounded in Walmart's values. It serves as the foundation of our approach to human rights, confirming our commitment to human rights.
- [Governance](#), including oversight by management and the Walmart Board of Directors;
- Identification of salient human rights issues and focus areas relevant to our business; and
- Effective management of salient human rights issues through policies, stakeholder engagement, impact assessment, integration of findings, performance tracking, and addressing concerns, including through remediation where required.

Walmart focuses our efforts on the human rights issues that we have assessed as the most salient to our activities or business relationships.

Salient Human Rights Issues



Recent Milestones in Walmart's Human Rights Governance



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Key Strategies and Progress



In this section:

- Human Rights Commitment and Governance
- Salient Issue Management: Operations
- Salient Issue Management: Supply Chains

Human Rights Commitment and Governance

Human Rights Commitment and Salient Issues

Our [Human Rights Statement](#) serves as the foundation of our human rights efforts. It confirms Walmart's respect for human rights and articulates how our culture and values, as well as international instruments—including the 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—guide our approach to human rights due diligence. The principles set forth in the Human Rights Statement have also been embedded in our [Code of Conduct](#) (applicable to Walmart associates) and [Standards for Suppliers](#) (applicable to Walmart suppliers).

The Statement and Walmart's list of salient human rights issues were developed by a working group consisting of leaders from Walmart's associate relations, communications, belonging, government affairs, legal, and responsible sourcing functions, among others.

We first updated our approach to human rights due diligence in 2018. In alignment with UNGP guidance, in 2022-2023 we (with the support of a third party) reviewed our human rights due diligence approaches, including salient issues and focus areas, governance, policies, and practices. Our effort included internal and external stakeholder consultation, including human rights NGOs, academics, intergovernmental agencies, and the investment community.

Embedding Respect for Human Rights

Board and Management Oversight of Human Rights Issues

The Walmart Inc. Board of Directors and Board committees actively oversee and monitor the management of the most significant human rights issues relevant to our company. The [Nominating and Governance Committee](#) of the Board is responsible for overseeing Walmart's environmental, social, and governance (ESG) agenda, including our overall approach to human rights, and receives updates on these initiatives from Walmart's Chief Sustainability Officer. Other Board committees, including the Compensation and Management Development Committee, and Audit Committee are also charged with oversight of certain salient human rights issues and company strategies to mitigate potential human rights impacts.

Salient human rights issues are often a topic of Board Committee discussion. Examples in recent years include:

- Wage investments, benefits, training, and pay equity;
- The company's belonging strategies and programs;
- Our ethics and compliance program; and
- Overall updates on our ESG priority issues, including human rights.

Walmart maintains a cross-functional human rights working group to support teams in advancing respect for human rights through our business.

Additionally, Walmart identifies, assesses, and assigns responsibility for managing issues raised in its annual enterprise risk management process, which includes topics related to Walmart's salient human rights issues.

Communicating Expectations

Walmart associates and suppliers are informed of our human rights positions and expectations through the dissemination of our [Human Rights Statement](#), incorporation of principles into our foundational policies and standards, and training and awareness on those policies and standards.

Associates—Basic Beliefs, Code of Conduct, Policies, and Training

Walmart's culture is grounded in four core values: respect for the individual, service to the customer, striving for excellence, and acting with integrity. Walmart's [Code of Conduct](#) translates those values into standards and expectations for our associates. The Code:

- Reiterates Walmart's commitment to respect human rights
- Sets foundational expectations on each of our salient human rights issues
- Explains when to speak up and how to speak up, and prohibits against retaliation for speaking up
- Requires compliance with other applicable policies and our Standards for Suppliers

Company-wide training on the Code and targeted trainings on salient human rights issues like discrimination and harassment, freedom of association and labor compliance, and responsible sourcing helps to keep our salient human rights issues top-of-mind.

Read more: [Ethics and Compliance](#).

Suppliers—Standards for Suppliers, Policies, Training, and Communication

Walmart's [Standards for Suppliers](#), which are embedded in our supplier agreements, set expectations of our suppliers on respecting foundational human rights issues like safe and respectful working environments and the prohibitions of forced, underage, or child labor. Suppliers are expected to [cascade](#) the requirements of our Standards to any parties involved in the process of providing products to Walmart. Walmart merchandising and sourcing associates are regularly trained on our Global Responsible Sourcing Compliance Policy, our Standards for Suppliers, and our Responsible Sourcing expectations.

Read more: [People in Supply Chains](#).

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Human Rights Focus Areas

Due diligence across our salient issue set is guided by three factors:

- Connection between the issue and Walmart's core business activities
- The nature, severity, and prevalence of the issue and the current state of practices with respect to the issue
- Walmart's opportunity to have an impact through the deployment of business and philanthropic assets and capabilities

Factors and sources we use to assess the nature, severity, and prevalence of human rights issues include:

- Ethics, Open Door, and associate engagement data and insights, which can reveal gaps, trends, and emerging areas of focus.
- Findings and data from thousands of Responsible Sourcing audits and hundreds of cases and investigations.
- Internal analyses, including Responsible Sourcing risk assessments; workforce representation measurement and reporting; and pay equity analyses.
- Prevalence studies and external analyses, including studies produced by NGOs, governmental agencies, and industry groups such as the U.S. Department of State [Trafficking in Persons Report](#), World Bank Worldwide [Governance Indicators](#), Verité Forced Labor [Commodity Atlas](#), [Leadership Group on Responsible Recruitment](#) findings and reports like [Women in the Workplace](#) and [Pay in the Workplace](#), and [Sanford Track Edge](#) data.

have in the marketplace, and seasonal task force data.

- Stakeholder engagements like those described above through our third-party consultation help us obtain new insights, spot emerging issues, and confirm focus areas.

Where data or insights do not exist to help inform our approaches, we seek to fill gaps through philanthropy or our own studies. For example, the Walmart Foundation commissioned the first comprehensive study documenting the prevalence of forced labor on Thai fishing vessels. And, working with a third-party expert, Walmart is in the process of completing human rights impact assessments in two supply chains to supplement our view of risks and impacts. Consistent with Walmart's approach to systems change, these are designed to provide an overview of potential risks and recommendations for the broader sector and not simply Walmart.

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Management of Salient Issues: Walmart's Operations

We seek to respect human rights relevant to our associates by:

- Setting expectations through policies, procedures, and standards
- Engaging stakeholders and assessing their feedback, insights, and concerns
- Designing and implementing strategies to address an issue and relevant underlying systems

Example strategies relevant to our salient human rights issues are set forth below. For additional information, please see our ESG disclosures on [Our People](#) and [Ethics & Compliance](#).

Policies and Standards

As noted above, Walmart's [Code of Conduct](#) translates our values and human rights priorities into expectations for our associates. A set of complementary internal and external policies help to clarify expectations regarding salient human rights. [Examples](#) include policies related to:

- Treating workers with respect: Pay policies regarding overtime, family leave, and other issues
- Promoting a safe and healthy work environment: Safety & Health in the Workplace Policy; Violence-Free Workplace Policy
- Providing a fair and inclusive work environment: Global Discrimination & Harassment Prevention Policy
- Combating forced and underage labor: Conflict Minerals Policy, Global Forced Labor Prevention Policy



Stakeholder Engagement

Feedback and insights we get from stakeholders—including Walmart associates, civil society organizations, customers, and communities—shape our approaches to managing salient human rights issues.

Walmart Associates

Listening to one another has been core to Walmart's culture since Sam Walton founded the company. Our approach to listening includes numerous channels to solicit associate questions, concerns, feedback, and ideas as well as approaches to ensure accountability and responsiveness. This includes channels such as Associate Engagement Surveys, Associate Engagement Pulsing Surveys, and our Ethics channels.

For more, see [Our People](#).

Civil Society

Walmart and the Walmart Foundation have consulted with human rights NGOs and civil society organizations to gain greater understanding of insights, ideas, and perspectives. These include areas like pay, health and safety, engagement, training and mobility, discrimination and harassment, and belonging.

Read more: [Our People](#); [Ethics & Compliance](#).

Customers and Communities

Walmart has a physical presence in thousands of communities and plays a strong role in helping those communities thrive. We hear directly from customers and community members through in-person dialogue, focused research and surveys, and online engagement.

We also use a variety of channels to solicit feedback from our customers, including through focused research, social media engagement, in-person communication in our stores, and outreach through email and phone.

For example, in the U.S., Walmart's State and Local Government Relations and Community Relations teams are deployed geographically throughout the country and partner with local operators to engage with state and local government leaders, community leaders, and local organizations to help ensure our business meets community needs.

Strategies for Addressing Our Salient Issues

Assessing Impacts and Risks

As noted [above](#), we assess the nature, severity, and prevalence of human rights issues through data and insights from our Ethics, Open Door, and associate engagement sources, internal analyses and reporting, prevalence studies and external analyses, and stakeholder engagement.

Practices to Embed Respect for Human Rights

We seek to promote respect for human rights relevant for our operations, including through:

- **Practices:** For example, enhancing [pay, benefits, and mobility](#); promoting [belonging](#); maintaining [open dialogue and listening](#); promoting [associate and customer health and safety](#); and [combating discrimination and harassment](#)
- **Advocacy:** [Public policy advocacy](#) on issues relevant for our workforce, including workforce development, representation, and healthcare
- **Philanthropy:** Advancing [workforce development](#) and [belonging](#)

For additional details on our practices and initiatives, see our other ESG issue briefs including [Our People; Ethics & Compliance](#); and [Responsible Engagement in Public Policy](#).

Tracking and Reporting Progress

We track and publicly disclose our progress on salient human rights issues relevant to our operations, including:

- **Treating workers with respect:** Year-over-year reporting on starting wage ranges, average hourly wages, benefits availability and participation, full-time/part-time ratios; reporting on Associate Engagement Survey participation and results, as well as third-party representation.
- **Promoting a safe and healthy work environment:** Ethics and Compliance (including health and safety, discrimination and harassment, and forced labor); annual reporting on training and practices.
- **Providing a fair and inclusive work environment:** Reporting on Belonging, including biannual reporting on representation and promotions, annual reporting on pay equity, and annual public release of EEO-1.
- **Combating forced and child labor:** Reporting annually on efforts, including policy advocacy and raising awareness of human trafficking.
- **Using technology and personal data responsibly:** [Digital Trust Commitments](#) provide a foundation for the company to earn and maintain customer trust in an omni-channel, data- and technology-driven world.

Grievance and Remedy

As noted [above](#), Walmart maintains channels for raising concerns and grievances; each has an associated process for addressing grievances.

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Management of Salient Issues: Supply Chains

We work across industries, geographies, and stakeholder groups to help advance respect for human rights in supply chains with a focus on our salient issues by:

- Setting expectations through policies and standards
- Engaging stakeholders and assessing their feedback, insights, and concerns
- Designing and implementing strategies to address the issue and relevant underlying systems

Example strategies relevant to our salient human rights issues are set forth below. For additional details, please see [People in Supply Chains](#).



Policies and Standards

As noted above, Walmart's [Standards for Suppliers](#) set forth Walmart's expectations on each of our salient human rights issues for product suppliers. Additionally, Walmart has developed more specific policies, standards, and expectations for suppliers on certain salient human rights issues, including our [Global Forced Labor Prevention Policy](#) and Bangladesh safety requirements.

Stakeholder Engagement

Walmart engages with stakeholders—including workers in supply chains and civil society organizations—to get feedback, perspectives, and insights that help us more holistically address salient issues. Examples include:

- We get perspectives from workers in supply chains through worker interviews included as part of supply chain audits, investigations and from workers contacting us via our Ethics channels, and via studies and, more recently, two ongoing human rights impact assessments.
- Walmart and the Walmart Foundation have supported studies and analyses that aim to improve understanding of the nature and prevalence of human rights issues in supply chains from the workers' point of view, including a [study on migrant labor in Thai seafood industry](#); an [IOM study on migrant labor in Thailand and Malaysia](#); and a [Wilson Center study](#) on wages, working conditions, and recruitment in North America.
- Walmart is currently undertaking two human rights impact assessments where we believe further study can help inform our strategy regarding salient human rights issues in certain apparel supply chains. These assessments include feedback and perspectives from workers, human rights NGOs, and civil society organizations active in the relevant industries and regions.
- Walmart has engaged in forums for the sharing of best practices and spurring action to help advance human rights in supply chains, including the Bali Process Government and Business Forum and the Global Forum for Responsible Recruitment.
- Walmart and the Walmart Foundation have engaged with civil society organizations on human rights topics, including: Avina Americas, CIERTO, Equitable Food Initiative, International Justice Mission (IJM), Issara Institute, Polaris, and Stronger Together.

For more, see [People in Supply Chains](#).

Strategies for Addressing Our Salient Issues

Assessing Impacts and Risk

As noted above, we assess the nature, severity, and prevalence of human rights issues in supply chains through Responsible Sourcing audit and case management data and findings, Responsible Sourcing risk assessment and external analysis, stakeholder engagement, prevalence studies, and other means.

Read more: [People in Supply Chains](#)



Practices to Embed Respect for Human Rights

Walmart works with suppliers and others to address systemic issues in supply chains. The table below provides examples of how Walmart combines business practices with philanthropic and industry efforts to facilitate systematic improvement in respect for human rights.

Salient Human Rights Issues (legend)

(WR) Treating Workers with Respect

(HS) Promoting a Safe & Healthy Work Environment

(FI) Providing a Fair & Inclusive Work Environment

(UF) Combating Forced & Underage Labor

Setting Standards and Expectations for Suppliers

Setting Foundational Policies and Standards

- Walmart Standards for Suppliers and supplier agreements (all)
- Auditing program and case management (all)
- Transparency standards (all)

Responsible Sourcing Program

• Human Rights Impact Assessment (all)

Collaborating to Develop and Share Best Practices

Industry Collaboration

- Leadership Group on Responsible Recruitment (UF)
- Seafood Task Force (UF)
- Ethical Charter group (all)
- RBA (all)

- Monitoring working conditions (all)
 - Compliance with Walmart's Standards for Suppliers through audits and investigations (all)
 - Engaging suppliers in remediation (all)
- Adoption of Enhanced Standards**
- Encouraging adoption of Seafood Task Force Code of Conduct and Vessel Auditable Standards (UF)
 - Promoting the Responsible Business Alliance Code of Conduct (UF)
 - Advocating for the Ethical Charter on Responsible Labor Practices (all)

Product Specifications Supporting Human Rights

- Including Fair Trade USA, Rainforest Alliance (all)
- Roundtable for Sustainable Palm Oil (all)

Inclusive Sourcing

- Sourcing products from small, innovative, and diverse suppliers and entrepreneurs (FI)

Build Capabilities of Under-represented Producers

- Market Access program to promote inclusive production in Central America, India, and Mexico (FI)

Strengthening Demand

Enhance Market Participant Awareness

- Stronger Together awareness training for US produce suppliers (UF)
- CIERTO training for Mexico/US produce corridor actors (all)
- FishWise awareness tools (all)
- IREX program for Nepal, Myanmar, Thailand and Malaysia recruitment corridors (UF)

Product Specifications Supporting Human Rights

- Set targets to source relevant commodities (all)

- RBA Foundation program to incentivize ethical recruitment (UF)

Develop & Disseminate Worker-facing Tools & Training

- Engaging Southeast Asian governments on enforcement (UF)
- Seafood Task Force government engagement (UF)
- Ball Process (UF)
- IOM training on recruitment (UF)
- Responsible sourcing training (all)

Enhancing Worker Voice

Enhancing Voice

- Polaris tool for Mexican migrant workers (all)
- Issara hotline and Golden Dreams app (UF)

Investing in Tools & Transparency

Promote Transparency and Understand Prevalence

- IJM study on migrant labor in Thai seafood industry (UF)
- IOM study on migrant labor in Thailand and Malaysia (UF)
- Wilson Center study on wages, working conditions, and recruitment (all)
- TNC seafood electronic monitoring (all)

Develop & Disseminate Worker-facing Tools & Training

- GFEMS training for migrant workers in Malaysia (UF)
- Issara worker training (UF)

Advocating for Good Public Policy

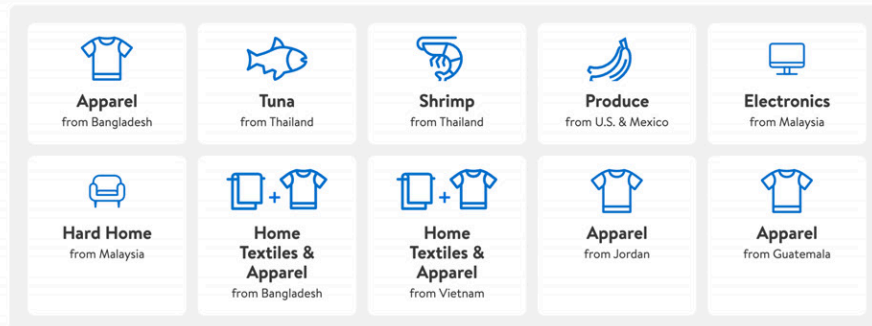
Advocating for Good Public Policy

- Engaging U.S. government agencies to encourage action to root out forced labor (UF)

To focus our efforts, we have identified 10 supply chains where human rights issues are most acute and Walmart has the greatest ability to make an impact. Walmart has committed to helping to address major risks in these areas by 2025.

Worker Dignity in Retail Supply Chains

At Walmart and the Walmart Foundation, we're focusing on 10 retail supply chains to address worker dignity.



For further details on our work in these supply chains, see [People in Supply Chains](#).

Tracking and Reporting Progress

We annually publish information on the performance of our Responsible Sourcing program in our [People in Supply Chains](#) brief, including progress against the commitment to work on the dignity of workers in 10 retail supply chains, the number and results of supply chain audits, number and nature of non-compliance allegations, and how we work with suppliers to resolve issues. Typical issues include safety conditions, involuntary or underage labor, unauthored production, employment practices, integrity, and working conditions.

Grievance and Remedy

Because of Walmart's indirect relationship with workers in supply chains, the primary mechanisms for raising grievances are with the workers' employers, Walmart's suppliers, and relevant local authorities. As a retailer, Walmart's role is to promote the effectiveness of such grievance mechanisms and remedies by providing avenues for workers, human rights NGOs, and civil society organizations to raise issues. Walmart follows up on issues raised as described elsewhere in this brief. Walmart has also engaged with governments to advocate for strengthened laws and to encourage enforcement.

For more, see [People in Supply Chains](#)

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Challenges

- Human rights risks are complex and are often the result of systemic issues including deeply entrenched economic practices, inconsistent government regulation and enforcement, and workers lacking knowledge, support or tools to safeguard their rights. Issues such as forced labor, unsafe working conditions, and gender inequity require collective efforts to bring about significant,

positive, and lasting transformation for the well-being of workers. These factors make it challenging for any single organization to have an impact.

- Progress in addressing human rights issues depends on the maturity, rigor, and efficacy of local and national infrastructure, supported by means such as third-party standards and initiatives, which require a critical mass of suppliers and other businesses to align on common standards and best practices. Due to differences among nations and cultures there currently is no universal set of standards for responsible or sustainable production and/or certification beyond compliance with the law (e.g., responsible recruitment, hourly wages). Furthermore, there are limits to the efficacy of tools used to monitor compliance with expectations.
- The success of Walmart's programs depends on a vast web of actors, as well as suppliers' and contractors' capacity and willingness to meet high standards, and their performance.
- Human rights risks are often localized and beyond the reach of traditional retailer oversight and monitoring tools. While use of technology to improve transparency and traceability may help, further innovation is necessary to meet these challenges, and, even then, adoption of new technology takes time.
- The breadth of Walmart's global product offerings and dispersed geographical reach of supply chains can present challenges for supplier engagement and risk identification and mitigation. Moreover, certain products can only be obtained from specific regions of the world, limiting options for alternative sources.

Ethics and Compliance



GRI: 2-23, 2-26, 3-3, 205-2

UN SDG: 5



Last Updated: Apr. 11, 2025

At a Glance

- Trust is one of Walmart's competitive advantages; our commitment to upholding ethical standards and compliance establishes a culture of integrity and builds trust with our associates, customers, investors, suppliers, and business partners.
- Walmart's Ethics and Compliance program is based on nine core program foundations designed to keep us consistent and responsive as our business and external environments change.
- We maintain compliance programs for a broad range of subjects including anti-corruption, antitrust, worker health and safety, and prevention of discrimination and harassment.

Walmart strives to make trust a competitive advantage. Modeling the highest standards of ethics and compliance helps us maintain a culture of integrity, and integrity builds trust in our business.

Relevance to Our Business and Society

Businesses with high standards in ethics and compliance ground their decisions in those standards, acting swiftly to identify and address issues in order to mitigate risk and cultivate trust.

Trust is one of Walmart's competitive advantages, which is why associates, customers, investors, suppliers, and business partners choose Walmart, because they know we are a business they can trust. With more than 10,500 stores and clubs, 2.1 million associates worldwide, and tens of thousands of suppliers, our actions impact and influence far beyond the walls of our stores, clubs, and offices.

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Walmart's Approach

At every level of our company, we work to create a culture that inspires trust among our associates, with our customers, and in the communities we serve. We do this by:

- **Governing** our ethics and compliance functions with strong oversight and empowered leadership.
- **Setting foundations for our Ethics and Compliance program** that promote a corporate culture of integrity, provide the building blocks for an effective program, and inspire continuous improvement.
- **Building trust through robust compliance programs** that reflect the size, complexity, and unique aspects of our business.

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Key Strategies and Progress



In this section:

- Governance
- Ethics and Compliance Program Foundations
- Walmart Code of Conduct and Standards for Suppliers
- Effective Compliance Programs

Governance

Walmart's Ethics and Compliance team is part of our Global Governance organization, led by our EVP of Global Governance, Chief Legal Officer (CLO), and Corporate Secretary. Our Global Chief Ethics and Compliance Officer (CECO) holds overall responsibility for Walmart's Ethics and Compliance program's structure, implementation, and maintenance. Governance leaders in each Walmart market are charged with designing and executing their compliance programs consistent with our program foundations and ensuring the overall program is operating efficiently and effectively.

- The Audit Committee of Walmart's Board of Directors plays a critical and active role in overseeing the company's Ethics and Compliance program. The CECO reports to the Audit Committee (at least annually) on ethics and compliance matters and is independently empowered to request additional time with the Audit Committee to discuss ethics and compliance issues. As part of its oversight, the Audit Committee periodically holds private conversations with the CECO for candid discussion of ethics and compliance matters.
- Walmart's Governance Risk Committee comprises leaders including our CEO, CLO, and other members of executive management at the global level. This committee meets at least quarterly to discuss significant or strategic ethics and compliance matters, enterprise-level risk, and current issues.
- We also maintain ethics and compliance committees in our international retail markets that meet regularly to discuss issues related to ethics, compliance, and other enterprise-level risks.

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Ethics and Compliance Program Foundations

Walmart's Ethics and Compliance program is risk-based and tailored to address the needs of our global business. We design our program around nine foundations that enable consistency with the ability to adapt to changes in our business and the external environment.¹

Corporate Culture

Compliance Leadership and Personnel

Regular Risk Identification and Analysis

Policies, Procedures, and Controls

Training and Awareness

Internal Monitoring and Testing

Confidential Reporting

Investigation and Remediation

Continuous Improvement

Corporate Culture

Setting the right tone from the top on ethics and compliance is critical, and management is expected to lead by example. Our commitment to integrity permeates all levels of the company by integrating compliance and ethics principles into business operations and performance expectations and recognizing associates who demonstrate integrity.

To gauge our culture of integrity and identify opportunities to improve, we conduct regular assessments using our Associate Engagement Survey (AES) and other feedback channels. In 2023, AES measured the favorability of associate responses in six areas:

- I am comfortable expressing my concerns without fear of retaliation.
- Do you feel pressure to violate the organization's ethics or the law to achieve business results?
- I know how to report unethical behavior.
- My direct supervisor acts ethically and honestly.

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Walmart Code of Conduct and Standards for Suppliers

Walmart's [Code of Conduct](#) is our internal policy and external statement of our values, principles and expected behaviors. The Code applies to all associates of Walmart and its subsidiaries and to Walmart's and its subsidiaries' Board members, unless otherwise noted, when they are acting in their capacity as directors. The Code is reviewed and updated periodically, with the latest update in 2023.

The Code makes clear that Walmart associates – at every level of the company – are responsible for upholding our standards and complying with all relevant laws and regulations. It covers expectations for topics including ethical decision-making, conflicts of interest, use of inside information, protection of Walmart's property, and other foundational ethics and compliance topics. It also includes examples of how associates can put integrity into action, instructs them on when and how to speak up if an ethics question or issue arises, underscores our non-retaliation policy, and explains the consequences for failing to abide by the Code.² To complement and supplement the Code, Walmart maintains, and regularly updates, issue-specific ethics and compliance policies.

Walmart associates receive training on the Code during onboarding and regularly thereafter. All required Code of Conduct courses include an acknowledgment that associates must complete before finishing their training. Our Code of Conduct training was completed by approximately 95% of associates who were assigned in FY2024.³

We also expect our suppliers, vendors, service providers, and other business partners to act with integrity and honor our values. Walmart's [Standards for Suppliers](#) set forth our foundational expectations of our suppliers. The Standards apply to all suppliers that sell their products to us for resale or for Walmart's own use. Suppliers are expected to cascade the requirements outlined in our Standards throughout their supply chains – including raw materials, component or ingredient suppliers, and subcontractors and agents.

Integrity in Action

We know that doing the right thing isn't always easy. Through our annual Integrity in Action Awards, Walmart recognizes associates who demonstrate an exceptional level of integrity and courage and who promote our ethical culture in the workplace.



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Effective Compliance Programs

Our compliance programs are foundational elements of how we build trust in our business. They are risk-based programs that reflect the complexity of our global business and our dedication to doing business the right way. Walmart maintains compliance programs for a broad range of subjects. A few of the subject matters covered by the program include anti-corruption, antitrust, consumer protection, financial services, healthcare, food and product safety, environmental health and safety, and responsible sourcing. Several of these programs are described in more detail below.

Prevention of Harassment and Discrimination

Walmart is dedicated to a workplace that is free of harassment and discrimination. We do not tolerate any behavior that creates an intimidating, hostile, or otherwise offensive work environment based on an individual's protected status. We also do not tolerate retaliation against anyone who raises a concern about harassment or discrimination. These expectations are set out in our Code of Conduct and in our Global Discrimination and Harassment Prevention Policy.

Walmart takes a global approach to discrimination and harassment prevention and process enhancements and requires all salaried members of management to report suspected violations of the Global Discrimination and Harassment Prevention Policy. Violations of our policy may lead to discipline up to and including termination of employment.

Walmart's annual Code of Conduct training addresses discrimination and harassment prevention. Walmart assigns additional discrimination and harassment prevention and sexual harassment prevention training to U.S. based associates. Across our markets, additional trainings and awareness campaigns include tailored harassment and discrimination prevention training modules, messaging from leadership, and informational emails and posters.

Creating a Safe Place to Work and Shop

The health and safety of our associates and customers are not just business needs – they tie to our core values. As an ethical and responsible corporate citizen, Walmart is dedicated to preserving the health and safety of our associates and customers, including the goal of compliance with all environmental, health, and safety laws and regulations. Walmart's Global Environmental, Health and Safety Policy ("EHS Policy") establishes a standard that is intended to ensure we protect human health and the environment while creating a safe workplace. Violations of our EHS Policy may lead to disciplinary action up to and including termination. Additional detail on Walmart's commitments and expectations for associates can be found in our [Environmental, Health, and Safety Statement](#).

Walmart employs a team of safety professionals who are responsible for developing and implementing safety initiatives for the different operational formats within the company. They focus on training, promoting a culture of safety compliance, and monitoring safety compliance. We also contract with an independent third party to conduct risk-based assessments of our U.S. stores and clubs and to monitor the execution of specific elements of our EHS program. More than 31,500 visits were conducted in 2023.

Training is a key component of our program. In the U.S., new-to-role Walmart store and Sam's Club associates are required to complete our safety foundations curriculum as well as tailored training that addresses the particular risks within their area. In FY2024, more than 96% of U.S. Walmart store and Sam's Club associates timely completed their assigned safety training curricula.

Associates can also access microlearning courses on safety topics, which are available on-demand and provide in-the-moment information in an easily digestible format. Managers and hourly supervisors are required to complete specialized training designed to help them support associates within the facility and maintain a strong safety culture.

To help ensure a safe working environment for associates, we document and analyze associate incident and injury data. Our most common recordable incident types in the U.S. in FY2023 were⁴:

Common recordable incident types in the U.S. in 2023 were:

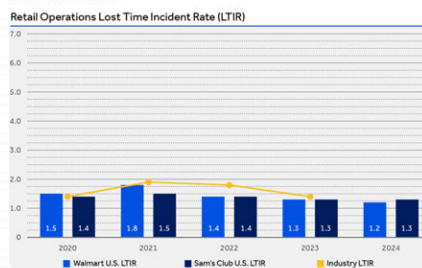
- Fall/Slip/Trip
- Material Handling
- Struck by Object
- Strain/Injury
- Cut/Puncture/Scrape

The Occupational Safety and Health Administration (OSHA) Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR) are calculations that describe the frequency of incidents per 100 full-time employees per year. The TRIR is based on all incidents that resulted in medical treatment beyond first aid; the LTIR only includes incidents that resulted in at least one lost workday. Our significantly lower LTIR compared to TRIR indicates that the majority of our recorded incidents were minor in nature.⁵

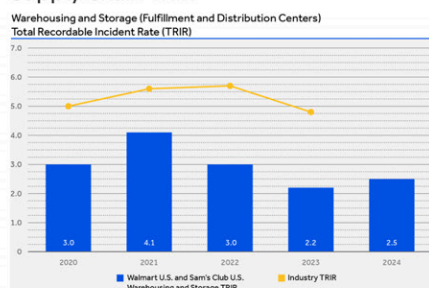
Retail TRIR



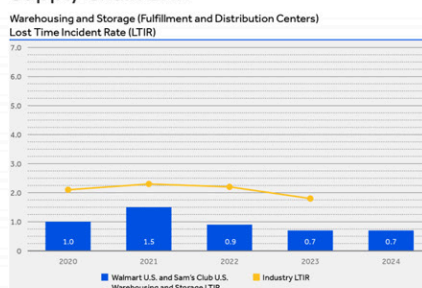
Retail LTIR



Supply Chain TRIR



Supply Chain LTIR



Consistent with our Ethics and Compliance program foundations, Walmart aims for continuous improvement in our EHS program, and we use the data from our incident and injury monitoring to develop new targeted trainings, as well as new or enhanced safety policies, procedures, and practices designed to reduce workplace illness and injury.

Walmart Safety on the Road

Walmart operates one of the largest and safest truck fleets in the U.S., with more than 15,000 commercially licensed drivers, more than 13,000 tractors and more than 90,000 trailers. In 2023, Walmart fleet drivers drove more than 1.1 billion safe miles, the equivalent of driving around the Earth 44,000 times.

In 2023, Walmart was recognized by the American Trucking Association for receiving top ranking in two categories for its 2021 performance:

- **No. 1 in National Industrial Safety:** this award, in the General Commodities Truckload Division, is for companies with more than 1,000 employees and is given for the low number of OSHA-classified driver injuries.
- **No. 1 in National Truck Safety:** this award, in the General Commodities Truckload/Line-haul Division, is for companies with drivers who cover more than 250 million miles and is based on the low number of accidents for the number of miles driven. Walmart has won the National Truck Safety Award for eight consecutive years and 16 times since 2000.

For Walmart's private fleet, safety is our top value, and we maintain focus on reducing injuries and preventable collisions.

Combating Bribery and Corruption

Walmart's stance on bribery and corruption is firm: we compete fairly and honestly everywhere we do business around the world. Our [Code of Conduct](#) and [Global Anti-Corruption Policy](#) ("A/C Policy") prohibit bribery in any form: Receiving, offering to pay, paying, promising to pay, or authorizing the payment of money or anything of value to improperly influence any act or decision or to secure any other improper advantage to obtain or retain business is strictly prohibited. The A/C Policy applies to our associates and to third-party intermediaries (TPIs) acting on Walmart's behalf; our Standards for Suppliers require the same of Walmart's product suppliers.

Walmart dedicates significant resources to our Anti-Corruption Program, including:

- Assigning a Global Anti-Corruption Officer to supplement dedicated Anti-Corruption teams in every Walmart market.
- Conducting annual Anti-Corruption Program risk assessments, internal monitoring and testing, and TPI audits.
- Designing system enhancements to globally manage corruption risks, as well as implementing our Anti-Corruption Compliance Program with acquired entities.
- Training associates globally to identify corruption risks in our activities and report suspected violations of our A/C Policy and

- procedures. Training assignments and cadence are customized based on role, tenure, and knowledge proficiency. Associates who are more likely to encounter corruption risk touchpoints receive targeted anti-corruption training and awareness. Additionally, associates most likely to interact with government officials or work with TPIs receive live training, unless they demonstrate knowledge proficiency.
- Assigning tailored training to TPIs based on their risk level. The tailored training addresses the TPIs' obligations under our Global Anti-Corruption Policy, their duty to report suspected program violations, and whom to contact for guidance.

Competing Fairly

Walmart is committed to free and fair competition, which helps enable lower prices, maximize consumer choice, and promote innovation.

Our Global Antitrust and Competition Law Policy applies across all of Walmart's businesses. The Policy requires (among other things) that Walmart (1) compete independently; (2) protect competitively sensitive information; and (3) deal with suppliers and other parties in a manner that does not harm competition or consumers.

Walmart's Antitrust Center of Expertise (COE) is responsible for advising the company with respect to antitrust matters and for the development and implementation of a strong Global Antitrust Compliance Program. The program is led by a team of global and jurisdiction-specific specialists who identify market-based risks and design comprehensive training, as well as potential controls and monitoring to mitigate relevant risks. The COE works in close partnership with teams across Walmart to ensure that compliance controls, training, and awareness are embedded throughout the company and that the program is continually informed by relevant developments and evolving business activities.

Walmart trains associates on antitrust topics through our Code of Conduct training. For associates who work in higher-risk business segments, additional detailed antitrust trainings are assigned. The COE also conducts targeted live trainings with teams in higher-risk business segments, both in the U.S. and globally, e.g., our merchandising, marketplace, and sourcing teams.

Selling Safe Products

Hundreds of millions of customers depend on Walmart for safe, quality food and products. We have compliance programs designed to deliver end-to-end food and product safety, including through specifications, facility procedures, monitoring and recalls, and withdrawals.

Read more: [Safer, Healthier Products](#)

Sourcing Responsibly

Walmart's supply chain consists of thousands of suppliers globally, many of whom have their own individual supply chains. We hold our suppliers accountable for the responsible operation of their facilities and for safeguarding the well-being of workers in their facilities and supply chains.

Read more: [People in Supply Chains](#) and [Human Rights](#)

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Challenges

- Laws and regulations differ substantially across the 20 countries where Walmart operates, and they are constantly evolving. This dynamic creates challenges for implementing comprehensive and global programs. Read more about these factors in our most recent annual report on [Form 10-K](#).
- As Walmart's business expands into new areas, including healthcare and financial services, we face new and unique ethics and compliance challenges, adding more complexity to our overall program framework.
- The success of our ethics and compliance programs depends, in part, on the engagement, participation, and cooperation of millions of our associates, suppliers, and other business partners.

1. These foundations are informed by the U.S. Department of Justice's Evaluation of Corporate Compliance Programs framework and Organisation for Economic Co-operation and Development (OECD) Good Practice Guidance.

2. Associates may face discipline up to and including termination for a substantiated violation of our Code of Conduct or our ethics and compliance program policies. Other remedial actions may include reduction of associates' annual cash incentive payment or additional assigned training or counseling.

3. Completion rate includes active associates as of the end of FY2024.

4. See the Bureau of Labor Statistics website for industry-wide information on the most common occupational injuries and illnesses involving days away from work. TABLE 1. Incidence rates of nonfatal occupational injuries and illnesses by industry and case types, 2023 (<https://www.bls.gov/web/osh/table-1-industry-rates-national.htm>)

5. Data represents U.S. numbers. Rates subject to adjustments as claims are conciliated and resolved. Industry data for Retail charts is based on NAICS 452311 - Warehouse clubs and supercenters. Industry data for Supply Chain charts is based on NAICS 49311 - General warehousing and storage. Industry data have a one-year lag time and therefore do not appear in this chart for 2024.

Disaster Preparedness and Response



GRI: 3-3, 201-2

UN SDG: 11



Published: Oct. 24, 2024

At a Glance

- Walmart's strengths as a retailer and physical presence in communities make us an early destination for customers and members to access critical products and services and a hub for organizations to distribute critical food and supplies in times of disaster.
- Walmart takes a comprehensive approach to disaster preparedness and response, prioritizing the well-being and recovery of our customers, associates, and communities.
- Walmart and the Walmart Foundation have provided more than \$55 million for disaster preparedness and response and relief efforts supporting communities around the globe over the last three fiscal years.

We aim to effectively prepare for and respond to disasters, with a focus on associate well-being, serving customer needs, and supporting impacted communities.

Relevance to Our Business and Society

Disasters impact store and club operations, our associates, our customers and members, and communities where we operate. Effective preparation and mitigation make our business more resilient and help our associates, customers and members, and communities thrive.

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Walmart's Approach

To enhance resilience and help respond to and mitigate impacts of disasters, our approach includes:

- Advance planning and preparation: Support preparedness in our facilities and communities; and
- Disaster response and recovery: Deploy resources centered on associates, customers and members, and communities.

Supporting Our Stakeholders

Associates



Ensuring the well-being of our associates and their families

Customers and Members



Maintaining and restoring our operations to serve customers and members swiftly and safely

Communities



Helping vulnerable communities build resilience before disasters and supporting impacted communities after disasters

Key Strategies and Progress



In this section:

- Advance Planning and Preparation
- Disaster Response and Recovery

Advance Planning and Preparation

Recognizing that disasters could adversely affect our business performance,¹ Walmart invests in disaster planning and preparedness, including risk assessments, business continuity and crisis management planning, and training. Additionally, Walmart supports communities' disaster preparedness and resilience programs, focusing on disaster-prone areas with underserved populations.

Disaster Risk Scanning

Our Global Emergency Management (GEM) team, staffed by Walmart associates with experience in law enforcement, meteorology, emergency management, and resilience planning, uses data to identify, assess, and manage events that could affect our operations, supply chain, or associates. For example:

- We gather information from government authorities regarding emergency declarations at the federal, state, county, and city levels and make the information available to our business to evaluate whether action is necessary.
- Using data from the National Hurricane Center and Weather Prediction Center, we assess risks from developing events—such as hurricanes and ice storms—several days in advance of impact so that we can build and implement plans for the areas we anticipate will be most impacted.
- We use data from previous events to anticipate customer and community needs, help us determine where we may need to direct necessary supplies and personnel, prepare associates in the field with knowledge about available resources, and help inform plans to maintain or quickly restore operations if similar situations arise in the future.

Building Enterprise Resilience

Our enterprise resilience process aims to equip Walmart's business units to respond to business disruptions and crises in an efficient and cohesive manner. The GEM team facilitates these efforts by engaging with and training business units to implement and update business continuity and crisis plans. We regularly test our crisis/incident management plans through mock scenarios and tabletop exercises; these exercises help us learn and identify improvements that we integrate into our plans.



Disaster Preparation for Associates

Our associates play a critical role in disaster planning and preparation and receive role-specific training in crisis management and business continuity planning, processes, response, and recovery procedures, including participating in hands-on preparedness exercises.

Walmart also offers training and resources to help associates prepare themselves and their families for emergency or crisis situations. For example, we offer online training and resources on how to create a personal emergency plan, which includes establishing communication plans, building an emergency supplies kit, and setting a family meeting place.

Disaster Preparation for Customers and Members

Because so many customers and members rely on Walmart for essential products and services—particularly in times of disaster—we prepare for potential disasters that could affect their safety and access to essential products and services. We keep them informed about events that may impact their area and stock essential products needed before, during, and after events. Our facilities also prepare to minimize disaster impact, enabling swift and safe resumption of operations.

Example preparatory activities include:

- Pre-shipping truckloads of water and other needed products to stores and clubs
- Changing TV broadcasts within stores in impact zones to show weather forecasts or disaster preparedness videos
- Conducting roof checks and facility walks to identify and address potential damage points
- Pre-staging refrigerated trailers and mobile generators at locations that are at risk of losing power

Disaster Preparation for Communities

Walmart and the Walmart Foundation help support organizations working to help communities—particularly those at risk of being disproportionately impacted—prepare and become more resilient.

Supporting Community Disaster Preparedness and Resilience

Starting in FY22, the Walmart Foundation invested more than \$3 million to help underserved communities—particularly in areas prone to weather-related disasters and where resources are not always available—build the capacity to respond to disasters more effectively and equitably.

Initial learnings from those grants highlighted prospective areas for further focus, such as:

- Augmenting local-level capacity and expertise to access disaster mitigation resources;
- Helping disaster preparedness organizations engage in ways that build trust with underserved communities; and
- Supporting local leaders and institutions in prioritizing programs for their most vulnerable community members.

Seeing the potential positive impact of further disaster resilience initiatives, along with the federal designation of [Community Disaster Resilience Zones](#) (CDRZs) across the U.S., the Walmart Foundation made more than \$3.5 million in additional disaster resilience grants in the past year. This fresh round of funding included grants to organizations including St. Bernard Project (read more about the Walmart Foundation's support of SBP below), [Geos Institute](#), and the Urban Institute.

Supporting Disaster Resilience with St. Bernard Project

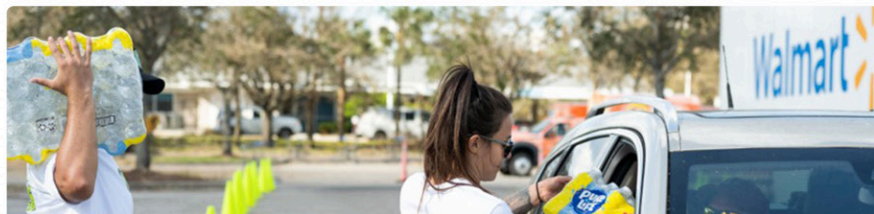
The St. Bernard Project Resilience and Recovery Fellows Program—a Walmart Foundation-funded project from our 2021 Gulf Region investments—showed promising results. The program supported the placement of Fellows to assist local communities in applying for and receiving disaster preparedness and recovery funds. A Fellow working with the City of Lake Charles, Louisiana helped the city to [obtain a \\$40 million HUD Choice Neighborhoods Grant](#) in 2023 to support the city's recovery and rebuilding efforts after four natural disasters hit in the course of a single year.

Following on this success, the Walmart Foundation made an additional [\\$2 million grant to SBP](#) to support the appointment of additional Fellows working in communities in Alabama, Florida, Mississippi, South Carolina, and Texas.



Preparing Stores and Clubs to Support Communities

While each disaster and each community is unique, Walmart takes action to prepare our local store and club operators to be ready to meet community needs in a broad range of disasters. Walmart's Disaster Response Guide provides foundational information about Walmart's community disaster support resources, including donating products and gift cards to nonprofits involved in recovery efforts, parking lot activations, and customer/associate giving campaigns. The Guide also provides best practices for store and club operators to foster relationships with local emergency managers, public officials, and community nonprofits ahead of any disaster, ensuring that our operators already have lines of communication open with these organizations.





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Disaster Response and Recovery

When disasters occur, Walmart focuses on the well-being of associates and their families; recovering store and club operations swiftly and safely; and supporting impacted communities.

Activating Walmart's Emergency Operations Center

Walmart's Emergency Operations Center (EOC) operates 24/7, 365 days per year and serves as the central command center for preparation and response. The EOC fields calls and reports of incidents every day from Walmart's stores, clubs, and facilities worldwide, including natural disasters and other events that could impact Walmart associates, operations, and communities. EOC team members assess and triage each situation, offer guidance to responding associates, and coordinate support.² The EOC can respond to events virtually or physically, assembling support teams around the clock.

Depending on the nature of the disaster, the EOC can activate a cross-functional team to coordinate store and club operations, supply chain, human resources, philanthropic, and other activities across the company.

EOC team members are regularly deployed to local and state EOC locations, embedding onsite with local emergency managers, government responders, and other organizations to facilitate communication on the latest forecast and impacts, coordination of response and recovery efforts, priorities, and support needs.

After each event, the GEM team conducts after-action reviews to identify lessons for continuous improvement. Valuable information and recommendations from after-action reviews are incorporated into our future disaster preparedness and response plans.

Explore the gallery below to see examples of how Walmart supports associates, customers and members, and communities during a disaster activation: this example follows our response during Hurricane Ian in 2022.

Hurricane Ian Preparation and Response Timeline





Communities
Support impacted communities

- Disaster Response Guide distributed to store operators in expected impact area

- Corporate donation dashboard launches that allows teams to request and coordinate donations for nonprofits and local organizations



Establishing the Well-Being of Our Associates

In the wake of a disaster, our GEM team works with our Facilities and People teams to check on the well-being of our associates and their families and connect them to resources they may need. Through OneWalmart.com, our associate-facing website, we provide recommendations and best practices for what to do before, during, and after a natural disaster or when a store experiences a security threat or other business disruption. Real-time updates are shared with associates by email, OneWalmart.com, and through an associate hotline, which is automatically updated and tailored to the caller's work location.

Following a disaster, we conduct associate wellness checks, directly reaching out to associates in the most impacted areas to assess their well-being and connect them to resources. In situations where multiple Walmart locations are impacted, this outreach could include thousands of associates.

Walmart provides evacuation assistance for associates who must leave their homes due to mandatory evacuation, as well as opportunities to work in nearby stores and clubs should their regular Walmart location temporarily close.

Maintaining and Resuming Operations for the Customer and Members

Customers and members rely on Walmart's more than 10,500 stores and clubs for essential products and services during times of disaster, so we aim to restore operations swiftly and safely. Often, we are able to begin serving communities in need while response agencies are simultaneously working to establish relief operations.

Recovery activities include:

- Publishing on Walmart's website which stores and clubs are open, closed, or have modified hours or services
- Assessing properties and buildings for water damage, flooding, roof damage, or other issues and deploying technicians and experts who restore our facilities to operational status
- Assessing the safety and viability of transportation routes to facilities in the impacted area so that we can resume deliveries of products to stores and clubs and reroute if necessary
- Connecting facilities to generator power: Mobile generators kept stores, clubs, and distribution centers powered for more than 11,000 hours while grid electricity was unavailable in 2023, helping to make our facilities available to customers and members when they needed food, pharmaceuticals, and other necessary items.
- Designating fuel lines for associates and first responders to be able to fuel vehicles and generators

Supporting Impacted Communities

Walmart is often the first destination after a disaster, and we draw on our strengths as a retailer to support relief efforts. Often, communities need more than an open store or club, and we are also committed to helping meet those needs.

Since FY2022, Walmart and the Walmart Foundation have provided more than \$55 million in cash and in-kind for disaster preparedness, response, and relief efforts supporting communities around the globe, including more than \$15 million in FY2024.³

Because each disaster is unique, our Walmart.org and emergency management teams coordinate with response organizations on the ground and relay real-time information back to our EOC. We use this information to determine the level and nature of support needed, which can range from using our space to coordinate services and product donations (such as food and water), to fast and flexible-use gift cards to local nonprofits to enable them to immediately procure critical supplies, to major grants to relief organizations and community foundations.

Disasters often disrupt utilities, leaving community members without access to basics like hot meals, warm water, and the ability to charge their phones. In some instances, Walmart is able to support access to these resources through parking lot activations. Walmart.org has provided grants to several nonprofits to launch a fleet of disaster response vehicles that can be deployed to disaster-struck areas, offering crucial services such as laundry facilities, showers, Wi-Fi and phone charging, and hot meals. These innovative mobile assets, which are now deploying to disaster areas around the U.S., swiftly respond and set up in places like our parking lots, providing a place of comfort and resources for community members.

Click on "Disaster Response" below to read more about Walmart's support of communities during significant disaster activations.



2024 – Wildfires Burn Through the Texas Panhandle



2024 – Coming Together to Support Chile After Wildfires

Disaster Response

Challenges

- While we use available data to prepare for and anticipate severe weather and other disruptions, these events are inherently unpredictable. Moreover, storm intensity, frequency, and unpredictability are expected to increase with climate change.
- The primary way we serve communities is by operating our business; our success in serving communities in times of disaster and disruption is, therefore, dependent on our ability to keep operating and/or resume operations.
- Stakeholders and communities have more needs than Walmart can meet alone, creating the need to focus on our core capabilities and collaborate to extend impact.
- Successfully serving communities and recovering from disasters and disruptions are dependent on the engagement of associates, suppliers, and customers and members. Associates serve our customers, suppliers produce and distribute products, and customers and members contribute to relief efforts.
- Disasters disproportionately impact underserved communities that tend to be both the most exposed to damages from an event and the least able to recover financially.

1. As stated in Walmart's annual report on Form 10-K.

2. Adapted from FEMA's [National Response Framework](#).

3. Walmart's donations toward disaster recovery and relief efforts fluctuate from year to year in response to the needs of our communities and the frequency and severity of disaster events. For example, FY2022 numbers were substantially elevated due to Walmart's contributions to COVID-19 response causes.

Serving Communities



GRI: 3-3, 203-2a, 207-1

UN SDGs: 2, 5, 8



Published: Oct. 24, 2024

At a Glance

- Walmart works to strengthen the thousands of communities around the world that are home to our stores, our clubs, the 2.1 million associates we employ, and the hundreds of millions of customers we serve each week.
- We serve and contribute to economic vitality in communities through our core mission of helping people save money and live better: providing customers with convenient, omni-channel access to affordable and quality food, pharmacy and financial services, as well as strengthening local economies through quality jobs, supporting local suppliers, and investing in stores and clubs.
- In FY2024, Walmart and the Walmart Foundation contributed more than \$1.7 billion in cash and in-kind donations around the world, supporting local organizations and causes that matter to our customers and associates and helping to build more resilient, engaged, and connected communities.

As a people-led, tech-powered omni-channel retailer with a physical presence in thousands of communities around the world, Walmart seeks to help those communities thrive and become more resilient.

Key Metrics

Metrics		FY2022	FY2023	FY2024
Access to Goods & Services in Our Communities				
	Number of pickup and delivery locations globally	>8,000 pickup >6,000 delivery	>8,100 pickup >7,000 delivery	>8,000 pickup >7,800 delivery
	% of U.S. population within 10 miles of Walmart stores and/or clubs	~90%	~90%	~90%
Contributing to Economic Vitality				
Opportunity	Number of associates employed globally	>2.3 million	~2.1 million	~2.1 million
Taxes ¹	Corporate income-based taxes paid worldwide	\$5.918 billion	\$3.310 billion	\$5.879 billion
	Effective corporate income tax rate	25.4%	33.6%	25.5%
Store & Club Remodels ¹	Investments in store and club remodels in U.S. communities	\$3.278 billion	\$4.990 billion	\$5.792 billion
Strengthening Community Resilience				
Giving	Global giving: total cash and in-kind donations ²	>\$1.5 billion	>\$1.7 billion	>\$1.7 billion
	Total cash donations	>\$250 million	>\$280 million	>\$280 million
	Total in-kind donations	>\$1.2 billion	>\$1.4 billion	>\$1.4 billion
	Total global cash and in-kind donations from Walmart.org for disaster recovery and preparedness ³	>\$24 million	~\$16 million	~\$15 million
	Local cash giving from U.S. facilities ⁴	>\$44 million	>\$45 million	>\$46 million

	Local cash giving from U.S. facilities	<344 million	<343 million	<340 million
Spark Good	Number of U.S. associates that participated in Spark Good volunteerism	>18,000	>7,500	>12,000
	Number of volunteer hours U.S. associates reported	>356,000 hours	>180,000 hours	>317,000 hours
	Dollars raised from U.S. customers for charitable organizations	>\$100 million	>\$92 million	>\$93 million
	Dollars raised from U.S. associates for charitable organizations	>\$12 million	>\$9.8 million	>\$9.9 million
Food Donations	Food donations in the U.S. ⁵	>696 million pounds	>665 million pounds	>661 million pounds
	Percentage of U.S. food donations that are fruits, vegetables, meat, or dairy	64%	57%	57%
	Percentage of U.S. stores and clubs participating in food donation program		93%	92%
	Food donations globally	CY2021 >783 million pounds	CY2022 >760 million pounds	CY2023 >778 million pounds

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Relevance to Our Business and Society

Strong businesses help communities thrive; likewise, strong communities help businesses thrive. Walmart serves hundreds of millions of customers every week and employs approximately 2.1 million associates who live, work, and play in thousands of communities around our stores and clubs. Our business success is interdependent with meeting the needs and expectations of our customers, associates, and other stakeholders by contributing to these communities in ways that create lasting value.

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Walmart's Approach

We aim to create value for communities by:

- Helping people save money and live better by providing convenient access to **affordable, quality goods and services** through our omni-channel retailer model and everyday low prices.
- Contributing to **economic vitality** of communities by providing quality jobs, training, and career paths, investing in local suppliers, and contributing to local economies.
- Strengthening **community resilience** by supporting organizations and causes that matter to our customers and associates and fostering more engaged and connected communities.

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Key Strategies and Progress



In this section:

- Providing Access to Goods and Services in Our Communities
- Contributing to Economic Vitality
- Strengthening Community Resilience

Providing Access to Goods and Services in Our Communities

We serve communities through our core mission of helping people save money and live better, providing customers with convenient, omni-channel access to affordable and quality food, apparel, household items, and other products and services.

Convenient Access to Affordable Food and Other Products

Walmart aims to provide convenient access to affordable food and products for all, whether that is through shopping in our stores or using our pickup and delivery services.

- Globally, more than 10,500 stores in 19 countries serve approximately 255 million customers per week. We offer pickup at over 8,000 locations and delivery from over 7,800 locations.
- In the U.S., our stores and clubs are within 10 miles of approximately 90% of the population. In addition to our in-store shopping and pickup options, customers who cannot easily access store locations can take advantage of Walmart U.S. stores' grocery delivery services.

In the U.S., we also provide [options for SNAP customers](#) who can use their benefits in all Walmart stores, participating Walmart online pickup and delivery locations, and on Walmart.com in all 50 states.

Read more: [Safer, Healthier Products](#).

Delivery as a Service

Through [Walmart GoLocal](#), our white-label, delivery-as-a-service offering, Walmart enables businesses, from large enterprises to small locally owned businesses, to expand customer and community access to their products through local delivery, particularly in suburban and rural areas. Building and scaling local delivery can be challenging, and Walmart GoLocal helps retailers access reliable, cost-efficient, same-day local delivery solutions backed by Walmart's deep retail and logistics expertise.

Health and Wellness Services

Walmart has 4,000 stores located in U.S. medical professional shortage areas and, as a result, we are in a position to advocate for and provide health and wellness services like pharmacy and vision, particularly for Americans in rural and underserved communities. We operate more than 5,000 pharmacies and more than 3,600 Vision Centers in stores and clubs nationwide with a focus on affordability and convenience for local communities.

Walmart provides [Specialty Pharmacies of the Community](#) (SPOC) within select Walmart pharmacies nationwide, focusing on treating long-term conditions that may be more difficult to manage. We currently have more than 80 HIV-focused SPOCs and more than 30 autoimmune-focused SPOCs. Walmart also operates a specialty pharmacy fill facility in Orlando, Florida that fills specialty prescriptions and ships them across the U.S. to increase community access. We also provide resources for specialty pharmacy patients, including a call center, virtual clinical education, and automated fulfillment capability, which allows us to ship directly to patients and doctors' offices.

Financial Services



Walmart champions the financial well-being of customers, associates, and small businesses in our communities by providing access to affordable and convenient financial services. Our financial services are designed with the underserved consumer in mind, and we help tens of millions of people manage their day-to-day financial needs and plan for their financial future. Walmart's everyday low price services include:

- Convenient ways to pay bills with money orders and electronic bill payment to 15,000+ billers, including the ability to use select health benefit funds to pay for designated medical and critical-need expenses.
- Check cashing for payroll, government assistance, and personal checks.
- Low-fee money transfers to 200+ countries and territories.
- Access to digital banking via Walmart's joint venture One, with no monthly account fees.
- Tax preparation services available at more than 2,600 Walmart stores.
- Installment lending solution available to millions of customers at the point of sale in-store and online.

As our digital world expands, Walmart shares knowledge with our customers to build trust and help keep them secure. Walmart provides customers and the public with [information about common digital scams and fraud situations](#).

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Contributing to Economic Vitality

Providing Quality Jobs, Training, and Career Paths

We believe retail can be a springboard for economic opportunity. By providing quality jobs, training and career paths, Walmart aims to meet our customers' expectations while retaining great talent and contributing to local employment and workforce development.

We employ approximately 2.1 million associates in thousands of communities around the globe. Walmart offers market-attractive wages and benefits, on-the-job coaching and training, opportunities to advance in a wide range of career paths (including retail management, pharmacy, and technology), skill-building, and other educational opportunities for eligible associates. Our investments in frontline retail workers also create value beyond Walmart. Communities need good, low-barrier entry-level jobs at competitive wages to provide pathways for community members to acquire in-demand skills and knowledge to advance to higher wage, mid-level careers, enabling workforce development and helping to sustain local economies.

Read more: [Our People](#)



Investing in Local Suppliers

By investing in our suppliers, Walmart aims not only to serve our customers but also help support jobs and inclusive economic growth in local markets where we operate. Examples include initiatives focused on U.S. manufacturing, export of goods from India, and market access for smallholder farmers and small producers.

Read more in our [Supplier Opportunity](#) brief.

Contributing to Local Economies

Tax Contributions

Walmart contributes significantly to the tax base in thousands of communities in countries where we operate. Over the past three years (FY2022-FY2024), Walmart has paid more than \$15B in worldwide income-based taxes. In FY2024, Walmart paid more than \$5.8 billion in corporate income-based taxes worldwide and our effective corporate income tax rate was 25.5%.

In addition to income-based taxes, Walmart is taxed directly, for example, through payroll, property and use taxes at the state, provincial, and local levels. These tax dollars provide revenue to fund services, projects, and programs such as fire, police, schools, libraries, and community health services.

As a retailer, Walmart reduces the administrative burden on national, state, provincial, and local governments by collecting sales and value-added taxes on their behalf in compliance with relevant laws and regulations. In the U.S., we publish the amount of sales tax we collect and remit in all 50 U.S. states through our [Location Facts](#) page.

And as an employer, Walmart compensates approximately 2.1 million associates at our stores, clubs, warehouses, and offices worldwide. These jobs enable our associates to participate in the economy of their communities and, in most jurisdictions, also generate tax revenue through income and social insurance taxes.

Store and Club Remodels

Throughout the U.S., we are increasing our commitment to communities through our remodel program. In FY2024, we invested more than \$5.7 billion in store and club remodels in order to help improve, evolve, and refresh the store and shopping experience for customers and increase opportunities for local economic investments and jobs. In February 2024, we [announced](#) plans to build or modernize more than 150 U.S. stores over the next five years and remodel 650 stores in the next 12 months. These efforts represent millions of dollars in capital investment of labor, supplies, and tax revenue, which benefit their respective communities.

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Strengthening Community Resilience

We believe that community resilience grows when community members feel they can contribute, depend on one another, and belong. Walmart works to strengthen community resilience by:

- Providing opportunities for associates and customers to connect with local organizations and causes that matter to them.
- Supporting causes that impact our customers, associates, and the communities surrounding our stores and clubs, like food security and disasters.
- Fostering engagement between our stores and clubs and their surrounding communities.
- Supporting initiatives that bring people together and increase their sense of belonging.

Spark Good

Walmart seeks to empower associates, customers, and communities to support the causes that matter most to them. We encourage associates and customers to engage with organizations in ways that spark action and collectively make a significant impact on their communities.

In the U.S., [Spark Good](#) is our all-in-one resource that connects customers and associates to local organizations such as nonprofits and schools (and vice versa), and inspires a culture of supporting local communities.



The Spark Good platform provides a full suite of local engagement resources in one place on Walmart.com.*

Customer Engagement	Facility Engagement	Associate Engagement
<p>Connect customers with opportunities to support local causes</p> <p>Round Up Customers shopping on walmart.com or the Walmart app can round up their purchase at checkout to donate the change to a charity or school they choose.</p> <p>Registry Nonprofits and schools can create lists of needed items that customers can purchase and ship directly to the organization.</p>	<p>Raise awareness & provide charitable donations to local organizations</p> <p>Local Grants Walmart stores, Sam's Clubs and Distribution Centers award Spark Good Local Grants to support organizations in their communities.</p> <p>Storefront Requests Organizations can request to use the storefront at their local Walmart to raise funds and drive awareness.</p>	<p>Empower associates to support causes that are meaningful to them</p> <p>Giving Associates can give to the causes they care about, and Walmart offers matching campaigns to extend the impact of their donations.</p> <p>Volunteerism Associates can find volunteer opportunities in their communities and request Spark Good matching grants for eligible volunteer hours.</p>

*The Spark Good resources are currently available in U.S. only.

Customer Engagement

In addition to our Round Up and Registry resources, we seek to engage our customers in supporting communities through our in-store fundraising campaigns, like [Children's Miracle Network](#) (CMN). In 2023, Walmart and Sam's Club associates, customers, and members in Canada and the United States raised more than \$41 million through the CMN campaign and, [according to CMN](#), Walmart's campaign has raised and contributed more than \$1 billion since 1987.

Facility Engagement

Having a physical presence in thousands of communities worldwide allows Walmart stores and Sam's Clubs locations to support local causes through our physical and philanthropic resources. Stores and clubs are empowered to focus on the organizations and causes close to them:

- Walmart Chile's "1 KM From My Supermarket" program, provided financing for community infrastructure and security projects within a short radius of their stores.
- Walmart Canada's community grants program awarded more than CAD \$2.4 million in grants to local organizations selected by store leaders in 2023.
- In the U.S., Walmart U.S. and Sam's Club facilities served their local communities through in-kind donations and awarded more than \$46 million in Spark Good local grants to U.S. nonprofit organizations in FY2024.⁴

The physical space around our storefronts also provides a venue for community organizations and resources. During the 2023 holiday season, The Salvation Army stationed their iconic red kettles in front of Walmart U.S. stores and Sam's Clubs, raising more than \$34 million. And when disasters strike a community, Walmart can [activate its parking lots](#) as resource hubs, allowing responding organizations to stage mobile response units and distribute information.

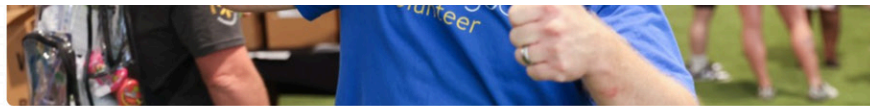
Read more in [Disaster Preparedness and Response](#).

Associate Engagement

We support the passion of Walmart associates to give back locally. We aim to provide them with more choices by expanding the number of eligible organizations and lowering the barriers to participation through our charitable giving and volunteerism programs. For example:

- Walmart continues to match associates' donations through periodic matching campaigns. In fall 2023, Walmart U.S. again hosted the Season of Giving Back where we offered associate matching donations two to one, up to \$3 million. Together, associates and Walmart supported more than 400 charities with over \$4.5 million through Charities Aid Foundation America, a donor advised fund.
- In FY2024, more than 12,000 U.S. associates reported more than 317,000 volunteer hours at charitable organizations, generating more than \$3.6 million in Walmart matching donations. While associates can volunteer at any eligible organization, we also provide organized opportunities for associates to volunteer together: Sam's Club associates across the U.S. participated in a Day of Service in 2023, volunteering more than 15,000 hours at local nonprofits and organizations.
- In 2023, more than 24,000 Walmart de México e Centroamérica associates participated in volunteer activities through the 2K Volunteer program, which partners with community organizations located within a two-kilometer radius of our stores, clubs, and distribution centers.





Food Security

Access to nutritious food is vital to the health and well-being of a community. The primary way we address food insecurity in our communities is by providing access to affordable, nutritious food in thousands of communities around the world through our stores, clubs, and pickup and delivery services.⁶

Walmart and the Walmart Foundation have long committed to addressing food security as part of the health and well-being of the communities we serve. In 2023, Walmart donated nearly 780 million pounds of food globally. In the U.S., 92% of stores and clubs participated in our food donation program in FY2024, donating more than 661 million pounds of food—more than half of which was fruits, vegetables, meat, or dairy.

Additionally, grants from Walmart.org, through funding from Walmart and the Walmart Foundation, support important [Feeding America initiatives](#) that foster innovation in the charitable meal system including:

- Enhancements to OrderAhead, a grocery ordering platform that was recently refreshed with a real-time chat functionality among food banks, agencies, and retailers that reduces wait times for food pickups and deliveries.
- Physical infrastructure that the Feeding America agencies need to be able to efficiently receive and deliver donated food to communities, like “coolbot” devices that turn rooms into walk-in coolers, pallet jacks outfitted with new weight measurement technology, and extra shelving to increase their food storage capacity.

In addition, Walmart, alongside our customers and suppliers, supports local food banks through our [Fight Hunger. Spark Change.](#) campaigns, which raise awareness among customers and have raised more than \$111 million in the U.S. over the last five years for Feeding America and its network of local food banks and contributed 107 million meals for food insecure Canadians since 2017.

We support digitization of the food access system to help address gaps and challenges related to food and nutrition insecurity. For example, the Walmart Foundation is a founding investor and continuing supporter of [Code for America's Integrated Benefits initiative](#), which works to transform the nutrition safety net in the U.S. by addressing barriers to enrollment in, usage of, and retention in programs like SNAP and WIC. The Walmart Foundation also provided grants to mRelief, which supports the use of technology that transforms access to social services through a dignified, accessible online SNAP enrollment solution. Read more about Walmart.org's support on our [Healthier Food for All page](#).

Walmart also supports U.S. federal and state legislation that facilitates greater access and participation in [SNAP](#) and [WIC](#) programs, and we continue to engage in Farm Bill discussions to protect the ability of anti-hunger programs to serve those who need them in the communities we serve, which you can read more about in our [Responsible Engagement in Public Policy](#) brief.

Disaster Preparedness & Response

In any given year, our stores, clubs, and their surrounding communities face risks related to disasters caused by weather and other events. [2024 10-K, p. 17] Stemming from our formative experience following Hurricane Katrina in 2005, Walmart has made [disaster preparedness and response](#) a cornerstone of our commitment to serving communities. Since FY2022, Walmart and the Walmart Foundation have provided more than \$55 million for disaster preparedness, response, and relief efforts supporting communities around the globe.

Read more in our [Disaster Preparedness and Response](#) brief and on our [Disaster Response Timeline](#).

Community Relations

Walmart aims to be an active and engaged member in the communities our stores and clubs serve.

More than 1,300 Walmart U.S. and Sam's Clubs have trained Community Champions, associates who help strengthen relationships between their stores and local communities by engaging associates and customers to Spark Good through in-store activations, representing Walmart in community events, supporting Walmart's local charitable giving, and helping to drive volunteer events.

When stores and clubs remodel, for example, they often use their re-grand openings to incorporate community engagement opportunities by awarding community grants, celebrating local community organizations and nonprofits that have received grants or support from Walmart.org, or highlighting the stories of associates and local suppliers who live and work in the community.

Through the [Walmart Community Mural Program](#), we celebrate our communities' unique cultures and diversity. Store leaders identify local cultural elements that artists incorporate into murals that grace our store walls, creating original artworks that spark connection and conversation. In FY2024, more than 635 murals were completed in Walmart stores across the U.S.





Community Collaboration and Connection in Chile

Several years ago, Walmart Chile launched a new community relations model to transform stores into trusted community meeting points, foster an environment of belonging for customers, and build trust with the communities they serve. The model has been implemented in over 60% of its stores and includes:

- Individualized assessments of the strength of stores' current relationships within their surrounding communities.
- Developing a suite of community engagement plans with store leaders and programs like "1 KM From My Supermarket" which provides financing for community infrastructure and security projects.
- Training store leaders on understanding local community needs and solving common challenges.

Caring and Connected Communities

In many communities, Walmart is a gathering place where families and neighbors shop and spend time with one another. Through customer engagement and through our philanthropy, we seek to foster social connections and a sense of belonging that lead to stronger, more resilient communities. [Early findings](#) from More in Common (a Walmart Foundation grantee) suggest people desire connection with others, especially in settings where they can work together pursuing shared goals that improve their community. We invest in philanthropic initiatives that bring community members together for meaningful encounters and equip them with the skills to build trust and empathy.

For example, building upon a Walmart Foundation grant in 2023 that supported the Trust for Public Land (TPL) in [activating park system programs to facilitate social connection and intergroup contact](#), the Walmart Foundation recently provided an additional \$2.5 million grant to TPL to invest more deeply in parks' community engagement plans and park programming that encourages people getting to know each other across lines of difference.

In FY2024, Walmart.org, through grants from Walmart and the Walmart Foundation, provided more than \$7 million in funding to organizations that are creating opportunities for people to come together. Read more about these initiatives in [Building More Caring and Connected Communities](#).

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Challenges

- Walmart's ability to serve communities and strengthen community resilience depends on collaboration with many stakeholders, whose priorities and level of engagement may vary or change over time.
- Navigating the diverse and sometimes divergent perspectives of our customers and other stakeholders can lead to the alienation of one or more stakeholder groups.
- Economic factors (e.g., inflation, supply chain disruption) can also strain community resources relative to needs.
- Changes in government regulation or policy at local, state, and even national levels can enable or adversely affect community initiatives.
- Chronic underperformance of an individual store or club may compromise our ability to serve the local community and, in some cases, may even cause us to close a facility.

1. As stated in Walmart's annual reports on Form 10-K.

2. Total global giving includes cash donations made by Walmart Inc & subsidiaries and related charitable entities, and estimated value of in-kind donations.

3. Walmart's donations toward disaster recovery and relief efforts fluctuate from year to year in response to the needs of our communities and the frequency and severity of disaster events. For example, FY2022 numbers were substantially elevated due to Walmart's contributions to COVID-19 response causes.

4. Amount provided by Walmart in local cash grants to organizations and programs that serve communities near our stores, clubs, and distribution centers in the U.S.



5. Based on reports from Feeding America.

6. For example, a recent [Analysis Group white paper](#) noted that "[a] 2019 study analyzing data from the Current Population Survey on food security conducted by the US Census Bureau found that **closer proximity to a Walmart supercenter improves household and child food security, with the largest effects among low-income households and children.**" (emphasis in original)

Safer, Healthier Food and Other Products



SASB: CG-MR-410a.2, CG-AA-250a.1, CG-AA-250a.2, FB-FR-250a.1, FB-FR-260a.2
GRI: 2-6, 3-3, 416-1, 417-1
UN SDGs: 2, 3, 12



Published: Nov. 22, 2024

At a Glance

- Walmart’s ability to provide safer, healthier, and more affordable food and other products to customers is core to our value proposition.
- Walmart is helping people live better by making it easier and more affordable for people to access and find healthy food options and lead healthier lives, including through curated offerings like Built for Better – For You.
- Walmart maintains Global Food Safety and Global Product Safety Compliance programs that are designed to ensure Walmart earns and maintains customer trust.
- Building on the early achievement of a goal to reduce priority chemicals¹ in formulated consumables by more than 10%, we continue to work on sustainable chemistry with suppliers of over 66,000 beauty, personal care, baby, pet, and household cleaning products.

We aim to improve the lives of millions of people around the world by providing access to safer, healthier, and more affordable food and products; educating and engaging people on food safety, nutrition, and product safety; and facilitating industry innovation to promote access to safer, healthier products and services.

Key Metrics

Metric	FY2022	FY2023	FY2024
Food Safety			
Number of independent food safety audits conducted at Walmart stores and clubs globally	> 70,000	> 71,000	> 72,000
Number of associates trained in at least one food safety course globally	> 980,000	> 1.19M	> 1.22M
Access to Affordable, Nutritious Food			
Number of Walmart stores and Sam’s Clubs providing grocery pickup	~ 5,200	~ 8,100	> 8,000
Food donations in the U.S. ²	> 696 million lbs.	> 665 million lbs.	> 661 million lbs.
Food donations globally	CY2021 > 783 million lbs.	CY2022 > 760 million lbs.	CY2023 > 778 million lbs.
Sustainable Chemistry ³			
	CY2021	CY2022	CY2023
Number of formulated consumable products subject to Walmart’s Sustainable Chemistry Commitment (U.S. only)	66,936	61,918	66,335

Chemistry (U.S. only)			
Weight of priority chemicals ¹ in formulated consumable products subject to Walmart's Sustainable Chemistry Commitment (U.S. only) as a percentage of total product weight	1.89	1.93	2.03

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Relevance to Our Business and Society

Sam Walton founded Walmart in 1962, and more than 60 years later, Walmart’s ability to provide safer, healthier, and more affordable food, other products, and essential services to customers is core to our business success and to our mission to help people save money and live better.

Our customers, suppliers, and other stakeholders expect us to uphold high safety standards, offer a strong assortment of healthy and nutritious products, and promote innovation in products and services to promote safer and healthier living.

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Walmart's Approach

Our strategy to provide safer, healthier, and more affordable food, other products, and essential services includes:

- **Nutrition and Health:** Through our omni-channel food and food nutrition efforts, we seek to make it easier for people to live healthier lives.
- **Food Safety:** Walmart is committed to providing safe, high-quality food for our customers. In addition to promoting a positive food safety culture within our business, we engage our suppliers and others in the industry to foster a safer food system.
- **Product Safety:** Walmart is committed to protecting customers and members through implementation of product safety and consumer protection policies, standards, and practices.
- **Sustainable Chemistry:** We encourage our suppliers to promote sustainable chemistry by reducing and eliminating the production and use of priority chemicals.

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Key Strategies and Progress



In this section:

- Affordable, Nutritious Food
- Food Safety
- Product Safety
- Sustainable Chemistry

Affordable, Nutritious Food

Providing access to affordable, nutritious food is central to Walmart’s core business and a focus of our philanthropic efforts around the world. In FY2024, approximately 60% of our Walmart U.S. net sales were from grocery items and over 65% of our Sam’s Club net sales were from groceries and consumables. We seek to enhance this offering by increasing access, providing healthier food options, educating customers on healthier choices, and working to strengthen the field of nutrition practitioners.

Improving Access to Healthy Foods

Expanding Access: Walmart seeks to bring a compelling food offering to communities around the world, including over 10,500 physical stores, 8,000 locations offering online pickup, and 7,800 offering delivery. We have worked to make it easier for lower-income consumers to access this offering in a convenient way, including by [working with the U.S. Department of Agriculture \(USDA\)](#) to allow customers to use Supplemental Nutrition Assistance Program (SNAP) benefits for online grocery shopping.

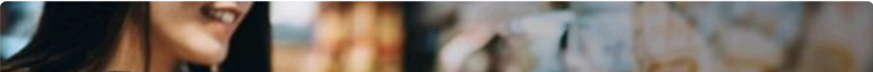
Food Donations: Walmart is a significant contributor to community initiatives that address food insecurity through donations of unsold food as well as a philanthropic supporter of organizations reaching food-insecure families. Walmart donated over 780 million pounds of food globally in 2023, as well as over 661 million pounds in the US in FY2024 (57% of which was fruit, vegetables, and meat).

Supporting Food Access Infrastructure: In addition, Walmart and the Walmart Foundation are committed to helping to build the digital and physical infrastructure to support access to nutritious foods.

For more information, see [Serving Communities](#).

Providing Healthier Food Options to Our Customer

We try to make shopping easier for customers looking for affordable, healthier options, including private brand products, affordable produce, organic options, and alternative proteins.





Expanded Assortment: In FY2022, Walmart U.S. launched the [Built for Better](#) program, which helps customers identify products that are made with the well-being of people and the planet in mind. The [Built for Better—For You](#) icon includes foods with nutritional benefits, plus household and beauty items made without materials or ingredients customers may not want.

We also seek to provide a broad assortment of foods to meet a variety of dietary choices. For example, for those seeking meat and dairy alternatives, we offer a variety of plant-based product choices; customers can also view the [plant-based](#) section on Walmart.com.

Promoting Health and Wellness Through Food and Nutrition



Walmart has pharmacies, optical services, and in-store health kiosks in thousands of locations, including medically underserved areas. We advocate for public policies to promote access to healthcare.

Read more: [Serving Communities](#).

Operating at the intersection of food and healthcare, we recognize the strong customer need for solutions to major health challenges such as maternal and infant health and cardiometabolic disease, and we are reshaping business strategies to improve our customer value proposition for these and other needs. We also believe it is important to raise awareness around social determinants of health, and in 2023 hosted a series of Special Health Retail and Edutainment Days in collaboration with community-based and national organizations that reached over 10,000 customers through fun activities, demonstrations, and educational panels.

Walmart.org complements our business strategies to facilitate access to and adoption of nutritious food, including through investments such as:

- **St. Vincent Medical Center:** In 2023, Walmart approved a grant for St. Vincent Medical Center (SVMC Holdings Inc) to launch a pilot where patients receive conventional clinical interventions, nutrition education through a registered dietician and access to fresh fruits and vegetables. The pilot is aimed at patients with diabetes from communities facing disparities.
- **Wholesome Wave Produce Prescription Program:** The Walmart Foundation awarded Wholesome Wave a grant to help develop guidelines on how to design produce prescription programs—a type of intervention that aims to improve access to fresh fruit and vegetables for individuals who may not have easy access to healthy food options and are trying to prevent, manage, or reverse a diet-related disease—in a way that better considers the interests of vulnerable communities.
- **American Heart Association:** In 2023, the Walmart Foundation supported the American Heart Association's Food as Medicine Research Fund, also known as Health Care by Food Initiative, a national research initiative that aims to accelerate the integration of food and nutrition in healthcare.
- **University of Texas UTHealth Houston Produce Prescription:** The Walmart Foundation provided the University of Texas Health Science Center at Houston a grant to support a cross-sector collaborative effort to improve maternal health outcomes among at-risk vulnerable, Medicaid-eligible pregnant mothers in Harris County, Texas, through home-delivery of healthy foods and nutrition education during pregnancy and up to two months post-partum.

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Food Safety

Walmart is committed to providing safe, quality food for our customers and members. In addition to promoting a positive food safety culture within our organization, we engage suppliers, coalitions, research institutions, and others in our industry to foster a safer food system.

Global Food Safety Program Foundations

Governance: Walmart maintains a Global Food Safety program that is designed to ensure Walmart associates and suppliers meet applicable regulatory requirements and our science-based food safety expectations. Our Global Food Safety and Compliance organization is a team of food safety practitioners and scientists who design and manage a program to ensure food safety in our retail operations, fresh food manufacturing facilities, and supply chain. Our Global Food Safety and Compliance organization is a team of food safety practitioners and scientists who design and manage a program to ensure food safety in our retail operations, fresh food manufacturing facilities, and supply chain.

Policies and Standards: Our Global Food Safety program includes both regulatory and science-based policies, standards, procedures, and controls designed to prevent food safety risks and drive a culture of continuous improvement. Our [Code of Conduct](#) and Global Food Safety Policy require associates to follow role-specific food-safety requirements. Our [Standards for Suppliers](#) requires suppliers to take steps to help ensure the food they provide is safe and meets all quality and technical requirements; we also expect suppliers and sellers to initiate voluntary and mandatory product recalls where appropriate.

Food Safety Culture: We promote a culture of food safety, including through training and a strong tone from the top. For example, associates in certain roles (e.g., associates in Deli, Bakery, or Meat) are trained on food safety practices relevant to their roles; in FY2024, over 1.2 million associates were trained on at least one food safety course. More broadly, Walmart supports a positive food safety culture through awareness campaigns, messages from senior executives, posters, contests, recognitions, and expert webinars. For example, in 2023, Walmart recognized the World Health Organization's Food Safety Day in our Home Office, U.S. operations, and several international markets. In 2024, Walmart received the [International Association for Food Protection's Black Pearl Award](#), which recognizes corporate excellence in food safety and quality.

Food Safety in Walmart's Operations

Walmart's global operational food safety program is based on Good Hygiene Practices and Hazard Analysis and Critical Control Points (HACCP).

Store and Club Audits: Independent third parties conduct risk-based audits to verify that our stores and clubs are operating safely and in compliance with relevant law and Walmart's standards and processes. In recent years, we enhanced our store audit approach by integrating our pest and food safety audits, improving allergen management, and strengthening aspects related to sanitation, hazard analysis, and risk-based preventive controls. In FY2024, more than 72,000 such audits were conducted.

Walmart-Owned Manufacturing Facility Certification: GFSI (Global Food Safety Initiative) certifications provide a comprehensive framework to ensure food safety in manufacturing facilities. These certifications require the implementation of robust food safety management systems, including HACCP principles, to identify and control potential hazards in the production process. As of May 2024, 19 of 20 Walmart-owned manufacturing facilities in eight countries are certified, and Walmart is seeking certification on the 20th.

Distribution Centers and Fulfillment Centers: We also monitor compliance against our internal standards and relevant regulations by conducting third-party audits in distribution facilities, which also include GFSI certification audits

Online Pickup and Delivery in the US: As more customers turn to Walmart for convenience—including online pickup and delivery—our food safety program has continuously evolved to help ensure food is delivered to customers safely. Controls embedded within these newer business processes include:

- Dynamic cold chain re-route technology to automatically send drivers back to the store if delivery time exceeds the accepted threshold
- Separately bagging raw products and chemicals to prevent cross-contamination or leaking during delivery
- Labeling substituted items with a substitution sticker to make customers aware in case there are additional dietary considerations

Supplier Food Safety

As a retailer, the most of the food we sell—including national and private brands—is provided by suppliers. Like most food retailers, the basis of our supplier food safety program is the industry-standard GFSI certification, which is required for private brand products or where Walmart is the importer of record.⁵

Beyond GFSI compliance, Walmart developed risk-based standards for suppliers that are being implemented in our retail markets. For

example, suppliers of raw ground beef and bison must disclose information of about processing facilities and reduce pathogens. Suppliers of raw whole-bird chicken, raw chicken parts, and raw ground turkey products must comply with safety initiatives to reduce salmonella transmission. Additionally, Walmart has enhanced supplier food fraud assessments and food fraud risk monitoring (both of which include testing), supplier investigations, oversight of remediation to address nonconformances, and/or sanctions.

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Product Safety

Walmart is committed to providing our customers and members with access to safe, compliant, and more affordable merchandise as well as promoting the safe use of products.

Selling Safe Products

We set high expectations for our associates on product safety in our [Code of Conduct](#) and our Global Product Safety Policy. We require associates to follow role-specific practices relevant to product safety; associates in store operations, distribution and fulfillment centers, and merchandising help Walmart source safe products and respond to potential safety issues. We reinforce our high expectations with our suppliers in our [Standards for Suppliers](#) and with our sellers through our Marketplace Prohibited Products Policy. We require suppliers and sellers to ensure the products they provide to us are safe and meet all regulatory, quality, and technical requirements, and to conduct product recalls where appropriate.

Holding Our Suppliers to High Product Safety Standards: Walmart maintains a risk-based Product Safety Compliance Program to assist Walmart associates in complying with federal, state, and local product safety laws, requirements, and company policies. The Product Safety Compliance Program includes training requirements tailored for merchandising teams, among others.

In the U.S., we expect our general merchandise suppliers to send their items to approved third-party testing laboratories so the items can be independently tested for compliance with all applicable laws, regulations, and standards. In addition to regulatory safety standards, Walmart has adopted certain industry consensus safety standards and utilizes a formal risk-based process to assess products for compliance with those standards. This includes adopting select requirements that extend beyond regulatory requirements.

When an item is deemed non-compliant, we alert the supplier so they can correct the issue and remove the item from sale, and we prohibit purchase in stores and online, when appropriate. Through our participation in the Retailer Reporting Program, we voluntarily provide the U.S. Consumer Product Safety Commission (CPSC)—the principal federal regulatory agency overseeing the safety of consumer products—with product incident data so that it can take better-informed actions to keep consumers safe.

Walmart's Product Safety Compliance Program includes a formal product recall process to support efficient and effective product recalls, when necessary. This process includes customer awareness communications and perpetual collection of recalled products to ensure potentially unsafe products are removed from consumer use at any time after a recall is announced.

Educating the Public About Proper Use of Products: We participate in certain U.S. government and industry trade association campaigns to promote consumer safety in product categories relevant to Walmart's assortment and customer base. Recent examples include the National Highway Traffic Safety Administration's "Where's Baby?" campaign to prevent hot car heatstroke deaths and the Juvenile Product Manufacturer Association baby safety month focused on safety tips for infant or toddler products.

Opioids

At Walmart, we feel the impact of the opioid crisis in the communities we serve. Our mission is to help people "live better," and this means helping to fight the opioid crisis facing our country. As part of our commitment, in early 2017, we established the [Walmart Opioid Stewardship Initiative](#) to identify concrete, high-impact actions to help fight the opioid epidemic.

Read more about [Walmart Opioid Stewardship](#)

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Sustainable Chemistry



We collaborate with our suppliers to promote sustainable chemistry by reducing and eliminating the use of priority chemicals in existing products. We also introduce and curate brands that avoid using these chemicals.

Supplier Engagement and Results

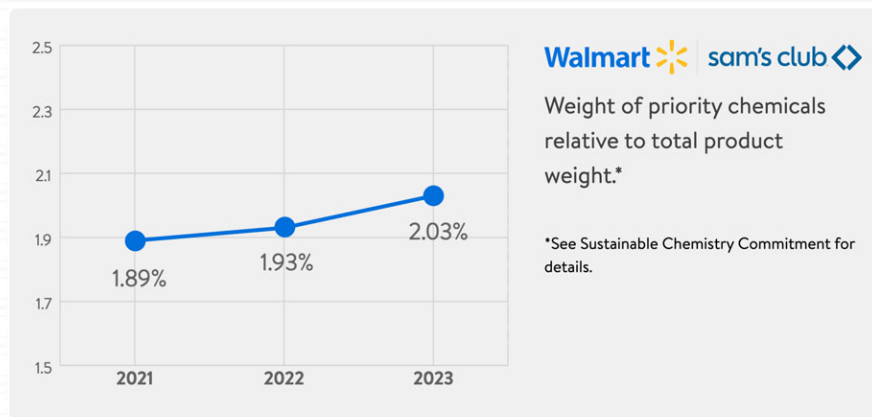
Walmart's [Sustainable Chemistry Commitment](#)⁶ aims to reduce "priority chemicals"⁷ in our U.S. consumable products. We aim to achieve this by engaging our suppliers to reduce or eliminate these chemicals in formulated consumable products⁸ within our U.S. business.

Following the achievement of our Sustainable Chemistry Goal in 2021, we updated our priority chemicals list and increased the number of chemicals we screen from over 2,800 to over 4,000. As of 2023, there were 66,335 products within the scope of the program.

We encourage suppliers to reformulate products to reduce priority chemicals, enhance transparency into ingredients and formulations, and certify products using credible accreditations such as the U.S. Environmental Protection Agency's Safer Choice program, EWG Verified, or Cradle to Cradle (silver level or above). In response, some suppliers have launched products made without priority chemicals.

While we aim to reduce our overall priority chemical intensity, progress is not always linear. We have recorded increases in priority chemical intensity in the last two years due to assortment changes and shifts in customer preferences, among other factors. We will continue to engage our suppliers and look for innovative new products free from priority chemicals.

Priority Chemical Intensity



Transparency and Industry Engagement

Walmart publicly discloses answers to the 19 questions in the Chemical Footprint Survey and our overall final score as part of the [Chemical Footprint Project](#). For 2021, the most recent year the award was made, Walmart was recognized as 1 of 10 [CFP Disclosure Leaders](#).

Read more about our current approach in the [Sustainable Chemistry Implementation Guide](#).

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Challenges

- Food and product safety programs are dependent on the maturity, rigor, and efficacy of third-party standards, initiatives, and laboratories and there are limits to the efficacy of tools used to monitor compliance with expectations.
- The success of food and product safety programs is dependent on suppliers' capacity and willingness to meet high standards, report accurate information, and sustain performance.
- Food safety risks are often upstream and beyond the reach of traditional retailer oversight and monitoring tools. Lack of reliable data on the source/origin of certain commodities and product ingredients and the way they are produced—as well as the blending and commoditization of product inputs and ingredients—complicates food safety. The use of technology to improve transparency and traceability (e.g., blockchain) can help, but adoption takes time and further innovation is necessary to meet these challenges.
- The breadth of Walmart's global product offerings and dispersed geographical reach of supply chains can present challenges for supplier engagement and risk identification and mitigation.
- Walmart's ability to scale healthier food options is dependent on customer preferences and demand (which can depend on the cost and convenience of such options) and the availability and cost of preferred products, ingredients, commodities, and inputs. Growth in and/or changes in our business can challenge our ability to meet customer demands consistent with our aspiration of healthier food for all.

1. Walmart measures the total volume of priority chemicals in products subject to Walmart's Sustainable Chemistry Commitment by screening product formulations reported to UL WERCSmart by our suppliers. To learn more about our formulation disclosure requirements, please visit "[Section 2: Transparency](#)" of our [Sustainable Chemistry Implementation Guide](#).

2. Based on reports from Feeding America.

3. According to the Organisation for Economic Co-operation and Development (OECD), Sustainable Chemistry is "the design, manufacture and use of efficient, effective, safe

and more environmentally design chemical products and processes.

5. Suppliers of other national brand products are responsible for complying with the law and all relevant standards, but Walmart does not actively monitor their compliance.

6. In 2017, we set a goal of reducing the presence of priority chemicals in our U.S. consumable products by 10% within five years. By the end of 2021, we had exceeded that goal and achieved a 20% reduction compared to our 2017 baseline. We therefore use 2021 as our new chemical footprint.

7. The "priority chemicals" we screen for were determined by referencing regulatory and authoritative precautionary lists of chemicals, as well as input from the Underwriter Laboratories, a third-party laboratory, and the Environmental Defense Fund. These reference lists can be found at [Sustainability Chemistry Implementation Guide: Appendices](#). The number of products subject to Walmart's Sustainable Chemistry Commitment varies year-over-year due to changes in our product assortment.

8. Walmart's Sustainable Chemistry Commitment excludes active ingredients that provide therapeutic benefit when present in a product approved by the FDA New Drug Application process.

People in Supply Chains



SASB: CG-AA-430b.1, CG-AA-430b.2, CG-AA-430b.3, CG-AA-440a.3, FB-FR-430a.3
GRI: 2-6, 3-3, 409-1, 414-1
UN SDGs: 2, 5, 8

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Published: July 8, 2024

At a Glance

- Walmart holds its suppliers to high standards on major risks to worker dignity like forced and child labor, health and safety, discrimination and harassment, and pay. The vast majority of facilities audited are found to be in compliance with Walmart’s standards, and only 1.8% of assessments revealed repeat significant issues.
- We collaborate with suppliers, other retailers, NGOs, and other stakeholders to address the root causes of systemic issues such as forced labor, unsafe working conditions, and gender inequity. As part of this work, we are addressing responsible recruitment in seafood, working conditions in North American produce, and worker safety and gender equity in apparel supply chains.

Key Metrics

Relevance to Our Business and Society

Walmart’s Approach

Key Strategies and Progress

Challenges

We aim to source responsibly while acting as a catalyst of positive transformation for the well-being of people working in consumer product supply chains, working with others to realize the economic promise of supply chains and helping address specific systemic risks.

Key Metrics

Metrics		FY2022	FY2023	FY2024
Supplier-disclosed facilities in “active” status ¹		> 27,200	> 26,900	> 25,900
Number of third-party responsible sourcing facility audit reports assessed		~ 14,000	~ 13,100	~ 13,900
Facility color ratings for assessed audit reports as a percentage of all assessed audits for the fiscal year ²	Green	23.7%	22.6%	24.7%
	Yellow	68.8%	68.5%	64.1%
	Orange	7.2%	8.7%	10.7%
	Red	0.3%	0.3%	0.4%
Percentage of facilities receiving second or third successive orange ratings		1.4%	1.6%	1.8%
Number of countries where assessed third-party responsible sourcing facility audits were conducted		91	66	80
Number of cases opened related to allegations of supply chain misconduct		714	822	975

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Retail supply chains bring essential products to consumers around the world. Growing, making, and transporting products also benefits local economies and provides economic opportunity for people who work in product supply chains, including lifting many out of poverty. In some cases, however, people working in product supply chains may face the risk of exploitation, especially in regions with less robust legal and social infrastructure.

Walmart's business depends on our ability to source responsibly made products; our core values of respect for the individual and respect for human rights demand it. Walmart's supply chain consists of tens of thousands of suppliers globally, many of whom have their own suppliers. Our stakeholders expect us not only to source responsibly but to be a catalyst for positive transformation.

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Walmart's Approach



Our approach to promoting the well-being of people working in product supply chains includes:

- **Responsible sourcing:** We hold our suppliers to high standards and hold them accountable for the responsible operation of their facilities and for safeguarding the well-being of workers in their facilities and supply chains.
- **Collaborating to address systemic risks:** Walmart works with others to address the root causes of systemic issues such as forced labor, unsafe working conditions, and gender inequity, including through focused work in 10 retail supply chains.

We also seek to create economic opportunity for people working in supply chains. See our [Supplier Opportunity brief](#) for more information about how growing, making, and transporting products benefits local economies and provides economic opportunity for people who work in product supply chains.

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Key Strategies and Progress



In this section:

- Responsible Sourcing
- Collaborating to Address Systemic Risks

Responsible Sourcing

Our Responsible Sourcing program sets expectations for product suppliers, monitors supplier performance against those expectations, and works through our business to continuously improve our product supply chains.

Program Foundations



1.8%

Orange Facilities

Less than 1.8% facilities assessed
received a successful orange rating



~90%

Yellow or Green

90% of assessed audit reports for the
fiscal year were rated yellow or green

received a successive orange rating,
highlighting functional remediation
systems

iscal year were rated yellow or green

Responsible Sourcing Policies

Associate Policies

Walmart's [Code of Conduct](#) applies to all Walmart associates globally and reiterates our respect for human rights, prohibits the use of underage or forced labor anywhere we do business, sets the expectation that all Walmart associates know and uphold our Standards for Suppliers, and obligates associates to comply with all other relevant policies.

Walmart's **Global Responsible Sourcing Compliance Policy** establishes requirements for our merchandising and sourcing associates to buy and source from responsible supply chains, including by:

- Knowing and understanding our Standards for Suppliers and other relevant policies and program requirements
- Not knowingly buying or sourcing from suppliers that are producing products for Walmart using forced, underage, or involuntary prison labor; suppliers with facilities with known safety issues that may result in significant loss of life; or suppliers or facilities that are not authorized to produce for Walmart because of past compliance violations
- Communicating expectations and holding suppliers accountable to the Walmart Standards for Suppliers and Responsible Sourcing Compliance Program requirements
- Considering how certain buying practices might create pressures on suppliers and facilities that may increase risk
- Escalating concerns through our Ethics channels

Walmart's [Global Forced Labor Prevention](#) policy sets requirements for all Walmart associates regarding the prevention of forced labor and conveys the expectation that our suppliers uphold the principles in the policy. The policy makes clear Walmart's endorsement of forced labor prevention principles: that workers should not have to pay to get a job, that terms and conditions of employment should be communicated to workers in a language they understand, and that workers should have freedom of movement. It reiterates the expectation that merchandising and sourcing associates will not knowingly buy or source from suppliers producing products using forced labor—including underage labor or involuntary prison labor—in their operations or their supply chain. The policy also communicates expectations and holds suppliers accountable to the Walmart Standards for Suppliers and our Global Forced Labor Prevention requirements.



Supplier Policies

Walmart's [Standards for Suppliers](#) apply to all suppliers that sell their products to us for resale or for Walmart's own use. Suppliers are expected to cascade these requirements throughout their supply chains – including raw material, component or ingredient suppliers, and subcontractors and agents. These foundational expectations address fundamental issues such as worker safety, forced labor, and harassment and discrimination in the workplace. The Standards for Suppliers are updated from time to time, including in 2024 when Walmart clarified its expectations regarding child labor and retaliation.

Walmart issues and communicates more specific requirements as a condition of sourcing where doing so would help mitigate acute human rights risks. For example, we have issued and communicated specific policies relating to supply chain transparency and safety in Bangladesh and about our expectations related to child and underage labor. And we have published Supplier Requirements for Supply Chain Traceability, which establish expectations that Suppliers document their production and procurement processes, maintain strong management systems for gaining supply chain transparency, and manage compliance in higher-risk upstream supply chains.

Suppliers are also required to comply with Walmart's [Conflict Minerals Policy](#), including adopting mineral sourcing policies that are consistent with corresponding Organization for Economic Cooperation and Development (OECD) guidance.

Seller Policies

Walmart's [Standards for Sellers](#) specifies that our global prohibition against forced labor also applies to Marketplace sellers.

Responsible Sourcing Compliance Teams

To support our merchandising and sourcing teams and to build strong connections with suppliers, we have Walmart Compliance associates in 14 countries (as of the end of FY2024) to support the Responsible Sourcing program. Among other tasks, these associates:

- Help merchandising and sourcing teams understand and mitigate risk and train them on responsible sourcing expectations, processes, trends, and tools

- Provide merchants with a profile of the social compliance status of active, disclosed facilities and suppliers relevant to their business to enable informed decisions
- Work with suppliers to help create an understanding of our expectations and facilitate compliance with our requirements
- Collaborate with stakeholders on industry and regional responsible sourcing issues

Training and Tools

Walmart merchandising and sourcing associates are trained on our Global Responsible Sourcing Compliance Policy, our Standards for Suppliers, and our Responsible Sourcing program expectations on an ongoing basis. This training introduces new merchants to the Responsible Sourcing program while refreshing knowledge with experienced merchants.

In addition to training Walmart associates, we provide tools and resources to suppliers through various channels, including our [corporate website](#). When suppliers with facilities within the scope of our [Responsible Sourcing auditing program](#) disclose those facilities to us, Walmart sends those suppliers communications reiterating our Standards for Suppliers and providing references to resources to help them understand and meet Responsible Sourcing requirements. Walmart associates also answer supplier questions about our Responsible Sourcing expectations.

Active Risk Management

We take affirmative steps to mitigate risk, including:

- Sharing our Standards for Suppliers, other relevant policies, and tools and resources to set expectations on at the onset of the relationship
- Providing insights to buyers and sourcing teams on risks and risk mitigation practices
- Performing ongoing risk assessments to identify the prevalence of issues where Walmart has sourcing activity
- Requiring pre-sourcing assessments for products coming from riskier regions

Monitoring for Compliance

We monitor supplier compliance with our Standards, including by assessing risks and requiring risk-based third-party audits of suppliers' facilities.

Assessing Risk. Responsible Sourcing conducts a regular risk assessment to better understand social compliance concerns in the supply chain and direct our resources to the places where they can have the greatest impact. In 2023, Walmart instituted a new supply chain risk assessment process using continuously updated data from Walmart's facility audits and investigations, along with publicly available data (e.g., U.S. State Department Trafficking in Persons Report, World Bank governance indicators, and British Standards Institute (BSI) risk indicators), to identify the prevalence of issues occurring in countries where Walmart has sourcing activity. These results inform Walmart's actions to address key challenges and consider opportunities for improvement.

As set forth in our [Audit and Assessment Policy and Guidance](#) document, whether and when an audit is required for a disclosed facility is dependent on several risk-based factors:

- **Region/territory risk.** Regions and territories are assigned risk levels based on BSI indicators. Facilities in lower-risk regions and territories are typically subject to audits on a less frequent basis while facilities in regions and territories that fall into medium and higher levels of risk are typically subject to regular audits. Suppliers with new facilities located in higher-risk regions/territories are also required to complete a third-party audit for such facilities and receive a Green or Yellow assessment before the facility can produce for Walmart.
- **Import channel.** New facilities that produce products where Walmart will be the importer of record must be audited and receive an acceptable result prior to beginning production for Walmart.
- **Prior audit results.** Upon audit, facilities are given a rating from Red to Green (see Managing Non-compliance and Risk section below). Audit results determine re-audit requirements; for instance, an Orange rating may require reauditing more frequently than a Yellow rating.

Additionally, Walmart may at times undertake additional measures to assess or evaluate risk. For instance, Walmart is participating in the [Own Operations](#) working group of the Consumer Goods Forum, which includes human rights due diligence activities focused on forced labor.

Disclosing facilities. We require suppliers to disclose to Walmart any facilities they are using to produce private and exclusive brand merchandise, goods imported by Walmart, and items for our own use that carry the Walmart brand (such as shopping bags). In some markets, and based on risk, we require other facilities to be disclosed.

Assigning and conducting audits. Facilities are selected for audit based on the risk factors discussed above. As of January 2024, suppliers may satisfy their auditing requirements by using one of 11 third-party auditing programs. Walmart approves these programs following a benchmarking review of their governance, scope, and robustness.

Suppliers are responsible for providing an audit report for facilities that fall within the audit scope and for correcting any non-compliances. Walmart associates support suppliers through the audit process, communicating with suppliers about our requirements and checking the validity of submitted audit reports. Associates also review each audit submitted and assign a rating to describe its compliance and risk level. Central audit administration teams partner with the compliance teams in each country in which we operate to support merchants in understanding their suppliers' performance and any issues that warrant supplier engagement, as well as communicating with

Strengthening Capacity of Global Audit Systems

Walmart seeks to strengthen the capacity of the global social compliance audit system.

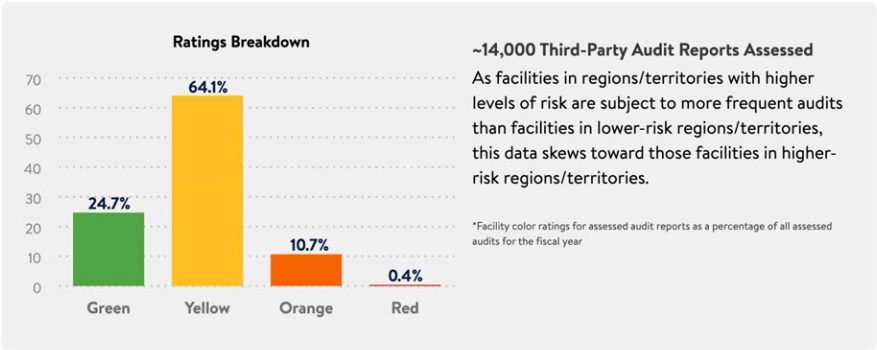
We supported the establishment of the [Association of Professional Social Compliance Auditors](#) (APSCA) to enhance the professionalism, consistency, and credibility of the individuals and organizations performing social compliance audits. Walmart continues to support APSCA by requiring that audits be conducted by an APSCA-certified auditor. APSCA helps ensure a high standard of quality for the industry, including by holding auditors and firms accountable for maintaining integrity and competence in the field.

Walmart also works to improve individual audit programs. To become approved by Responsible Sourcing, an audit program undergoes an extensive review that covers the program's audit content, methodology, program governance and quality assurance processes, among other components. After the review, we provide feedback to the programs on elements for improvement. We may require elements to be addressed before the program can become an


worker-supplier engagement, as well as communicating with suppliers about audit results and expected next steps.

approved option for suppliers. We continuously engage with the programs to help mature them as necessary.

Assessed Audits by Color Rating*



Worker Voice and Responding to Allegations of Non-Compliance



>40%

Outside Audit Process

More than 40% of cases arise from sources other than the auditing processes, indicating functional worker voice systems

Walmart has several mechanisms for workers (and anyone with relevant information) to raise concerns directly to Walmart, including a 24/7 global helpline available in 11 languages, a globally accessible email (ethics@walmart.com), and website (walmartethics.com). We provide suppliers with posters in the local language to place in their facilities, detailing how workers can use these mechanisms.

We open a case if we receive information alleging serious violations of our standards by a supplier or its facilities, whether through a hotline, email, internal report from a Walmart associate, or an audit. The criteria we use to determine whether allegations warrant handling through our case management process are informed by the International Labour Organization Declaration on Fundamental Principles and Rights at Work. In FY2024, we opened 975 cases, and over 40% of these originated from sources other than the audit process, indicating functioning worker voice systems.

FY2024 Responsible Sourcing Allegations Received, By Allegation Category	
Category	Number of Cases Opened
Safety Conditions	69
Involuntary or Underage Labor	170
Unauthorized Production	390
Employment Practices	59
Integrity	44
Working Conditions	78
Proactive Site Visits	37
Other	128
Total Cases	975

Managing Non-Compliance and Risk

Most audited supplier facilities are found to be compliant with our foundational expectations (receiving a Green rating), or generally compliant (receiving a Yellow rating). By policy, suppliers are required to remediate any identified non-compliances with our Standards for Suppliers, even if the final assessment is Green or Yellow. Our re-auditing requirements allow us to monitor whether identified issues remain or have been corrected. Many auditing frameworks also require correction as a condition of producing the audit; for instance, SMETAs (Sedex Members Ethical Trade Audit) produce corrective action plans, and WRAP (Worldwide Responsible Accredited Production) audits do not issue final reports until all findings are remediated. This makes auditing an essential part of the remediation process.

Audits and cases do surface more serious issues. For example, approximately 10.7% of audits in FY2024 resulted in a facility receiving an Orange rating. Where that occurs, Walmart compliance teams work with merchants and sourcing teams to engage the supplier to communicate the results and expectations for remediation, giving them limited additional chances to bring the facility up to a Green or Yellow rating. In FY2024, 83% of Orange ratings assessed were first Orange ratings, and the remaining were second or third Orange ratings, indicating facilities are generally successful in remediating major issues.

Where information received through an audit or allegation indicates a particularly serious issue may be present and/or we do not have

sufficient facts to determine how to handle the matter, we deploy Walmart investigators to gather facts through on-site visits to facilities or through other means. Serious allegations that may warrant in-depth scrutiny could include indicators of forced labor, such as restriction of movement and payment of recruitment fees.

In addition to facility consequences, suppliers may also be given consequences for substantiated non-compliances. Suppliers may be assigned a "strike," where the investigative review determines they are found to be directly responsible for non-compliant activities or for certain serious violations by their facilities. Ordinarily, three "strikes" within a two-year period will lead to the termination of a supplier relationship with Walmart. Between 2019 and 2023, Walmart has stopped doing business with 19 suppliers in response to serious violations of our standards.

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Collaborating to Address Systemic Risks to Worker Well-being

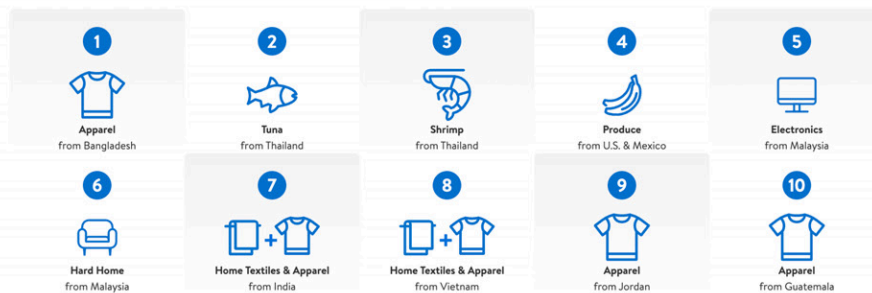
Walmart and the Walmart Foundation collaborate with suppliers, NGOs, experts, and others to address root causes of systemic risks to worker well-being, foster innovative solutions, and accelerate adoption. We prioritize three issue areas—responsible recruitment, worker safety, and gender equity—across 10 retail supply chains.

Addressing the Dignity of Workers in 10 Retail Supply Chains

As part of our approach to human rights, Walmart has committed to address risks to the dignity of workers in a minimum of 10 retail supply chains by 2025.

Worker Dignity in Retail Supply Chains

At Walmart and the Walmart Foundation, we're focusing on 10 retail supply chains to address worker dignity.



To help prioritize key geographies and supply chains, we considered:

- **Internal information:** Walmart's salient human rights issues; Responsible Sourcing Compliance risk assessment results; sourcing and compliance data; and sourcing and sales data.
- **External information:** World Bank Worldwide Governance Indicators; Global Slavery Proportions Index; BSI Supply Chain Risks Reports; and government, NGO, and media reports.

While specific interventions depend on the supply chain and issues in play, approaches within the 10 retail commodity supply chains typically include:

- Engaging suppliers to reinforce expectations, build capacity, and continuously improve
- Collaborating with stakeholders in consortia or task forces to develop and share best practices
- Investing in data and technology to increase transparency around labor practices
- Strengthening demand for responsible labor practices
- Enhancing worker and community voices
- Engaging with governments to advocate for laws, regulations, and enforcement

To illustrate these efforts in practice, below we provide details on our approaches to responsible recruitment in seafood (covering our tuna and shrimp from Thailand initiatives); working conditions and responsible recruitment in North American produce; and worker safety in the apparel sector (touching on our apparel from Bangladesh, home textiles and apparel from India, and home textiles and apparel from Vietnam initiatives).

Responsible Recruitment in Seafood

While forced labor is a global problem, forced labor risks are most acute in [certain geographies and supply chains](#). Walmart and the Walmart Foundation have prioritized working with stakeholders to combat forced labor and other exploitative practices in global supply chains. Debt bondage, one of the most common forms of forced labor, can be caused by employers and recruiters charging vulnerable workers recruitment fees, which leaves workers indebted and unable to leave their jobs.

In 2016, Walmart set an aspiration to help make responsible recruitment the standard business practice for employers throughout global supply chains within a decade. Since then, our business and philanthropic efforts have focused on setting standards for suppliers; collaborating to develop and share best practices; strengthening the supply of and demand for responsible recruitment; investing in tools and transparency; and enhancing worker voice.

Seafood is one sector where efforts have been concentrated.

Setting Standards and Engaging Suppliers	
Standards for Suppliers	Our Standards for Suppliers prohibit forced labor and charging recruitment or similar fees.
Supplier Leadership Program	The Walmart Supplier Leadership Program engages suppliers of seafood, fresh produce, entertainment, and home and apparel products to set goals and report progress relating to responsible recruitment. In 2023, over 1,000 suppliers set goals and/or reported progress.
Collaborating to Develop and Share Best Practices	
Seafood Task Force (STF)	Walmart has been a member of the Board of this multistakeholder initiative to address forced labor and illegal fishing in the Thai seafood industry since 2016. Among other activities, STF works to develop and share best practices.
Leadership Group for Responsible Recruitment (LGRR)	Walmart is a member of LGRR, which provides a forum for collaboration between businesses, the recruitment industry, and governments to encourage responsible recruitment, increase ethically sourced labor, and improve protections for migrant workers through regulation.
FishWise	In 2023, the Walmart Foundation funded FishWise to work with Conservation International and LRQA to formalize a new consortium to offer credible guidance on assessing human rights and labor issues across the seafood supply chain.
Investing in Tools and Transparency	
The Nature Conservancy (TNC)	A FY2023 investment from the Walmart Foundation sought to help TNC partner with Conservation International and Global Fishing Watch to prototype and test how electronic monitoring technologies in fisheries may reduce the opacity of human rights issues at sea.
Global Fishing Watch	In FY2023, the Walmart Foundation made a grant to GFW to improve their forced labor risk model by incorporating more data from industry, civil society, and research partners. The grant will also integrate the model into port control vessel- monitoring tools, improving transparency in supply chain monitoring.
Enhancing Worker Voice	
Issara Institute Inc.	The Walmart Foundation awarded a grant to Issara to help modernize labor recruitment channels across a range of industries in Thailand and Malaysia through the expansion of Issara's Golden Dreams Recruitment Marketplace.
Advocating for Good Public Policy	
Walmart Engagement	Walmart engages governments to advocate for policy change and the enforcement of current laws and regulations. For example, we have advocated for responsible recruitment through the Bali Process and direct engagement with government leaders in Southeast Asia.

Working Conditions and Responsible Recruitment in North American Produce

We work to strengthen systems in the North American produce corridor through investments that support fair labor practices and responsible recruitment, including by strengthening underlying systems.

Select Efforts to Address Working Conditions and Responsible Recruitment in North American Produce	
Setting Standards and Engaging Suppliers	
Standards for Suppliers	Walmart's Standards for Suppliers prohibit forced labor and charging recruitment or similar fees. They also require that suppliers provide a fair and inclusive environment and take responsibility for the safety and well-being of workers.
Responsible Sourcing Programs	Walmart shares its Standards and Responsible Sourcing policies with suppliers, requires third-party audits, engages suppliers on concerning findings, and investigates issues as necessary. Auditing program options relevant for produce suppliers in North America include Equitable Food Initiative and Fair Trade USA.
Product Specifications	Walmart US and Sam's Club US encouraged their produce and floral suppliers to endorse the Ethical Charter on Responsible Labor Practices—a code of conduct that sets out key guiding principles and values and provides a framework for responsible labor practices—and are participating alongside other buyers and suppliers in the Ethical Charter Implementation Program (ECIP). As of the end of FY2023, 99% of suppliers of fresh produce and floral endorsed the Ethical Charter. Additionally, the Walmart Foundation invested more than \$2 million to support broader industry implementation of the Ethical Charter.
Ethical Charter on Responsible Labor Practices	Walmart shares its Standards and Responsible Sourcing policies with suppliers, requires third-party audits, engages suppliers on concerning findings, and investigates issues as necessary. Auditing program options relevant for produce suppliers in North America include Equitable Food Initiative and Fair Trade USA.
Collaborating to Develop and Share Best Practices	
Stronger2gether	With support from the Walmart Foundation, Stronger2gether works to create demand for responsible recruitment in the U.S. produce industry by establishing a responsible recruitment association for Farm Labor Contractors.
Investing in Tools and Transparency	
CIERTO	The Walmart Foundation made an investment in CIERTO, a non-profit international farm labor contractor, to build capacity around the responsible recruitment of H-2A migrant workers through the Mexico/U.S. corridor to U.S. farms and to support implementation of the "Employer Pays Principle" under which the costs of recruitment should be borne by the employer rather than the worker.
Labor Mobility Partnerships (LaMP)	LaMP is a U.S. non-profit focused on developing globally scalable and sustainable solutions that allow workers to safely access jobs abroad. The Walmart Foundation has made grants to LaMP to support the growth and development of professional, quality H-2A recruitment operations in North American agriculture.
Avina Americas Inc.	With support from the Walmart Foundation, Avina Americas has worked to build the capacity of civil society organizations working in key corridors for agricultural migration between Mexico and the U.S. to support and train workers on their rights and how to exercise them throughout their recruitment and employment. Avina has also developed policy recommendations around labor rights and engaged agriculture suppliers to adopt responsible recruitment practices.
Enhancing Worker Voice	

Polaris	The Walmart Foundation helped to fund Polaris's implementation of Nonechka, a mobile multilingual tech tool to engage Mexican agricultural migrant workers and strengthen their knowledge around potential exploitation.
TRANSFAIR USA (Fair Trade USA)	A Walmart Foundation grant helped Fair Trade USA implement a partner portal that was designed to facilitate worker voice and accelerate producer engagement.
Advocating for Good Public Policy	
Wilson Center	A Walmart Foundation grant was designed to support the development of evidence-based policies on recruitment and employment practices within the North American agriculture sector.
Avina Americas Inc.	A Walmart Foundation grant to Avina Americas Inc. sought to support a more equitable labor migration system within Mexico-US agricultural supply chains through policy engagement with federal and state authorities in Mexico, training for journalists, and training on labor rights for people who have migrated or who might migrate.

Worker Safety in the Apparel Sector

Walmart expects our suppliers to provide a safe working environment, but safety challenges remain around the world. We have prioritized initiatives focused on the apparel and footwear industries in geographies with acute safety challenges to help improve worker safety in our supply chain and beyond. The examples below build on the long legacy of effort and investment to promote safety in Bangladesh, including as a founding member of the Alliance for Bangladesh Worker Safety.

Select Efforts to Promote Worker Safety	
Setting Standards and Engaging Suppliers	
Standards for Suppliers	Our Standards for Suppliers set the expectation that suppliers ensure worker safety.
Nirapon	We require Bangladesh facilities within the scope of our disclosure policy to be in good standing with Nirapon—an organization that monitors safety compliance in Bangladesh. We use Nirapon safety assessments in our facility color ratings and facilities that backslide on safety or fail to remediate issues can be assessed a Red rating.
Life and Building Safety (LABS)	Select apparel and footwear facilities in Cambodia, India, Indonesia, and Vietnam must join LABS—an initiative that works to align on best practices for factory safety in those industries.
Collaborating to Develop and Share Best Practices	
Nirapon	Walmart is a member of Nirapon, which develops best practices and tools for factories to manage safety and build well-functioning management systems.
LABS	Walmart is a founding member (and on the steering committee) of LABS, which works with engineering companies to develop country-specific standards for safety in factories; commissions audits around fire, electrical, and structural risks; and guides corrective action. LABS also provides training for factory workers on safety, fire prevention, and use of the LABS helpline to report concerns. LABS launched a Platform for Gender Equity in Apparel and Footwear and integrates a gender lens through policy revision, internal and external training, and staffing.
Enhancing Worker Voice	
Worker Helplines	Nirapon and LABS offer worker helplines to ensure that those most directly affected can raise their voices and report challenges, including those related to safety and working conditions.

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Challenges

- Human rights risks are complex and are often the result of systemic issues including deeply entrenched economic practices, workers lacking knowledge, support, or tools to safeguard their rights, and inconsistent government regulation and enforcement. These factors make it challenging for any single organization to have an impact.
- Progress in addressing human rights issues depends on the maturity, rigor, and efficacy of local and national infrastructure, supported by means such as third-party standards and initiatives, which requires a critical mass of suppliers and other businesses to align on common standards and best practices. Due to differences amongst nations and cultures there currently is no universal set of standards for responsible or sustainable production and/or certification beyond compliance with the law (e.g., responsible recruitment, hourly wages). Furthermore, there are limits to the efficacy of tools used to monitor compliance with expectations.
- The success of Walmart's programs is dependent on a vast web of actors, not the least of which is suppliers' capacity and willingness to meet high standards, as well as their performance.
- Human rights risks are often localized and beyond the reach of traditional retailer oversight and monitoring tools. While the use of technology to improve transparency and traceability may help, further innovation is necessary to meet these and even then, adoption takes time.
- The breadth of Walmart's global product offerings and dispersed geographical reach of supply chains can present challenges for supplier engagement and risk identification and mitigation. Moreover, certain products can only be obtained from specific regions of the world, limiting options for alternative sources.
- Walmart's ability to scale more sustainable options depends on customer preferences and demand (which can depend on the cost and convenience of such options), as well as the availability and cost of preferred products, ingredients, commodities, and inputs. Growth or changes in our business can challenge our ability to meet customer demands consistent with our aspiration.

1. Where a facility is required to be disclosed to Walmart, "Active" status denotes that the supplier can use the facility for Walmart production.

2. Facility color ratings denote the seriousness of findings identified in the audits.

Supplier Opportunity



SASB: FB-FR-430a.3

GRI: 2-6, 3-3, 204-1

UN SDGs: 2, 5



Published: Oct. 16, 2024

At a Glance

- Walmart is committed to sourcing locally, supporting supplier inclusion, and improving market access for smallholder farmers and small producers.
- Building on a strong legacy of hundreds of billions of dollars spent in support of U.S. manufacturing, Walmart has sourced an incremental \$99.5 billion in products supporting American jobs since FY2021.
- Our U.S. businesses sourced more than \$13 billion in goods and services from diverse suppliers in FY2024.
- In 2023, Walmart and the Walmart Foundation announced a goal to fund projects in India designed to help build capacity and advance the economic livelihoods of one million smallholder farmers by 2028, with at least 50% women.

Through sourcing, Walmart intends to serve our customers around the world while promoting inclusive economic growth and development. We aim to create economic opportunities for the people who work throughout our supply chains—our suppliers, the people they employ, and their communities.

Key Metrics

Goal	Metrics	FY2022	FY2023	FY2024
By the end of FY2031, purchase an incremental (over FY2021) \$350 billion in products supporting American jobs	Incremental cumulative total purchases	\$12 billion	\$47 billion	\$99.5 billion
	Number of diverse suppliers to our U.S. businesses — goods and services ¹	~ 2,600	~ 2,400	~ 2,400
	Amount sourced from diverse suppliers to our U.S. businesses — goods and services	> \$13.3 billion	> \$13 billion	> \$13.7 billion
Fund projects in India designed to help build capacity and advance the economic livelihoods of 1 million smallholder farmers by 2028	Number of people who could be reached by grants made			277,000
Number of micro-, small- and medium- enterprises trained through the Vridhhi Supplier Development Program				>50,000

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Relevance to Our Business and Society

The core of our business is bringing quality, affordable food and other products to our hundreds of millions of customers around the world. The purchase orders we place to procure these products can have a profound and positive effect. Strategically sourcing

world. The purchase orders we place to procure these products can have a profound and positive effect. Strategically sourcing products from a mix of suppliers supports the economic inclusion of suppliers who might not otherwise be able to bring their products to market, helps existing suppliers to grow, and stimulates job growth in the markets in which the products are made. These strategies enhance Walmart's ability to offer an assortment of unique and hard-to-find products to our customers and supports surety and resilience.

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Walmart's Approach



Programs and initiatives designed to support supplier opportunity and our business include:

- **U.S. Manufacturing:** Investments to strengthen American manufacturing, support small businesses, create new jobs, and provide more value to our customers and communities.
- **Supplier Inclusion:** Source from and build the capacity of diverse suppliers, including suppliers owned and/or operated by veterans, people with disabilities, a members of the LGBTQ+ community, women, and people of color.
- **Make in India:** Building on a foundation of over \$30 billion in exports and the successful Vriddhi program, we seek to triple exports of goods from India (2022-2027).
- **Market Access for Smallholder Farmers and Small Producers:** In Central America, India, and Mexico, we source directly from smallholders and/or small producers and invest through philanthropy in facilitating market access and building capacity of smallholders across the sector.

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Key Strategies and Progress

A close-up shot of hands typing on a laptop keyboard. The laptop is open, and the keys are being pressed. The background is slightly blurred, showing a desk and some papers.

In this section:

- U.S. Manufacturing
- Supplier Inclusion Program
- Make in India for the World
- Market Access for Smallholder Farmers and Small Producers

Through sourcing, Walmart aims not only to serve our customers but also to provide opportunities for the economic growth and development of people who work throughout our supply chains — our suppliers, the people they employ, and their communities.

U.S. Manufacturing

By sourcing products made, grown, or assembled in the U.S., we seek to support business ecosystems across America and promote supply chain surety and resilience.

U.S.-Sourced Products

Walmart has a long history of supporting products made in, grown in, or sourced from America. More than two-thirds of Walmart U.S. total product spend in FY2024 was on items our suppliers reported were made, grown, or assembled in the United States. Building on the successful completion of a goal to invest an incremental \$250 billion over our FY2013 purchases on products made, grown, or assembled in the United States before 2023, we currently have a goal to invest an incremental \$350 billion (over our FY2021 purchases) by the end of FY2031. As of the end of FY2024, we have increased cumulative U.S. receipts by \$99.5 billion towards that goal. We expect our efforts will catalyze substantial local economic activity, including supporting more than 750,000 new jobs.²

Walmart's annual Open Call event is one way we identify new suppliers of products made, grown, or assembled in the U.S. At our [10th annual event in October 2023](#), more than 700 small and medium-sized enterprise owners from across the country pitched their products to Walmart U.S. and Sam's Club merchants. As of April 2024, more than 30% of their pitches resulted in a deal for businesses

to sell their items to Walmart customers through placement on Walmart or Sam's Club shelves, online at Walmart.com, or on Walmart's Marketplace.

Walmart also invests directly in local production, including through a [new case-ready beef facility](#) and a [milk processing facility](#), both set to open in 2025, that we anticipate would create a joint 1,000 jobs.

For more information on how we support US manufacturing, visit our [Jobs in U.S. Manufacturing Portal](#).

American Lighthouses

To support our own sourcing and the growth of U.S. manufacturing more broadly, Walmart launched a collaborative initiative called "American Lighthouses" in 2021 to identify and overcome top-down barriers to U.S. production. Through this initiative, we aim to foster collaborative ecosystems among local supplier communities with support from civil society, academia, government, and local economic development groups. Our focus is on five key supply chains: textiles, pharmaceutical and medical supplies, food processing, plastics, and motors and metals. Key workstreams include:

- **Textiles:** We formed a Textiles Lighthouse Advisory Board, comprising of experts from multiple fields and industries, to guide Walmart's efforts to strengthen U.S. textiles manufacturing, create American jobs and bolster the domestic textiles supply chain, including through boosting circularity in U.S. manufacturing.
- **Pharmaceutical/Medical Supplies:** Walmart joined the Alliance for Building Better Medicine, an initiative that seeks to create a pharmaceutical research, development, and manufacturing hub in the Richmond/Petersburg area of Virginia.
- **Food Production and Processing:** Seeking to spur the indoor vertical farming industry in the United States, in January 2022 Walmart entered into a sourcing agreement with Plenty to source leafy greens for Walmart's California stores. Walmart also made an equity investment in Plenty, making Walmart the first large U.S. retailer to significantly invest in vertical farming.

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Supplier Inclusion Program



Walmart's Supplier Inclusion Program helps Walmart diversify and enhance our product offering to better meet customer needs while helping to foster inclusion for all suppliers. Diverse companies are defined as those at least 51% owned, managed and controlled by racial and ethnic minorities, women, veterans, members of the LGBTQ+ community, or people with disabilities, helping put them on a footing to effectively work with us while at the same time growing their businesses. In FY2024, our U.S. businesses sourced approximately \$13.7 billion in goods and services from more than 2,400 diverse suppliers.

Efforts to support inclusive sourcing include:

- **Certification Programs:** To help reduce barriers to seeking voluntary certification, Walmart has provided limited-term funds to certain certifying agencies, allowing small and medium-sized business, including existing and prospective Walmart suppliers, affordable access to that certification process.
- **Flagship Events:** Nearly 50% of business owners invited to Open Call in 2023 self-identified as diverse-owned.
- **Product Discovery:** We built upon our Open Call concept by expanding our partnership with RangeMe/ECRM to launch a [submission link](#) on our Supplier Inclusion webpage. The link which can be found in a variety of places on Walmart's website, allows suppliers to propose new products for sale at Walmart by submitting their products for review to our merchants and to receive real-time feedback through the technology-driven platform.
- **Access to Capital:** As a means of supporting suppliers—including diverse suppliers—we seek to create opportunities to improve access to capital. In 2023, Walmart and Citi introduced [Bridge built by Citi](#) to Walmart suppliers, a platform designed to improve access to capital for Walmart's U.S. small and medium-sized and diverse suppliers through a network of over 70 lenders, of which 30% are minority owned banks and community development financial institutions funds. Through a single loan request form, Walmart suppliers can interact with a broad group of lenders located across the United States. Once a request is submitted, the platform seamlessly

Walmart's Annual Open Call

Walmart's annual Open Call event helps Walmart identify new suppliers and innovative products to serve the needs of our diverse customer base—including diverse suppliers. One example is beyondGreen, a minority and U.S.-owned business, which was identified through Open Call and supplies our Great Value brand 100% commercially compostable cutlery.

Read more: [Innovation in Private Brands](#)

connects suppliers with multiple potential lenders that can evaluate their requests.

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Make in India for the World



Walmart has sourced goods from India for more than 20 years, helping suppliers build capacity and exporting over \$30 billion in products.

Building on this foundation, Walmart seeks to increase its annual exports of goods from India to \$10 billion per year by the end of 2027. To meet this target and strengthen the Indian manufacturing sector, Walmart and Flipkart are investing in supplier capacity, including through Flipkart's [Samarth initiative](#), which helps micro-, small- and medium-enterprises (MSMEs) register for and succeed in online sales. In the past year, the initiative has registered a 300% growth in sellers registered under the initiative focused on artisans, weavers, and small entrepreneurs.

Additionally, Walmart's Vriddhi Supplier Development Program, launched in 2019, aims to support 50,000 of India's MSMEs by providing them free training, mentoring, and digital tools to help them grow, scale and integrate into domestic supply chains. Together with our program partner, Swasti, Walmart Vriddhi provides a learning platform that includes market access and onboarding with Flipkart Marketplace. In February 2024, Walmart Vriddhi celebrated the graduation of more than [50,000 MSMEs](#) from the program.

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Market Access for Smallholder Farmers and Small Producers



Through sourcing and philanthropy, we aim to help connect smallholder farmers and small producers to domestic markets while strengthening their capacity and resilience.

Sourcing from Smallholders and Small Producers

Our small farmer development programs have been a transformative catalyst for both local farmers and agricultural development in Mexico and Central America. Over the past 13 years, Walmart Mexico's Small Farmers program has channeled 131,000 tons of food, equivalent to 2.5 billion pesos, and has

Local Sourcing in Mexico and Central America

Local sourcing is a key part of our strategy in the...
...producing goods and services. For example, over...

10,000 to 20,000, equivalent to 2.5 billion pesos, and has helped develop more than 30 agribusinesses. We have goals to provide tools and training to 50,000 farmers, digitally train 25,000 farmers, and create 10,000 jobs for young women and men.

Read more: [2023 Walmart Mexico and Central America Annual Report](#).

markets where we do business. For example, over 90% of merchandise sold in Mexico is purchased within the country and approximately 85% of merchandise sold in Central America is purchased in the region.

Philanthropic Investments to Build Smallholder Capacity

Walmart complements our sourcing from small producers with philanthropic programs to improve the livelihoods of smallholder farmers. Since 2017, the Walmart Foundation has awarded grants of over \$100 million to benefit smallholders in India, Mexico, and Central America. These grants are expected to reach over 1.3 million smallholder farmers, including at least 50% women.³ These grant programs aim to enhance farmer livelihoods and value chains, encourage the adoption of sustainable agriculture practices, unlock access to finance, grow formal market linkages, strengthen Farmer Producer Organizations (FPOs), and empower women farmers in FPOs.

India

In 2023, Walmart and the Walmart Foundation announced a goal to fund projects in India designed to help build capacity and advance the economic livelihoods of one million smallholder farmers by 2028, with at least 50% women. Since making this commitment, the Walmart Foundation has made grants designed to reach 277,000 people, of whom 47% are expected to be women.

This work builds on over \$39 million invested by Walmart Foundation in grants to strengthen smallholder farmer livelihoods in India between FY2019 and FY2023. According to an [impact study](#) conducted by Sambodhi, an India-based impact measurement firm, women farmers under Walmart Foundation's Market Access Program showed greater participation, awareness, and decision-making as FPO office bearers.

Central America and Mexico

The Walmart Foundation has invested over \$45 million in grants to strengthen smallholder farmer livelihoods in Mexico and Central America between FY2017 and FY2024. Recent investments to build smallholder and small producer capacity include grants to:

- International Development Enterprises, which seeks to increase the productivity, income, and resilience of 2,500 smallholder farmers in Honduras, with a focus on the role women play as impact multipliers in their communities.
- Mercy Corps, which is working to catalyze resilient and improved livelihoods for 25,000 smallholder farmers (20% women) in Central America and Mexico by accelerating access to inclusive fintech, agricultural, and climate-smart tech solutions.
- Pro Mujer, which aims to improve women smallholder farmers' livelihoods in Southeast Mexico by facilitating understanding of how agriculture, entrepreneurship, and gender intersect to provide equitable entrepreneurial opportunities for women and strengthen gender in the agricultural sector.

Read more: [Seeding advancement of women in smallholder farming: insights from the Market Access portfolio](#), [People in Supply Chains at Walmart.org](#)

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Challenges

- Systemic societal disparities can inhibit the development of a broad and diverse supplier ecosystem, despite efforts from Walmart and others to enhance capacity, market readiness, and inclusion.
- Smallholders face substantial barriers to growth, such as limited access to inputs, technical assistance, and finance.
- Walmart's size and scale can create challenges for small, diverse, and local suppliers to be qualified to meet our and our customers' needs.

1. Walmart's Supplier Inclusion Program provides U.S. privately held companies that are 51% or more owned, managed and controlled by a woman, minority, veteran, disabled veteran, person with a disability or a member of the LGBTQ+ community equal footing to effectively work with us while at the same time growing their own business.

2. Per Boston Consulting Group using data from the Economic Policy Institute and Bureau of Labor Statistics.

3. Figures for smallholder engagements are reported by grantee organizations. Farmers may benefit from more than one investment or program. Each engagement will be included in calculating total reach.

Our People: Associate Experiences and Paths to Opportunity



SASB: CG-MR-310a.1, FB-FR-310a.1, FB-FR-310a.2
GRI: 2-7, 2-26, 2-30, 3-3, 203-2a, 401-2, 401-3a-b, 404-2a, 405-2
UN SDGs: 5, 8
Published: Dec. 13, 2024

At a Glance

- Investing in associates:** Walmart offers strong wages and benefits, including an average U.S. hourly wage of more than \$17.50 (higher in many areas and roles), competitive benefits, and an approximately two-thirds full-time workforce. We continue to invest in associate compensation – as an example we recently introduced cash bonuses for Walmart U.S. hourly associates that factor in length of service and performance and we have invested in the compensation structure for store managers, increasing base salary and introducing stock grants.
- Emphasizing skills:** 75% of the jobs at Walmart do not require degrees, including store, club, and supply chain management roles paying over \$100,000. Approximately 75% of associates in these roles started their Walmart careers in hourly positions. To meet the demand for specialized roles, Walmart has initiated training programs helping associates build skills for roles like private fleet driver, optician, and technician.
- Culture of belonging:** We strive to create a culture where all associates are seen, supported, and connected, contributing to engagement and are aligned with our core values, most specifically, respect for the individual. We seek qualified candidates from a broad pool; provide opportunities for education, mentoring, and advancement; and maintain resources and networks for associates to share feedback and build community. We are focused on building a Walmart for everyone.

Walmart is committed to making retail a place of opportunity where all people, regardless of where they start, can gain the skills and experiences they need to advance in their careers. Doing so allows us to attract, develop, and retain the talent we need to deliver on our purpose and drive business performance.

Key Metrics

Metric	FY2022	FY2023	FY2024
Growth			
Number of U.S. associates promoted to jobs of greater responsibility and higher pay ¹	>135,000	>180,000	>130,000 ²
Number of associates enrolled in Live Better U (LBU)	>30,000	> 34,000	>25,000
Belonging ^{3,4}			
Global workforce: women	54%	53%	52%
U.S. workforce: women	57%	56%	55%

U.S. workforce: women / people of color	55% / 49%	52% / 49%	52% / 51%
U.S. management: women / people of color	44% / 39%	44% / 41%	44% / 43%
Percentage of U.S. hourly-to-hourly promotions: women / people of color	54% / 46%	54% / 50%	53% / 51%
Percentage of U.S. management promotions: women / people of color ⁵	45% / 40%	40% / 43%	43% / 45%
Percentage of U.S. officers: women / people of color ⁶	34% / 27%	37% / 28%	39% / 30%
Walmart Board of Directors: women ⁷	27%	27%	27%
Walmart Board of Directors: racially / ethnically diverse ⁷	18%	18%	18%
Average age of U.S. workforce ⁸	38 years	39 years	39 years
Number of veterans hired and promoted in U.S. ⁹	>52,000 offers >4,500 promoted	>47,000 hired >6,600 promoted	>30,000 hired >5,000 promoted
Military spouses hired in U.S. ⁹	>30,000	>27,000	>18,000
Percentage of active LBU students: women / people of color	60% / 50%	58% / 51%	57% / 56%
Well-being			
Percent of U.S. hourly associates in full-time jobs ¹⁰	~68%	~68%	~67%
Starting cost of medical plan per bi-weekly pay period ¹¹	\$31.40	\$33.00	\$34.50
Average hourly wage / average total hourly compensation (U.S. hourly associates) ¹²	>\$16.50 / >\$21.25	>\$17.00 / >\$21.75	>\$17.50 / >\$22.00

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Relevance to Our Business and Society

Walmart is a people-led, tech-powered company dedicated to helping people save money and live better. As of the end of FY2024, we employed approximately 2.1 million associates around the world, with approximately 1.6 million associates in the U.S.¹³, to deliver on our purpose. Our people strategy focuses on associate well-being, growth, digital experiences, and a culture of belonging. We believe our people strategy allows us to attract, develop, and retain associates in a competitive retail market and thereby deliver a better customer and member experience.

With a U.S. associate base that is 92% hourly, of which a substantial portion are under age 30, Walmart can provide a foundational entry point for people to develop critical skills relevant to careers at Walmart and beyond. Our investments in wages, benefits, skills training, and education aid associates in their careers, the customers they serve, and the communities in which they live. Furthermore, we believe our business and philanthropic efforts to promote a skills-based approach to workforce development beyond Walmart further enhances upward mobility and economic growth in the communities we serve.

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Walmart's Approach

We believe Walmart has a differentiated employment proposition, which includes:

- **Governance and Accountability:** Ensuring our efforts meet the needs of our associates and in turn our customers and business.
- **Associate Well-Being:** Prioritizing the financial, physical, and emotional well-being of associates through, for example, the stability of a workforce that is approximately two-thirds full-time, competitive pay and benefits, predictable scheduling, and medical plans that include access to distinctive Centers of Excellence such as Mayo Clinic.
- **Associate Growth:** Providing opportunities for all associates to learn and grow through in-house skills training programs, an industry-leading education platform, and many pathways to promotion and careers.
- **Associate Belonging:** Striving for every associate to feel seen, supported, and connected at Walmart, rooted in respect for the individual.
- **Digital Enablement for Associates:** Equipping our associates with digital skills and tools to improve their experience and enhance their productivity.
- **Opportunity Beyond Walmart:** Strengthening U.S. frontline workforce skills development in retail and related sectors through multi-stakeholder collaboration, advocacy, and philanthropic initiatives.

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Key Strategies and Progress



In this section:

- Governance and Accountability
- Associate Well-being
- Associate Growth
- Digital Enablement for Associates
- Associate Belonging
- Opportunity Beyond Walmart

Governance and Accountability

Governance mechanisms for our people strategy include the following:

- **Board and Board Committee Oversight:** The [Compensation and Management Development Committee](#) of Walmart's Board of Directors has oversight responsibility regarding Walmart's people management strategies, including associate compensation and benefits, as well as pay equity, culture, and strategies and initiatives to promote belonging. Walmart's Board of Directors includes Directors with diverse backgrounds, experiences, perspectives, and viewpoints. For further information, see Walmart Inc., "[2024 Proxy Statement](#)," pg. 4.
- **Management Oversight:** Walmart's EVP and Chief People Officer oversees Walmart's people strategies. The President's Inclusion Council comprises Walmart officers, including Walmart's President and CEO, and serves in an advisory capacity to Walmart's Executive Council and the entire organization to help Walmart foster a culture of belonging across the enterprise. The members, who serve a two-year term, represent each of Walmart's business segments.
- **Building Leadership Accountability:** We focus on building accountable leaders who foster a sense of belonging. Our Leadership Expectations, which inform Walmart associate performance evaluations, are tied to our core values, such as Respect for the Individual. Walmart associates are expected to ensure everyone has the same access to opportunities for growth, development, and advancement. They should also embrace a welcoming and safe workplace where individuals can respectfully express their unique backgrounds, identities, and perspectives without fear of discrimination or harassment. Walmart is dedicated to maintaining a workplace free of harassment and discrimination. Violations of our Global Discrimination and Harassment Prevention Policy, which lead to written disciplinary action, or violations of Walmart's Code of Conduct, may result in a reduction of certain associates' Management Incentive Plan payout, depending on the level of violation.
- **Measurement and Reporting:** We publicly disclose key metrics related to our people and belonging strategies in order to foster accountability and trust.¹⁴ Current information on these metrics and other related metrics can be found in our [Belonging Report](#) and [EEO-1 Report](#) in addition to our Key Metrics table above.

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Associate Well-Being

Through competitive compensation, benefits, and scheduling, we support associates' financial, physical, and emotional well-being. For example, Walmart provides comprehensive benefits—including health coverage, a 401(k) plan, and paid time off to part- and full-time associates, many of which start on the first day of employment.

Financial Well-being

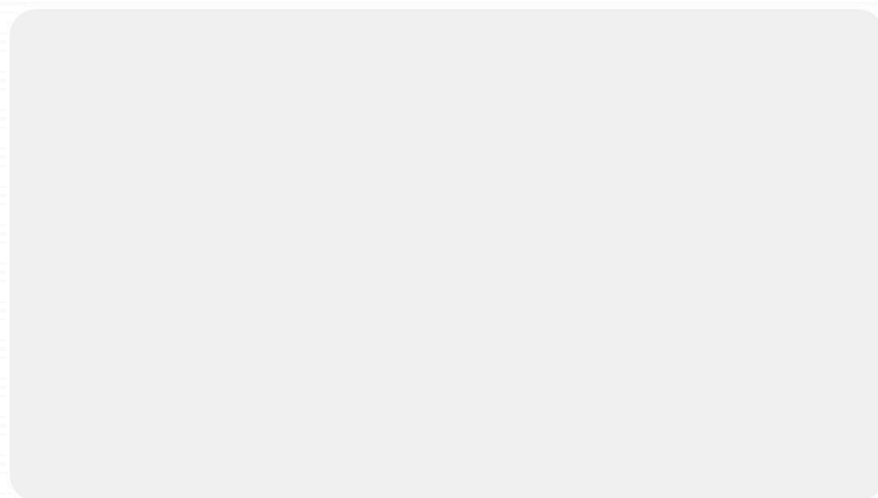
We aim to enhance the financial well-being of our associates by offering our majority full-time workforce predictable and flexible scheduling, paid leave, and competitive wages and benefits.

Majority Full-Time Workforce and Predictable Scheduling

Approximately two-thirds of our U.S. hourly associates¹⁵ are full-time. Full-time jobs can lead to greater take-home pay for associates while helping them gain the skills needed for advancement. We continue to offer part-time roles, which some associates prefer as a way to supplement household income and build new skills while managing other interests and obligations.

Walmart's scheduling system is built around predictability, consistency, and flexibility to support the varying preferences and needs of associates while meeting the needs of our customers.

- **Scheduling control:** Using the Me@Walmart app on their phones, associates can view their schedules up to two weeks in advance; pick up extra shifts; trade shifts with each other, view and request time off; and clock in.
- **Consistent scheduling:** Walmart offers set schedules—up to 40 hours a week—so full-time associates can work alongside their teammates with the same shifts on the same days each week. This helps associates plan for life outside of work and know what to expect in their paychecks.



Paid Leave Benefits

- **Paid time off (PTO):** Walmart's PTO policy for U.S. full- and part-time frontline hourly associates provides associates flexibility by combining paid sick leave, vacation time, personal time, and holiday time. "Protected" PTO begins on day one to cover unplanned absences and regular PTO is earned over time.
- **Parental leave:** Walmart provides U.S. salaried and full-time hourly associates with maternity and parental leave benefits. Parental leave applies to associates who become parents through birth, adoption, or foster care placement.¹⁶ Full-time hourly associates who become parents are provided six weeks of paid time off to bond with a new child and the birth mother is provided ten weeks

of paid maternity leave (which can be added to parental leave for a total of 16 weeks).¹⁷ In FY2024, approximately 29,000 Walmart parents took advantage of maternity leave or parental leave.

Wage Structure and Pay

Offering competitive wages by role and market helps us to recruit the talent we need to run our business. Our wage structure and pay practices reflect consideration of numerous relevant factors, including the skills necessary to do the job, business format (e.g., store, club, distribution/fulfillment center), local market labor conditions (competitive compensation for similar work and cost of living), and fairness relative to other roles in the company and parity across race, ethnicity, and gender.

We continually review and invest in wages at all levels of our hourly workforce, raising minimum starting wages by over 90% since 2015 and average hourly wages by nearly 30% since 2020. Additionally, we continue to strategically invest in wages in key roles such as store manager, increasing base compensation and bonus potential and adding a stock component.

Average Hourly Wage and Total Compensation (End of FY2024) ¹⁸					
Associate Population	Hourly Associates in Full-Time Roles	Average Starting Wage ¹⁹	Average Hourly Wage	Average Total Hourly Compensation ²⁰	Peer Comparison
Walmart associates in the U.S.	67%	\$15.75	>\$17.50	>\$22.00	Omni-channel, multi-format retailers
Walmart U.S. segment ²¹	67%	>\$15.50	>\$17.50	>\$22.00	Grocery chains, multi-category retailers, dollar stores
Sam's Club U.S. segment ²²	64%	>\$16.50	>\$18.00	>\$22.50	Warehouse clubs
U.S. supply chain associates (Walmart U.S. and Sam's Club U.S.) ²³	99%	\$23.75	>\$26.25	>\$35.00	eCommerce fulfillment

Additional Financial Benefits

Beyond wages, we provide benefits aimed at promoting associates' financial well-being, including:

- Discounts and free memberships:** Walmart associates receive a discount card²⁴ that provides a 10% discount on fresh fruits, vegetables, and regularly priced general merchandise, plus select merchandise on Walmart.com; eligible associates also receive a free Walmart+ membership. Sam's Club associates working in clubs receive a Sam's Club Plus membership and a 10% discount on fresh fruits and vegetables.
- Retirement:** Our competitive retirement benefits²⁵ includes a 401(k)-contribution plan for all U.S. associates beginning on their first day of work and a match of up to 6% for full- and part-time hourly U.S. associates credited with 1,000 hours of service during their first year. In FY2024, our 401(k) program had an average enrollment of approximately 704,000 and Walmart's company match in the U.S. totaled \$1.6 billion.
- Stock ownership programs:** In FY2024, 41% of our active full-time and salaried U.S. associates participated in at least one of Walmart's stock ownership programs, including our Associate Stock Purchase Plan (ASSP) and the Walmart Stock Incentive Plan. Of the nearly 480,000 Walmart associates who participate in our Associate Stock Purchase Program, more than 81% are hourly associates²⁶. In 2024, we announced a three-for-one stock split to help more of our associates participate in our ASSP.²⁷ Since the stock split, associate participation in our stock purchase plan has increased by nearly 16%. Age-eligible associates can participate in an associate stock purchase plan with company match. Walmart matches 15% of the first \$1,800 U.S. associates contribute to their stock purchase program each year, up to \$270 per plan year.²⁸ Associates eligible for stock awards include officers, certain home office salaried members of management, certain supply chain management, market managers, and store/club managers.²⁹
- Financial planning tools:** We provide associates access to tools and apps managed by expert third parties to help them manage their money and plan for bills, savings, and spending. When unexpected expenses occur, associates can also access earned wages ahead of scheduled paychecks. More than half of our U.S. associates are using these tools to help them with their finances.
- Financial education:** Walmart collaborates with external market leaders to provide educational tools and resources to help associates learn about financial topics such as budgeting, credit scores, and investing. These collaborations, such as with Khan Academy, have also delivered associates access to online courses that will help equip them with the knowledge and skills needed to make highly informed decisions about their money.

Pay Equity

Walmart is committed to fair and equitable pay for associates in all markets where we operate and has processes, tools, and systems in place to help ensure equitable, bias-free compensation for offers, movement, and promotions within the organization. Measuring and disclosing pay gaps promotes transparency.

Pay Analyses

We conduct pay equity analyses annually and calculate adjusted and unadjusted pay gaps for our U.S. associate population.

Pay Gap Definitions



Adjusted Pay Gap

The **adjusted pay gap** is how much more one group earns **compared to another group who does similar work** accounting for measurable neutral, job-related factors like position, experience, and location that



Unadjusted Pay Gap

The **unadjusted pay gap** measures the **raw difference in median or mean earnings between two groups** without statistically accounting for factors such as position, experience, and location that may

might explain why one group earns more.

influence pay disparities.

Our review of pay and compensation practices, along with the reported results, are conducted and validated in consultation with expert third-party firms to confirm that we are following industry-leading standards. As part of our annual and ongoing rewards management, we adjust pay and practices, as necessary, to correct for unintended pay differences and market competitiveness.

Adjusted pay gap: The *adjusted pay gap* indicates whether associates performing the same work—accounting for job-relevant factors like position, experience, and location—are paid fairly relative to one another, regardless of protected status. We first disclosed our adjusted gender and racial pay gaps in 2023. Our most recent adjusted pay gap analyses in 2024 in the U.S. confirm that female associates are paid \$1.00 for every \$1.00 that male associates are paid, and that associates who are people of color are paid \$1.00 for every \$1.00 that white associates are paid.

Unadjusted pay gap: While we believe that the *adjusted pay gap* is the most meaningful measure for determining pay equity, we also report on the *unadjusted pay gap*, which indicates median pay differences when not adjusting for factors like position, level, and experience (reflecting relative representation in higher- or lower-paying roles). Our most recent unadjusted pay gap analyses in 2024 in the U.S. confirm that female associates are paid 99% of the median pay for male associates, and associates who are people of color are paid 100% of the median pay for white associates.

We continue to review our processes and analyses beyond the U.S. so that we can consistently assess and report on our equitable pay and practices globally and we remain compliant with all global pay equity regulations. We annually update this disclosure and plan to continue to do so.

Pay Practices

Fair pay is foundational to Walmart's culture and an important characteristic of respect for the individual. Example pay practices include:

- **Hiring practices:** Interview training workshops and standardized interview questions; not requesting a salary history to set pay for external candidates; and diverse candidate slates for the Board of Directors
- **Pay controls:** Market-based starting pay rates; limiting discretion on pay to promote consistency; and regularly reviewing pay and promotion decisions before finalization
- **Transparency:** Providing self-service tools for associates to view their pay details and range at any time; expanding pay range visibility on all U.S. job postings; supporting associate inquiries regarding pay; and providing confidential resources for raising concerns
- **Capability building:** Providing learning opportunities for managers, people partners, and recruiters to ensure understanding of our pay programs, policies, and practices

Physical Well-being

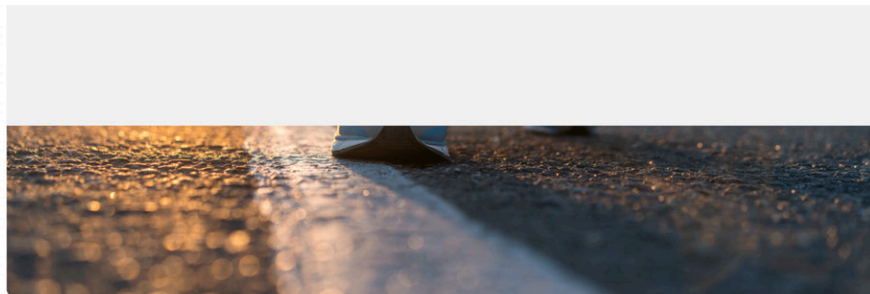
We are committed to providing associates and their family members who utilize our medical plans with access to affordable, high-quality care while also encouraging physical wellness.

Medical Plans

- **Affordable and accessible medical coverage:** Full-time associates and eligible part-time associates have access to health coverage through Walmart. For 2024, medical coverage starts at \$34.50 per biweekly pay period, approximately one-third less than the average premium employees pay at other companies nationally.³⁰
- **Centers of Excellence:** To provide our associates with quality care, Walmart partners with leading health centers, including the Cleveland Clinic, Johns Hopkins, and the Mayo Clinic. For associates enrolled in most Walmart medical plans, our Centers of Excellence program provides access to some of the best specialists and hospitals for serious medical issues, often at zero cost, based on plan enrollment and eligibility. Procedures covered include transplants, heart, spine, and weight loss surgery; hip and knee replacements; fertility treatment; and cancer care for virtually all types of cancers. 96% of enrolled medical members using the Centers of Excellence are field associates.
- **Virtual healthcare:** Most Walmart medical plans include affordable, nationwide, virtual access to health care providers at no cost for services including mental health, urgent, and primary care.
- **Family-building support:** Walmart is committed to supporting its associates as they grow their families. Benefits offered include:
 - **Fertility care:** Up to \$20,000 to support fertility treatment through Walmart's Centers of Excellence program and open to associates and adult family members enrolled in most Walmart medical plans.
 - **Surrogacy and adoption:** Up to \$20,000 reimbursement of eligible surrogacy and adoption services and open to all salaried management (upon hire) and full-time hourly associates (after 12 months of employment).
 - **Doula services:** Up to \$1,000 for doula services during pregnancy, part of a suite of benefits offered through our Life with Baby program, which is available to associates on most Walmart medical plans.
 - **Childcare support:** Walmart provides childcare options for our campus-based associates in Northwest Arkansas through our Little Squiggles Children's Enrichment Center and Sam's Club Kids Club.

Encouraging Physical Wellness

- **Fitness Pass:** Fitness Pass provides U.S. associates and their family members access to digital fitness content for \$5 per pay period or access to thousands of nationwide gyms plus digital content for as little as \$9 per pay period.
- **A financial incentive for healthier life choices:** Associates and their families can be rewarded for making better choices such as eating healthier, walking more, or saving more with the [Thrive Challenge](#).



Emotional Well-being

Walmart provides associates and their family members access to resources like 24/7, no-cost counseling sessions, peer-to-peer support groups, and educational tools that are tailored to their unique needs. Initiatives include:

- **No-cost behavioral health services:** Walmart associates and their family members can receive confidential no-cost counseling with a licensed therapist 24/7. Whatever the need, associates get 20 free sessions for themselves and their household family members through channels that fit them best – in person, on the phone, via video, or via chat.
- **Workforce mental health training:** Walmart requires 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, and how to connect associates with resources to help.
- **Outreach:** Mental health professionals reach out to associates in certain states with the goal of providing support and an early connection to care.
- **Group support:** Associates can access anonymous peer support and group chat in moderated forums, allowing them to connect with people who understand their struggles.

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Associate Growth

Career and Growth Opportunities

Since our founding, Walmart has served as an entry point to gain skills and a ladder of opportunity. While people join us at many different stages in life, nearly 40% of Walmart's U.S. hourly workforce is under the age of 30, with more than 11% under the age of 20 – an important time in a career to gain skills and experience and progress to roles of greater responsibility and higher pay.

Since Walmart offers a wide range of jobs, we have prioritized strategies for increasing access to jobs at all levels, including:

- **Streamlined application process:** We have a simplified hiring process where frontline applicants can apply in-store, online, or from our associate-facing online hiring center.
- **Valuing skills and knowledge:** As an employer, Walmart values skills and knowledge gained through work experience, volunteerism, military service, and education, as well as individual interests and aptitude. We are auditing roles and rewriting job descriptions to include the skills required for each job to augment our hiring strategy and broaden our talent pool.
- **Countering degree inflation:** Walmart does not require college degrees for most jobs, including store managers, who earned an average total compensation of approximately \$216,800 in FY2024. For jobs where a degree is required or encouraged, we have adjusted our education benefit to offer more short-term options for associates to quickly obtain skills they need to advance. Additionally, we have targeted our degree offerings to specific jobs and skills where we believe a degree is the best education option.

Our associates see this in practice with about two-thirds reporting through our Associate Engagement Survey that they believe they have career growth opportunities at Walmart and access to the experiences and opportunities that will help them achieve their career goals.

- Walmart U.S. associates receive their first promotion, on average, within eight months of joining the company.
- Over the last five years (FY2020-FY2024), an average of more than 180,000 U.S. associates received promotions each year.
- 86% of U.S. roles above entry level were filled internally in FY2024.
- Approximately 75% of our U.S. salaried store, club, and supply-chain management started their careers in hourly positions. Associates in these roles earned an average of more than \$111,000 in FY2024.

We believe this ability to grow a career is a significant reason why many associates choose to stay with Walmart. As of the end of FY2024, the average tenure for a Walmart associate in the U.S. was 5 years; over 300,000 U.S. associates have spent more than 10 years with Walmart; and over 50,000 associates have been with the company for 25 years or more.

Learning Ecosystem: Training and Education

Our learning ecosystem provides associates access to training and education to help them meet their career goals while providing Walmart a ready source of top talent as our business grows and evolves. In July 2021, Walmart [committed](#) to invest nearly \$1 billion over five years in career-driven training and education. As of FYE 2024, we have invested approximately \$560 million.

Preparing Associates for In-Demand Roles

As our business evolves, we want to help Walmart and Sam's Club associates gain the skills, knowledge, and experience required to take on new roles – including approximately 100,000 "in-demand" positions in the U.S.:

How Walmart is Preparing Associates for In-Demand Roles

In-demand roles (Illustrative)

How Walmart is helping associates get there



Training: On-the-Job Development and Walmart Academy Trainings

Walmart incorporates training and development of part- and full-time associates throughout the associate experience, starting on day one. Associate training and development strengthen our business; for example, the top third of Walmart U.S. stores in terms of training completion demonstrate increased customer net promoter and Clean Fast & Friendly scores, associate engagement, and retention.

Our approach to training and development includes:

On-the-job: Our teaming structure – an operating model that places associates on teams with tiered positions where they are responsible for specific store areas – provides cross-training and on-the-job development starting on day one with the company. It also creates clear pathways for career progression as frontline associates gain the skills to lead their own team.

On-demand: Store associates use our in-house-designed Walmart Academy learning app during their onboarding process and early in a new role to receive training on the fundamentals of success in their role, including customer service, execution of core functions for their department, safety, and compliance. Store associates can also access the full training library for just-in-time training on specialized functions and to explore areas of personal interest. They can earn knowledge badges that signal to managers an associate's interest in growth and potential career paths. Additionally, Walmart Academy provides virtual reality training to help associates learn through real-life scenarios, such as learning how to do an oil change in the Auto Care Center.

Formal and in-person: Walmart has approximately 200 physical Walmart Academies in the United States focused on developing strong people leaders. In-person Academy-led training typically starts at the hourly supervisor level – the first rung of the leadership ladder at Walmart. New-to-role hourly supervisors receive a two-week, in-person Leadership and Operations training, focusing on Walmart culture and values, key leadership skills, and functional skills necessary for success in role. New salaried managers receive more advanced training in a similar format through our Manager Academy program. Manager Academy is designed to help managers – those who lead stores, clubs, and supply-chain facilities – be effective leaders and keepers of our purpose, values, and culture. Since launching in 2022, more than 3,000 leaders have gone through the program. Manager Academy begins with a 360-degree performance review based on anonymous feedback from associates in their facilities and others with whom they work closely. The Academy includes a five-day session at our Home Office in Bentonville, Arkansas in which participants are guided through a series of classroom discussions and hands-on experiences that bring our culture and values to life. Participants spend time with senior leaders, including our CEO, who reinforce the importance of their role in representing our culture as they lead and grow associates.

In FY2024, approximately 300,000 associates in the U.S. received training via Walmart Academy, including in-person and virtual training.

Education Offerings: Walmart's Live Better U





LBU Academic Offerings*

Bachelor's Degrees and Certificates

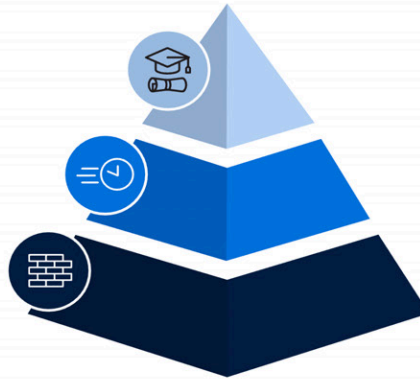
- BS Business Management and Leadership
- BS Supply Chain, Transportation, Logistics
- BS Computer Science
- BS Business Administration
- BSBA in Marketing
- BSBA in Supply Chain Management
- BAS in Applied Computing
- Certificate in People and Business Leadership
- Project Management Certificate
- Software Development Career Certificate
- Data Science Certificate
- Purchasing Fundamentals Certificate
- Frontline Manager Leadership Program

Short-Form Credentials and Courses

- Data-Driven Decision Making
- Solving Problems with Critical and Creative Thinking
- Generative AI for Everyone
- Leading Organizational Change
- Fundamentals of Management

Foundational Learning

- Language Learning – ASL
- Language Learning – English, Spanish, French and more
- High School Completion Program
- Business
- College Prep
- Information Technology



**This represents the Fall 2024 catalog. Spring 2025 catalog and enrollment dates have not been released.*

While Walmart has prioritized upward mobility through on-the-job, digital, and in-person training programs, formal education can help open even more career paths. Our Live Better U (LBU) education benefit offers more than 1.5 million U.S. part- and full-time hourly Walmart and Sam's Club associates access to formal education opportunities, including high school completion, short-form programs, certification programs, and college degrees, where Walmart pays 100% of the costs.

We curate the programs to focus on relevance to careers at Walmart and beyond in a changing economy, offering degrees and credentials from top-ranked colleges, universities, and institutions with proven track records of delivering results for adult learners. We enhanced LBU in 2024 to more than double the offering of certificates and courses, which associates can earn in an average of four months, emphasizing relevance for in-demand and higher-paying jobs like project management, software development, transportation, and logistics management.

Since launching the LBU program in 2018:

- More than 125,000 associates have enrolled in LBU, including nearly 26,000 in FY2024.
- Associates have completed over 23,000 programs, including diplomas, credentials, and degrees.
- Associates have saved an estimated \$688 million in tuition costs.³¹

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Digital Enablement for Associates

As customer expectations change, so will our associate roles, responsibilities, and skill requirements. We are investing to equip our associates with digital tools intended to improve their productivity and efficiency and enhance their overall experience.

Digital tools for frontline associates: We invest in consumer-grade technology to improve the associate experience and enhance productivity. For example:

- The Me@Walmart apps allow associates to manage their schedules, make changes to personal benefits such as their 401(k) or Stock Purchase Plan, and provide a one-stop shop to submit feedback or Open Door concerns and lodge an issue with Walmart Ethics through MyFeedback.
- At Walmart, our VizPick technology maps and tracks backroom inventory through augmented reality technology, accelerating a formerly manual process.
- At Sam's Club, the Own Your Inventory app provides associates with insights into real-time inventory using computer vision technology, so they can help members find any product they need, when they need it, and at the right price.

MyAssistant generative AI: MyAssistant is a generative AI tool to support associate productivity by reducing manual, repetitive tasks such as document creation, calculations, and project plans. MyAssistant has been expanded into some of our international markets.

Digitizing training: Walmart Academy offers on-demand virtual learning on a variety of topics. For example, training on many job-related functions is built into the Me@Walmart app. Associates have completed more than 17 million nano-learnings as of July 2024.

Preparing associates for digitally enabled roles: We have designed and implemented training curricula to help associates make the transition from the jobs of today (e.g., manual order filling, unloading) to tech-enabled jobs (e.g., automated equipment operator, autonomous forklift operator, maintenance technician). For example, we provide a six-week course on how to operate and troubleshoot the software systems that run automated equipment.

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Associate Belonging

Our 2.1 million associates³² around the world reflect the communities we serve. To attract and retain the talent we need to serve our customers and members well, we seek to create a culture where every associate feels seen, supported, and connected, rooted in respect for the individual.



Recruitment and Hiring

Walmart is a workforce entry point, where people can gain skills and experience to pursue the career path that is right for them. We have continued to evolve our recruiting and hiring processes to provide equal access to opportunities for growth, development, and advancement, and to help associates be seen for the unique skills and experiences they bring to the job. Examples of how we do this include:

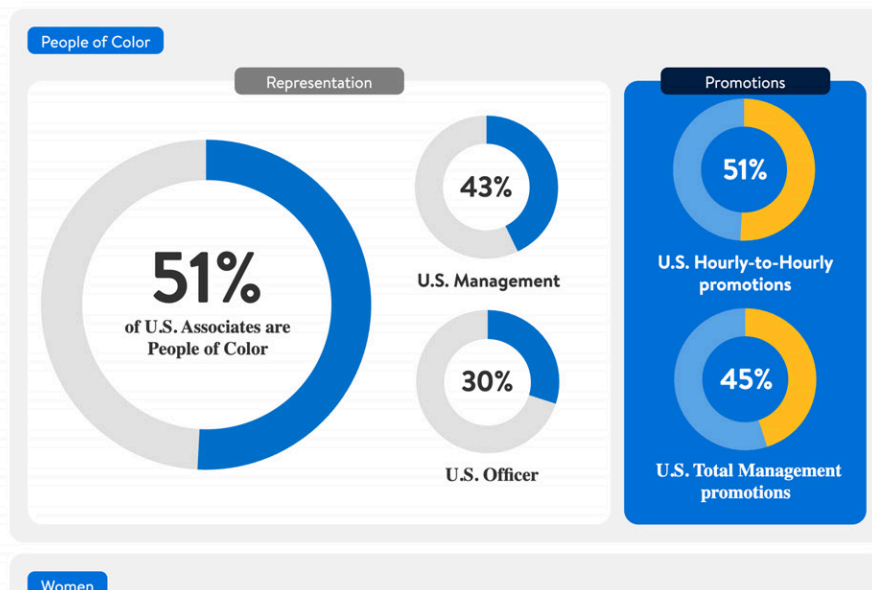
- **Removing barriers:** We seek to remove unnecessary barriers to getting a job. For example, we do not require college degrees for a majority of jobs; we have removed degree requirements from job descriptions; and instead, we promote skill recognition as a primary basis for hiring and promotion. To help ensure a fair recruitment and hiring experience for our U.S. workforce, hiring managers and recruiters follow a set of principles including sourcing a broad pool of qualified candidates and refraining from requesting salary history to set pay for external candidates. All hiring managers can access interactive, scenario-based interview training that emphasizes the importance of structured interviews and reviews how to mitigate bias.
- **Veterans and military spouses:** Veterans develop skills that translate well to business. Since FY2014, Walmart has hired over 400,000 U.S. veterans and military spouses; in FY2024, we hired over 30,000 veterans and over 18,000 military spouses.
- **Collegiate recruiting:** We support early career candidates across a broad portfolio of schools. Programs include mock interviews, résumé-writing workshops, career fairs, and summits to expose students to Northwest Arkansas.
- **Fair-chance hiring.** We strive to lower barriers to gainful employment, help people obtain valuable work experience, and help them advance on the job. We were at the forefront of the movement to “ban the box” that asks about prior criminal convictions on the initial job application. We conduct pre-employment background checks only after a conditional job offer. Our Individualized Assessment process offers candidates a meaningful opportunity to submit additional information to put a criminal record in context. In 2021, in coordination with the Business Roundtable and other member companies, Walmart was a [founding member](#) of the [Second Chance Business Coalition](#), committed to expanding opportunities for employment and greater upward mobility for people with criminal records.

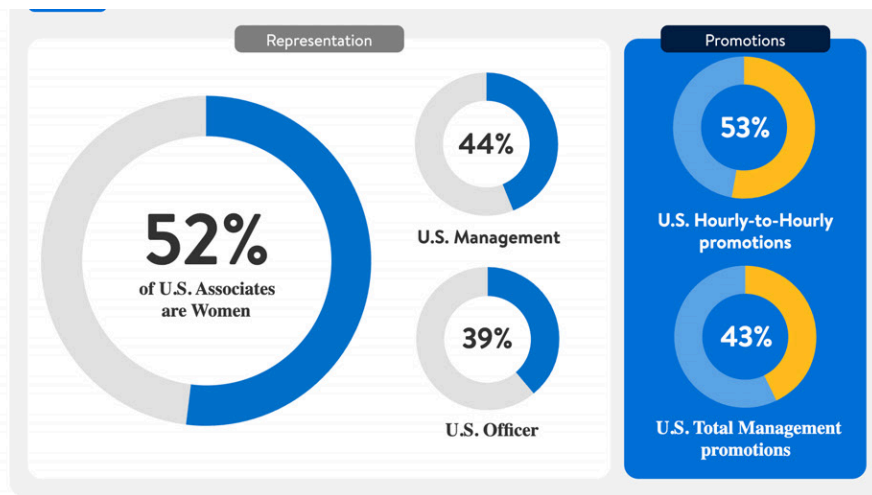
Development and Advancement

We believe that promotion from within, based on meaningful factors like skills, experience, and performance, serves our customer well and expands career advancement opportunities for our associates. We focus on:

- **Fair and objective talent management tools and processes.** We seek to ensure our talent management processes are data-driven and objective. Leaders have access to a talent toolkit that helps them to have career conversations with associates prior to performance reviews, identify talent based on objective factors, and recognize and mitigate unconscious biases. For promotion to officer roles, Walmart leverages psychometric tools that provide insights on leadership strengths, potential gaps, and readiness in addition to other information about the candidate like prior performance, qualifications, and experience.
- **Internal promotions as a key outcome and strategy.** We have a strong track record of internal promotions with more than 180,000 U.S. associates receiving promotions each year on average and 86% of U.S. roles above entry level filled internally in FY2024. In FY2024, women and people of color each earned more than half of U.S. hourly-to-hourly promotions. Additionally, women and people of color earned 43.4% and 44.8% of total U.S. management promotions, respectively.

Representation of People of Color and Women





Mentoring and Support

Initiatives to support a culture of belonging include:

- **Mentoring programs:** Mentor circles help accelerate the growth and development of associate talent through increased exposure and opportunity. More than 30,000 associates participated in mentoring circles in FY2024.
- **Associate Resource Groups:** Walmart's nine Associate Resource Groups (ARGs) are organized and led by associates, with support from the People team, and include, for example, SERVES (with a focus on veterans and military families), the Black and African American Resource Group (BAARG), and the Women's Resource Council (WRC). Each group is open to all campus-based associates and are designed to further engagement, foster connection, and provide feedback on ways Walmart can better serve all stakeholders.
- **Community Champions:** More than 1,300 Walmart U.S. and Sam's Clubs have trained Community Champions, associates who help strengthen relationships between their stores and local communities by engaging associates and customers to [Spark Good](#) through in-store activations, representing Walmart in community events, supporting Walmart's local charitable giving, and helping to drive volunteer events.

Read more in our [2024 Annual Belonging Report](#).

Associate Feedback and Engagement

At Walmart, we believe that listening and responding to associate perspectives are essential to associate job satisfaction, shows respect for the individual, cultivates a sense of belonging, while enhancing our business performance.

How we seek feedback: We believe hearing directly from associates is the best way to understand and act on opinions, feedback, ideas, and suggestions. In addition to face-to-face interaction, digital tools facilitate real-time insights from millions of individual points of view. Walmart provides multiple channels for associates to be heard, which allow us to hear from thousands of associates each week, including through:

- **In-person dialogue:** Our primary method of communication will always be in-person, through associate/manager meetings, team huddles, and day-to-day interactions.
- **Leadership visits and listening sessions:** Officers including functional leaders, Walmart CEO, Walmart U.S. CEO, and other Executive Council members frequently visit Walmart facilities around the country to listen and learn. We conduct listening sessions in connection with major associate gatherings like our shareholders' meeting and holiday meeting. In 2023, there were dozens of such group listening sessions with hourly associates and Walmart managers.
- **Formal surveys:** Walmart's annual Associate Engagement Survey (AES) measures associate sentiment on a variety of topics such as manager and team relationships, career growth and opportunity, belonging, and company culture, providing a platform for associates to share how the company can improve the work experience. More than one million associates responded and more than half a million associates provided open-text feedback in 2023. Additionally, monthly pulse surveys for Walmart U.S. provides the opportunity for more regular check-ins with over two million responses submitted in 2023.
- **Associate ideation:** U.S.-based associates can submit ideas through MyIdeas, an always-on, associate-initiated listening channel that considers associate ideas such as process efficiency improvements, workplace safety, customer service enhancements, technology innovations, and initiatives to improve work-life balance and job satisfaction. More than 32,000 ideas were collected from this channel in FY2024. Each idea is reviewed and the platform allows associates to check on the status of their submission and receive feedback on implementation.

- **Confidential resources:** Often associates want to share feedback and concerns confidentially or anonymously and we provide avenues for doing so:
 - The Open Door process allows associates to share ideas, ask questions, and raise concerns in good faith with their supervisors and other leaders at any time without fear of retaliation. Additionally, U.S.-based associates can utilize the MyFeedback Portal which was designed and launched as a digital, intuitive, self-service site to access confidential channels. Hundreds of associates utilize this channel each month.
 - Walmart's Ethics channels allow associates to make anonymous and confidential reports via a toll-free hotline, email address, and web portal. Walmart strictly forbids retaliation against any associate who reports a concern in good faith. We train our associates to be able to recognize and speak up about retaliation and other issues. We annually survey associates on their knowledge of these channels. Read more: [Ethics & Compliance](#)

How we take responsive action: To drive responsiveness and accountability, regional and divisional leaders as well as their People team partners routinely review associate feedback and insights from channels like our pulse survey. They track progress against goals and action plans and adjust priorities as needed.

Feedback trends and themes are also analyzed centrally to identify major areas that can be strengthened across our programs.

Examples include:

- **Associate store bonuses:** We received associate feedback seeking more opportunities to invest in their respective stores' success. Walmart launched a [bonus program](#) for eligible full- and part-time hourly store associates. This program awards bonuses based on store performance and associates' length of service.
- **Education:** We also received feedback from associates seeking to gain job-relevant skills more quickly. Walmart has more than doubled the number of short-form certificates and courses we offer through Live Better U (to over 50).

Freedom of association and collective bargaining: Walmart's Board-approved [Human Rights Statement](#) expresses a firm commitment to respect the basic rights of our associates as those rights are defined under applicable law in the countries in which we operate and from which we source the products we sell. Those basic rights include freedom of association and the effective recognition of collective bargaining. We recognize there are different views about freedom of association. Our view is, consistent with applicable law, that Walmart respects the rights of associates to join, form, or not to join an employee association or trade union of their choice without interference. We also believe that associates should exercise these rights in an informed manner and with the benefit of thoughtful consideration of available information including the free exchange of ideas, opinions, and information, provided there is no interference.

We have a robust labor compliance program designed so that freedom of association is upheld and is consistent with Walmart's policies, positions, and relevant laws. For example:

- All supervisors of associates receive training that includes information on respecting associates' rights. Training is provided to newly-promoted supervisors with regular follow-up.
- Human Resources and Operations teams regularly conduct facility visits to ensure our policies and expectations are being upheld. These include impromptu visits as well as visits where there are indications that managers may not be effectively listening to their associates. All associates have confidential access to Walmart Ethics or to Walmart's Open Door to share concerns related to any treatment or policy-related matters.
- Our associate relations team follows up on identified issues, including re-training associates and managers on their rights and obligations.

As of the end of 2023, certain populations of Walmart associates were represented by some form of third-party representation in 10 of the 19 countries in which Walmart operated, including Mexico, our second-largest market. As of the end of FY2024, our U.S. associates were not under any collective bargaining agreements.

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Opportunity Beyond Walmart

Since 2015, through business and philanthropic initiatives, Walmart and the Walmart Foundation have collaborated with others to accelerate career mobility in retail and related sectors by facilitating a "skills-based" approach to hiring, development, and advancement.

Over the past five years (FY2020-FY2024), we have invested nearly \$160 million in philanthropic grants in the following four areas:

- **Adoption of skills-first practices:** For example, we provided funding to Hire Heroes USA to help civilian employers recognize skills acquired through military service with the goal of easing transitions into the civilian workforce and enabling advancement.
- **Higher-quality data regarding workers' skills:** For example, we supported the NCSL Foundation for State Legislatures to create a framework on best practices for non-degree credential quality and recognition along with materials to help state legislators better understand the issues and engage fellow lawmakers.
- **Making the business case for skills-first practices:** For example, we supported the Aspen Institute UpSkill America initiative's effort to perform market research and develop messages to employers on the benefits of digital learning records and other skills-based approaches.
- **Data mobility to communicate skills between tech systems:** For example, we invested in the Rockefeller Philanthropy Advisors' SkillsFWD program, which aims to expand implementation of Learning and Employment Records (LERs) among individuals, employers, and training providers.

Young people aged 16-24 represent an important part of the current and potential U.S. workforce (for example, 28.5% of Walmart's U.S. workforce). Since 2022, Walmart and the Walmart Foundation have been investing in efforts to create career pathways and workforce development opportunities for opportunity youth, meaning those aged 16-24 who are not in school and not employed. We work with organizations such as youth hiring programs that connect opportunity youth with major employers to help disrupt intergenerational cycles of poverty, create positive paths to begin adult life, and prepare them for long-term economic mobility.

Walmart also engages stakeholders across the public and private sectors to promote a skills-first philosophy. Representative efforts include:

- **Walmart.org Retail Opportunity Network:** The Walmart.org Retail Opportunity Network is a community of practice funded by Walmart that is made up of leading non-profit organizations focused on upskilling and learning and economic mobility for all people working in frontline roles across America.
- **Opportunity Summit:** In April 2024, Walmart convened business leaders, government officials, and workforce experts to discuss ways to promote skills-based systems, including developing improved tools for skill assessment, clarifying which skills matter for which jobs, and helping employees develop skills on the job. As a next step, participants are collaborating on developing a skills

ment jobs, and helping employees develop skills on the job. For a next step, participants are collaborating on developing a similar taxonomy for "gateway" jobs that translate across employers and industries.

- **Business coalitions:** Walmart engages with business coalitions like Jobs For The Future's Impact Employer network to prioritize employee growth and well-being and the Business Roundtable's Multiple Pathways Initiative to share best practices for equitable, skills-based hiring and advancement.

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Challenges

- The economic and cultural environment favors traditional educational models over on-the-job education and skills development and there is an immature market for cost-effective, practical tools to rapidly build skills among adult learners.
- NGOs and academics sometimes disagree on the most effective strategies for frontline workforce development and the definition of a good job and a fair and compelling associate value proposition.
- Stakeholders also have differing views regarding the relative importance of base hourly wages versus other strategies to promote economic and career mobility such as benefits, upskilling, and mobility.
- Walmart is subject to local, national, and international economic trends and realities. There is strong competition among employers for skilled workers and labor surpluses and shortages can impact retail businesses.
- Walmart's business is evolving rapidly. Customer trends towards omni-channel shopping, including pickup and delivery, change the skills necessary in Walmart's frontline workforce and may outpace incumbent associates' skills and readiness. Our training and upskilling strategies are intended to address this need but may not always keep pace. National and global catastrophic events, including pandemics, can exacerbate many of the above factors.

1. Data includes both hourly and management promotions and excludes Walmart Home Office promotions.

2. Promotions declined to 130,000 in FY2024 due to a realignment of roles and levels.

3. U.S. representation, age, and promotion metrics include all 50 states, including Puerto Rico. U.S. hourly metrics include all hourly associates, including temporary associates. U.S. management metrics include all salaried, exempt associates. U.S. officer metrics include president, executive vice president, senior vice president, and vice president positions. Data for the U.S. is as of the last pay period of the fiscal year ending on January 26, 2024. International and global metrics exclude associates in India and corporate associates based in other countries. Data for international markets is on a calendar year-end basis. Global data is the combination of International and U.S. data from these respective reporting periods. U.S. non-management metrics include all hourly associates, including temporary associates. People of Color is an aggregate composite of U.S. associates including African American/Black, Asian, Latino, Native American/Alaskan Native, Native Hawaiian/ Pacific Islander, and individuals of two or more races.

4. For additional metrics, please see our [FY2024 Annual Belonging Report](#).

5. U.S. metrics include all 50 states and include Puerto Rico. U.S. management metrics include all salaried, exempt associates.

6. U.S. officer metrics include president, executive vice president, senior vice president, and vice president positions.

7. Data as of the date Walmart's annual Proxy Statement was filed with the SEC for 2022, 2023, and 2024. Prior to 2021, Walmart disclosed the gender and racial/ethnic diversity of its Board members in two ways: (1) the percentage of all directors identifying as female; and (2) the cumulative percentage of all directors identifying as female and/or racially or ethnically diverse. Beginning with the FY 2021 Proxy Statement, Walmart disclosed the gender and racial/ethnic diversity of its Board separately.

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

9. For purposes of this metric, "hired" means Walmart made an offer of employment and the offer of employment was accepted.

10. The calculation excludes the following associate types: Home Office, pharmacists, on-site-clinics, drivers, management trainees, and temporary associates.

11. For full- and part-time associates when eligible.

12. The calculation excludes the following associate types: Home office associates, pharmacists, on-site-clinics, drivers, management trainees and, temporary associates. Average total compensation includes average hourly pay, other compensation, and benefits per hour for full- and part-time associates.

13. Walmart Inc. [FY2024 Annual Report on Form 10-K](#), "Human Capital Management," pg. 12

14. In August 2020, we committed to increase reporting on workplace representation of Walmart Inc. to twice a year and expand the scope of metrics we disclose.

15. The calculation excludes the following associate types: Pharmacists, on-site-clinics, drivers, management trainees and, temporary associates. As noted in our [FY2024 Annual Report on Form 10-K](#), approximately 69% of our overall U.S. associate population (including salaried associates) is full-time.

16. Salaried and truck driver associates are eligible as of hire date. Full-time hourly associates are eligible following 12 months of service. Part-time and temporary associates are not eligible.

17. Salaried associates who become parents are provided 12 weeks of paid time off to bond with a new child and the birth mother is provided up to ten weeks of paid maternity leave (which can be added to parental leave for a total of 22 weeks).

18. Wage metrics in the table exclude the following associate types: Home Office associates, pharmacists, optical/vision managers, on-site-clinics, drivers, management trainees, and temporary associates.

19. The average hourly starting rate is calculated as the average hourly wage of U.S. associates that joined in the preceding six months. Starting wage ranges were \$14 to \$37/hour (Walmart U.S.), \$15 to \$37/hour (Sam's Club U.S.), and \$16.75 to \$39.90/hour (supply chain). The minimum starting wage rate was increased to \$14/hour in Walmart U.S. in February 2023.

20. Average total compensation includes average hourly pay, other compensation, and benefits per hour for full- and part-time associates (excluding Puerto Rico). This does not include special cash bonuses or paid leave related to COVID-19.

21. This segment includes the Walmart U.S. stores and supply chain.

22. This segment includes Sam's Club clubs and supply chain.

23. Supply chain includes associates who work in distribution and fulfillment centers but excludes drivers.

24. Full- and part-time Walmart U.S. associates receive the discount card after 90 days of employment.

25. According to [BLS](#), 70% of retail workers have access to employer-sponsored defined contribution retirement plans, whereas 100% of Walmart associates have access to such a plan through our 401(k).

26. These figures are based on the last pay period of November 2024.

27. Walmart, Inc., "[Walmart Announced 3-for-1 Stock Split](#)," January 30, 2024.

28. All U.S. associates meeting age requirements are eligible to participate.

29. Award types and grant values are dependent upon the recipient's pay band structure or position pay range as stated in the plan documents.

30. See Figure 6.4, [Kaiser Family Foundation 2023 Employer Health Benefits Survey](#).

31. This figure is as of April 2024.

32. Walmart Inc. [FY2024 Annual Report on Form 10-K](#), "Human Capital Management," pg. 12.

Animal Welfare



SASB: FB-FR-430a.2, FB-FR-430a.3

UN SDG: 12



Last Updated: Jan. 31, 2025

Key Metrics Relevance to Our Business and Society Walmart's Approach Challenges

We aspire to meet demand for affordable protein while improving animal welfare, including the humane treatment of farm animals and responsible use of antibiotics.

Key Metrics

Metric	FY2022	FY2023	FY2024
Percentage of Walmart U.S. and Sam's Club U.S. cage-free shell eggs, as percentage of total shell egg net sales, based on supplier reports ¹	Walmart U.S.: 20% Sam's Club U.S.: 36%	Walmart U.S.: 21% Sam's Club U.S.: 41%	Walmart U.S.: 27% Sam's Club U.S.: 65%
Percentage of shell eggs at Walmart U.S. and Sam's Club U.S. meeting United Egg Producers animal welfare requirements or equivalent, based on supplier reports	Walmart U.S.: 100% Sam's Club U.S.: 100%	Walmart U.S.: 100% Sam's Club U.S.: 100%	Walmart U.S.: 100% Sam's Club U.S.: 100% ²
Percentage of Walmart U.S. and Sam's Club U.S. fresh pork suppliers abiding by the standards of the National Pork Board's (NPB's) Pork Quality Assurance (PQA) Plus Program, based on supplier reports	Walmart U.S.: 100% Sam's Club U.S.: 100%	Walmart U.S.: 100% Sam's Club U.S.: 100%	Walmart U.S.: 100% Sam's Club U.S.: 100%
Percentage of Member's Mark poultry that is antibiotic-free ³			78%
Percentage of Walmart U.S. product net sales of fresh and frozen beef, pork, and poultry; shell eggs; and fluid dairy milk covered by suppliers reporting on antibiotic use through THESIS ⁴		46%	47%

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Relevance to Our Business and Society

Customers, suppliers, farmers, veterinarians, and NGOs have a shared interest in meeting increasing demand for affordable protein while improving animal welfare. Our stakeholders expect us to work with suppliers to find solutions to address animal welfare concerns in supply chains and to promote responsible antibiotic use. While affordability remains a major concern, customers count on us to deliver products produced in ways that are consistent with their values and that support public health.

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Walmart's Approach

Walmart’s [Animal Welfare Position](#), serves as the foundation for our approach to animal welfare. This Position, which was updated in 2025, asks suppliers to:

- Adopt and implement the principles of the Five Freedoms or Five Domains in their own operations and industry producer programs, and publish a corporate policy on animal welfare;
- Report to authorities and take appropriate disciplinary and corrective action in any cases of animal abuse;
- Promote transparency by providing an animal welfare report to Walmart and publicly reporting against their own supplier animal welfare policies on an annual basis;
- Utilize species-specific industry welfare standards with third party audit (or second party audit with third party sampling) to promote transparency and standardization on welfare approaches; and
- Find and test solutions to relevant focus areas by species.

In addition to this Position, Walmart works to promote animal welfare related to housing and antibiotic use through a combination of policies, third-party standards, collaboration, and engagement.

Despite our efforts, the supply chain and customer demand have not kept pace with our aspiration to transition to a full cage-free egg supply chain. See the key actions and challenges table below and read more about our efforts: [Our Journey Toward 100% Cage-Free Eggs Supply Chain: Progress & Challenges](#).

Animal / Protein	Walmart Policies and Positions	Relevant Third-Party Standards	Key Actions	Challenges
Housing and General Welfare				
Shell eggs	Cage-Free Egg Supply Position	United Egg Producers Animal Husbandry Guidelines	<ul style="list-style-type: none">• Investing in price to encourage purchases of cage-free eggs• Allocating favorable shelf space and placement to favor cage-free eggs• Shifting 97% of Member's Mark U.S. eggs intended for household consumption to cage-free⁵	<p>Not on track to achieve 2025 cage-free egg goals due to:</p> <ul style="list-style-type: none">• Higher cost of cage-free egg production and high cost of conversion to cage-free systems• Affordability of cage-free eggs, given higher production costs, and resulting lower demand• Inconsistent public policy, including state-level mandates to carry conventional eggs, which limit the potential to meet the 100% cage-free goal
Swine	Animal Welfare Position	National Pork Board Pork Quality Assurance Plus Program	<ul style="list-style-type: none">• Engaging suppliers, NGOs, academics, and industry groups in order to understand best practice in the use of sow gestation crates, e.g. timing and duration, and to develop updated frameworks and goals related to the animal welfare policy	<ul style="list-style-type: none">• Cost of transitioning production to minimize the use of sow gestation crates• Commoditization of supply, reducing transparency into welfare considerations and increasing the difficulty of changing practices
Antibiotics				
All meat, seafood, deli, dairy and egg suppliers	Antibiotics in Farm Animals Position	American Veterinary Medical Association's Judicious Use Principles of Antimicrobials U.S. Food and Drug Administration's Voluntary Guidance for Industry #209	<ul style="list-style-type: none">• Utilizing THESIS to engage suppliers on antibiotic practices, including tracking medically important antibiotic use• Conducting a landscape analysis on the use of antibiotics, including transparency measures and Judicious Use Principles• Engaging suppliers, scientists, and civil society on best practices• Engaging suppliers in support of Sam's Club Members Mark no antibiotics ever goal for poultry	<ul style="list-style-type: none">• Flock disease requiring the use of antibiotics

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Challenges

- Progress toward our aspirations to improve animal welfare depends on many actors, including retailers, suppliers, producers, scientists, and academic institutions.

- Fragmented regulatory regimes also affect our ability to meet certain animal welfare goals. For example, some jurisdictions require retailers to offer conventional products (e.g., eggs) to customers; others require the opposite. Ten states have enacted laws requiring cage-free egg production and/or egg sales, with compliance dates that range from present through July 2026. Conversely, at least one state has enacted restrictions requiring grocers participating in the federal food program known as WIC and offering cage-free eggs to also maintain an offer of conventional eggs. Similarly, some jurisdictions require pork producers to ensure certain space dimensions for sow housing; other jurisdictions do not.
- Animal welfare standards can change based on new scientific evidence and trade-offs (e.g., increased freedom of movement vs. susceptibility to harm from other animals; more space per animal vs. increased land and water use).
- Transitioning animal welfare practices may require suppliers and producers to make significant investments in infrastructure and raise their operating cost, which may result in higher prices on the shelf. Higher prices may disproportionately affect low-income customers who rely on eggs or pork as a source of affordable protein.

About Our Reporting

1. Supporting the goal to transition Walmart U.S. and Sam's Club U.S. to a 100% cage-free egg supply chain by 2025, subject to regulatory changes and based on available supply, affordability and customer demand.
2. The period for FY24 reporting was adjusted to reflect 12 months preceding Gigaton survey timeframe from 1st Aug 2022 to 31st July 2023. This differs from the FY23 previously reported data which was based on a fiscal reporting timeframe (Feb 1, 2022, to Jan 31st, 2023). Suppliers representing approximately 100% of Walmart U.S. net sales and 99% of Sam's Club U.S. net sales for the same period, reported during the survey. Suppliers included in the survey include National Brand and Private Brand suppliers of shell eggs.
3. Supporting Sam's Club U.S. Member's Mark goal of "no antibiotics ever" poultry (excluding pet food) by 2025.
4. Suppliers report in THESIS on their use during the prior calendar year. Net sales figure includes the product net sales for the previous four quarters prior to reporting (Q3 through Q2) and excludes deli meat or processed meat in frozen value-added items.
5. Eggs not intended for household use are pack sizes of five dozen or larger, which are intended to meet the needs of small business members.

Product Supply Chain Sustainability



SASB: FB-FR-430a.3, CG-AA-440a.3, CG-AA-440a.4, CG-HP-410a.1

GRI: 2-6, 3-3, 305-5, 417-1a

UN SDGs: 8, 12, 14, 15



Published: March 14, 2025

Key Metrics

Relevance to Our Business and Society

Walmart's Approach

Challenges

Walmart aims to accelerate progress on the sustainability of our own assortment as well as product supply chains across the retail and consumer goods industry. We focus on environmental and social issues including climate, nature, waste, working conditions, responsible recruitment, and economic opportunity for people working in product supply chains, as well as the availability of affordable, safer, and healthier products.

This brief aggregates and summarizes information discussed in our other published briefs, notably [Regeneration of Natural Resources](#), [Climate Change](#), [Waste: Circular Economy](#), and [People in Supply Chains](#). For more comprehensive discussion of these topics, including our approaches, initiatives and challenges, including challenges to achieving our goals, please see the relevant briefs.

Key Metrics

	Goal	Metric	FY2022	FY2023	FY2024
Climate	Reduce or avoid one billion metric tons (MT) of CO ₂ e emissions in the global value chain by 2030 (Project Gigaton) ^{1,2}	Expected reduced, avoided, or sequestered CO ₂ e emissions by 2030 as reported by suppliers (cumulatively since CY2017)	>574 million MT	>750 million MT	1 billion MT
		Expected reduced or avoided emissions reported by suppliers in reporting year	>158 million MT	>175 million MT	>250 million MT
		Number of suppliers reporting	>2,500	>3,000	>3,500
		Percentage of U.S. product net sales dollars represented by reporting suppliers ³	>70%	~75%	77%
Waste	20% private brand plastic packaging in North America made from post-consumer recycled content by 2025 ^{4,5,6,7}	Estimated percentage private brand plastic packaging in North America made of post-consumer recycled content	CY2021: 7%	CY2022: 7%	CY2023: 8%
	17% global private brand plastic packaging made from post-consumer recycled content by 2025 ⁸	Estimated percentage of global private brand plastic packaging made of post-consumer recycled content	CY2021: 7%	CY2022: 7%	CY2023: 8%
	100% of global private brand packaging recyclable.	Estimated percentage of global private brand	CY2021: 58%	CY2022: 63%	CY2023: 68%

	reusable or industrially compostable by 2025	packaging that is recyclable, reusable or industrially compostable ⁹			
	Reduce virgin plastic in private brand packaging 15% by 2025 (vs. 2020 baseline)	Percentage reduction (increase) in private brand packaging virgin plastic, vs. prior year (based on supplier reports)	CY2021: (3)%	CY2022: (5)%	CY2023: (6)%
	100% of Walmart U.S. food and consumable private brand primary packaging labeled with the How2Recycle® label by 2022 ¹⁰	Percentage of Walmart U.S. food and consumables private brand supplier-reported sales with How2Recycle® label ¹¹	CY2021: 80%	CY2022: 92%	CY2023: 92%
	50% of polyester volume for Walmart U.S., Sam's Club U.S., and Walmart Canada private brand apparel and home textile products sourced as recycled polyester by 2025.	Percentage of polyester volume for Walmart U.S., Sam's Club U.S., and Walmart Canada private brand apparel and home textile products sourced as recycled polyester, based on supplier reports. ¹²	Walmart U.S.: 27% Sam's Club U.S.: 14% Walmart Canada: 24% ¹³	Walmart U.S.: 25% Sam's Club U.S.: 36% Walmart Canada: 14%	Walmart U.S.: 29% Sam's Club U.S.: 65% Walmart Canada: 22%
People	Increase information, communication and technology sales from suppliers who implemented the RBA Code of Conduct	Percentage of Walmart U.S. information, communication and technology net sales from suppliers who implemented the RBA Code of Conduct ¹⁴	87%	79%	72%
			CY2022	CY2023	CY2024
		Number of formulated consumable products in scope for the Walmart/Sam's Club sustainable chemistry program	66,936	61,918	66,335
		Priority chemical ¹⁵ weight as a percent of total formulated consumables weight	1.89	1.93	2.03
	Fund projects in India designed to help build capacity and advance the economic livelihoods of 1 million smallholder farmers by 2028	Number of people who could be reached by grants made	NA	NA	277,000
Nature	Walmart and the Walmart Foundation goal: to help protect, more sustainably manage, or restore at least 50 million acres of land and 1 million square miles of ocean by 2030	Acres of land engaged in protection, more sustainable management, or restoration	11.2 million acres	30.5 million acres	33.6 million acres ¹⁶
		Square miles of ocean engaged in protection, more sustainable management, or restoration	1.2 million square miles	1.5 million square miles	1.9 million square miles ¹⁷

Click on a Commodity to learn more		
Forests	Grasslands and Freshwater Systems	Oceans
<ul style="list-style-type: none"> Palm Oil Beef (South American) Soy (South American) Pulp/Paper/Timber Cellulosic Fibers Coffee & Tea Cocoa 	<ul style="list-style-type: none"> Beef (North American) Soy (North American) Corn Wheat Rice Cotton Fresh Produce & Cut Floral Bananas and Pineapples Dairy Pork Poultry 	<ul style="list-style-type: none"> Fresh and Frozen Seafood Canned Tuna

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Relevance to Our Business and Society

Retail supply chains bring quality, affordable products to consumers around the world. Sustainable, regenerative practices can create value for companies and for society by increasing supply chain resilience and efficiency, improving product availability and quality, mitigating risk, creating opportunities for workers, and sustaining license to operate.

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Walmart's Approach

Walmart engages suppliers, customers, and NGOs across a wide range of product supply chains in support of climate, waste, nature, and people-related objectives. Because of the complexity of global supply chains and the systemic nature of issues, lasting improvement requires collaboration among many stakeholders.

To improve the sustainability of a given product supply chain, we start by listening to our customers, suppliers, and other stakeholders to set aspirations—such as emissions reduction or economic inclusion—and prioritize improvements to the product supply chain system, such as improved farming practices or commodity traceability. We make progress by:

- Setting standards and requirements for Walmart product sourcing
- Engaging Walmart suppliers to spark action, share best practices and tools, and encourage measurement and disclosure
- Contributing to industry consortia and initiatives to accelerate collective action beyond Walmart
- Helping Walmart customers make informed choices
- Advocating for public policy that aligns with sustainable supply chain priorities
- Investing in philanthropic efforts to accelerate systems change beyond Walmart

For additional information, visit [People in Supply Chains](#), [Supplier Opportunity](#), [Regeneration of Natural Resources](#) and other briefs.

Product supply chain sustainability					
Select priorities and strategies by product category					
		Consumables	Food	Apparel, Fashion, and Home	Entertainment, Toys, Seasonal, and Hardlines
Improvement Priorities		GHG emissions, packaging and product waste, deforestation and conversion, forced labor and worker safety			
		• Sustainable chemistry	• Biodiversity • Soil health, water management, and agriculture inputs • Animal welfare • Food waste	• Biodiversity • Soil health, water management, and chemical management	• Assortment of energy efficient products
Strategies and Initiatives	Climate	<ul style="list-style-type: none"> • Engage suppliers through Project Gigaton on energy, nature, waste, packaging, transportation, product use and design • Provide suppliers with tools and resources • Participate in consortia and advocate for public policy in line with our Statement on Climate Policy 			
	Waste	<ul style="list-style-type: none"> • Optimize packaging design, working with suppliers to eliminate working with suppliers to eliminate unnecessary packaging, design for recycling, and increase recycled content. • Facilitate a transition towards circularity by enabling customer recycling, and supporting improved recycling infrastructure and collection access commercially and through philanthropy. • Promote innovation and best practices, including through supplier engagement, developing and sharing resources, and collaboration. 			
		• Provide alternatives to single-use products and pilot reusable packaging	• Engage suppliers and participate in consortia on food waste	<ul style="list-style-type: none"> • Increase recycled fiber in products • Promote reuse and upcycling • Factory emissions, chemical release 	• Develop reuse and end-of-life solutions , like offering pre-owned and refurbished merchandise, trade in & take back programs and device repair services
	Nature	<ul style="list-style-type: none"> • Identify, measure, and assess nature-related dependencies, impacts, risk and opportunities • Set sourcing policies and position statements, including improvement practices, product specifications, and certifications • Foster more sustainable production of commodities through supplier engagement, industry initiatives, and philanthropic investments • Support conservation and restoration through industry initiatives and philanthropic engagements • Support industry action and foster an enabling environment, including through advocacy for public policy • Nature: Philanthropically support place-based partnerships that combine conservation, restoration, and sustainable management and support innovation, research, and practice adoption. 			
		• Source RSPO-certified palm oil	<ul style="list-style-type: none"> • Source certified commodities (e.g., seafood, coffee) • Host sustainable food summits • Encourage place-based sourcing initiatives • Engage suppliers in addressing forests, pollinator health, row crops, seafood, and animal welfare 	<ul style="list-style-type: none"> • Source more sustainable cotton and cellulosic fibers • Source from suppliers using HIGG FEM 	<ul style="list-style-type: none"> • Source certified deforestation-free pulp and paper • Implement Forest Policy
	Respect for Human Rights	<ul style="list-style-type: none"> • Promote responsible sourcing through standards, engagement, training, and monitoring • Address risks to human dignity in industry value chains, including by collaborating with suppliers, consortia and NGOs to promote responsible recruitment and worker safety • Philanthropically support strengthening demand for responsible labor practices, data and transparency, enhancing worker and community voice and strong policy and regulation 			
			<ul style="list-style-type: none"> • Promote supplier implementation of the Ethical Charter • Engage produce and seafood suppliers to set goals and report on responsible recruitment • Engage Seafood Task 	<ul style="list-style-type: none"> • Leverage Nirapon and LABS to improve factory safety • Engage apparel and home suppliers to set goals and report on responsible 	<ul style="list-style-type: none"> • Promote implementation of the RBA code of Conduct • Engage ICT suppliers to set goals and report on responsible recruitment

			Force • Engage Consumer Goods Forum	recruitment	
	Inclusive Economic Development	<ul style="list-style-type: none"> • Support local manufacturing through incremental spend • Promote supplier inclusion through a focus on small and emerging businesses • Enhance capacity and market access through supplier development, sourcing and philanthropy 			
	Safer, Healthier Products	<ul style="list-style-type: none"> • Foster sustainable chemistry by encouraging suppliers to innovate and disclose formulations • Enhance product safety through standards, testing, training, and collaboration, including alignment with the Standards for Suppliers 	<ul style="list-style-type: none"> • Enhance food safety through standards, auditing, and industry collaboration • Promote nutrition and choice through reformulation, labelling, education, and expanded assortment 	<ul style="list-style-type: none"> • Enhance product safety through standards, testing, training, and collaboration, including alignment with the Standards for Suppliers 	

20x2025 Sustainable Commodities

In 2016, Walmart [announced](#) a goal to expand and enhance more sustainable sourcing to cover 20 key commodities by 2025. Our goal is to ensure that our product supply chains support our sustainability objectives. Our approach to more sustainably sourcing these commodities includes:

- Setting standards and requirements for Walmart product sourcing
- Engaging Walmart suppliers to spark action, share best practices and tools, and encourage measurement and disclosure
- Contributing to industry consortia and initiatives to help accelerate action beyond Walmart
- Helping Walmart customers make informed choices
- Advocating for public policy that aligns with sustainable supply chain priorities
- Investing in philanthropic efforts to accelerate systems change beyond Walmart.

See the commodities section of the Key Goals and Metrics table at the top of this brief and the individual commodity documents for more information on progress towards our sustainable commodities aspirations, as well as challenges we face in achieving our aspirations on particular commodities.

For the current status of our 20x2025 initiative, please see the chart [here](#).

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Challenges

Achieving our sustainable supply chain aspirations necessitates progress across multiple dimensions, each with its own significant challenges. For detailed discussions of our approach to each dimension and the challenges we face, see [Regeneration of Natural Resources](#), [Climate Change](#), [Waste: Circular Economy](#), [People in Supply Chains](#), and other briefs. Additionally, the following factors pose challenges to our aspirations:

- Walmart's sustainable supply chain aspirations are dependent on the maturity, rigor and efficacy of third-party standards and initiatives. For certain practices, there currently is no universal set of standards for responsible or more sustainable production and/or certification beyond compliance with the law (e.g., responsible recruitment, wage/hour). Furthermore, there are limits to the efficacy of tools used to monitor compliance with expectations. Similarly, gathering supplier data of sufficient quality can prove a challenge for robust reporting.
- The breadth of Walmart's global product offerings and dispersed geographical reach of supply chains can present challenges for supplier engagement and nature-related risk identification and mitigation. Moreover, certain products can only be obtained from specific regions of the world, limiting options for alternative sources.
- Walmart's ability to scale more sustainable options is dependent on customer preferences and demand (which can depend on the cost and convenience of such options) and the availability and cost of preferred products, ingredients, commodities, and inputs. Growth and/or changes in our business can challenge our ability to meet customer demands consistent with our aspirations.
- The public policy environment in certain countries/regions does not support (and may undermine) more sustainable production at scale and at a reasonable cost.
- Pandemics, weather-related events, and political/social unrest can create supply/demand volatility and interrupt supply chains.

1. Calculated in accordance with Walmart's Project Gigaton Accounting Methodology, available on the Walmart Sustainability Hub. Suppliers submit information during a Project Gigaton reporting season; figures reported are for the reporting season that took place during the corresponding fiscal year.

2. Because Walmart does not restrict suppliers to reporting only on emissions avoidance and reduction efforts that are attributable to the suppliers' business with Walmart, actions taken and reported through Project Gigaton cannot be used to measure Walmart's Scope 3 emissions, either absolutely or in year-over-year reductions.

3. The U.S. product net sales figure used for the calculation includes Walmart U.S. and Sam's Club product net sales for the previous four quarters (Q3 through Q2) prior to the start of the survey reporting window. The percentage represents U.S. product net sales of suppliers that reported to Project Gigaton in the reporting year versus all U.S. product net sales. The calculation excludes Walmart International segment product net sales from the calculation.

4. Calculations include all private brand plastic packaging and single-use plastic and reusable bags globally. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. "North America" refers to our businesses in the U.S., Canada, and Mexico.

5. Packaging metrics are measured in weight and based on supplier reports through a supplier survey. Proxy data were calculated to provide data for suppliers that did not complete the survey or provided unusable data. Proxy data are meant to represent an estimate of how much packaging those suppliers / markets may utilize to provide an overall picture of Walmart's entire packaging footprint. The calculation is based on supplier participation in the survey as a percentage of net sales and known packaging data. Walmart private brand suppliers representing 78% of Walmart global private brand net sales reported packaging data in 2020; in 2021 the figure was 80% and in 2022 the

figure was 89%.

6. Walmart divested its business in Argentina in 2020 and its businesses in the U.K. and Japan in 2021. Because of the sale of Walmart's Argentina business in late 2020, we were unable to capture sufficient packaging data for the Argentina market; to represent this market's business in 2020, we used the 2018-2019 private brand packaging survey for Argentina. Walmart divested its businesses in the U.K. and Japan in early 2021; because the businesses were divested early in the year, we did not proxy packaging data for the time Walmart owned those businesses and the 2021 packaging figures represented here do not include the U.K. or Japan.

7. Calculations include all private brand plastic packaging and single-use plastic and reusable bags in North America. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. "North America" refers to our businesses in the U.S., Canada, and Mexico.

8. Calculations include all private brand plastic packaging and single-use plastic and reusable bags globally. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. "Global" refers to all of our global retail businesses.

9. Based on average household access to materials management facilities. The 2020 and 2021 calculations follow the 2021 Reporting Guidelines for The New Plastics Global Commitment, and includes all private brand primary, secondary, and tertiary plastic packaging, including single-use plastic and reusable plastic bags globally. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. For suppliers that did not complete the survey or provided unusable data, proxy data was substituted to provide a full estimate of global private brand packaging. For the proxy calculation, a market level approach was used.

10. How2Recycle is the leading product packaging labeling system, aiming to increase transparency, educate consumers, and improve recycling behavior and rates. Used by major U.S. retailers and consumer packaged goods companies, including Walmart, it provides standardized labeling based on applicable laws, technical recyclability, and the availability of curbside and drop-off recycling programs. The program's labels are backed by nationally harmonized data and are designed to adapt to evolving U.S. Federal and State legislation.

11. How2Recycle is the leading product packaging labeling system, aiming to increase transparency, educate consumers, and improve recycling behavior and rates. Used by major U.S. retailers and consumer packaged goods companies, including Walmart, it provides standardized labeling based on applicable laws, technical recyclability, and the availability of curbside and drop-off recycling programs. The program's labels are backed by nationally harmonized data and are designed to adapt to evolving U.S. Federal and State legislation.

12. Results are based on supplier survey responses. FY2022 results are based on reports from suppliers that represented 97.7% of Walmart U.S. private brand apparel net sales and 94.4% of Walmart U.S. home textiles net sales; for Sam's Club, participation rates were 91.8% and 93.8% for private brand apparel and home textiles, respectively; and for Canada, participation rates were 88.2% and 92.7% for private brand apparel and home textiles, respectively. FY2023 results are based on reports from suppliers that represented 90.2% of Walmart U.S. private brand apparel net sales and 95.5% of Walmart U.S. home textiles net sales; for Sam's Club, participation rates were 93.9% and 98.1% for private brand apparel and home textiles, respectively; and for Canada, participation rates were 88.6% and 93.7% for private brand apparel and home textiles, respectively. For FY2024, results are based on reports from suppliers that represented 92% of Walmart U.S. Sales; for Sam's Club this figure was 88% and for Walmart Canada this figure was 89%. FY2023 results are calculated as a percentage of supplier reported data. FY2023 results do not include estimated results of non-reporting suppliers. Reporting for years prior to FY2023 included the estimated results of non-reporting suppliers.

13. Walmart Canada recycled polyester was previously reported as 67%. During our FY2023 quality assurance review for our FY2022 comparative period, we identified a calculation error in our Walmart Canada data and have restated our reporting to correct this error.

14. Based on RBA membership (regular or full category) or implementing the RBA Validated Assessment Program for each disclosed facility.

15. Walmart measures the total volume of priority chemicals in products subject to Walmart's Sustainable Chemistry Commitment by screening product formulations reported to UL WERCSmart by our suppliers. To learn more about our formulation disclosure requirements, please visit "[Section 2: Transparency](#)" of our [Sustainable Chemistry Implementation Guide](#).


16. Acres reported here are comprised of (a) acres of land engaged in more sustainable management in the production of priority commodities, as reported by suppliers, (b) acres of land protected and/or restored, as reported by suppliers, (c) total acres of land conserved through our Acres for America program, and (d) acres more sustainably managed, protected, and/or restored through Walmart Foundation grants, as reported by grantees. For (a), suppliers typically report commodity volumes/practices through Project Gigaton, which are converted to acres (where necessary) using spatial factors found in our [Project Gigaton accounting methodology](#) (see "Nature pillar table: Spatial conversion factors" on pages 60-62). For additional information on sustainable management practices by commodity, please refer to our individual commodity reports (linked from the "Fostering More Sustainable Production of Commodities" section below).

17. Square miles reported here are comprised of (a) square miles of ocean engaged in more sustainable management in seafood commodities, as reported by suppliers, and (b) square miles of ocean protected and/or restored, as reported by suppliers. For (a) above, where suppliers report seafood volumes through Sustainable Fisheries Partnership's Seafood Metrics Platform, the volumes are converted to square miles using spatial factors found in our [Project Gigaton accounting methodology](#) (see "Nature pillar table: Spatial conversion factors" on pages 62-63). For additional information on sustainable management practices by commodity, please refer to our individual commodity reports (linked from the "Fostering More Sustainable Production of Commodities" section below).

Waste: Circular Economy



SASB: CG-MR-410a.3, CG-HP-410a.1, CG-HP-410a.2, FB-FR-150a.1, FB-FR-430a.4, CG-EC-410a.2
GRI: 3-3, 301-2, 306-1, 306-2a, 306-3, 306-4, 417-1a
UN SDGs: 2, 11, 12



Published: Feb. 28, 2025

At a Glance

- In 2023, Walmart worked with third parties to divert 83.5% of our global operational waste from landfills and incineration. Walmart set a goal to divert 90% of operational waste (considered “zero waste” by ZWIA¹) in the U.S., Canada, and Mexico by 2025. We believe our waste initiatives in the U.S. put us on pace to achieve this goal; Canada and Mexico are delivering solid progress, but will likely not meet the 2025 timeline.
- As of the end of 2023, we reduced global operational food loss and waste intensity by 21.0% vs. 2016 baseline. While our trajectory is not yet on pace to achieve our reduction goal (50% by 2030), we have seen positive momentum since 2021.
- Packaging serves an important function, helping to conveniently and safely handle, transport and store food and other products. We want to help reduce the amount that becomes waste. In 2023, we continued our efforts to reduce packaging and encourage design for recycling. While the absolute weight of virgin plastics used in our global business increased 6% (relative to 2020 baseline), in large part because of growth in certain product categories (e.g., food), we reduced our overall plastic packaging intensity (weight of plastic per net sales dollar). While we have made significant progress towards our ambitious 2025 goals for recycled content, virgin plastic reduction, and packaging recyclability, we expect to fall short of achieving these goals by 2025. We will continue to report progress on our ongoing efforts, as these initiatives help Walmart reduce materials cost and waste, conserve resources, enhance efficiencies, and reduce emissions.
- While we continue to work towards reducing waste, progress depends on many factors outside our control, including emergence and scalability of innovative more-recyclable materials, public policy for materials management systems, infrastructure development (especially to support recyclable and compostable materials), and societal behavior change.

We aim to be part of the transition from a “take-make-dispose” approach to one that values the reuse, recycling, and regeneration of materials. We aspire to reduce waste in our global operations and work with suppliers, customers, and communities to accelerate the adoption of innovative packaging and products designed for circularity.

Key Goals & Metrics

Operational Waste ^{2, 3}	Metric	CY2021	CY2022	CY2023
Global Operational Waste Diversion	Percentage of waste materials diverted from landfill and incineration ⁴	83.5%	82.3%	83.5%
Goal: Divert 90% of operational waste (considered “zero waste” by ZWIA ¹) from landfill and incineration in Canada, Mexico, and U.S. markets by 2025 ⁵	Percentage of waste materials diverted from landfill and incineration per country	U.S.: 86.3%	U.S.: 83.3%	U.S.: 84.2%
		Canada: 79.6%	Canada: 83.4%	Canada: 83.3%
		Mexico: 71.8%	Mexico: 80.4%	Mexico: 81.4%
Food Waste ⁶				

Goal: Reduce operational food loss and waste 50% by 2030 (vs 2016 baseline) ⁷	Global operational food loss and waste intensity reduction vs baseline year (CY2016)	17.8% reduction	13.5% reduction ⁸	21.0% reduction ⁹
Food donated through our global operations	Food donations globally	783 million lbs.	760 million lbs.	778 million lbs.
Packaging^{10, 11}				
Goal: 20% private-brand plastic packaging in North America made from post-consumer recycled content by 2025 ¹²	Estimated percentage private-brand plastic packaging in North America made of post-consumer recycled content	7%	7%	8%
Goal: 17% global private-brand plastic packaging made from post-consumer recycled content by 2025 ¹³	Estimated percentage of global private-brand plastic packaging made of post-consumer recycled content	7%	7%	8%
Goal: 100% of global private-brand packaging recyclable, reusable or industrially compostable by 2025	Estimated percentage of global private-brand packaging that is recyclable, reusable or industrially compostable ¹⁴	58%	63%	68%
Goal: Reduce virgin plastic in global private-brand packaging 15% by 2025 (vs. 2020 baseline)	Percentage reduction (increase) in private-brand virgin plastic packaging vs baseline (based on supplier reports)	(3)%	(5)%	(6)%
	Percentage of global Walmart private-brand plastic packaging that is designed for recycling ¹⁵	71%	80%	81%
	Percentage of Walmart U.S. food and consumables private brand supplier-reported sales with How2Recycle® label ¹⁶	80%	92%	92%

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Relevance to Our Business and Society

Food, products, and packaging move through our facilities each year. Wasting any of it ultimately drives up costs. Stakeholders want us to reduce waste in our own operations while also engaging suppliers and customers to help reduce waste upstream (in product production) and downstream (in households, including packaging and food waste).

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Walmart's Approach

Our approach includes:

- **Eliminating Operational Waste** by addressing key operational waste streams
- **Reducing Food Waste** in our operations and value chain (e.g., improving sell-through, repurposing, donations, recycling to compost)
- **Optimizing Packaging**, including by eliminating, reducing, and increasing the circularity of packaging
- **Enhancing Product Circularity** to reduce product waste

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Key Strategies and Progress



In this section:

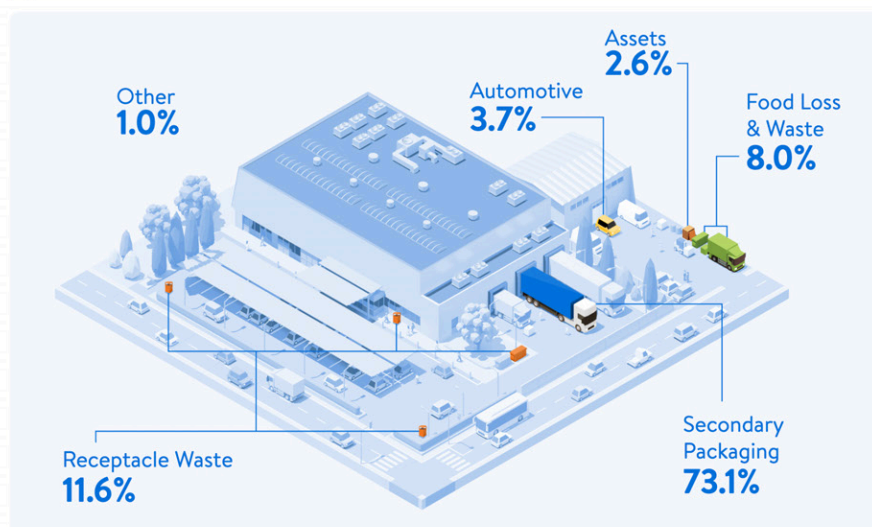
- Eliminating Operational Waste
- Reducing Food Waste
- Optimizing Packaging
- Enhancing Product Circularity

Eliminating Operational Waste

We aspire to divert 90% of operational waste (considered "zero waste" by ZWIA¹⁷) in our U.S., Canada, and Mexico operations by

designing end-to-end circularity programs for the key sources of our operational waste. The primary sources of our operational waste streams include secondary packaging, receptacle waste, food loss and waste, automotive, and assets (including construction and demolition waste).

Operational Waste Streams



Globally, in 2023, we diverted 83.5% of our operational waste from landfills and incineration (improved from 82.3% in 2022; flat compared to 2021). Key factors in improved year-over-year diversion include:

- improved data visibility which enables us to more accurately account for existing reduction, reuse, and repurpose programs in accordance with our global waste accounting methodology
- enhanced U.S. food waste recycling programs (e.g., [Zero De-Pack](#)) and increased auto waste recycling
- expanded international food donation programs.

Secondary Packaging

We aim to reduce, reuse, or recycle business to business waste (e.g., cardboard, wood pallets, plastics) needed to run our business. Examples include:

Cardboard, break pack boxes, reusable packaging: In 2023, Walmart U.S. and Sam's U.S. recycled 5.8 billion pounds of cardboard, roughly the same amount as the previous year. In addition to our cardboard program, we utilize reusable break pack boxes (containers for mixed small volume items), which reduces overall cardboard usage. For example, in 2023, more than 85 million cardboard break pack boxes were reused in our U.S. supply chain network. We also utilize reusable plastic containers (RPCs) for select produce, fruit, vegetables, meat, and eggs in key markets. In 2023, our vendor partners reported Walmart reused 237 million RPCs.

Rigid plastics, films/shrink wrap: We contract with vendors to collect and recycle rigid plastics and plastic film from our operations and returned by customers. In 2023, our vendor partners reported Walmart recycled 280 million pounds of plastic film and rigid plastics globally. In our supply chain facilities (e.g., distribution centers), Walmart generates plastic film-only bales for recycling by collecting B2B pallet packaging (e.g., shrink wrap).

Mixed recycle bales (MRBs) and film bales: To increase recycling of materials we deal with day-to-day in our retail facilities, we train our associates to gather and/or bale mixed recyclables (e.g., plastic bags, stretch films, hangers, paper) as part of their responsibilities. In 2023, we sent 210 million pounds of materials in MRBs across our U.S. operations for recycling. We continue to improve process guidance and training for our associates to minimize contamination and improve overall recyclability of our bales.



Facility Receptacle Waste

The majority of our non-diverted waste streams are composed of waste found in our facility receptacles, for example:

The majority of our non-diverted waste streams are composed of waste found in our facility receptacles, for example:

- **Compactors:** intended to capture various facility waste (e.g., restroom waste, tenant waste, parking lot waste, interior sales floor waste, contaminated packaging).
- **Open top dumpsters:** intended to capture specific bulky waste for a limited period of time (e.g., cleanup after storm damage), but also act as backup for when our compactors are not operational.
- **Customer trash:** intended to capture customer waste in designated parking lots, stores, and clubs.

In addition to compliance audits, our teams conduct waste assessments periodically to improve our strategy and execution.

Operational Food Waste

Food waste is a component of our operational waste footprint. Goals, key strategies, and initiatives to reduce/divert food waste are highlighted in the next section.

Automotive Waste

We run large automotive programs (e.g., tires, motor oils, vehicle batteries). Much of the waste generated from these programs is recycled and/or diverted in accordance with state and federal regulations. Beyond compliance, we build interventions and pilot programs to divert waste away from landfills. For example, we convert [used tires into shredded mulch and heavy-duty Member's Mark rubber mats](#).

Asset Restoration/Reuse

With more than 10,500 stores globally, we own and manage a large number of operational fixtures, products, and materials. We aim to reuse, repurpose, and/or restore the assets not intended for purchase by our customers (e.g., [shopping carts](#), registers, displays, and shelving) as well as unsold general merchandise. In 2023, for example, in the U.S. we reused and/or restored 139 million wood pallets.

Remodeling and construction of our facilities generates waste. In January 2024, Walmart [announced](#) a five-year plan to remodel 650 stores, and build and/or convert an additional 150 stores. When remodeling, we seek to reuse and/or refurbish operational fixtures (e.g., shelves, racking systems, store fixtures). During construction, we seek to recycle and/or divert as much material as possible. For example, during the demolition phase of our new home office project, we recycled and/or diverted from landfill more than 95% (by weight) of material (e.g., concrete, asphalt, metal, paper, plastic, reclaimed refrigerants).

Reducing Food Waste



Reducing Operational Food Loss and Waste

Walmart set a goal to reduce global operational food loss and waste by 50% by 2030 (vs. 2016 baseline) in support of the Consumer Goods Forum (CGF) [Food Waste Coalition of Action](#), and [U.S. Food Waste Pact](#) (previously [Pacific Coast Food Waste Commitment](#)) initiatives.

Our objective is to ensure food is used for its highest purpose and reduce food disposal (to landfill) as much as possible.

As of 2023, we had reduced global operational food loss and waste intensity by 21.0% ⁷⁹ (vs. 2016 baseline), returning to a positive trajectory (after a performance decline in 2022) through improved food sell-through and donations. To accelerate progress, we continue to focus on improving execution of our food waste reduction programs at each stage of the food disposition pyramid (see below) through improved associate training and dashboards to track store-level management of unsold food.

Food Disposition Pyramid





REDUCE: Strengthening forecasting and supplier engagement to reduce food spoilage: We assess our food supply chain to identify interventions designed to reduce upstream on-farm food loss (e.g., [recent assessment](#) of fresh strawberry and frozen potato supply chains). In the U.S. and Mexico we are [piloting remote sensing and data analytical tools](#) designed to help reduce fruit spoilage. In Canada we are [piloting an AI system](#) designed to identify food spoilage reduction opportunities.

REPURPOSE: Converting near-expiry food into new products: To reduce spoilage and waste, we repurpose select food to extend shelf life. For example, where it is near expiry, Walmart U.S. blast chills hot rotisserie and fried chicken, and repackages as a new product to extend its shelf life from 4 hours to 3 days. By rapidly chilling these chicken products, we are also able to offer food at a discount and unlock eligibility for donation and [Supplemental Nutrition Assistance Program](#) (SNAP) benefits.

DISCOUNT & EDUCATE: Selling near-expiry, damaged, or imperfect foods at reduced rates; educating customers: We provide discounts where food is nearing its expiration date or to otherwise reduce food loss. For example, in Chile and Mexico, our *Imperfect but Good* program was established to help customers overcome the stigma of buying foods close to expiration or with aesthetic defects through discounts. Walmart also participates in the [#TooGoodToWaste](#) initiative, a public-facing campaign by the CGF Food Waste Coalition of Action to reduce food waste. In 2024, we partnered with CGF to launch [Sustainable Kitchen](#), an online hub showcasing industry best practice to inspire healthier cooking and less food waste.

DONATE: Providing unsold food to local communities: When food goes unsold, Walmart works to get it to people and places that need it while it remains nutritious. Globally, in 2023 we donated 778 million pounds of food. In China, we created a [surplus retail food donation program](#) which donated the equivalent of nearly 9 million meals to local communities between July 2021 and June 2024. In addition to supporting food banks and other charities, Walmart and the Walmart Foundation have funded increases in the capacity of the charitable meal system to recover and distribute fresh food. For example, in FY2024, 91% of our U.S. stores, clubs, and distribution centers participated in food donations to support [Feeding America](#), and over the last five years we have helped raised more than \$100 million to support their efforts.

RECYCLE: Responsibly manage non-edible food: Where food is no longer edible, we work with partners to convert it into other useful outputs (e.g., animal feed, compost, energy). For example, Walmart [activated food de-packaging innovations](#) for more than 1,400 Walmart stores and Sam's Clubs (as of July 2024). Based on early testing, this Zero De-Pack technology has increased the volume of organic content recovered from participating Walmart and Sam's Club locations for certain reuses including compost, anaerobic digestion, or animal feed purposes by more than 60% and reduced compactor trash by an estimated 12%¹⁷. Additionally, we are deploying Walmart's first [on-site biodigester](#) in Coris, Costa Rica at our largest produce distribution center to convert food waste into organic fertilizer for local farms.



Recycled Food Waste: Destination Mix	
Pounds of global operational food waste by destination type in CY2023 (as reported by our third-party partners)	Animal feed: 578 million lbs. Biochemical processing: 64 million lbs. Composting: 153 million lbs. Anaerobic digestion: 156 million lbs.

DISPOSE: Where no other options exist, we responsibly dispose of food to landfill or incineration. In 2023, we disposed of 1,262 million pounds.

Reducing Food Waste in our Value Chain

In addition to implementing food waste reduction practices in our retail and distribution operations, we engage with suppliers and others in the food industry to reduce food waste in our value chain, primarily by:

Engaging suppliers:

- **Improving standardized date labeling:** In line with the [CGF Date Labeling Call to Action](#), we encourage suppliers to standardize date labeling as an aid to improved customer decision-making (e.g., using the standard term "Best If Used By" on packaged-food labeling where the date is related to optimal quality). In 2023, 90% of Walmart U.S. private-brand food supplier-reported sales came from items carrying standardized date labels.
- **Encouraging action via Project Gigaton:** We encourage our suppliers to introduce practices for emission reductions from diversion or reduction of organic waste (including food waste) as well as measure and report progress through [Project Gigaton](#).

Driving systems change through multi-stakeholder coalitions:

- **U.S. Food Waste Pact:** Walmart was one of the first U.S. companies to sign onto the [U.S. Food Waste Pact](#), which builds on the [Pacific Coast Food Waste Commitment](#) (a public-private partnership intended to reduce food waste by 50% by 2030), and is designed to drive meaningful progress on food waste reduction.
- **CGF Food Waste Coalition of Action:** Walmart is the Retail Co-Chair of the [CGF Food Waste Coalition of Action](#), an organization focused on halving per capita global food waste at the retail and consumer levels through engaging with upstream suppliers, sharing best practices, and engaging in consumer education initiatives.
- **Food Loss and Waste 2030 Champions Program:** Walmart is a signatory to the U.S. Department of Agriculture and U.S. Environmental Protection Agency's Food Loss and Waste 2030 Champions program.

Optimizing Packaging

Packaging serves an important function, helping to ensure the safe transport of products and to keep food fresh and safe. Engaging stakeholders to optimize packaging can help preserve these benefits while also reducing materials cost and waste, conserving natural resources, enhancing transportation efficiencies, and reducing greenhouse gas emissions. Nearly a decade ago, we announced ambitious goals to increase recycled content, reduce virgin plastic usage, and enhance packaging recyclability. Our teams designed and advanced thoughtful strategies which have led to meaningful action against widely recognized challenges. While we have made significant progress, we expect to fall short of achieving our goals by 2025. We will continue to report progress on our ongoing efforts.

Walmart's strategies include:

1. **Optimizing packaging design**, working with suppliers to eliminate packaging, design for recycling, and increase recycled content.
2. **Facilitating a transition towards circularity** by enabling customer recycling and supporting improved recycling infrastructure and collection access.
3. **Promoting innovation and best practices**, including through supplier engagement, developing and sharing resources, and collaboration.

Optimizing Packaging Design

We're working to optimize packaging, engaging suppliers and addressing the assortment category-by-category and item-by-item, eliminating packaging where possible and making necessary packaging better. Our actions are guided by "golden design" principles and Walmart's [Sustainable Packaging Playbook](#). Although overall use of virgin plastic across our private brand assortment has increased as our sales have grown, our efforts have reduced virgin plastic packaging per net sales dollar across our private brand assortment.

Strategy	Example Progress Indicators	Example Actions	Example Challenges
Eliminate packaging that is not required by law or otherwise necessary for safe handling, labeling, transportation, or storage	<ul style="list-style-type: none"> • Since 2020, Walmart has reduced the total annual weight of single-use plastic bags 21% across North America¹⁸; our Mexico and Canada stores are primarily single-use plastic bag-free • As of May 2023, >400 U.S. stores have transitioned away from single-use plastic bags 	<ul style="list-style-type: none"> • Made reusable bags readily available and inexpensive to make it easier for customers to opt out of single-use bags • Co-Founded Beyond the Bag • Implemented technology to right size e-commerce packaging • Eliminated plastic packaging for certain private brand items, for example furniture, power tools, lighting products 	<ul style="list-style-type: none"> • Packaging is often necessary or useful for safe handling, food safety, proper labeling, transportation, or storage • In some cases, packaging is required by law or regulations • Significant transition away from single-use plastic bags will require changes in customer demand, enabling public policy, and/or materials innovation
Design for recycling ¹⁹ : use packaging materials that are more recyclable	<ul style="list-style-type: none"> • 81% of global Walmart private brand plastic packaging is designed for recycling¹⁵(2023) • 68% of global Walmart private-brand packaging is considered recyclable, reusable or industrially compostable¹⁴ (2023) 	<ul style="list-style-type: none"> • Private brand garment accessories: replaced plastic blister packaging with paper-based packaging to realize cost savings, increase customer convenience and reduce use of virgin plastic • Private brand home heaters and dehumidifiers: replaced internal foam packaging with more recyclable HDPE and paper-based packaging • Private brand lighting: replaced plastic blister packs with recyclable paperboard • E-commerce mailers: transitioning from plastic to recyclable paper bags 	<ul style="list-style-type: none"> • Limitations in recycling infrastructure prevent some materials from being considered "recyclable" and/or from being recycled • Materials innovation required to develop recyclable or compostable packaging for some use cases (e.g., multi-layered films, food contact applications) • Even with access to recycling, consumers do not always choose to recycle their packaging
Increase use of post-consumer recycled (PCR) content in products and packaging	<ul style="list-style-type: none"> • In 2023, 8% of global private brand packaging composed of post-consumer recycled content — an increase over previous year 	<ul style="list-style-type: none"> • Private brand multipack water bottles: 16% PCR²⁰ • Member's Mark fresh squeezed orange juice bottles: 25% PCR²¹ 	<ul style="list-style-type: none"> • Limited availability of high-quality PCR and volatility of PCR pricing inhibit adoption • Laws and regulations restrict the use of PCR in certain product packaging (e.g., pharmaceuticals)

Facilitating a Transition Towards Circularity

We aim to enhance packaging circularity by promoting customer recycling through clear labeling and providing outlets for hard-to-recycle waste. We also advocate for enhanced recycling infrastructure while providing resources to drive systemic change.

Strategy	Example Progress Indicators	Example Actions	Challenges
Encourage customer recycling	<ul style="list-style-type: none"> As of 2023, 92% of Walmart U.S. private brand food and consumables supplier-reported sales came from items carrying the How2Recycle label¹⁶ 	<ul style="list-style-type: none"> Engaging suppliers to provide consistent/transparent on-package disposal instructions In-store plastic bag and stretch film collection bins distributed to all Walmart U.S. stores²² Piloting community recycling units in Arkansas, Oklahoma, and Texas 	<ul style="list-style-type: none"> Limitations in local infrastructure can make it difficult for customers to recycle some materials Systemic shifts required to scale recycling, including public policy, municipal infrastructure, supplier innovation, and customer behavior
Advocate for effective policy approaches that strengthen systems and infrastructure	<ul style="list-style-type: none"> As of 2024, five US states have enacted EPR – California, Colorado, Maine, Minnesota, and Oregon. Ten other states have introduced packaging Extended Producer Responsibility (EPR) laws. United Nations Intergovernmental Negotiating Committee continuing efforts to develop international legally binding instrument on plastic pollution. 	<ul style="list-style-type: none"> Walmart co-leads the CGF Plastic Waste Coalition of Action, endorsed the CGF principles on EPR, and co-founded the EPR Leadership Forum. Walmart is a member of the Circular Action Alliance and serves on the board Walmart is a member of the Business Coalition for a Global Plastics Treaty and Co-Chair of their Policy Working Group Walmart is Chair of the International Chamber of Commerce (ICC) Plastics Working Group 	<ul style="list-style-type: none"> Lack of alignment and competing interests at the local, state, federal, and international levels make it challenging to pass and implement effective policies
Provide philanthropic support to facilitate materials circularity	<ul style="list-style-type: none"> Since FY2021, Walmart and the Walmart Foundation have provided \$20.6 million to enhance recycling infrastructure and promote circular systems for plastic packaging. 	<ul style="list-style-type: none"> Supported The Recycling Partnership's (TRP) Material Recycling Coalitions Supporting TRP to deliver a five-year roadmap for improving recycling in Northwest Arkansas Helped establish the Closed Loop Infrastructure Fund (CLIF) Funded the Recycling Partnership's Center for Sustainable Behavior & Impact, which helps identify key trends, attitudes, motivations, and barriers to recycling 	<ul style="list-style-type: none"> Systemic change depends on long-term support and collaboration among a diverse set of stakeholders, including government organizations, NGOs, educational institutions, and the private sector

Promoting Innovation and Best Practices in Packaging

Walmart promotes packaging innovation and adoption of best practices across our business and our value chain.

Strategy	Example Actions
Engaging suppliers to optimize packaging	<ul style="list-style-type: none"> Project Gigaton: We encourage suppliers to optimize packaging design, source packaging materials more sustainably, and reducing packaging
Developing, curating, and providing resources	<ul style="list-style-type: none"> Plastic IQ: free, data-driven scenario modeling tool to help companies set effective circularity strategies (including reducing packaging) Sustainable Packaging Playbook: provides best practices on eliminating packaging components or layers, and "right sizing" packaging, and considers reduced transportation miles via optimizing package design Walmart Recycling Playbook: provides voluntary guidelines for streamlined packaging design Circular Connector: designed to connect those who need more sustainable packaging solutions, and those offering them. Under this initiative we also launched the Finding Actionable Solutions for Trial (FAST) packaging program which aims to solicit ideas from packaging/materials producers to help find and test new solutions to complex challenges around fiber trays, PE flexible film, fiber blister packaging, reusable and fiber bags, reuse/refill/concentrate innovations, and EPS foam alternatives Additional third-party resources are available on our Sustainability Hub
Raising awareness and ambition in the field	<ul style="list-style-type: none"> Sustainable Packaging Summit: in May 2023, Walmart hosted a Sustainable Packaging Summit to explore packaging solutions and innovations, including best practices on the elimination, reduction, and reuse of plastic packaging Since 2018, endorsed Ellen MacArthur Foundation's global packaging initiative

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Enhancing Product Circularity

We aspire to enhance product circularity because it reduces waste and has the potential to create new business opportunities. Key initiatives include:



Providing alternatives to single-use products: for example, we sell reusable water bottles at everyday low prices that can help reduce single-use plastic bottles. We are also piloting innovative reuse platforms. For example, [Cleansult](#), allows customers to purchase [cleaning products](#) in refillable, reusable containers.



Donating, reselling or repurposing unsold General Merchandise and Customer Returns: When general merchandise goes unsold or is returned, our teams attempt to put them to the highest-value recovery channel, such as reselling to customers, stocking the clearance aisle, reselling to online platforms, liquidating to B2B resellers, and donating the products so that they do not find their way to landfills. If products cannot be donated or resold, in some cases we can recycle or repurpose components (for example, processing plastic components to [create new products](#) like pet containers, coolers, automotive, and seasonal items).

Piloting reuse and end-of-life solutions:

- **Pre-owned and Refurbished Merchandise:** In 2024, Walmart Marketplace introduced [Resold at Walmart](#), with five million pre-owned items from more than 1,700 sellers, including luxury fashion, electronics, collectibles, sporting goods and more. Resold at Walmart builds on the success of [Walmart Restored](#) (launched in 2022).
- **Trade In, Take Back Programs:** We are piloting various programs, such as:
 - [CEExchange](#): we operate a technology trade-in program in the U.S. that allows customers to exchange qualifying technology (e.g., phones, tablets, laptops) for Walmart gift cards.
 - [ecoATMs](#): we partner with ecoATM to offer technology trade-in kiosks in over 3,200 Walmart U.S. stores to make it more convenient for our customers to sell back used phones.
 - [Trashie](#): we partnered with Trashie on a limited apparel take-back program (e.g., unwanted clothing, shoes, accessories, undergarments, linens) to learn about customer interest in repurposing textiles.
- **Device Repair:** As of December 2024, customers can access device repair and technology services in over 350 U.S. stores (offered through third party partners) and [online](#).

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Challenges

- While recycled materials have at times been easily accessible and less expensive than virgin materials, increased consumer and corporate demand has created a global shortage of recycled materials that has increasingly made it difficult to source recycled feedstock in quantities and price points that support our recycled content and plastic reduction goals. Recycled content costs significantly more than virgin and is expected to remain more expensive well into the future. While a number of global brands have set ambitious targets to include more recycled content in their products, producers of recycled materials have struggled to keep pace with demand. As a result of this industry-wide problem, we do not anticipate meeting our recycled content and virgin material reduction goals without a breakthrough in cost and availability of recycled content.
- Reducing waste requires engagement and large-scale behavior change. Factors such as product quality, shelf life, inventory management, customer preferences and risk of product damage must be balanced when making packaging decisions. Suppliers must be willing and able to implement product design and packaging options consistent with Walmart's objectives, and customers need to make choices in favor of circularity when purchasing products and properly handling packaging material (e.g., reducing, reusing, recycling).
- Significantly more resources are needed to meaningfully support waste management and recycling. A [report](#) by The Recycling Partnership suggested that 40% of Americans still lack access to recycling and \$17 billion in investment is needed to meaningfully close that gap. Given that customer behavior as well as recycling infrastructure varies across communities, recyclable materials (including recyclable plastics) may end up in landfills, regardless of our efforts to ensure technical recyclability. Additionally, despite engaging with suppliers to shift toward more compostable packaging, compostable facilities are not yet equipped to handle the growing amount of compostable plastic. Until infrastructure is revitalized and enhanced, and policy incentives and municipal spending aligned, compostable plastic may continue to find its way to landfills.
- The global policy environment is not moving quickly enough to support business efforts to improve the circular economy. For example, despite some progress being made at the UN Plastics Treaty negotiations, there is not currently global alignment to scale up critical investment, strengthen regulatory frameworks, and avoid regulatory fragmentation.
- Optimizing product packaging labels involves accurately informing consumers about the best disposal methods (e.g., curbside recycling, reuse, store return, landfill)—while simultaneously encouraging customers to take actions that promote circularity—amid varying consumer behaviors and regional infrastructure disparities. It can be difficult to strike this balance.
- Breakthroughs require innovative materials and product designs. In particular, non-plastic materials are not currently available for most use cases in ways that match plastic's ability to promote health, safety, cost and/or convenience.

1. Walmart has adopted the "Zero Waste" [definition](#) and [business principles](#) from Zero Waste International Alliance (ZWIA)—including achievement of 90% or more diversion of all discarded resources from landfills, incinerators and the environment. Our Zero Waste goal and reporting scope includes waste materials and products generated in Walmart's owned facilities and its operations (e.g., stores, clubs, warehouses, return centers, truck maintenance garages).

2. Based on review of material handling and waste diversion processes, as reported by waste vendors, food banks and stores. In cases where certified or otherwise documented weights were not available due to industry challenges, they have been estimated based on waste audits, historical data, extrapolation for similar facilities in size and scope, etc.

3. Enhancements to Mexico's Zero Waste accounting methodology were undertaken in FY2022, which led to a recalculation of the waste diversion percentages reported in prior years. Recalculated metrics are provided here where relevant. In June 2022, the following metrics were changed to reflect the latest accounting methodology: (1) Mexico's diversion rate was adjusted from 75% to 71% for 2020; and (2) Walmart's global diversion rate was adjusted from 81% to 80% for 2020.

4. We updated our calculations for landfill and incineration metrics to include waste streams that were not previously included, to be compliant with our Zero Waste methodology. This alignment resulted in previously reported metrics to be updated. The global waste diversion metrics for CY2021 and CY2022 were updated from 78% for both the years, respectively.

5. Our original goal covered U.S., Canada, Japan, and the U.K., and now includes Mexico. Walmart divested its retail operations in the U.K. and Japan in February and March of 2021, respectively. We updated our metric calculations to include waste streams that were not previously included, to be compliant with our Zero Waste methodology. This alignment resulted in previously reported metrics to be updated.

6. Based on review of material handling and waste diversion processes, as reported by waste vendors, food banks and stores. In cases where certified or otherwise documented weights were not available due to industry challenges, they have been estimated based on waste audits, historical data, extrapolation for similar facilities in size and scope, etc.

7. Walmart's operational food waste reduction goal is aligned with Target 12.3 of the United Nations Sustainable Development Goal (SDG). Progress towards food loss and waste reduction goal measured in conformance with the Food Loss and Waste Protocol's Food Loss and Waste Accounting Standard (or FLW Standard). Global food loss and waste metric is measured as an intensity reduction vs baseline year (CY2016). The intensity is calculated as food waste weight divided by food sales for the corresponding period. Packaging weight and associated inedible parts are removed from the food supply chain. The FLW Standard enables consistent quantification of baselines and tracking of progress towards SDG Target 12.3 as well as other targets. The 2016 baseline was adjusted to remove markets (Argentina, Japan, U.K.) that have since been divested; reported reduction is as against this adjusted baseline. CY2021, CY2022, and CY2023 percentages may also include a small amount of non-food (e.g., floral, tobacco) that we believe has a negligible impact on our reduction. We continue to refine our data collection approach and analysis maturity per the FLW Standard to ensure the most accurate accounting of our food loss and waste.

8. We updated our calculation for food loss and waste to better align with our methodology. This resulted in previously reported 2023 results changing from 12% reduction to 13.5% reduction (vs our baseline year).

9. Food loss and waste goal and reporting scope includes loss and sales data in food departments only within Walmart's facilities and its operations. CY2023 global food loss and waste reporting includes retail formats for all markets except India. Supply chain data is included for U.S. and Canada only. Processing plants are not included in CY2023 global food loss and waste reporting where these operations exist. India is not included in CY2023 global food loss and waste reporting.

10. Packaging metrics are measured in weight and based on supplier reports through a supplier survey. Proxy data were calculated to provide data for suppliers that did not complete the survey or provided unusable data. Proxy data are meant to represent an estimate of how much packaging those suppliers / markets may utilize to provide an overall picture of Walmart's entire packaging footprint. The calculation is based on supplier participation in the survey as a percentage of net sales and known packaging data. Walmart private brand net sales representing 80% of Walmart global private brand net sales reported packaging data in 2021; in 2022 the figure was 89%, and in 2023 the figure was 91%.

11. Walmart divested its business in Argentina in 2020 and its businesses in the U.K. and Japan in 2021. Because of the sale of Walmart's Argentina business in late 2020, we were unable to capture sufficient packaging data for the Argentina market; to represent this market's business in 2020, we used the 2018-2019 private brand packaging survey for Argentina. Walmart divested its businesses in the U.K. and Japan in early 2021; because the businesses were divested early in the year, we did not proxy packaging data for the time Walmart owned those businesses and the 2021 packaging figures represented here do not include the U.K. or Japan.

12. Calculations include all private brand plastic packaging and single-use plastic and reusable bags in North America. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. "North America" refers to our businesses in the U.S., Canada, and Mexico.

13. Calculations include all private brand plastic packaging and single-use plastic and reusable bags globally. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. "Global" refers to all of our global retail businesses.

14. Based on average household access to materials management facilities. The 2021 calculations follow the 2021 Reporting Guidelines for The New Plastics Global Commitment, and includes all private brand primary, secondary, and tertiary plastic packaging, including single-use plastic and reusable plastic bags globally. For the time frame of the private brands packaging survey, we instructed suppliers to use their latest or most recent 12-month period for which they have data available. If they reported last year, use the same reporting period as the initial/prior reporting year to avoid gaps or overlap with the prior year's submissions. For suppliers that did not complete the survey or provided unusable data, proxy data was substituted to provide a full estimate of global private brand packaging. For the proxy calculation, a market level approach was used.

15. Based on existing technology; according to Walmart supplier reporting provided through Project Gigaton.

16. [How2Recycle](#) is the leading product packaging labeling system, aiming to increase transparency, educate consumers, and improve recycling behavior and rates. Used by major U.S. retailers and consumer packaged goods companies, including Walmart, it provides standardized labeling based on applicable laws, technical recyclability, and the availability of curbside and drop-off recycling programs. The program's labels are backed by nationally harmonized data and are designed to adapt to evolving U.S. Federal and State legislation.

17. Our Zero De-Pack initiative supports our operational waste diversion goal, but not our food loss and waste goal. Some organic food waste in previous years was used primarily for direct cattle feed, which counts as food waste diversion/recycling as per the [Food Loss and Waste Accounting Standard](#) (FLW Standard). Our Zero De-Pack initiative diverts this organic food waste by converting it to compost/anaerobic digestion. This does not count as reducing food waste under the FLW Standard, however does count as diversion under [ZWA standards](#) since it keeps food out of landfills.

18. This includes the total weight of single use plastic bags used at check-out, and for produce and meat across Walmart U.S., Sam's Club U.S., Canada, and Mexico

19. Walmart utilizes the Ellen MacArthur Foundation's definition of recyclability for purposes of measuring progress against our goals and aspirations. Additional details on this definition may be found in our [Recycling Playbook](#) (see pgs 8-10). We engage suppliers on what constitutes "Design for Recycling" through supplier training and guidance materials (see our [Private Brands Packaging Survey Guidance](#), beginning on pg 35).

20. In 2023, Walmart U.S. and Sam's Club U.S. increased post-consumer recycled content in private brand 24 and 40 count multipack water bottles to a national average of 16%.

21. In 2023, Sam's Club U.S. added 25% post-consumer recycled content to its Member's Mark fresh squeezed orange juice bottles, according to supplier reports.

22. On occasion, in-store plastic bag and film recycling bins may be unavailable for logistical reasons.

23. Numbers refer to the ASTM International Resin Identification Coding System.

Regeneration of Natural Resources



SASB: CG-AA-430a.2, CG-AA-430b.3, CG-AA-440a.3, CG-AA-440a.4, CG-HP-430a.1, FB-FR-430a.3
GRI: 3-3, 304-2, 304-3
UN SDGs: 14, 15
E

Published: Dec. 12, 2024

At a Glance

- Walmart and the Walmart Foundation have set a goal to help more sustainably manage, protect and/or restore at least 50 million acres of land and 1 million square miles of ocean (on which the sourcing of key commodities such as row crops and seafood depend) by 2030. As of FY2024, our suppliers have reported 33.6 million acres of land and 1.9 million square miles of ocean which are engaged in more sustainable management, protection, and/or restoration.
- Our Forest Policy, updated in February 2024, outlines specific expectations of suppliers to source priority commodities free from deforestation and conversion (target date no later than December 31, 2025; cutoff date no later than December 31, 2020) and our reporting requirements.
- In FY2024, the Walmart Foundation invested \$21 million to help more sustainably manage, protect, and/or restore natural resources, and from FY2021-FY2024, the Walmart Foundation has invested over \$65 million.

We aspire to become a **regenerative company**, one dedicated to placing nature and humanity at the center of our business practices. In support of this ambition, Walmart and the Walmart Foundation have set a goal to help more sustainably manage, protect and/or restore at least 50 million acres of land and 1 million square miles of ocean by 2030.

Key Metrics

Walmart and Walmart Foundation Goal: Help more sustainably manage, protect and/or restore at least 50 million acres of land and 1 million square miles of ocean by 2030.			
Metric	FY2022	FY2023	FY2024
Total acres of land engaged in more sustainable management, protection, and/or restoration	11.2 million acres	30.5 million acres	33.6 million acres ¹
Acres of land engaged in more sustainable management (as reported by suppliers) in the production of priority commodities	Not available	Not available	Basic: 20.6 million acres Better: 7.6 million acres Best: 1.8 million acres Total: 30 million acres ²
Acres of land protected and/or restored (as reported by suppliers)	Not available	Not available	1.2 million acres
Total acres of land conserved			

through Acres for America since 2005	1.8 million acres	2 million acres	2.1 million acres
Acres more sustainably managed, protected, and/or restored via Walmart Foundation grants(as reported by grantees)	Not available	29,153 acres	256,462 acres
Total square miles of ocean engaged in more sustainable management, protection, and/or restoration	1.2 million square miles ³	1.5 million square miles ⁴	1.9 million square miles ⁵
Square miles of ocean engaged in more sustainable management (as reported by suppliers)	Not available	Not available	Basic: 1 million square miles Better: 900,000 square miles Best: 22,000 square miles Total: 1.9 million square miles ⁶
Square miles of ocean protected and/or restored (as reported by suppliers)	Not available	Not available	2,000 square miles

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Relevance to Our Business and Society

Many of the products we sell—from produce and seafood to sheets and shampoo—come from nature or depend on ingredients derived from nature. Communities also depend on nature for climate regulation, fresh water, storm and flood protection, soil regulation, pollination, and energy. Yet natural landscapes and seascapes have come under stress due to factors such as land conversion, climate change, and pollution. Stakeholders including governments, customers, communities, and shareholders expect Walmart to run our business in a way that contributes to positive nature outcomes to help reverse negative trends and sustain critical resources for the future.

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Walmart's Approach

Our approach includes:

- **Governing** our nature strategy through accountable leadership
- **Identifying, measuring, and assessing nature-related dependencies, impacts, risks, and opportunities** based on science and feedback from non-governmental organizations, suppliers, and other stakeholders
- **Fostering more sustainable production of commodities** to meet consumer demand while helping ecosystems thrive
- **Supporting conservation and restoration** of critical ecosystems
- **Fostering an enabling environment** through public policy, multi-stakeholder collaborations, and philanthropic investments.

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Key Strategies and Progress



In this section:

- [Governance](#)
- [Identifying, Measuring, and Assessing Nature-related Dependencies, Impacts, Risks, and Opportunities](#)
- [Fostering More Sustainable Production of Commodities](#)
- [Supporting Conservation and Restoration](#)
- [Fostering an Enabling Environment](#)

Governance

Board Oversight

By [charter](#), the Nominating and Governance Committee (NGC) of the Walmart Inc. Board of Directors reviews and advises management regarding the company's sustainability strategy, which includes our nature-related initiatives. Highlights of the committee's discussions with management are shared with the full Board of Directors.

Management of Nature Risks and Opportunities

Walmart's sustainability team leads the development of the company's nature strategy and works with teams across the business to set goals, develop initiatives, execute, and track progress. Walmart's Chief Sustainability Officer oversees our nature strategy. We account for nature-related risk through our annual enterprise risk management (ERM) process.

Transparency

We disclose information about our nature risks, opportunities, priorities, strategies, progress, and challenges through our ESG reporting and report annually through several nature-related surveys, including CDP (see [CDP Response Archive](#)).



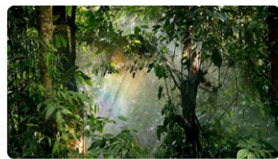
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Identifying, Measuring, and Assessing Nature-related Dependencies, Impacts, Risks, and Opportunities

Prioritizing Ecosystems

We collaborated with Conservation International to assess our most important nature-related dependencies, impacts, risks, and opportunities. The assessment considered landscapes and seascapes that have a high value for nature, such as forests, grasslands, and ocean ecosystems; our product sourcing footprint⁷; and opportunities for Walmart and the Walmart Foundation to create positive impact by reducing and reversing nature loss. Based on the assessment, we prioritized the more sustainable management, protection, and/or restoration of ecosystems related to the production of 13 commodities roughly estimated to be produced across 50 million acres of land and 1 million square miles of ocean. A description of priority landscapes, seascapes, and commodities is below—along with example dependencies, impacts, risks, and opportunities.

Forests



Many of the products we sell include ingredients that come from forests and related ecosystems. Such ecosystems provide numerous benefits, including homes and livelihoods for more than [1.5 billion people](#), habitat for [80%](#) of all biodiversity found on land, [over three-quarters](#) of the world's accessible freshwater, and regulation of rainfall and temperature for agriculture and communities. Yet according to the World Resources Institute's (WRI) [Global Forest Review](#), the world continues to lose forests at an alarming rate—more than 9 million acres in 2023 alone.

Walmart's forest-related initiatives aim to contribute to more sustainable agriculture management practices as well as the protection and restoration of forests and related mixed vegetation ecosystems. In our Forests Policy (updated 2024), we have prioritized deforestation- and conversion-free sourcing standards for four commodities—palm oil, beef, soy, and pulp, paper, and timber—based on NGO perspectives regarding relative ecosystem risk, relevance to our product assortment, and our ability to advance broader action via supplier engagement and coalitions. For beef and soy, we have prioritized engagement in higher-risk regions (e.g., the Amazon and Cerrado of Brazil; the Gran Chaco in Argentina). Our forest initiatives also prioritize adoption of regenerative agriculture practices in coffee, tea, and cocoa.

What is Regenerative Agriculture?

An approach to farming and ranching which results in improved economic, social, and/or environmental outcomes for farmers and ranchers, rural communities, and the planet compared to conventional agriculture. Regenerative agriculture also centers people's well-being by supporting farmer and rancher livelihoods and promoting the widespread use of responsible labor practices. See [Sustainable Row Crop Position Statement](#) for more details.

Grasslands and Freshwater



Grassland and freshwater ecosystems are critical to the food supply, pollinator health, biodiversity, and climate regulation. Several commodities important to our product assortment—e.g., bread, fish, cereal, beverages, and row crops (such as wheat, corn, soy, rice, and cotton)—come from agricultural regions near or within grassland and freshwater ecosystems. Yet grasslands are struggling with the effects of non-regenerative agricultural practices, and a significant number of freshwater ecosystems [face increased risk](#) related to growing populations, new technologies, and expanding food/agriculture demands.

Our grasslands and regenerative agriculture initiatives focus on encouraging adoption of regenerative agriculture practices and avoidance of grasslands conversion. We have prioritized engaging suppliers on row crops (adoption of regenerative farming practices across acres of soy, wheat, corn, rice and cotton), meat/dairy (adoption of grazing practices), fresh-cut floral and fresh produce (adoption of integrated pest management and other regenerative farming practices).

We also focus on water management for our Walmart operations, especially in water-stressed regions.

Oceans



Oceans are critical to sustaining a healthy planet, helping to regulate our climate, providing half the oxygen we breathe, sustaining livelihoods, and providing food. Several commodities important to Walmart customers—including tuna, shrimp, and salmon—rely on healthy ocean ecosystems. Yet healthy oceans are at risk from illegal, unreported and unregulated fishing, pollution, and climate change.

Our ocean initiatives aim to foster more sustainable fisheries and aquaculture through supplier engagement, industry initiatives, and philanthropic investments. We have prioritized ecosystems related to fresh and frozen wild-caught and farmed seafood as well as

canned and pouched tuna.

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Fostering More Sustainable Production of Commodities

We seek to foster more sustainable production of priority commodities by:

- articulating product sourcing standards
- engaging suppliers to implement and report on more sustainable production practices at Walmart and beyond, and
- supporting the development of place-based initiatives (also known as jurisdictional or landscape-level initiatives).

Click on a Commodity to learn more		
Forests	Grasslands and Freshwater Systems	Oceans
Palm Oil Beef (South American) Soy (South American) Pulp/Paper/Timber Cellulosic Fibers Coffee & Tea Cocoa	Beef (North American) Soy (North American) Corn Wheat Rice Cotton Fresh Produce & Cut Floral Bananas and Pineapples Dairy Pork Poultry	Fresh and Frozen Seafood Canned Tuna

Product sourcing standards

Walmart has articulated expectations regarding supplier production of certain commodities derived from nature. Expectations include avoidance of deforestation and land conversion, adherence to certain farming or fishing practices (including the use of certain certifications), and reporting.

Standard	Explanation	Commodities Covered
Forest Policy	Updated in 2024. Outlines specific expectations of suppliers to source priority commodities (whether as finished goods, raw materials or ingredients) free from deforestation and conversion (target date no later than December 31, 2025; cutoff date no later than December 31, 2020) and our reporting requirements (including certifications, validation, and/or geospatial data).	Palm Oil Beef (South American) Soy (South American) Pulp/Paper/Timber Canned Tuna
Sustainable Row Crop Position Statement	Describes best practices that we ask our suppliers to adopt in their value chains, including soil health (e.g., cover crops, “4R” nutrient management), integrated pest management, water/irrigation efficiency, regenerative land management (e.g., riparian corridors), and prevention of conversion of priority wetland/peatlands, grasslands, and forest ecosystems.	Soy Corn Wheat Rice Cotton
U.S. Pollinator Health Position	Outlines our expectations of supplier practices to promote pollinator health, including adopting integrated pest management practices, protecting pollinator habitats, and our reporting requirements (including certifications and validation accepted by Walmart.)	Fresh Produce & Cut Flowers
Seafood Policy	Outlines our expectations of supplier practices for wild-caught and farmed seafood, including accepted seafood certifications, standards for Fishery Improvement Projects, vessel monitoring requirements, and reporting requirements (e.g., Seafood Metrics System, managed by the Sustainable Fisheries Partnership (SFP).	Fresh and Frozen Seafood Canned Tuna
Product certifications	In addition to the requirements described in our Forests, Row Crop, Pollinator Health and Seafood Policies/Positions, Walmart asks suppliers to use Walmart-accepted certifications for the sourcing of certain commodities. See individual commodity details for more details.	Cellulosic Fibers Coffee & Tea Cocoa Pineapples and Bananas

For More Information and Additional Policies: [Walmart Policies and Guidelines](#)

Engaging Suppliers to Implement and Report

To achieve our goal of more sustainably managing, protecting, and/or restoring forests, grasslands and oceans associated with commodity production, we encourage suppliers to implement and report progress along a “basic-better-best” continuum toward more regenerative practices (see exhibit [Encouraging Improvement Toward Best Practices](#)) for volumes supplied to Walmart and

more regenerative practices (see below), encouraging improvement toward best practices, not external supply or demand, and beyond.

Products Sold by Walmart

For volumes of priority commodities sold to Walmart (e.g., palm oil, seafood, fresh produce and cut floral, private brand pulp/paper/timber, coffee, tea, cotton, cellulosic fibers), as a starting point we ask suppliers to adopt Walmart-approved certifications and report the certification status of those products. For assessing progress toward our DCF sourcing policy, we ask suppliers of priority commodities from priority regions to use specified certifications (e.g., RSPO) or—in some cases where certifications are not available (e.g., beef from Cerrado in Brazil)—to report geospatial sourcing data for validation by a third party. For seafood commodities, we ask suppliers to report on certification metrics as well as vessel monitoring through the Sustainable Fisheries Partnership’s Seafood Metrics System. We also encourage suppliers to engage in, and report on, high quality “place-based” sourcing initiatives for Walmart products (see below).

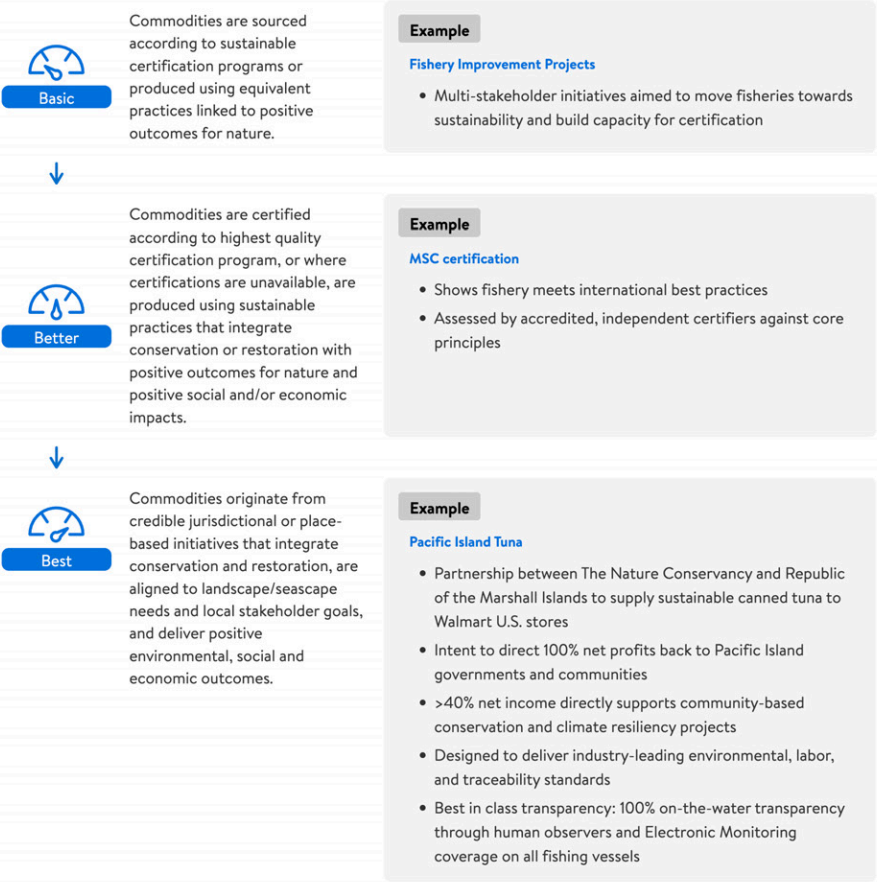
Broader Value Chain Engagement

To accelerate widespread adoption of regenerative agriculture practices across commodity value chains, we also invite suppliers to report on the implementation of certain practices (e.g., grazing practices, cover crops, organic methods) in their value chains through our Project Gigaton Nature portal (more than 900 suppliers reported actions in FY2024). The basic-better-best acreage results reported in this brief reflect total suppliers that have chosen to report on their value chains, which may include volumes they supply to Walmart and/or to other customers.

For example, in FY2024 suppliers reported more sustainable practices in their value chains⁸ across more than 1.9 million square miles of ocean: half of that at a “basic” level (e.g., fishery improvement projects) and the rest mostly in the “better” range (e.g., MSC certified); suppliers reported a small portion in the “best” range (i.e., sourced from place-based initiatives). In contrast, 97% of fresh and frozen farmed seafood sold at Walmart U.S. and 93% of Sam’s Club U.S. private brand fresh and frozen wild caught and farmed seafood is considered “better” or “best” as they are certified under a [GSSI recognized program](#). We aim to increase the percentage of landscapes and seascapes reported by suppliers to be adopting “better” and “best” practices by encouraging and helping suppliers move to more advanced practices.

Encouraging Improvement Toward Best Practices

Walmart uses a continuous improvement framework to encourage supplier movement towards more transparent, traceable practices that deliver environmental, economic, and social outcomes across entire landscapes.



Resources for Suppliers

We provide resources for suppliers to help move them along a “basic-better-best” continuum of more sustainable commodity production.

Example Resources	
Walmart Sustainability Hub	Features guidance on setting targets, recordings of best practice webinars and commodity summits, background information on Walmart sustainability strategies, and access to other resources.
Place-Based Initiatives Site	Provides information to help suppliers discover and join landscape-scale, on-the-around collaborative efforts

	for commodity sourcing through the Nature section of the Sustainability Hub .
Project Gigaton Nature Calculators and Reporting Tools	Helps suppliers identify improvement opportunities and translate actions into emissions and spatial area impact (e.g., “basic,” “better,” and “best” practices over acres of land or square miles of ocean).
Commodity Best Practice Summits	Walmart-hosted gatherings of merchants, suppliers, NGOs, and commodity producers to discuss best practices, innovations, achievements, and challenges. Since 2020, we have held summits focused on tuna, beef, and row crops; oceans, land and forests ; and sustainable packaging.
Joint Sustainability Plans with strategic suppliers	Developed jointly each year by sustainability and business leaders from Walmart and strategic suppliers; plans set out priority actions to achieve sustainability goals, including nature goals.
Collaboration on Special Initiatives	Collaborative efforts to pilot solutions to challenging nature-related issues. For example: <ul style="list-style-type: none"> In October 2023 General Mills, Walmart U.S., and Sam’s Club U.S. launched a collaboration to advance regenerative agriculture across 600,000 acres of farmland by 2030⁹ by supporting farmers in practices that aim to improve soil health, water quality, and carbon sequestration. As of July 2024, approved grants are anticipated to advance regenerative practices on nearly 295,000 acres by 2026. In July 2023 PepsiCo and Walmart U.S. launched a collaboration to enable and accelerate the adoption of regenerative agriculture practices on more than 2 million acres of farmland. We estimate the initiative can deliver up to ~4 MMT GHG emissions reduction and removals by 2030. As of July 2024, more regenerative soil health practices and/or water improvements have been implemented by 1,349 farmers on ~550,000 acres.
Walmart and Walmart Foundation philanthropic investments	Walmart and the Walmart Foundation make philanthropic investments to promote more sustainable commodity sourcing (e.g., certification standards, place-based projects, traceability tools).

Supporting the Development of Place-Based Initiatives

Through supplier engagement and philanthropy, Walmart and the Walmart Foundation support the development of place-based initiatives (PBIs)—also known as jurisdictional initiatives or landscape-level initiatives. We prioritize projects that:

- Promote conservation, restoration, and implementation of more regenerative farming and fishery practices
- Complement on-the-ground actions with public policy, advocacy, and strengthened sourcing standards
- Engage producers, suppliers and community members in dialogue to define problems, implement solutions, and measure impact.

The table below provides examples of Walmart sourcing from place-based projects. We also invite suppliers to learn about and/or engage in place-based initiatives in their value chains through the Project Gigaton Nature portal.

Walmart Sourcing from Place-based Initiatives (examples)	
Nebraska Beef Feedlot Pilot	Five-year pilot project covering over 8,000 acres of row crop production. Provides technical assistance to corn farmers to promote improved water quality and soil health, practices intended to reduce emissions, decreased net costs of production over time, and improved management practices. For more: watch the video .
Nebraska Beef Grazing Pilot	Pilot project covering over 748,000 acres of ranch land. Provides technical assistance to ranchers to promote regenerative grazing practices intended to drive positive outcomes including improved soil health, carbon sequestration, increased wildlife and pollinator habitats, improved water quality, and improved ranch productivity and resilience. For more: watch the video .
Ecuadorian Shrimp	Project aspires to produce shrimp with lower carbon footprints using regenerative agriculture practices. Focuses on low-carbon feed ingredients, more sustainable farm management practices, and off-farm mangrove restoration and conservation.
Chilean Farmed Salmon	Project seeks to help improve salmon farming by engaging farmers on regenerative feed practices and on-farm pen-management technology.
Arkansas Rice	Project covering more than 9,500 acres of Arkansas farmland. Farmers implement practices designed to improve land/water management (e.g., crop rotation, fertilizer management, zero-grade rice production, irrigation innovations to reduce water) and reduce emissions. The program supplies a portion of Great Value and Member’s Mark rice.
Nebraska Popcorn	Project seeks to encourage regenerative corn farming practices by sourcing Great Value brand popcorn from a farm that utilizes innovative, regenerative practices around soil/ecosystem health and water quality.
Red River Valley Sugar Beets	Project covering more than 4,000 acres of sugar beet fields. Growers implement more sustainable practices like cover crops, reduced tillage, fertilizer management, and extended crop rotation.

From FY2021 through FY2024, the Walmart Foundation funded grantees to support 24 place-based initiatives that protect, restore, and/or more sustainably manage landscapes and seascapes that produce priority commodities, such as palm oil from Indonesia, cattle from the U.S. Great Plains, tuna fisheries in the western and central Pacific Ocean, beef and soy in Brazil, seafood in Chile, and timber in Canada. For more information on recent Walmart Foundation grants, please click [here](#).

Water Stewardship in our Operations

Example water conservation and management practices in our operations include:

Reduction and Reuse: strategies to reduce water use include:

- Innovative products: for example, a project involving no-rinse cleaners is estimated to reduce our annual global water consumption by more than 65 million gallons¹⁰
- Water-saving valves: as of the end of 2023, water-saving valves were installed in more than 30% of our Mexico and Central America stores
- Landscaping: As of the end of July 2024, approximately 1000 Walmart U.S. stores and clubs have transitioned to water-saving landscaping (e.g., AstroTurf, hardscaping).

Prioritizing Water in our Value Chain

We aim to positively impact water usage and quality across our value chain. Examples include:

- Policies: Our [Standards for Suppliers](#) requires suppliers to design and operate systems to properly manage potable water, wastewater, and storm water. Our [Sustainable Row Crop Position Statement](#) prioritizes the protection of water and recommends regenerative water management strategies
- Place-Based Initiatives: Many of our place-based initiatives (see above) incorporate regenerative water strategies

These areas include the many of our place-based initiatives (see below), and promote regenerative water strategies (e.g., Nebraska Beef Feedlot Pilot, Nebraska Beef Grazing Pilot, Arkansas Rice, Nebraska Popcorn, Red River Valley Sugar Beets)

- Multi-Stakeholder Coalitions: We engage with coalitions that prioritize water stewardship, including the Midwest Row Crop Collaborative, Better Cotton, Sustainable Apparel Coalition, and Seafood Task Force.

Some Walmart Foundation grants incorporate water stewardship. For example, in 2024, the Foundation provided a grant to the Practical Farmers of Iowa to accelerate the adoption of cover crops on farms in Nebraska and Iowa, which can help mitigate erosion, reducing runoff and improving quality of surface water.

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Supporting Conservation and Restoration

Acres for America

Walmart and the National Fish and Wildlife Foundation (NFWF) launched Acres for America in 2005 to conserve important habitats for future generations. Acres has far surpassed its original goal to conserve 1 acre of wildlife habitat for every acre of land developed by Walmart stores. According to NFWF, Acres for America has helped fund 119 projects in 47 states, the District of Columbia, and Puerto Rico that have:

- Protected more than 2.1 million acres
- Attracted co-funding that has leveraged Walmart's \$68.5 million investment into a total estimated conservation impact of over \$1.1 billion
- Connected millions of acres of protected lands to support landscape-scale conservation and wildlife migrations that are essential to the survival of iconic species
- Provided nearly \$4 million in emergency response funding to protect fish and wildlife that were immediately threatened by natural disasters
- Restored urban lands and habitats, connecting youth to the outdoors.

For more information on Acres for America, including on specific projects/places, please visit the [NFWF Acres for America website](#), [Storymap](#), and [2023 Fact Sheet](#).

Wetland Conservation

Walmart teams monitor and maintain wetlands that are part of over 330 Walmart U.S. properties (e.g., trash and debris removal, invasive vegetation management, discouraging disturbance of protected areas). From FY2020 through FY2024, Walmart invested in more than 170 wetland improvement projects on these sites.

The Walmart Foundation also invests in conservation and restoration. For example, in 2021, Walmart Foundation joined the [LEAF Coalition](#), a public-private initiative seeking to accelerate climate action by protecting and restoring tropical forests. In 2023, alongside other LEAF Coalition members, the Walmart Foundation committed to participate in the first [Emissions Reductions Purchase Agreement](#) to support tropical forest conservation in Ghana¹¹.

Walmart Foundation Grants

The Walmart Foundation's Nature program complements the work of our business to promote regenerative agriculture, water stewardship, more sustainable fisheries, and forest conservation.

In FY2024 the Walmart Foundation invested \$21 million to help more sustainably manage, protect, and/or restore natural resources, and from FY2021-FY2024, the Walmart Foundation has invested over \$65 million¹²:

- \$35.9 million to support place-based initiatives in critical land and seascapes
- \$29 million to support systemic enablers intended to unlock new capabilities and accelerate progress, including research, piloting regenerative practices, development of traceability and measurement tools, and improvement of certifications and other standards.

Grants made from FY2021-FY2024 are expected to more sustainably manage, protect and/or restore 4.4 million acres and 1.7 million square miles of ocean.

For more information, please visit [Walmart.org](#).

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Fostering an Enabling Environment

Protecting and restoring ecosystems in ways that sustain food production and the livelihoods of communities requires action by many.

We advocate for public policies and engage with others in initiatives to accelerate progress toward our nature goals and aspirations. For example (see also [Key Trade Associations and Member Organizations list](#)):

- Supporting the development of the Midwest Row Crop Collaborative's [policy priorities report](#) and [collaborating](#) with them in 2022 around the U.S. Department of Agriculture's proposed Climate-Smart Agriculture and Forestry Partnership Program.
- Engaging the United Nations Development Programme (UNDP) and Indonesia's government on regenerative palm oil and certification standards.
- Engaging with the U.S. Department of State in the lead up to the 2022 United Nations Biodiversity Conference (COP15) to advance Walmart's position on the importance of a global biodiversity agreement.
- Engaging with the [Taskforce on Nature-related Financial Disclosures \(TNFD\)](#) on their draft framework.

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Challenges

- Environmental challenges in supply chains are highly complex and are often the result of systemic issues, including deeply entrenched economic practices and inconsistent regulation and enforcement. These factors make it challenging for any single organization to have an impact.
- The science underpinning solutions to nature-related problems can be inconclusive and scientists may disagree about the causes or optimal solutions for such problems. Issues intersect, trade-offs may be required, and competing considerations balanced.
- As we work toward the achievement of our goals and commitments, the science, available data, methodologies for assessing risk and measuring impact, and reporting standards evolve. Policy approaches shift as well. As we continue to align to the latest scientific evidence, available data, reporting standards, and policies, our approaches and methodologies for measurement and reporting may change.
- More sustainable product aspirations are highly dependent on the maturity, rigor, and efficacy of third-party standards and initiatives, and there are limits to the efficacy of tools used to monitor compliance with expectations.
- The success of our product and commodity sustainability programs is dependent on our suppliers' and manufacturers' (and their ingredient suppliers') willingness and ability to meet high-integrity standards (e.g., traceability and verification of DCF products), as well as their capacity and willingness to scale practices across their supply chains. Innovation in manufacturing, agriculture, and other product production technologies is also necessary.
- Nature-related issues in supply chains are often upstream and may be beyond the reach of traditional retailer oversight and monitoring tools. The use of technology to improve transparency/traceability (e.g., blockchain, vessel monitoring) can help, but adoption of these technologies takes time, and further innovation is necessary to meet these challenges.

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1. Acres reported here are comprised of (a) acres of land engaged in more sustainable management in the production of priority commodities, as reported by suppliers, (b) acres of land protected and/or restored, as reported by suppliers, (c) total acres of land conserved through our Acres for America program, and (d) acres more sustainably managed, protected, and/or restored through Walmart Foundation grants, as reported by grantees. For (a), suppliers typically report commodity volumes/practices through Project Gigaton, which are converted to acres (where necessary) using spatial factors found in our [Project Gigaton accounting methodology](#) (see "Nature pillar table: Spatial conversion factors" on pages 60-62). For additional information on sustainable management practices by commodity, please refer to our individual commodity reports (linked from the "Fostering More Sustainable Production of Commodities" section below).
 2. For additional details on certifications/practices that map to our "basic", "better", "best" framework for acres of land, see [Project Gigaton accounting methodology](#), "Nature pillar table: Mapping of certifications and practices to Basic, Better, Best framework" on pages 31-32). By way of example, for coffee and cocoa, "Basic" practices include Fair Trade certification, "Better" includes Rainforest Alliance certification, and "Best" includes credible Place Based Initiatives.
 3. Supplier reporting to the Sustainable Fisheries Partnership on the certification status of seafood shipped to Walmart indicates that seafood covering 1.2 million square miles of ocean in FY2022 met at least our "Basic" level of sustainable management.
 4. Previous reporting cited this as >1.4 million square miles. We have revised this to "1.5 million square miles" to align with our standard rounding methodologies, removing the greater than symbol to provide greater transparency. Supplier reporting to the Sustainable Fisheries Partnership on the certification status of seafood shipped to Walmart indicates that seafood covering 1.5 million square miles of ocean in FY2023 met at least our "Basic" level of sustainable management.
 5. Square miles reported here are comprised of (a) square miles of ocean engaged in more sustainable management in seafood commodities, as reported by suppliers, and (b) square miles of ocean protected and/or restored, as reported by suppliers. For (a) above, where suppliers report seafood volumes through Sustainable Fisheries Partnership's Seafood Metrics Platform, the volumes are converted to square miles using spatial factors found in our [Project Gigaton accounting methodology](#) (see "Nature pillar table: Spatial conversion factors" on pages 62-63). For additional information on sustainable management practices by commodity, please refer to our individual commodity reports (linked from the "Fostering More Sustainable Production of Commodities" section below).
 6. For additional details on certifications/practices that map to our "basic", "better", "best" framework for square miles of ocean, see [Project Gigaton accounting methodology](#), "Nature pillar table: Mapping of certifications and practices to Basic, Better, Best framework" on pages 31-32). For example, "Basic" practices include fishery improvement projects (e.g. reducing by catch), "Better" includes Global Sustainable Seafood Initiative (GSSI) certifications (e.g. MSC), and "Best" includes credible Place Based Initiatives (e.g., Pacific Island Tuna).
 7. Through our work with Conservation International, we identified beef production as using the largest amount of land—primarily for grazing—followed by the commodity row crops of wheat, corn/maize, soybeans, rice, and cotton, forest products like cocoa, coffee, pulp/paper/timber, and palm oil, as well as seafood commodities like tuna, shrimp, and salmon.
 8. Our Project Gigaton Methodology may be found [here](#). Additional questions/answers may be found at our [Project Gigaton FAQ page](#).
 9. 600,000 acres represents the approximate number of acres General Mills engages to source key ingredients for its products sold through Walmart and Sam's Club.
 10. Estimated by our supplier.
 11. Our philanthropic support for forest conservation in Ghana and our broader engagement in the LEAF Coalition helps ensure all relevant credits are retired with the jurisdiction. We do not take title or ownership of credits and they cannot be applied to any of Walmart's climate goals.
 12. The Walmart Foundation funded philanthropic grants to help more sustainably manage, protect, and/or restore nature of \$11.3 million in FY2021, \$13.6 million in FY2022, \$19.1 million in FY2023, and \$21 million in FY2024.

Reporting Data

ESG Commitments & Progress

We prioritize ESG issues that offer the greatest potential to create shared value. They are issues that rank high in terms of relevance to our business and stakeholders as well as Walmart's ability to make a difference. Walmart's [ESG data table](#) shares progress against goals related to associate opportunity, environmental and social challenges in supply chains and community resilience.

Our reporting is guided by frameworks such as the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) Standards and the United Nations (U.N.) Sustainable Development Goals (SDGs). We also report through programs such as CDP, a global environmental disclosure system.

Reporting Standards



SASB

SASB Standards guide the disclosure of sustainability information by companies to their investors. Available for 77 industries, the Standards identify the subset of ESG issues most relevant to financial performance in each industry.

[View SASB Index](#)



TCFD

The Financial Stability Board created TCFD to improve and increase reporting of climate-related financial information. Disclosure recommendations are structured around four thematic areas: governance, strategy, risk management, and metrics and targets.

[View TCFD Index](#)



GRI

The GRI Standards help organizations understand and disclose their impacts in a way that meets the needs of multiple stakeholders. The Standards are relevant to many groups, including investors, policymakers, capital markets and civil society.

[View GRI Index](#)



UN SDGs

Adopted in 2015, the Sustainable Development Goals (SDGs) are an urgent call for action by all countries in a global partnership. They were developed with a view towards ending all forms of poverty, fighting inequalities and tackling climate change while ensuring that no one is left behind.

[View UN SDGs Index](#)









CDP





Since 2004, Walmart has disclosed our climate performance to CDP (formerly the Carbon Disclosure Project). Disclosing through CDP enables Walmart to evaluate and improve our environmental performance by identifying and implementing best practices and communicating goals and progress to our stakeholders and the public.

[View CDP Response](#)

United Nations Sustainable Development Goals

Walmart's ESG priorities and strategies align with the U.N. Sustainable Development Goals discussed below.

Relevant Sustainable Development Goal	Example Walmart Contributions Include	Location in ESG Report
 <p>2. Zero Hunger</p>	<ul style="list-style-type: none"> Improving food access through our stores, pickup, and delivery, and through food donations. Encouraging healthier eating through healthier offerings in our assortment, food labeling, and education. 	<p>Safer, Healthier Food & Other Products</p> <p>Serving Communities</p> <p>Waste: Circular Economy</p>
 <p>5. Gender Equality</p>	<ul style="list-style-type: none"> Fostering inclusion, prohibiting discrimination on the basis of sex and sexual orientation, and fair processes for employment. Sourcing from women-owned businesses and providing additional outreach and support for women-owned businesses. Investing in efforts to meaningfully advance gender equity in factories and farms. 	<p>Ethics & Compliance</p> <p>Our People</p> <p>Supplier Opportunity</p> <p>People in Supply Chains</p> <p>Serving Communities</p> <p>Standards for Suppliers</p> <p>Code of Conduct</p>
 <p>7. Affordable & Clean Energy</p>	<ul style="list-style-type: none"> Promoting sustainability in our operations, including through a commitment to power 100% of our operations with renewable sources of energy by 2035. 	<p>Climate Change</p> <p>Sustainability Hub</p> <p>Green Bond Report</p>
 <p>8. Decent Work & Economic Growth</p>	<ul style="list-style-type: none"> Expanding access to jobs and providing ladders for advancement, including through upskilling and education programs, and philanthropic investments in retail sector workforce development. Supporting worker dignity and safety in our operations and the supply chain and collaborating to combat forced labor in various sectors through our business and philanthropy. Making investments in innovative technology to improve productivity and job experiences. 	<p>Our People</p> <p>Serving Communities</p> <p>People in Supply Chain</p> <p>Human Rights</p> <p>Product Supply Chain Sustainability</p> <p>Standards for Suppliers</p> <p>Code of Conduct</p> <p>Conflict Minerals Policy</p> <p>Human Rights Statement</p> <p>Global Forced Labor Prevention Policy</p>
 <p>11. Sustainable Cities & Communities</p>	<ul style="list-style-type: none"> Providing disaster relief for natural and human-caused disasters. 	<p>Disaster Preparedness & Response</p> <p>Waste: Circular Economy</p> <p>Climate Change</p>
 <p>12. Responsible Consumption and Production</p>	<ul style="list-style-type: none"> Investing in sustainable package design and recycling and encouraging suppliers to reduce unnecessary plastic packaging, increase packaging recyclability and increase recycled content, and to help us educate customers on reducing, reusing and recycling plastic. Addressing food waste by pursuing best practices in our operations, building capacity in the broader food recovery system. 	<p>Waste: Circular Economy</p> <p>Product Supply Chain Sustainability</p> <p>Safer, Healthier Food & Other Products</p>

 <p>12. Responsible Consumption & Production</p>	<p>working with suppliers upstream and empowering consumers downstream.</p> <ul style="list-style-type: none"> Enhancing the sustainability of products and product supply chains. Promoting sustainable chemistry, including in our supply chain. Providing funding to support materials innovation, recycling collection and/or sortation infrastructure and consumer education. 	<p>Forests Policy</p> <p>Animal Welfare</p> <p>Animal Welfare Position</p> <p>Sustainable Chemistry Commitment</p>
 <p>13. Climate Action</p>	<ul style="list-style-type: none"> Addressing climate change by working towards achieving our science-based target to reduce greenhouse gases in alignment with the Paris Agreement. Engage suppliers in climate action to reduce or avoid one billion metric tons of GHG from the global value chain by 2030. Engaging in advocacy and coalitions to promote environmental public policy. 	<p>Climate Change</p> <p>Climate Policy</p>
 <p>14. Life Below Water</p>	<ul style="list-style-type: none"> Sourcing seafood sustainably through our Seafood policy. Participating in the Seafood Task Force. 	<p>Regeneration of Natural Resources</p> <p>Product Supply Chain Sustainability</p> <p>Seafood Policy</p>
 <p>15. Life on Land</p>	<ul style="list-style-type: none"> Reducing deforestation, and working with suppliers to join us through innovative sourcing strategies and the use of technology to increase transparency and supply chain accountability. Supporting innovative approaches to regenerative agriculture, sustainable fisheries, forest preservation and waste reduction. 	<p>Regeneration of Natural Resources</p> <p>Product Supply Chain Sustainability</p> <p>Forests policy</p> <p>Walmart U.S. Pollinator Health Position</p>

Task Force on Climate-related Financial Disclosures

Walmart aligns its ESG reporting with several global reporting frameworks, including TCFD. The table below indicates the location(s) where particular topics are discussed in our public disclosures.

Additionally, please see our [ESG Data Table](#) which provides relevant data points along with corresponding TCFD references.

Recommended Disclosures	References
Governance	
Disclose the organization's governance around climate-related risks and opportunities	
Describe the board's oversight of climate-related risks and opportunities	Climate Change: Governance CDP Response (C1.1)
Describe management's role in assessing and managing climate-related risks and opportunities	Climate Change: Governance CDP Response (C1.2)
Strategy	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material*	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Climate Change: Climate Risk Assessment CDP Response (2.1, 2.2, 2.3, 2.4)
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Climate Change: Climate Risk Assessment Form 10-K, pages 17-18 CDP Response (2.3, 2.4, 3.1, 3.2, 3.3, 3.4)
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Climate Change: Climate Risk Assessment CDP Response (3.1, 3.2, 3.3)
Risk Management	
Disclose how the organization identifies, assesses, and manages climate-related risks	
Describe the organization's processes for identifying and assessing climate-related risk	Climate Change: Climate Risk Assessment CDP Response (C2.1, 2.2)
Describe the organization's processes for managing climate-related risks	Climate Change: Climate Risk Assessment CDP Response (C2.1, 2.2)
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Climate Change: Climate Risk Assessment CDP Response (C2.1, 2.2)
Metrics & Targets	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material**	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate Change: Goals & Metrics, Mitigation CDP Response (C4.2)
Disclose Scope 1, Scope 2 and, if appropriate Scope 3 greenhouse gas (GHG) emission and the related risks	Climate Change: Goals & Metrics, Mitigation CDP Response (C5.1, C5.2, C6.1, C6.2, C6.3, C6.4, C6.5, C7.1, C7.2, C7.3, C7.5, C7.6, C7.9)
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Climate Change: Goals & Metrics, Mitigation CDP Response (C4.1, 4.2, 4.3, 4.5)

* Information disclosed by Walmart in its ESG reporting does not indicate that the subject or information is material to Walmart's business or operating results for purposes of U.S. securities laws and regulations.

Sustainability Accounting Standards Board

As part of our commitment to trust and transparency, the table below represents some topics from those listed by SASB among various industries that we believe are relevant to our company and that are discussed in Walmart's ESG Reporting. Rather than replicate and republish disclosures made elsewhere, we have indicated below the location(s) where these topics and metrics are discussed.

Additionally, please see our [ESG Data Table](#) which provides relevant data points along with corresponding SASB references.

Industry	SASB topic	Metric	SASB code	References
Consumer Goods				
Multiline & specialty retailers and distributors	Energy management in retail & distribution	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	CG-MR-130a.1	Climate Change
	Data security	Description of approach to identifying and addressing data security risks	CG-MR-230a.1	Digital Citizenship
	Labor practices	(1) Average hourly wage (2) percentage of in-store employees earning minimum wage, by region	CG-MR-310a.1	Our People
	Workforce diversity & inclusion	Percentage of gender and racial / ethnic group representation for (1) management and (2) all other employees	CG-MR330a.1	Our People
	Product sourcing, packaging & marketing	Discussion of processes to assess and manage risks and / or hazards associated with chemicals in products	CG-MR-410a.2	Safer, Healthier Food & Other Products
		Discussion of strategies to reduce the environmental impact of packaging	CGMR-410a.3	Waste: Circular Economy
E-Commerce	Data privacy and advertising standards	Description of policies and practices relating to behavioral advertising and user privacy	CG-EC-220a.2	Digital Citizenship Safer, Healthier Food & Other Products
	Product Packaging & Distribution	Discussion of strategies to reduce the environmental impact of product delivery	CG-EC-410a.2	Climate Change Waste: Circular Economy
Apparel, accessories & footwear	Management of chemicals in products	Discussion of processes to maintain compliance with restricted substances regulations	CG-AA-250a.1	Safer, Healthier Food & Other Products Sustainable Chemistry Implementation Guide
		Discussion of processes to assess and manage risks and / or hazards associated with chemicals in products	CG-AA-250a.2	Safer, Healthier Food & Other Products
	Environmental impacts in the supply chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	CG-AA-430a.2	Regeneration of Natural Resources: Forests, Land, Oceans Product Supply Chain Sustainability
	Labor conditions in the supply chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct (3) percentage of total audits conducted by a third-party auditor	CG-AA-430b.1	People in Supply Chains
		Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	CG-AA-430b.2	People in Supply Chains
		Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain	CG-AA-430b.3	Product Supply Chain Sustainability Human Rights People in Supply Chains
				Regeneration of Natural Resources: Forests, Land, Oceans
				Safer, Healthier Food & Other Products
				Product Supply Chain Sustainability

	Raw materials sourcing	(1) List of priority raw materials; for each priority raw material: (2) environmental and /or social factor(s) most likely to threaten sourcing (3) discussion business risks and / or opportunities associated with environmental and / or social factors and (4) management strategy for addressing business risks and opportunities	CG-AA-440a.3	Regeneration of Natural Resources: Forests, Land, Oceans People in Supply Chains
		(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and / or social standard, by standard	CG-AA-440a.4	Regeneration of Natural Resources: Forests, Land, Oceans Product Supply Chain Sustainability
Household & personal products	Packaging lifecycle management	(1) Total weight of packaging (2) percentage made from recycled and / or renewable materials and (3) percentage that is recyclable, reusable and / or compostable	CG-HP-410a.1	Waste: Circular Economy Product Supply Chain Sustainability
		Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	CG-HP-410a.2	Waste: Circular Economy
	Environmental & social impacts of palm oil supply chain	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance or (d) Book & Claim	CG-HP430a.1	Product Supply Chain Sustainability Regeneration of Natural Resources: Forests, Land, Oceans
Food & Beverage				
Food retailers & distributors	Air emissions from refrigeration	Gross global Scope 1 emissions from refrigerants	FB-FR-110b.1	Climate Change CDP Response
	Food waste management	Amount of food waste generated, percentage diverted from the waste stream	FB-FR-150a.1	Waste: Circular Economy
	Product health & nutrition	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-FR-260a.2	Safer, Healthier Food & Other Products
	Labor practices	(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region	FB-FR-310a.1	Our People
		Percentage of active workforce covered under collective bargaining agreements	FB-FR-310a.2	Our People
	Management of environmental & social impacts in the supply chain	Percentage of revenue from (1) eggs that originated from a cage-free environment and (2) pork produced without the use of gestation crates	FB-FR-430a.2	Animal Welfare
		Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-FR-430a.3	Waste: Circular Economy Animal Welfare Product Supply Chain Sustainability Regeneration of Natural Resources: Forests, Land, Oceans People in Supply Chains Supplier Opportunity
		Discussion of strategies to reduce the environmental impact of packaging	FB-FR-430a.4	Waste: Circular Economy
Processed foods	Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-PF-250a.1	Safer, Healthier Food & Other Products

Global Reporting Initiative

Walmart aligns its ESG reporting with several global reporting frameworks, including the GRI Standard. The table below indicates the location(s) where particular topics are discussed in our public disclosures.

Additionally, please see our [ESG Data Table](#) which provides relevant data points along with corresponding GRI references.

Disclosure number	Disclosure title	References
General Disclosures		
2-1	Organizational details	Walmart Inc. 2023 Form 10-K , pages 6-11, 27-29
2-2	Entities included in the organization's sustainability reporting	Walmart Inc.
2-3	Reporting Period, frequency and contact point	Reporting period: Fiscal year 2023 (February 1, 2022 through January 31, 2023), unless otherwise noted. Reporting cycle is annual. Contact: ESG_WMT@walmart.com
2-4	Restatements of Information	Please see endnotes in each issue brief.
2-5	External assurance	We sought and received external assurance from a third party with respect to certain emissions information reported in our reporting. This assurance can be reviewed here . We did not seek or receive external assurance from third parties with respect to other information, although in certain instances third parties assisted in the process of collecting, analyzing and calculating information presented.
2-6	Activities, value chain and other business relationships	2023 Form 10-K , pages 6-11, 27-29, 38, 44-45 Product Supply Chain Sustainability People in Supply Chain Supplier Opportunity Safer, Healthier Food & Other Products
2-7	Employees	2023 Form 10-K Our People
2-9	Governance structure and composition	2023 Annual Proxy Statement , pages 8-22, 24-29 Board of Directors Committee Charters ESG Approach
2-10	Nomination and selection of the highest governance body	2023 Annual Proxy Statement , pages 8-23 Corporate Governance Board of Directors Committee Charters
2-11	Chair of the highest governance body	2023 Annual Proxy Statement , page 25-26
2-12	Role of the highest governance body in overseeing the management of impacts	2023 Annual Proxy Statement , pages 32-37 ESG Approach Corporate Governance Nominating and Governance Committee Charter
		2023 Annual Proxy Statement , pages 26-29, 34-35 ESG Approach

2-13	Delegation of responsibility for managing impacts	Corporate Governance Nominating and Governance Committee Charter
2-14	Role of the highest governance body in sustainability reporting	ESG Approach
2-15	Conflicts of interest	Code of Conduct , pages 14-19 2023 Annual Proxy Statement , pages 38-41
2-16	Communication of critical concerns	2023 Annual Proxy Statement , page 37
2-17	Collective knowledge of the highest governance body	Corporate Governance
2-18	Evaluation of the performance of the highest governance body	2023 Annual Proxy Statement , page 30
2-19	Remuneration policies	2023 Annual Proxy Statement , pages 49-90
2-20	Process to determine remuneration	2023 Annual Proxy Statement , pages 49-90
2-21	Annual total compensation ratio	2023 Annual Proxy Statement , page 89-90
2-22	Statement on sustainable development strategy	A message from our Chief Sustainability Officer (ESG Highlights) A message from our Chief Executive Officer (ESG Highlights)
2-23	Policy commitments	Code of Conduct Standards for Suppliers Ethics & Compliance Human Rights
2-24	Embedding policy commitments	Please see the approach section in each of our ESG Briefs .
2-25	Processes to remediate negative impacts	Walmart Ethics Ethics & Compliance Human Rights
2-26	Mechanisms for seeking advice and raising concerns	Walmart Ethics Ethics & Compliance Human Rights Our People
2-27	Compliance with laws and regulations	Material legal proceedings are disclosed in our 2023 Form 10-K , pages 75- 77
2-28	Membership associations	Engagement in Public Policy Additional examples can be found in our ESG Issue Briefs
2-29	Approach to stakeholder engagement	ESG Approach 2023 Annual Proxy Statement , page 37 Additional examples can be found in our ESG Issue Briefs
2-30	Collective bargaining agreements	Our People
Priority Topics		
3-1	Process to determine material topics	ESG Stakeholder Engagement ESG Priorities
3-2	List of material topics	ESG Priorities
3-3	Management of material topics	Please see the Key Metrics, Approach and Strategies and Progress sections in each ESG Issue Brief. These can be found here .

Topic-Specific Disclosures

Disclosure number	Disclosure title	Location
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Number		
GRI 201: Economic Performance		
3-3	Management of material topics	ESG Priorities Climate Change Disaster Preparedness & Response
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Disaster Preparedness & Response CDP Response 2023 Form 10-K, pages 17-18
GRI 203: Indirect Economic Impacts		
3-3	Management of material topics	ESG Approach Our People Serving Communities Walmart.org
203-2 a	Significant indirect economic impacts	Our People Serving Communities Walmart.org
GRI 204: Procurement Practices		
3-3	Management of material topics	ESG Approach Product Supply Chain Sustainability Supplier Opportunity
204-1	Proportion of spending on local suppliers	Supplier Opportunity People in Supply Chains
GRI 205: Anti-corruption		
3-3	Management of material topics	ESG Approach Ethics & Compliance
205-2	Communication and training about anti-corruption policies and procedures	Ethics & Compliance
GRI 207: Tax		
3-3	Management of material topics	ESG Approach Serving Communities
207-1	Approach to tax	Serving Communities 2023 Form 10-K, page 48
207-2	Tax governance, control, and risk management	2023 Form 10-K, pages 23-24, 40-41, 48, 63, 71-74
GRI 301: Materials		
3-3	Management of material topics	ESG Approach Waste: Circular Economy
301-2	Recycled input material used	Waste: Circular Economy
GRI 302: Energy		
3-3	Management of material topics	ESG Approach Climate Change
302-1	Energy consumption within the organization	Climate Change
302-4	Reduction of energy consumption	Climate Change
GRI 304: Biodiversity		

GRI 304: Biodiversity		
3-3	Management of material topics	ESG Approach Regeneration of Natural Resources: Forests, Land, Oceans
304-2	Significant impacts of activities, products and services on biodiversity	Regeneration of Natural Resources: Forests, Land, Oceans
304-3	Habitats protected or restored	Regeneration of Natural Resources: Forests, Land, Oceans
GRI 305: Emissions		
3-3	Management of material topics	ESG Approach Climate Change Product Supply Chain Sustainability CDP Response
305-1	Direct (Scope 1) GHG emissions	Climate Change CDP Response
305-2	Indirect (Scope 2) GHG emissions	Climate Change CDP Response
305-3	Other indirect (Scope 3) GHG emissions	Climate Change CDP Response
305-4	GHG emissions intensity	Climate Change CDP Response
305-5	Reduction of GHG emissions	Climate Change CDP Response Product Supply Chain Sustainability
GRI 306: Waste		
3-3	Management of material topics	ESG Approach Waste: Circular Economy
306-1	Waste generation and significant waste-related impacts	Waste: Circular Economy
306-2a	Management of significant waste-related impacts	Waste: Circular Economy
306-3	Waste generated	Waste: Circular Economy
306-4	Waste diverted from disposal	Waste: Circular Economy
GRI 308: Supplier Environmental Assessment		
3-3	Management of material topics	ESG Approach Standards for Suppliers People in Supply Chains Product Supply Chain Sustainability
308-2	Negative environmental impacts in the supply chain and actions taken	Standards for Suppliers People in Supply Chains Product Supply Chain Sustainability
GRI 401: Employment		
3-3	Management of material topics	ESG Approach Our People
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People
401-3 a-b	Parental leave	Our People
GRI 404: Training and Education		
3-3	Management of material topics	ESG Approach Our People

404-2a	Programs for upgrading employee skills and transition assistance programs	Our People
GRI 405: Diversity and Equal Opportunity		
3-3	Management of material topics	ESG Approach
405-1	Diversity of governance bodies and employees	Corporate Governance 2023 Annual Proxy Statement, page 9
405-2	Ratio of basic salary and remuneration of women to men	Our People
GRI 409: Forced or Compulsory Labor		
3-3	Management of material topics	ESG Approach Human Rights People in Supply Chains Policies including Standards for Suppliers, Human Rights Statement, Global Forced Labor Prevention Policy
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights People in Supply Chains
GRI 413-1: Local Communities		
GRI 414: Supplier Social Assessment		
3-3	Management of material topics	ESG Approach People in Supply Chains Standards for Suppliers
414-1	New suppliers screened using social criteria	People in Supply Chains Standards for Suppliers
GRI 415: Public Policy		
3-3	Management of material topics	ESG Approach Engagement in Public Policy
415-1	Political contributions	Engagement in Public Policy
GRI 416: Customer Health and Safety		
3-3	Management of material topics	ESG Approach Safer, Healthier Food & Other Products Standards for Suppliers
416-1	Assessment of the health and safety impacts of product and service categories	Safer, Healthier Food & Other Products Standards for Suppliers U.S. Product Quality and Compliance Manual
GRI 417: Marketing and Labeling		
3-3	Management of material topics	ESG Approach Safer, Healthier Food & Other Products Waste: Circular Economy
417-1a	Requirements for product and service information and labeling	Waste: Circular Economy Safer, Healthier Food & Other Products Product Supply Chain Sustainability U.S. Product Quality and Compliance Manual Global Product Safety & Compliance Policy

CDP Response Archive

Linked below are Walmart's annual CDP responses, along with corresponding response scores and third-party assurance of Walmart's GHG emissions. For a full explanation of the methodologies used to calculate emissions, please see the relevant CDP Submission and Walmart's [Climate Change ESG brief](#).

CDP Submission	Response Score	Supplier Engagement Rating	Additional Materials
2023 CDP Climate Submission	B	A-	2023 Climate Third-Party Assurance
2023 CDP Forests Submission	B-	N/A	N/A
2022 CDP Climate Submission	B	A-	2022 Climate Third-Party Assurance
2021 CDP Climate Submission	A-	A	2021 Climate Third-Party Assurance
2020 CDP Climate Submission	A	A	2020 Climate Third-Party Assurance
2019 CDP Climate Submission	A	A	2019 Climate Third-Party Assurance
2018 CDP Climate Submission	A-	N/A	2018 Climate Third-Party Assurance