

# Retail Opportunity Initiative

Creating Economic Opportunity Through Training and Investment

FEBRUARY 2019

Four years ago, Walmart and the Walmart Foundation launched the Retail Opportunity Initiative, with the aim to accelerate careers across Walmart and the entire retail sector. Walmart and the Walmart Foundation made a \$100 million philanthropic commitment toward identifying ways to accelerate mobility. At the same time, the Walmart U.S. business invested billions in enhanced wages, benefits and training to build stability and create mobility for our associates. This report provides a comprehensive look at the philanthropic strategy and funding to date — along with an appendix highlighting our investment in U.S. associates.

# Working to increase mobility across the retail sector through philanthropy

Walmart and the Walmart Foundation invest strategically in strengthening the capacity of the retail sector as a springboard to economic opportunity. We collaborate with leading nonprofits, employers, government agencies, educational institutions and other key funders to identify and implement innovations aimed at increasing mobility for workers. We continue to focus on three key strategies:



Generating and sharing insights into retail as a sector of opportunity



Building effective and innovative approaches to training and advancement



Engaging employers and improving cross-sector collaboration

While our work on the Retail Opportunity Initiative focuses on advancement, we have learned stability is an important precursor to mobility and have actively sought partners who work in that space. Both are a critical part of advancement for frontline working learners.

## Strategy 1

### Generating and sharing insights into retail as a sector of opportunity

Walmart and the Walmart Foundation are funding research and engaging thought leaders in an effort to change the narrative about frontline retail jobs. By raising the quality of job training and increasing opportunities for advancement, we're turning the retail sector into a launch pad for career growth and economic mobility.

#### IMPACT/LEARNINGS:

- The impact of this work has helped make the business case to invest in entry-level retail workers. For example, the FSG report [Investing in Entry-Level Talent: Retention Strategies that Work](#) is rooted in evidence-based ways to improve retention and proves the business value.
- A tightening labor market and uncertainty about how entry-level jobs will be impacted by automation has put an increased focus on frontline incumbent workers and the retail sector in the spotlight. Determining what skills will be required in the future is a growing question and attention has shifted to the need for upskilling and reskilling of entry-level workers.
- Another key impact of the initiative is the ability to fund and broadly share research, such as the National Skills Coalition's [Foundational Skills in the Service Sector](#) report. This is used by several key stakeholders, including other employers.

#### FUTURE AREAS OF INTEREST INCLUDE:

- Profiles and Segmentation for Service Sector Workers: Gain clarity on the profiles and segments of incumbent service sector workers: who they are, what skills they have and what factors affect their success on the job.
- Future High Demand Skills: Know what skills are valued today and what skills will be valued in the future in retail and adjacent sectors given the changing landscape of work.
- Learning at Scale: Determine which scalable models of learning work for employees and employers.
- Elements of Stability: Understand which elements of stability are most essential to support advancement and for which populations.
- ROI Research: Develop a strong evidence base for why investing in continuous learning for employees is good for business.

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## Strategy 2

### Building effective and innovative approaches to retail training and advancement

Walmart and the Walmart Foundation are investing in training and other interventions to help workers develop skills that enable them to advance within retail and adjacent sectors. To date, Walmart and the Walmart Foundation have provided funding for training and services to more than 50,000 prospective and current frontline workers beyond Walmart. The impact of this strategy extends far beyond the workers whose lives are directly impacted, raising up entire families and serving as a positive driver in the new economy.

#### IMPACT/LEARNINGS:

This work has served as a catalyst for the need to focus more energy and attention on the learning needs of incumbent workers. As a result, our philanthropic investments are leading to the creation of an entirely new suite of tools and technologies, as well as a rise in new models and methods for deploying learning programs to workers. This includes:

- Rise of micro-learning and hybrid learning models to better serve the learner. Examples of our investments in this space include our work with edX, Goodwill and National Immigration Forum.
- More strategic investments to fill the technology gaps of tools serving adult learners. For example, the Employment Technology Fund was created to target innovative tech-based solutions to support more than 100 million adults living in America who struggle to find meaningful employment.
- Rise in collaboration across learning and education funders, which led to Walmart Giving's co-investment with Google.org in South Bend, IN to create a lifelong learning city.
- There has been a resurgence in the importance of employer-driven learning, including Upskill America's "Upskill Playbook" and Jobs for the Future's "Apprenticeship and Work-Based Learning Center."

#### FUTURE AREAS OF INTEREST INCLUDE:

- Learning Products: Support growth of learning products that are relevant, timely, cost-effective and built for the user.
- Future-Oriented Content: Ensure relevant, trusted learning content is available for incumbent workers; content must take into consideration the skills needed in the future.
- Enabling Environments for Learning: Support deepening understanding of what incentives motivate employees to take advantage of learning opportunities and have models that support these behaviors.
- Clear Skill Signals: Develop effective and recognized assessments and signals (badges, credentials, etc.) that are competency based, unbiased and portable; enable learners to demonstrate their skills and employers to hire based on these skills.



## Strategy 3

### Engaging employers and improving cross-sector collaboration

We believe that a stronger, more highly skilled frontline workforce will lead to greater opportunity for workers and strengthen communities, while driving positive returns for retailers. Rewiring the system — so incumbent workers can more easily build skills on the job and advance — will require stakeholders to work together in new ways.

However, given the scale of the upskilling need and the inability of the traditional system to meet that need on its own, we believe employers need to take a more active role in the learning and development of their frontline workforce. A shared-value approach not only benefits frontline workers, but delivers on a company's bottom-line. We believe this type of approach could significantly increase access to high-quality upskilling, creating economic mobility for millions.

#### IMPACT/LEARNINGS:

In terms of encouraging cross-sector collaboration, we have been successful in:

- Bringing more retailers to the table and seeing a rise in public-private partnerships around upskilling. We see this happening through pilots we have funded in Phoenix and Dallas.
- Grantees are working with retail employers to design training programs and promotion practices that support career advancement for the frontline workforce. In Des Moines, IA, the National Fund for Workforce Solutions' subgrantee, Central Iowa Works, is working with retailers to offer a supervisory training program to overcome high turnover and encourage engagement in upskilling programs.
- Getting multiple workforce development regions and states to integrate retail into their workforce and education strategies. Dallas, Phoenix, Colorado and California are all strategically engaging regional and state leaders to implement a retail strategy with an understanding of the important role of policy.
- Leading national workforce organizations, such as the National Association of Workforce Boards (NAWB), have integrated the retail sector into their work and have deepened their focus on incumbent workers.
- Creating and supporting new national networks, such as Rework America Business Network and FSG's Talent Rewire labs. These efforts are leading the nation to a shared-value approach to talent development.

#### FUTURE AREAS OF INTEREST INCLUDE:

- Public-private partnerships that will grow the upskilling and skill-based hiring movement nationally.
- Focus on state-level systems change that includes new and innovative approaches to support incumbent workers.
- Strategic investments in proactive local communities looking to implement meaningful service-sector upskilling programs within their regional labor market by engaging directly with retail employers.



## Who We Work With

Below is a summary of the grants the Walmart Foundation or Walmart has made to date, aligned to each of our three strategies.

As of November 2018, we have awarded over \$100 million to over 45 organizations.

### Grants that span across all 3 strategies:

Grantee	Amount	Summary	End Date
<b>Hope Street Group</b>	\$809,500 & \$1,170,000	Retail Community of Practice: Funding the creation and management of the Retail Opportunity Network (RON), a community of practice focusing on the retail sector that includes grantees of our initiatives as members. The RON aims to increase collaboration, share and scale tools, and build external awareness of role of retail as opportunity among key stakeholders.	April 2017 & April 2019

### Grants that support strategy 1: Generating and sharing insights into retail as a sector of opportunity

Grantee	Amount	Summary	End Date
<b>Portland State University</b>	\$751,126	21C Learning Ecosystem: The LLTR will work with the EdTech Center @ World Education on a five phase, 36-month project to create and implement a multi-phased study that will identify the constellation of factors in a learning ecosystem that motivate working learners to engage and persist in digital learning activities that develop the digital fluency necessary to succeed in a 21st Century workplace. A variety of data sources will be collected from at least three workplaces in three cities, including semi-structured interviews, surveys to collect information from frontline workers, quantitative data extracted from LMS systems, questionnaire and follow-up interviews, and site visits/observations.	Sept 2021
<b>Corporation for a Skilled Workforce (CSW)</b>	\$220,000	The Future of Retail and Implications for Strategies to Advance Front-line Workers: CSW will publish a paper that examines how public policymakers and workforce professionals are systematically or episodically analyzing real-time changes and the future of work and proposing changes to policies, funding and programs to build skills and support advancement of front-line workers in a dramatically changing labor market.	April 2019
<b>Digital Promise</b>	\$201,990	Data Interoperability: Conducted a landscape analysis of existing data standards that influence the workforce development system, collected case studies of successful examples of data interoperability, and ultimately convened key advisors to develop recommendations for future efforts that lead to the creation of a data-driven learning ecosystem.	Dec 2018
<b>FSG – Gender Equity</b>	\$625,000	Advancing Women to Realize the Full Potential of the Retail Workforce: FSG is conducting a landscape analysis of employer practices that have proven to help the equitable advancement of women from frontline positions in the retail sector. The resulting report will include 12 evidence-based practices that employers can consider using within their frontline workforce to help women more easily advance. FSG is also using the research framework to lead a Gender and Racial Equity Working Group for the Retail Opportunity Network (RON).	June 2019
<b>FHI 360</b>	\$1,995,000	Promoting the Value of Foundational Job Skills to Retail Workers & Employers: This grant aimed to change the perception of the value of foundation job skills gained in retail employment for advancement in the retail sector or other industry sectors through in-store communication and social media campaigns. Target demographics included retail employers, non-retail employers (who are trying to recruit laterals from the retail sector) and retail employees with 0 – 18 months of experience. Test markets were in Baltimore and Chicago.	Apr 2018

## Grants that support strategy 1 continued

Grantee	Amount	Summary	End Date
<b>Southern New Hampshire University (SNHU) / College for America</b>	\$246,895	Identifying Worker Gains from Mastery of Workforce-Relevant Competencies: In order to establish a set of metrics for determining how to successfully upskill working learners, this project identified the workforce-relevant outcomes of a competency-based, post-secondary education for working adults.	Jan 2018
<b>Jobs for the Future (JFF)</b>	\$350,000	Work-based Learning (WBL) Opportunities for Retail: This research grant focused on identifying effective WBL strategies for the retail sector and how can they be implemented.	Nov 2017
<b>Council for Adult and Experiential Learning</b>	\$293,424	Skills Transferability from the Retail Sector: CAEL conducted national research, analysis, and skill mapping that resulted in a set of recommendations for increased use of retail competency tools to affect action in transition of retail workers into other growing economic sectors.	Nov 2017
<b>FSG</b>	\$156,500	Research on Post-Hire Front Line Worker Retention Strategies: FSG conducted a scan of secondary research to identify and synthesize best practices/promising approaches for improving retention among frontline employees. Work was performed for the 100,000 Opportunity Initiative and Aspen's Opportunity Youth Incentive Fund communities.	Oct 2016
<b>New Profit</b>	\$199,902	Future of Work Skills Grand Challenge Feasibility Study: Research project that aims to incentivize more scalable, accessible, and effective ways for Americans to develop Future of Work Skills, or the common set of critical skills employers generally value most, necessary to advance their careers (aka "soft skills" or "social/emotional skills"). This project includes field research on the development and assessment of these skills, proving that they are of value to employers, but there is a need in helping individuals gain access to training for these skills.	Oct 2016
<b>Opportunity Nation</b>	\$437,063	Retail and Opportunity Initiative: Opportunity Nation's report, <i>Retail's Opportunity: Exploring the Industry's Impact on People and Places</i> , focuses on an exploration of the relationship between the retail sector and opportunity including new data framed around the Opportunity Index and examples of innovative efforts and personal stories. Research found a positive relationship between a state's Opportunity Index Score and state retail employment rates, meaning that as retail employment rates increased, state's Opportunity Index Scores also increased. Most significantly, the research found higher retail employment rates to be associated with economic, education, and community variables from the Opportunity Index.	Oct 2016
<b>MDRC</b>	\$154,592	Retail Sector Analysis: Conducted an in-depth analysis of workforce development programs and a literature review to identify the most promising models for helping workers in retail, logistics and customer service achieve upward mobility. The analysis resulted in an internal memo outlining the most promising models to help advance frontline workers to middle-skill jobs as well as a published report with recommendations on models or tools that can be implemented or scaled.	June 2016

## Grants that support strategy 2: Building effective and innovative approaches to retail training and advancement

Grantee	Amount	Summary	End Date
<b>Jobs for the Future (JFF) 2.0</b>	\$3,000,000	National Support for Work-Based Learning: The Center's Service Sector WBL platform will: 1) provide a comprehensive library of evidenced-based "best-in class" WBL programs, designs, tools and user-friendly resources; 2) engage a broad range of stakeholders in retail and with interest across the WBL spectrum; 3) test, refine, and expand promising practices; 4) mount a campaign to increase and sustain private, public and policy momentum for viable WBL and workforce strategies in the Service Sector; and 5) leverage JFF Labs to identify and test new approaches to WBL, including emerging tech-enabled solutions in an effort to bridge traditional systems and system "disruptors."	May 2020
<b>Opportunity@Work</b>	\$1,500,000	Opportunity Through Training: Opportunity@Work is a nonprofit social enterprise with a mission to expand access to career opportunities so that all Americans can work, learn, and earn to their full potential in a dynamic economy.	Apr 2020
<b>New Profit</b>	\$2,000,000	Future of Work Skills XPRIZE Challenge: Building on the feasibility study conducted in the previous grant (see above), this investment will help support the Future of Work Skills XPRIZE Challenge to incentivize teams to create technologies to teach frontline workers the "soft skills" most important to workplace success. In phase 1, we will support the fundraising for the full cost of the prize as well as the process to select three validation employers. Upon successful completion of this phase, the second phase supports the launching and implementing of the prize.	Mar 2020
<b>San Diego Workforce Partnership, Inc.</b>	\$450,000	#ReimagineRetail: The Power of Technology: This grant will expand, scale and sustain the work SDWP began in 2016 and focus on equipping retail employees with the technology-based skills, competencies, and experiences to thrive and advance in the 21st century retail environment by: 1. training 450 individuals through customized training, the two social enterprise accelerators and/or the NRF certification in order for 360 of the 400 incumbent worker trainees to be promoted and 45 of the 50 unemployed trainees are placed in retail jobs; 2. serving 1,000 businesses via the Retail Advisory Council; single and multi-employer customized trainings; retail focused job fairs, networking and informational events; and offering LinkedIn Learning to employers/employees; 3. engaging 2,500 incumbent workers and job seekers on LinkedIn Learning platform	Dec 2019
<b>Workforce Solutions Greater Dallas</b>	\$1,771,576	Retail Pay\$: This grant will enable the continuation and growth of retail/service employer engagement and training pathways for incumbent retail workers.	Nov 2019
<b>Employment Tech Fund – New Venture Fund</b>	\$1,000,000	The Employment Technology Fund (ETF): ETF has issued grants and loans to help grow companies and/or non-profits working to scale technology-enabled solutions to address the major barriers faced by struggling adult learners. Investees include Cell-Ed, Nepris, SkillsSmart, NorthStar Digital Literacy Assessment, SignalVine, CareAcademy and Pairin.	Oct 2019
<b>Sustainable Food Lab</b>	\$100,000	Center on Rural Innovation's Opportunity Map: This project will enable a rural opportunity map to be created so that foundations, investors, and other stakeholders can use data to analyze the reality in rural communities across the country.	Aug 2019
<b>National Association of Workforce Boards (NAWB)</b>	\$307,433	Advancing Innovative Solutions in Workforce Development to Support the Retail Sector: Grant funds will be used to promote the outcomes and lessons learned through the Chicago Cook Partnership and their sub-grantees, as well as provide a platform to increase awareness of the opportunities that exist within the retail sector.	Aug 2019

## Grants that support strategy 2 continued

Grantee	Amount	Summary	End Date
<b>Goodwill Industries International</b>	\$3,000,000	Good Paths: This grant seeks to improve the quality of navigation that is provided to front-line retail workers by improving the capacity of career navigators from third-party organizations to better navigate current, former, and potential retail workers through a model that can be scaled throughout the country.	July 2019
<b>Chicago Cook Workforce Partnership</b>	\$10,900,034	National Workforce Development Board Lead for Careers in Retail Initiative: This grant aims to increase the economic mobility of workers in retail and adjacent sectors by working with nonprofits, educational institutions and government agencies in 10 cities to make it easier for frontline workers to move faster into middle skills roles. Specifically, it will 1) Create a retail sector center in Chicago, 2) Build the capacity of a network of Workforce Investment Boards (WIBs) to provide strong retail services and develop models that promote career advancement in retail, and 3) improve the perception of retail career among WIBs and job seekers.	July 2019
<b>International Society for Technology in Education (ISTE)</b>	\$949,221	Advancing a Network for Empowered Adult Learning: ISTE will increase the digital capacity of the workforce field by developing a framework to guide technology development and adoption for organizations providing lifelong learning and development to adult working learners; create a professional learning course for technology adoption and development; and manage the Retail Opportunity Network's Technology Working group by producing podcasts, webinars, and facilitating workshops at face-to-face RON convenings on current issues in technology and workforce development trends.	June 2019
<b>Instituto del Progreso</b>	\$1,232,126	Chicago Retail Sector Career Bridge Program: Developing an open source Retail Career Bridge curriculum targeting frontline service workers. It will include hiring and training instructors, recruiting students, evaluating the program and creating a how-to manual.	June 2019
<b>Foundation for California Community Colleges</b>	\$2,388,430	Build Industry Partnerships and User-Centered Design for California's new Online Community College: The California Community College system is aiming to launch the first ever online community college in the US geared solely towards working adults. This grant will enable the community college to begin planning for the college by setting up the technical expertise, finding industry partners, and creating the career pathways available to students.	May 2019
<b>League for Innovation</b>	\$2,997,453	Accelerating Career Mobility for Incumbent Retail Employees: Develop a pathway approach in retail management that builds off the successes of the Western Association of Food Chains' Retail Management Certificate initiative by supporting 12 colleges offering cohorts of stackable credentials to employees from participating employers at no cost or reduced costs.	April 2019
<b>National Retail Federation (NRF) Foundation</b>	\$2,800,000	Retail Industry Fundamentals: Includes two investments, starting first with an analysis of the retail industry's learning and development needs through a comprehensive research study. The NRF Foundation is using this study to develop and scale an industry-validated training, assessment and credential program, Retail Industry Fundamentals, update two existing NRF credentials, build awareness for the value of the retail sector and conduct a feasibility study on the development of a retail career pathway platform.	April 2019
<b>Credential Engine</b>	\$250,000	Credential Engine Registry: Credential Engine is working to improve transparency in the credentialing marketplace by scaling and maintaining a web-based Credential Registry that uses software apps built on the registry's data to enable job seekers, students, workers, and employers to search for and compare credentials. This grant will support the launching of an initiative to ensure that retail and hospitality credentials are included in the system.	Mar 2019
<b>Hope Street Group</b>	\$50,000	Skilling America Strategic Planning: Skilling America is a multi-purpose online platform that will teach workforce practitioners how to adopt a competency-based approach to their work -- with online training, tools, and resources that are designed to lead to a valid certification. This grant is to support the planning phase of this new initiative.	Feb 2019

## Grants that support strategy 2 continued

Grantee	Amount	Summary	End Date
<b>edX</b>	\$1,000,000	Microbachelors Program: edX is launching a series of “micro-learning” experiences. This is a new way of teaching designed to take less time and be delivered just in time (i.e. when the learner needs to develop a skill or piece of knowledge in the moment). The aim here is to make sure people without a college degree can have success and earn a microbachelors through their platform.	Jan 2019
<b>Dress for Success</b>	\$500,000	Retail Jobs Trajectory Program: This grant funded a job training program aimed at helping entry-level female retail workers get the support they need to retain their jobs or advance within the retail sector. The program was facilitated in 20 local DFS affiliates nationwide, supporting approximately 400 women. Goals of the program included measurable employee retention, increase in confidence, career advancement, and demonstrating ROI for employers.	April 2018
<b>Achieving the Dream</b>	\$1,000,000	Building Stronger Pathways to Retail Careers through a Collective Impact Strategy: This project aimed to build the capacity of four community colleges (Umpqua Community College in Roseburg, OR; Broward Community College in Fort Lauderdale, FL; Tallahassee Community College in Tallahassee, FL; and Durham Technical Community College in Durham, NC). Each college placed students in training that would help them secure middle-skills jobs in the retail sector and create a framework that can be replicated at other colleges. Achieving the Dream also catalogued the current status of community college retail pathways and identified lessons learned about retail career pathways that can help inform other pathways work.	Mar 2018
<b>National Immigration Forum (NIF)</b>	\$1,277,163 & \$1,897,222	Skills and Opportunity for New American Workforce, Years 1-3: NIF created a scalable, sector-wide Contextualized English Language (CEL) learning program that blends online and offline teaching for limited English proficient retail workers. Over the three years, NIF refined the curriculum, build a smartphone app, engaged employers to include English language training as part of their core training budget, and developed a sustainable business model for scale.	Feb 2018
<b>Generation</b>	\$1,250,000 & \$4,868,750	Generation Retail Career Advancement: Generation planned and executed a place-based approach to support career advancement within retail and adjacent sectors in Jacksonville, Florida by 1) developing an all-digital curriculum and supporting tools for career advancement, including customizing an online platform and implementing a digital simulation to teach quick decisions and balancing priorities; 2) enrolling 1200 students across the all-digital, in-person and blended programs of 60 hours of curriculum to test which program has the most ROI; 3) launching a coalition to address transportation as the biggest barrier to both training program completion and sustainable employment; and 4) supporting Innovate + Educate in Dallas as a training provider to run 8 cohorts with 200 students total.	April 2017 Aug 2019
<b>Goodwill Industries International</b>	\$3,000,000	Retail Middle Management: This grant created a replicable, proven training and support model that successfully advanced retail workers to higher-level jobs in the sector. The program was piloted in eight U.S. cities	April 2017
<b>Jobs for the Future (JFF)</b>	\$3,000,000	Implementing High Quality Training Programs for TDL Occupations: Provided technical assistance to 10 TDL occupational training programs that led to industry recognized credentials and job placement services for low- to middle-skill workers.	Mar 2017
<b>Dress for Success</b>	\$2,580,000	Going Places Network: Retail Education Advancing Leadership (REAL) Initiative: This grant helped scale REAL, a training program for women in more than 30 states, providing them with basic pre-employment work readiness and life skills. Funds helped expand on previous Walmart Foundation-supported work by including a pilot module that specifically focused on the retail sector, a special focus on underemployed women and increasing information sharing among participating offices.	Jan 2017

## Grants that support strategy 2 continued

Grantee	Amount	Summary	End Date
<b>National Able Network</b>	\$944,459	Occupational Job Readiness Training for High-Growth Careers: Supported National Able Network centers in Illinois and Indiana to provide occupational training and employment resources to job seekers in middle-skill jobs in retail, manufacturing and logistics. The funds also supported the publication of best practices, service innovations and methodologies for future national expansion of the program.	Oct 2016
<b>McKinsey Social Initiative (MSI)</b>	\$3,200,000	Generation: Launched a Generation Retail training program for mid-level retail workers. This is an expansion of MSI's flagship program, Generation U.S., which seeks to bridge the gap between unemployed young adults and entry-level needs of employers. The grant also includes a report on career pathways in retail.	Jan 2016
<b>FSG</b>	\$286,750	Research on Pre-Hire Frontline Worker Retention Strategies: Conducted a scan of secondary research to identify and synthesize best practices/promising approaches for improving retention among frontline/youth employees via pre-hire interventions. Work is being performed for the 100,000 Opportunity Initiative and Aspen's Opportunity Youth Incentive Fund communities.	May 2017



Source: National Immigration Forum

### Grants that support strategy 3: Engaging employers and improving cross-sector collaboration

Grantee	Amount	Summary	End Date
<b>Colorado Workforce Development Council (CWDC)</b>	\$4,117,883	Lives Empowered: The CWDC will work with local WIBs to launch a statewide incumbent retail sector partnership leading to incumbent workers gaining the skills they need for advancement and creating an ecosystem in Colorado that is conducive for employers, employees, and education/training providers to upskill incumbent workers. Along with this, a “Lives Empowered” score will be calculated for incumbent workers who are upskilled to determine how empowered they feel using both quantitative (anonymous wage data) and qualitative (life satisfaction components on a survey) data. Lastly, a playbook will be created so other states can know the route to take to launch their own incumbent retail sector strategy throughout their respective state.	Aug 2021
<b>Southern Rural Development Center (SRDC)</b>	\$2,799,303	Strengthening Retail in Rural America: The grant will enable our first venture into two rural regions in each of three states: Kentucky, Arkansas, and Oklahoma. The grant will work to create economic development plans for multi-county regions with local economic development agencies with retailers at the table. This grant will also create Retail Academies to inform people of the impact of retail on local economies. Lastly, this grant will partner with local entities to create or further training programs that are locally relevant for incumbent retail worker advancement.	Jan 2021
<b>Drucker Institute</b>	\$1,250,000	Turning South Bend into a True Learning City: With the planning phase over and stakeholder engagement solidified, this grant will enable The Drucker Institute to begin assembling the myriad of parts to build a robust lifelong learning platform. This platform is both digital and physical and is designed to provide all residents with a digital learning record and access to learning experiences to meet their needs from birth to post-retirement for all 100,000 individuals in South Bend.	Dec 2020
<b>Chicago Community Foundation</b>	\$500,000	Reimagine Retail Chicagoland: Building on our past investments, this grant has two workstreams: 1) Conduct a place-based employer Talent Rewire Lab in Chicago and 2.) Launch a Retail Innovation Fund, which is a pool of resources that will be made available for retail incumbent worker advancement projects that result from the Talent Rewire Labs.	Nov 2020
<b>U.S. Chamber of Commerce Foundation</b>	\$2,464,000	T3 Innovation Network and the Talent Pipeline Management (TPM) Upskilling Academy: This grant supports two programs. The T3 Innovation Network’s goal is to create the underlying data infrastructure needed to connect employer signaling to the talent marketplace to align learning outcomes with in-demand competencies, verify credentialing and learning across providers, and promote hiring based on skills and competencies. The grant will also support the development of the TPM Upskilling Academies, cohorts of employers engaging in a process that equips HR teams to more clearly communicate their competency, credentialing and other advancement requirements to education and workforce partners.	Oct 2020
<b>Rework America Business Network - New Venture Fund</b>	\$1,000,000 & \$400,000	Rework America Business Network: These two grants support the planning, implementation and scaling phases of the Rework America Business Network, a project of the Markle Foundation. This network aims to bring together influential leaders and organizations who seek to use technology to transform America’s labor market from one largely based on traditional credentials and work history, to one rooted in the skills and lifelong learning valued in the digital economy. We are the lead funder for planning, implementing and scaling phases of this initiative.	Oct 2020
<b>Skillful – New Venture Fund</b>	\$600,000	Skillful, Indiana: This grant, led by the Markle Foundation, will accelerate Skillful’s mission to help more Hoosiers access better career pathways by embedding a skills focus at every point in a job seeker or advancer’s journey. This grant will ensure the skills that people already have are valued and for employers, career coaches, and trainers to build upon necessary skills to prepare students and workers for promising career pathways today and in the future.	Oct 2020

## Grants that support strategy 3 continued

Grantee	Amount	Summary	End Date
<b>Center for the Future of Arizona</b>	\$1,213,952	Phoenix Regional Retail Career Pathways 2.0: The Center for the Future of Arizona (CFA) will build on its first grant to focus on implementation and sustainability activities to deepen the impact of the RetailWorks AZ initiative in building a thriving ecosystem in Maricopa County for frontline retail workers to reach their full potential and increase economic mobility through skills acquisition.	July 2020
<b>FSG</b>	\$2,670,000	Racial Equity, Talent Rewire, RON: Three-part grant including a) Research and publish a report on corporate racial equity in retail, b) Execute a 3rd Talent Rewire Lab and codify/disseminate the curriculum, c) Retail Opportunity Network (RON) strategy refresh and potential facilitation	April 2020
<b>National Fund for Workforce Solutions (NFWS)</b>	\$2,814,000	Organizing Retail Industry Partnerships: NFWS will manage regional retail workforce collaboratives in three NFWS partner communities nationwide for three years. These partnerships will ultimately lead to improved workforce systems, an increase in the number of retail employers actively engaged in building the skills of their workforce, and improvements in retail career pathways.	Jan 2020
<b>U.S. Chamber of Commerce</b>	\$200,000	Job Data Exchange: Formerly the Job Registry, the Job Data Exchange's (JDX) goal is to address the employer signaling part of the ecosystem by creating more structured data on jobs, particularly at the competency, skills, assessment, and credential levels. It will also link to Credential Engine to unlock the ability for employers to crosswalk jobs to credentials in the Credential Engine. This grant is to support the piloting of the JDX via 3- 5 Employer/Provider partnerships, including one in retail. Outcomes include helping learners better understand current job requirements and how their skills align to them as well as helping employers develop, align, and distribute information on their hiring requirements.	Dec 2019
<b>New America Foundation</b>	\$775,000	Rural ShiftLabs: Through ShiftLabs, New America works with communities to diagnose local automation risk, surface potential responses, and design and implement new ways to connect workers to emerging opportunities. This grant would support four ShiftLabs in rural regions and mid-sized cities with rural adjacent communities, including Northwest Arkansas.	Oct 2019
<b>Chicanos Por La Causa (CPLC)</b>	\$247,900	Maryvale Workforce Initiative 2.0: CPLC will build on the work of the first grant to launch operations at a new space at Desert Sky Mall where they will focus specifically on retail and work in partnership with employers at mall.	June 2019
<b>Code for America</b>	\$250,000	Launch Code for America's Work on "Jobs": Code for America currently works on: Hunger and Justice - this grant will allow them to launch their work on jobs. This grant will enable Code for America research the public workforce system in several cities and then deploy brigades of volunteer technology workers to identify technology opportunities for improvements. The ultimate aim would be that any technology created would enable the end user of the system to access it more efficiently and that it could be scaled to other cities across the country.	May 2019
<b>National Skills Coalition (NSC)</b>	\$1,000,000	Building the Foundation: Strengthening Public-Private Systems for Upskilling Service Sector Workers: NSC promoted demand-driven adult education models such as industry partnerships and integrated education and training (IET) that allow businesses to signal their talent needs directly to education providers and assure workers that their skill-building investments will pay off in career advancement. The work took place in Texas, Indiana, Michigan and Kentucky.	Dec 2018
<b>New Venture Fund - Rework America Task Force/Markle Foundation Phase 1</b>	\$400,000	Rework America Business Network: The Rework America Business Network is an initiative of the Rework America Task Force, which aims to bring together influential leaders and organizations who seek to use technology to transform America's labor market from one largely based on traditional credentials and work history, to one rooted in the skills and lifelong learning valued in the digital economy. This grant is to support the planning phase of the Rework America Business Network, which will bring together progressive employers from a range of sector to improve the likelihood of career advancement for the worker through improved skills acquisition and signaling while increasing the competitiveness of companies through access to a better skilled.	Oct 2018

## Grants that support strategy 3 continued

Grantee	Amount	Summary	End Date
<b>Aspen Institute</b>	\$600,000	UpSkill America 2.0: The outputs of this grant aim to help more employers to establish upskilling programs, operate them, and assess the business value by 1. Conducting a needs assessment of tools needed to establish, operate and evaluate various types of upskilling programs; 2. Performing a landscape scan of existing tools; 3. Developing new or adapted existing tools; and 4. The testing and deployment of tools by employers.	Oct 2018
<b>Center for the Future of Arizona</b>	\$946,994	Phoenix Regional Retail Career Pathways: Three-part investment that: 1) Conducted a retail sector landscape analysis; 2) Designed a retail sector strategy to provide retail sector employees the skills necessary to succeed and advance in retail or through retail and into another industries; and 3) Conducted regular stakeholder meetings to ensure progress toward the retail sector strategy.	July 2018
<b>Chicanos Por La Causa (CPLC)</b>	\$200,000	Maryvale Workforce Initiative: this grant coordinated the network of partners working together in a targeted, place-based effort to serve the Maryvale community with a range of workforce development services and build out a retail career pathway that will ultimately train 1,200 individuals and ultimately serve 5,000 community members.	June 2018
<b>Chicago Community Foundation</b>	\$500,000	Chicagoland Customer Service and Sales Career Pathway Initiative: Building on the Pro Path Fund and the 100,000 Opportunities Initiative, this investment will cover two complementary systems change elements: 1) A workforce development program in which entry-level retail employers partner with a workforce service provider to enroll/employ participants and support them on a career pathway and 2) The development and promotion of City Colleges' pathways of stackable credentials in the retail management, customer service and sales tracks.	Mar 2018
<b>Innovate + Educate</b>	\$1,480,669	Retail + Plus Acceleration: Sought to validate a place-based systems change model that will improve the economic mobility of incumbent entry-level retail workers in Dallas. I+E built off of the assessment they designed and buy-in they secured in their first grant to continue working with employers, service providers, community colleges and the local Workforce Development Board to accelerate advancement of entry-level workers.	Feb 2018
<b>FSG</b>	\$1,000,000	Employer Innovation Labs: FSGI 1. designed and facilitated Innovation Labs for 6 to 9 employers; 2. recruited and stewarded a broader employer learning community for additional employers; 3. codified lessons learned and collect and analyze ROI data; and 4. designed an executive a communications plan with the ultimate goal of incentivizing employers to change their practices.	Jan 2018
<b>Innovate + Educate</b>	\$924,282	Retail Industry and Regional Skills-based Hiring Implementation: Helped move incumbent entry-level retail workers to higher-level jobs in the sector by researching, defining and articulating the competencies for successful advancement, then piloting the research in a specific site.	Sept 2016

## APPENDIX

# Investing in Walmart Associates

Walmart believes when associates have stability in areas like pay, benefits and scheduling, they are better able to take advantage of the education and training opportunities we offer. Below are highlights of some of our recent investments. To learn more, go to <https://corporate.walmart.com/2018grr/opportunity>

## Pay

- We have raised our starting wages in the U.S. by more than 50 percent over the past three years. Average total compensation and benefits for our hourly associates is more than \$17.50 per hour, including wages, bonuses, benefits, paid time off and more.
  - Newly hired associates start at \$11 per hour or more, while key department manager roles can earn as much as \$24.70 per hour.
  - Our associates continue to earn quarterly cash bonuses – more than \$625 million in FY18 alone.
  - We have been very deliberate about our job offerings and will continue to listen to our people and invest in the training, benefits and wages that they tell us are important. Our wage, benefit and training investments have led to better customer service and lower associate turnover in our stores.
- Expanded hourly maternity and parental leave: Walmart provides associates with parental leave, as well as assistance with adoption expenses.
    - » The enhanced maternity benefit supports birth moms with up to 10 weeks of job-protected paid time away from work (at 100% pay).
    - » The parental benefit supports associates who become parents through birth, adoption or foster-care placement with up to 6 weeks of protected paid time away from work (at 100% pay).
    - » Birth moms can receive 16 weeks of total paid time away when maternity and parental are combined (10 weeks of maternity and 6 weeks of parental leave).
    - » These changes create parity for maternity and parental leave benefits among salaried and full-time hourly associates, making Walmart a leader in retail.

## Benefits

- 401(k): Associates can start contributing to their 401(k) on their first day with the company. Walmart provides a 6% company match beginning after one year on the job.
  - Cash bonus: Eligible associates may qualify for quarterly bonuses based on the performance of their store.
  - Health care: Walmart offers health benefits starting at around \$26 per pay period for all full- and part-time associates who have worked an average of 30 hours per week over the past 12 months.
  - Paid Time Off (PTO): Walmart's PTO streamlines paid vacation, sick time, personal time and holiday time into one category.
  - We're also one of the first companies to introduce Protected PTO, allowing our associates to earn up to 48 hours of paid time that can be used anytime to cover scheduled shifts when they are unexpectedly not able to make it to work.
- Short-term disability: Full-time Walmart associates have a short-term disability plan at no cost.
  - Share Purchase Plans: Walmart matches 15% of the first \$1,800 associates contribute to the stock purchase program, up to \$270 per plan year (age restrictions apply).
  - Discounts: Full- and part-time associates save 10% on regularly priced general merchandise, fresh fruits and vegetables at any Walmart store. Associates saved about \$550 million in FY18.
  - Financial planning tools: Using the Even app, our associates can access tools to help them plan ahead for bills and savings goals, eliminating the work of figuring out how much money is okay to spend. When unexpected expenses occur, our associates can access earned wages ahead of scheduled paychecks using an "Instapay" feature. The tools are available to all hourly and salaried Walmart, Sam's Club and Walmart eCommerce associates.

## Training and Opportunity

- In February 2016, we launched Walmart Academy, a dedicated training program that uses the Walmart sales floor to train associates in advanced retail skills, leadership and change management.
  - » Our first Academy was launched in the Dallas area in February 2016 and has grown to nearly 200 locations nationwide. We trained more than 450,000 associates, including frontline supervisors, department managers and assistant managers, in our Academies in 2018.
  - » Department managers who complete Academy training have higher retention than those who have not.
- In February 2016, we also rolled out our comprehensive training program, Pathways, which helps create clear career paths from entry-level positions to jobs with more responsibility and higher pay.
- More than 75% of our U.S. store management teams started as hourly associates.
- We've converted nearly 175,000 associates from part-time to full-time in the last 12 months.
- We've promoted nearly 214,000 people in the last 12 months to jobs of greater responsibility and higher pay.
- On average, store managers earn \$170,000 annually, manage and help mentor 300 associates and develop invaluable skills needed to meet customers' needs.
- Turnover in our stores is down 10% (1000 bps) and the lowest in five years.

## Education

- In June 2018, Walmart unveiled a new associate education benefit designed to remove barriers to college enrollment and graduation. In partnership with Guild Education, Walmart associates are able to access affordable, high-quality associates degrees and bachelor's degrees in Business or Supply Chain Management.
  - » Under the program, which is available to all full- and part-time Walmart U.S. and Sam's Club associates, Walmart subsidizes the cost of higher education, beyond financial aid and an associate contribution equivalent to \$1 a day.
  - » Degrees are offered through the University of Florida, Brandman University and Bellevue University – nonprofit schools selected for their focus and strong outcomes on serving working adult learners.
  - » Over 3,000 students began classes this past fall across our three university partners.
  - » In addition, associates can earn college credit for paid training at Walmart Academies. Hundreds of thousands of associates have already undergone skills training equivalent to more than \$210 million in college credits. This will save associates time and money in completing their degree.
- Walmart offers education benefits for college credit, GED, high school completion, language training and professional development.



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