



Belonging Begins with Us



CULTURE, DIVERSITY, EQUITY & INCLUSION

2021 REPORT

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Editor's Note: This report is a retrospective of Culture, Diversity, Equity & Inclusion programming which took place across Walmart Inc. for the Fiscal Year ended Jan. 31, 2022 (FY22), unless otherwise noted.

Awards

DiversityInc 2022 #26 – Top 50 Companies for Diversity

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



Belonging Begins with Us



Belonging.

It's a basic word with a big meaning — one that has been highly scrutinized and hotly debated recently. So what does it really mean to belong?

While the actual feelings of belonging are deeply personal and highly unique to each person, we can define belonging in a way that allows us to collectively understand the effects it can have on individuals, workplaces and society. Wendy Feliz, Director of the Center for Inclusion and Belonging at the American Immigration Council, puts it this way:

“Everyday when someone walks into their workplace, they should get to walk in and bring all the parts of themselves — all their identities, all of who they are — into the building. That might be being an immigrant. That might be being a parent. That could be being someone who lives with a disability. All of those things are part of who we are, and there are opportunities and challenges that those identities can come with and no one should have to hide or pretend it's not there, it doesn't exist. We're able to do that by co-creating workspaces or collective settings if it's your workspace, your church or your local community center, we all have to create how these spaces should work together and that's how we make sure no one gets left behind or no one has to hide a piece of themselves.”

At Walmart, we define inclusion as “the intentional action of understanding, supporting and championing individuals in all of their uniqueness (identities,

experiences, styles, abilities and perspectives) — resulting in a culture where all associates feel welcome, comfortable and safe and are empowered to reach their full potential every day.” In actuality, that's our definition for both inclusion and belonging.

Inclusion is the first part — the “intentional action of understanding, supporting and championing individuals” — and belonging is the second part “resulting in a culture where all associates feel welcome, comfortable and safe”. Inclusion is all about the “what” we do — the actions we take as leaders and colleagues — and belonging is the outcome of how those actions make the people around us feel.

The Society for Human Resource Management (SHRM) indicates that “a feeling of belonging at a company has the strongest relationship to engagement” which means that creating a sense of belonging can also have a strong correlation to beneficial business outcomes such as productivity and retention. Moreover, from a diversity perspective SHRM also indicates that the correlation between belonging and engagement is higher for historically underrepresented groups.

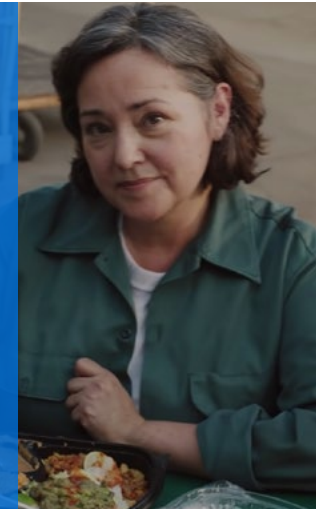
That's why Walmart works with collaborators such as the Ad Council on campaigns like “Belonging Begins with Us” which is dedicated to fostering a more welcoming nation where everyone — regardless of their background — can feel they belong.

“Every day, we welcome shoppers of diverse backgrounds and walks of life into our stores and clubs. Not only do we want shoppers to feel safe and comfortable shopping with us, but we also want them to see their local Walmart as a place where they belong and as a place that belongs to them,” said William White, Chief Marketing Officer — Walmart U.S.

Belonging begets better business outcomes, and Belonging Begins with Us.

LEARN MORE

Walmart is supporting the multi-year Belonging Begins with Us campaign, led by the American Immigration Council and Welcoming America in collaboration with the Ad Council, aimed at advancing a more welcoming nation where everyone belongs.



Our Approach to Culture, Diversity, Equity & Inclusion

Vision: Everyone Included. By fostering a workplace culture where everyone is—and feels— included, everyone wins. Associates are happier, perform at their best and in turn, provide better service to our customers and members.

Mission: The Global Office of Culture, Diversity, Equity & Inclusion's (CDEI) mission is to create an inclusive culture where all associates are engaged to deliver on our purpose of saving people money so they can live better.

Accessibility Center of Excellence

Walmart announced the formation of its Accessibility Center of Excellence (ACE) in May 2021 on Global Accessibility Awareness Day (GAAD), and the ACE organization began working as a functional team in early 2022.

The ACE works collaboratively across the enterprise to develop and implement scalable strategies supporting the ACE vision of “Everything Accessible – Everyone Included” as we work toward making Walmart the most inclusive and accessible retailer and employer for people with disabilities by delivering experiences everyone can use.

The mission of the ACE is to empower associates to define, design and deliver accessible experiences at scale, and the work is driven by three strategic objectives:

- Adopt a culture of awareness and action around accessibility
- Build infrastructure needed to power accessibility across the organization, facilitate best practice sharing and establish accountability for outcomes across the enterprise
- Create leadership champions and onboard teams to drive accessibility at scale

Guiding Principles

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

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

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

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

Transparency – Increase access to information through communication and collaboration

Strategic Objectives

Activate our culture – Equip every associate to be an inclusive leader who leads and makes decisions based upon our cultural values of Service, Respect, Excellence and Integrity

Associate life cycle integration – Integrate Culture, Diversity, Equity and Inclusion principles into every facet of the associate life cycle – recruit, hire, develop, promote and retire

Build an inclusive brand – Create a trusted brand experience that makes people feel like there's a place for them in the Walmart ecosystem – as a customer, associate, supplier or community stakeholder

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

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

Definitions

CULTURE: Our values in action (Service, Respect, Excellence and Integrity)

DIVERSITY: The unique identities, experiences, styles, abilities and perspectives of our workforce, reflecting communities we serve

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

INCLUSION: The intentional action of understanding, supporting and championing individuals in all of their uniqueness (identities, experiences, styles, abilities and perspectives) – resulting in a culture where all associates feel welcome, comfortable and safe and are empowered to reach their full potential every day

Talent Programs Grow Associate Belonging

Our People Make The Difference has been a popular slogan and source of pride for Walmart associates for decades. These five simple words convey the impact Walmart associates can have on our customers and communities when they choose to lead with humanity.



Our Culture, Diversity, Equity & Inclusion (CDEI) work, in turn, seeks to make a difference for our people through programs and processes aimed at fostering greater belonging at work while also working to ensure that our recruitment and talent development initiatives are designed and deployed in a manner that is inclusive.

Expanded New Hire Onboarding

Walmart reimaged the onboarding program for corporate associates in February 2021, taking it from a one-day event to a yearlong journey. This change helped enhance the new hire experience by delivering the right content at the right time. The program focuses on connection, engagement, preparation and support to help in the success of all corporate new hires.

Listening sessions, trainings, email notifications, surveys, networking opportunities, and leadership insights are among the tactics used in the program. Welcome Week focuses on culture, foundation, insights, and company benefits while subsequent sessions address well-being resources available through Resources for Living and Thrive Global. CDEI is also a main element of the journey as content on Walmart's disability accommodations process; Race & Inclusion learning paths; details on the history of and how to join Associate Resource Groups (ARGs); and culture lessons exploring concepts like Every Day Low Prices, One Penny At A Time, and Walmart's Productivity Loop are part of the yearlong experience.

The new onboarding process reached more than 11,300 associates in 2021, spanning external hires and internal field-based transfers to corporate roles and ranging in level from individual contributors to corporate officers. Among the new hires who responded to exit surveys, 99 percent indicated that their new manager is driving inclusion and 97 percent reported they received the job training they needed to be successful.

Inclusive Growth Programs

Learning and development programming at Walmart extends beyond the new hire experience, and several initiatives are focused on generating growth while also fostering inclusion and well-being.

The CDEI team develops and curates resources, training and education to help upskill Walmart associates as inclusive leaders. A collection of self-paced eModules are available to all U.S. associates and include Cultural Competence, Disability Inclusion in the Workplace, Leading Across Generations, Introduction to Unconscious Bias, and Unconscious Bias in Hiring. The collection amassed more than 18,000 views in FY22 and received a cumulative net promoter score (NPS) of +43 from survey respondents.

A [recent study](#) released by The Lumina Foundation found that Black participants in Live Better University (LBU), Walmart's educational benefit program, were 87.5 percent more likely to receive a promotion than non-participants while Hispanic participants were 70.7 percent more likely to receive a promotion than non-participants. The \$1-a-day cost of LBU for associates was removed in 2021, and three Historically Black Colleges and Universities (HBCUs) were added, including Spelman College, Morehouse College and North Carolina A&T State University.

The [Chicago Community Academy](#) provides associates with an opportunity to grow and develop the skills they need to build careers at Walmart and beyond. This Academy also hosts classes for community members on topics such as entrepreneurship, resume writing, interviewing, and personal finance.

CDEI Across the Business



Culture, Diversity, Equity & Inclusion (CDEI) is more than a department and team at Walmart, it's a business philosophy and approach that is threaded throughout our enterprise strategy and operating plans. Key aspects of the CDEI strategy, such as associate life cycle integration, building an inclusive brand, and increasing enterprise equity and accessibility, are being operationalized in business segments and corporate functions across the company.

Sam's Club

Sam's Club invested \$500,000 in FY22 divided equally between the Thurgood Marshall College Fund (TMCf) and the United Negro College Fund (UNCF). These funds were in addition to other corporate funding and intended to support Historically Black Colleges and Universities (HBCUs) and their students through the challenges presented by COVID-19. The pandemic contributed to closures of certain HBCUs as well as a decline in student enrollment, leading TMCf to leverage the support from Sam's Club to expand its partnership with the Association of College and University Educators (ACUE) to provide professional development focused on hybrid teaching and online curriculum to 60 faculty at HBCUs including Florida A&M University and York College.

A licensing agreement has also enabled Sam's Club to deepen its community relevance by selling HBCU-branded merchandise in select locations. A collection of items spanning apparel, domestics, sporting goods and table top merchandise categories has garnered positive brand engagement online with Sam's Club members commenting on social media about their excitement in finding HBCU items in clubs.

An Allyship at Work workshop was also introduced at Sam's Club in FY22 to more than 100 select field and Club Support associates. The program is designed to help leaders identify and leverage their personal advantages and positional power to show up as an ally in public and private ways for colleagues who are women, people of color, people with disabilities, and members of the LGBTQ+ community.

Walmart U.S.

CDEI resources were utilized to support a collaborative National Supply Chain Hiring event that was jointly held by the Walmart U.S. and Sam's Club segments. A guide for successful hiring was prepared by CDEI and provided to Supply Chain leadership to support the event; the resource contained a selection of curated content including an eLearning module focused on unconscious bias in the hiring process.

A CDEI Advisory Board was established in the Walmart U.S. Health & Wellness (H&W) function in order to create meaningful moments for H&W associates to explore a variety of CDEI-related topics. One example was the launch of "Cinema for Change", a series of screenings of CDEI-related films and programs followed by facilitated group discussion that was designed to increase awareness of critical issues facing diverse groups; foster greater inclusion; and provide for personal and professional growth and development.

"You are bigger than you know. I believe each of us can learn, reflect, and act in creating an inclusive and equitable environment for all associates to thrive and win. You have the power to turn your personal learnings into meaningful actions to advance our diversity and inclusion commitments."

Lance de la Rosa, Executive Vice President - Operations, Sam's Club

CDEI Across the Business

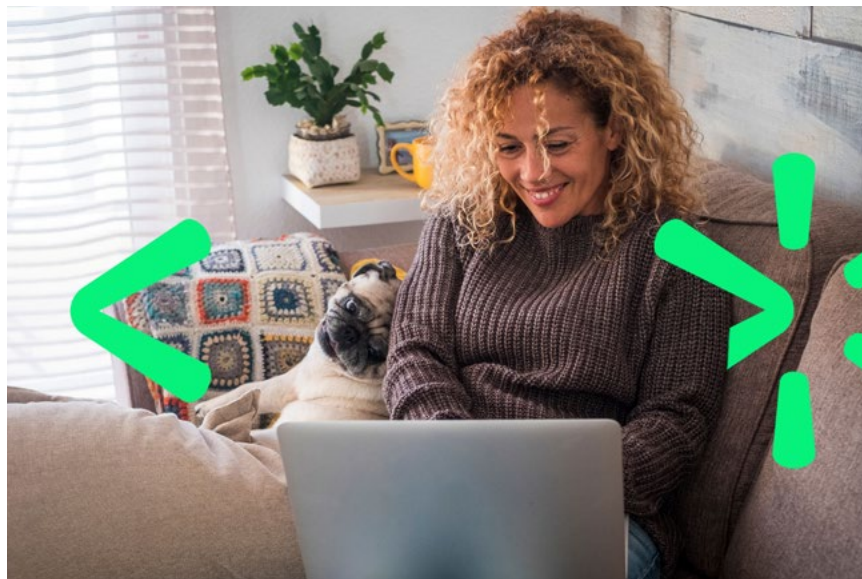
Walmart International

Orange Shirt Day, also known as National Day of Truth and Reconciliation, is a Canadian holiday observed each Sept. 30 since 2013. It is meant for remembering the harrowing legacy of the forced assimilation and cultural genocide that historically occurred across Canada at residential schools for indigenous children. Walmart Canada worked with the Orange Shirt Society as an official retailer to sell branded orange T-shirts with \$147,000 in profits from the sale donated by Walmart Canada to the society.

The Walmart Mexico & Central America segment implemented a non-discrimination campaign that featured unconscious bias and DEI (diversity, equity and inclusion) basics learning paths as well as listening sessions with associates aimed at creating welcoming and safe spaces for discussion within the organization. Massmart implemented its disability inclusion strategy in May 2021 with a focus on the four pillars of Consumer Composition, Corporate Responsibility, Education, and Awareness & Talent. A key output of the strategy was the development of an interview guide designed to aid Massmart's managers in interviewing candidates with disabilities. A 12-month internship program for undergraduate students with disabilities launched at Massmart in August 2021 and is designed to provide interns with the appropriate skills in line with their academic and career aspirations.

Global Technology

The first CDEI Council in Walmart Global Technology was established in FY22, comprised of associates representing each of the Global Tech organizational segments. The council convened in August 2021 to share CDEI best practices from across the Global Tech organization and to create a roadmap for grassroots CDEI initiatives that the council is tasked with implementing throughout FY23. CDEI also supported Global Tech with unconscious bias training for more than 1,000 managers of people in advance of the organization's cyclical promotion process.



Corporate Functions

The U.S. Ethics & Compliance organization piloted Go Culture, an online solution which assesses, tracks, and helps users develop the skills needed to create a more inclusive environment. Go Culture assesses 15 factors and features training modules associated with each factor, and a post-assessment designed to measure improvement. All managers of people within U.S. Ethics & Compliance were required to complete the Go Culture experience by the end of FY22, providing each manager with unconscious bias

and inclusive leadership training tailored to their unique needs and knowledge gaps with the aim of helping to equip them to be more effective leaders.

The Global Finance organization launched Let's Talk in FY22, a quarterly executive speaker series designed to ensure associates have access and visibility to executives across the organization. Let's Talk attracted approximately 500 attendees for each of the quarterly sessions which allowed participants to learn about career journeys and upcoming priorities and hear the authentic perspectives of Finance leadership on issues of the day.

Diversity & Inclusion by the Numbers

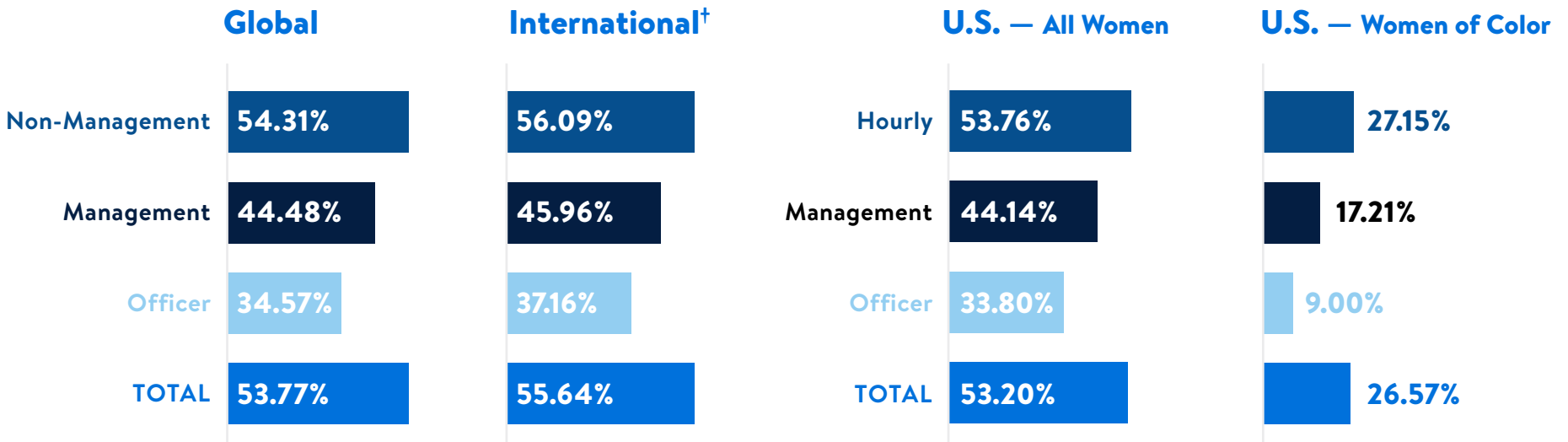
Percentages as of December 31, 2021 for International[†] markets and composites and as of January 31, 2022 for the United States. Global data is the combination of International and U.S. data from these respective reporting periods. Please see Data Disclosures & Definitions on the back cover.

Total Associate Count by Market	
Global	2,183,887
United States	1,672,306
International [†]	511,581

Total Associate Count by International Market	
Africa*	42,485
Canada	110,721
Central America**	37,357
Chile	44,762
China	82,359
Mexico	193,897

Total Workforce Representation by International Market – Women	
Africa*	49.07%
Canada	54.37%
Central America**	45.13%
Chile	55.60%
China	65.93%
Mexico	55.48%

WOMEN IN THE WORKFORCE



U.S. Workforce New Hires by Gender and Ethnicity

Women	51.01%
Women of Color	29.67%
People of Color	56.42%
African American/Black	28.86%
Asian	2.62%
LatinX	18.39%
Native American/Alaskan Native	1.36%
Native Hawaiian/Pacific Islander	0.56%
2+ Races	4.63%

U.S. Workforce Representation by Age

16 – 19 †	13.83%
20 – 24	16.91%
25 – 29	10.68%
30 – 34	9.33%
35 – 39	8.16%
40 – 44	7.51%
45 – 49	6.73%
50 – 54	7.15%
55 – 59	7.40%
60 – 64	6.29%
65+	6.01%

U.S. Workforce Representation by Ethnicity

	Hourly	Management	Officer	TOTAL
People of Color	49.33%	38.51%	26.60%	48.70%
African American/Black	21.69%	11.94%	9.60%	21.12%
Asian	3.92%	11.48%	8.20%	4.36%
LatinX	19.02%	10.71%	5.40%	18.53%
Native American/Alaskan Native	1.15%	0.83%	0.20%	1.13%
Native Hawaiian/Pacific Islander	0.52%	0.34%	0.00%	0.51%
2+ Races	3.03%	3.21%	3.20%	3.04%
Caucasian	50.24%	61.49%	73.40%	50.89%

U.S. Promotions by Gender and Ethnicity

	Hourly-to-Hourly	Hourly-to-Management	Management-to-Management	TOTAL MANAGEMENT PROMOTIONS
All Women	53.55%	47.75%	44.36%	45.05%
Women of Color	25.05%	20.59%	17.44%	18.09%
People of Color	46.08%	41.08%	39.68%	39.97%
African American/Black	18.31%	15.04%	12.15%	12.75%
Asian	3.21%	3.03%	11.65%	9.88%
LatinX	19.35%	17.99%	10.87%	12.33%
Native American/Alaskan Native	1.28%	1.00%	0.88%	0.91%
Native Hawaiian/Pacific Islander	0.53%	0.39%	0.32%	0.33%
2+ Races	3.40%	3.62%	3.81%	3.77%

Average Age of the U.S. Workforce

Hourly	Management	OVERALL
37.65 years old	41.18 years old	37.86 years old

Associate Resource Groups are Advancing a Belonging Culture

Walmart's Associate Resource Groups (ARGs) have been an integral part of our commitment to foster an inclusive environment where associates can feel they belong since they were first introduced nearly 20 years ago. Dedicated associate leaders from each of the nine ARGs have helped evolve and grow these groups to create lasting business impact by investing efforts beyond the scope of their job responsibilities to make a positive difference in their company and community.

Each ARG has an executive champion who is within two levels of Doug McMillon, President & CEO – Walmart Inc. In addition, all ARGs have a network of officer sponsors at the vice president level or higher who help provide strategic direction, mentorship, sponsorship, and other counsel and support to their respective groups.



APAN developed and delivered a robust series of events throughout the year focused on driving engagement and raising cultural awareness. Highlights included a group cooking class, celebrations of holidays such as Diwali, and an Asian Pacific American Heritage Month event in May 2021 that reached approximately 1,300 participants. The group also partnered with senior leaders from the Asian Pacific Officers Caucus to host 10 listening sessions in April 2021 to raise awareness across the organization around the societal proliferation of anti-Asian bias and hate and to identify ways in which associates can be allies.

“The power of passion, teamwork and collaboration comes alive when leading an ARG. It’s fun, rewarding and doesn’t feel like work when associates say they’ve been helped to feel seen, heard and valued for who they are – that they belong.”

Pauline Mohler, Senior Director – Finance



BAARG
Black & African American
Resource Group

BAARG hosted “A Moment or a Movement?” in May 2021 which featured candid conversations reflecting on the one-year anniversary of George Floyd’s tragic murder. Attendees heard Walmart leaders unpack the thoughts, experiences and journeys of associates as we faced social unrest, a global pandemic and other challenges. The group also worked with the American Red Cross to help deepen associate understanding of the critical need for African American blood donors to help individuals battling sickle cell disease.

“I’m committed to being the change agent I want to see in the workplace and our community. As a BAARG leader, I’m proud and feel empowered to drive strategic initiatives to elevate and advance our Black and African American associates.”

Kimberly McGee, Senior Manager – Center for Racial Equity



The first-ever FAVOR Month of Faith & Focus was introduced in August 2021 and featured a panel discussion with senior Walmart leaders regarding bringing their whole selves to work, and a keynote conversation by Eboo Patel, founder of the Interfaith Youth Core. The month also marked the launch of FAVOR’s Faith Communities which allow associates to connect with others who also are bringing their whole selves to work, whether these associates are of similar or differing faiths. This includes opportunities to learn about differing faiths and how different belief systems may overlap with work functions, such as being understanding when associates are fasting or have dietary restrictions, as well as finding faith-based resources for bringing one’s whole self to work.

“FAVOR is a newer ARG and it has been so impactful to be part of the team that is helping associates understand what it means and empowering them to bring their whole self to work, including their faith, by providing education, Faith Communities and examples of leadership leading with faith.”

Jessica Tolar, Buyer – Bakery, Walmart U.S.



inABLE hosted signature events throughout 2021 that marked significant moments for the disability community, including the anniversary of the Americans with Disabilities Act (ADA); National Disability Employment Awareness Month (NDEAM); and International Day of Persons with Disabilities in December. The December event was truly global as it featured remarks from associates in Canada, China, Mexico, South Africa and the U.S. and was introduced by Judith McKenna, President & CEO – Walmart International and inABLE Executive Champion. The group also hosted a Mental Health Awareness Month “Tech Talk” with Amanda Berlin, CEO – Mental Health Hackers, to discuss the unique mental health risks that can impact technology professionals and how to mitigate the effects and triggering causes.

“I’m proud to work for a company that not only respects individual differences and abilities, but celebrates them. inABLE creates an inclusive culture where people living with apparent and non-apparent disabilities can truly thrive.”

Damian Kitson, Senior Director – Finance



LatinX Network made Hispanic Heritage Month 2021 a monthlong celebration with four weeks of unique programming that covered the topics Celebrate to Educate; Associate Development; Community Impact-Connect; and Closing Celebration on Leadership. The series of programming attracted more than 1,750 participants throughout the month, and highlights included a kickoff address by actor Sofia Vergara; a conversation between Doug McMillon and Janet Murguia, President – UnidosUS; and an examination of the Hispanic customer and market segment by William White, Chief Marketing Officer – Walmart U.S. The year also saw the group launch an updated newsletter and introduce its “Cafecito” recorded conversations library.

“LatinX Network is an incredible resource for Walmart’s Hispanic associates, both to access extraordinary growth and development as well as a platform to connect with the community, voice our interests and continue driving Walmart’s commitment to diversity.”

Alejandro Saenger, Senior Director – Treasury



PRIDE hosted Breaking Barriers: Fostering and Adoption in the LGBTQ+ Community as a webinar designed to raise awareness of the challenges facing individuals seeking to build a family and the resources, including benefits offered by Walmart, to assist them with the process. The group also continued their long-running Out As A Leader series that included a session with Tony Waller, Vice President – Constituent Relations and Racial Equity, and also held two cycles of their Building Allies educational program which reached 185 associates from across the Home Office and field locations with training on the LGBTQ+ community and how to be an ally.

“As a leader on the PRIDE ARG, I’ve been brought closer to more of my peers from different parts of the organization and have really felt that together we are having a positive impact on the experience of other LGBTQ+ associates throughout the company.”

Matt Faust, Senior Manager – Advertising Sales



Tribal Voices facilitated a screening of the documentary “Somebody’s Daughter” during Native American Heritage Month in November 2021 and also hosted a panel discussion featuring members of the film’s production team. The programming was intended to raise awareness of the Missing and Murdered Indigenous Women (MMIW) epidemic that is impacting society and our customers; the film screening was viewed by more than 1,000 Walmart associates. The group also led a trip to Store #906 in Gallup New Mexico with Rachel Brand, Executive Vice President – Global Governance and Executive Champion of Tribal Voices, to understand the customer base of this store (and others like it) which is 60 percent Native American.

“I’m excited Tribal Voices connects associates and finds ways to add value to the business and better serve Native customers. Our ARGs are a valuable resource when we access the knowledge and talent within them.”

Dennis Worden, Director – Legal Regulatory Compliance



SERVES supported the Military Programs team in piloting the U.S. Chamber’s Hiring Our Heroes Corporate Fellowship Program which provides professional learning experiences across Global Technology, Sam’s Club, Supply Chain and Walmart U.S. Fellows are assigned a learning project, get connected to mentors, and have the ability to discover career opportunities at Walmart; nearly 90 percent of the fellows in the pilot program received a job offer. The group also made progress with their rollout to field locations in Walmart U.S. and is now live in 20 Regions, marking a presence in 35 percent of Supercenters and 100 percent of Neighborhood Markets.

“SERVES gives us the opportunity to stay connected to the military community through volunteering, partnerships within the company and professional development. I’m thankful for and proud to be a member of SERVES.”

Elise Hackstall, Market Manager – Neighborhood Markets, Walmart U.S.



WRC hosted an impactful program for International Women’s Day (IWD) in March 2021 that featured keynote remarks from Sarah Thomas, the first woman to be a National Football League (NFL) official and who officiated in the Super Bowl the month prior to the event. The IWD 2021 event was viewed by more than 6,000 associates spanning Canada, Mexico and the U.S. The group also hosted the Women’s Health Series, including an event in August focused on breastfeeding and maternal health to mark the first time the WRC highlighted Breastfeeding Awareness Month.

“We promote a global sense of community, belonging, safety and opportunity for all women at Walmart. WRC is an inclusive, global ARG where all women and allies see people like them in our community by embracing our intersectionality.”

Carrie McKnight, Senior Director – Global Communications, Corporate Affairs

Shared Value Networks

Shared Value Networks (SVNs) were created to help address the root causes of racial disparities across social systems while also seeking to generate business value such as competitive advantage, innovation and return on investment. The SVNs emphasize the development of strategies and investment of resources to help increase fairness, equity, justice and belonging within the four social systems of criminal justice, education, finance, and health. Each SVN continues to make progress on the implementation of their strategies and piloting programs consistent with their aspirational goals, and together with the Walmart.org Center for Racial Equity and Walmart's Constituent Relations team are supporting systems change at a national and local community level.

CRIMINAL JUSTICE



JELAHN STEWART

*Vice President,
Global Ethics and
Compliance*

The Criminal Justice SVN focuses on reducing incarceration and recidivism through changes in internal ways of working; collaboration with community-based organizations; and engagement on local, state, and national issues. Walmart has collaborated during the past year with several community organizations that helped provide Walmart a deeper understanding of barriers for formerly incarcerated individuals seeking employment opportunities. These learnings resulted in process enhancements aimed at making them simpler and more supportive, while increasing communication touchpoints with potential applicants with an aim to reduce attrition from the process.

Walmart works with organizations to help local police departments engage with the community in meaningful ways, such as supporting training for law enforcement to recognize and document hate crimes and resources to help law enforcement officers recognize and deescalate interactions with individuals with mental health disabilities. The Shop with a Cop program pairs law enforcement officers with children in local communities to allow the officer and child a chance to shop at Walmart for gifts for the child's family while providing an opportunity to talk, build greater understanding and establish trust.

EDUCATION



EARVIN YOUNG

*Vice President,
Club Support People,
Sam's Club*

The Education SVN focuses on equitable advancement through training and reskilling; support for post-secondary completion through collaboration with Historically Black Colleges and Universities (HBCUs) as well as leveraging programs such as Walmart's Live Better University benefit; and the establishment of skills as the currency of the workforce. The Equity in Education Initiative, a collaboration between Walmart and North Carolina A&T State University (NC A&T), has seen Walmart associates engage with students through resume review and interview preparation. Walmart leaders such as Kelvin Buncum, Executive Vice President – Neighborhood Markets, Walmart U.S.; Jennifer Jackson, Senior Vice President – Enterprise Strategy, Mergers & Acquisitions, and Strategic Partnerships; Tim Cooper, Senior Vice President – Supply Chain, Walmart U.S.; and Desiree Gosby, Vice President – Emerging Technology, have each spoken to NC A&T students as part of an Executive Speaker Series about how they have found success in their leadership journeys from college to executive-level roles.

The OneTen Coalition consists of large private companies, non-profit organizations, and other public sector entities with the aim of placing 1 million Black and African American individuals into family sustaining careers. Walmart is a committed member of the OneTen Coalition and is facilitating the "mobility" pillar, sharing best practices on how to create mobility from the front lines to the C-suite.

Shared Value Networks

FINANCE



WAYNE HAMILTON

*Vice President,
Specialty Tax*

The Finance SVN focuses on empowering associates and customers to strengthen their financial capabilities which could help them build generational wealth; increasing opportunities for diverse-owned businesses; and expanding access to financial services for the communities Walmart serves. Walmart is expanding its relationship with RangeMe to activate a series of “Pitch Days” as part of the ongoing work to increase opportunities for minority and diverse-owned businesses. Pitch Days are designed to create access for businesses to Walmart and Sam’s Club merchants throughout the year.

The Walmart U.S. Financial Services team is developing products and initiatives aimed at the unbanked and underserved population which accounts for nearly 25 percent of all U.S. adults. The work is designed to build a fully inclusive product suite for consumers across the financial spectrum, seeking to address accessibility and affordability of mainstream financial services centered on cash inclusion, credit building, lending, and money management. In January 2022, Hazel, an independent fintech launched in partnership between Walmart and investment firm Ribbit Capital, announced definitive agreements to acquire platforms Even and ONE. The transactions, once approved and closed, will equip the combined business, which will operate under the brand name ONE, to deliver a single financial services app that empowers consumers to get paid, spend, save, borrow, and grow their money. The moves bring together Even, a financial benefits platform that enables employees to access their earned wages on demand, and ONE, a direct-to-consumer fintech that partners with Coastal Community Bank to seamlessly combine saving, spending and borrowing into one digital account.

HEALTH

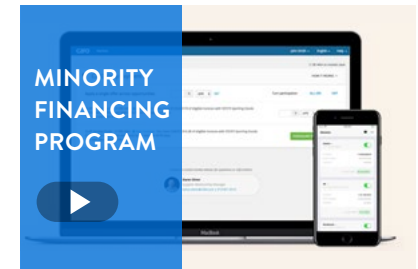


WARREN MOORE

*Vice President,
Neighborhood Market
Pharmacy Operations,
Walmart U.S.*

The Health SVN is invested in helping people live healthier lives by advancing racial equity in healthcare, encompassing infant and maternal health, cardiometabolic syndrome, and food and nutrition. Walmart continues to support select associates and their dependents covered by the Walmart medical plan with a pilot doula benefit that was launched in collaboration with the National Black Doula Association. Maternal support is expanding beyond Walmart associates to the community at large through a collaboration with Johnson & Johnson and CareSource. This pilot program, slated to launch in 2022, will provide supportive care to moms during pregnancy; educational content; and a platform for moms to connect to other moms.

Walmart recently began working with various community organizations to design, test and evaluate a Walmart food and nutrition offering to improve access to healthier food options for Black and African American communities experiencing food insecurity. All U.S. associates have access to Fresh Tri, a science-based app that utilizes behavioral research to help users shift their mindset and build healthy habits that can stick. Fresh Tri incorporated evidence-based best practices from the Centers for Disease Control and Prevention’s (CDC) Diabetes Prevention Program into its curriculum in July 2021 which Walmart associates were among the first to be able to access.





Well-Being Benefits Boost Belonging

Belonging and well-being go hand-in-hand. As humans, a fundamental need for other people is hard-wired into our brains. A MIT study found that we crave interactions with people in the same brain regions as where food cravings occur, and research at the University of Michigan determined that when people lack a sense of belonging it is a strong predictor of depression – even stronger than feelings of loneliness or a lack of social support.

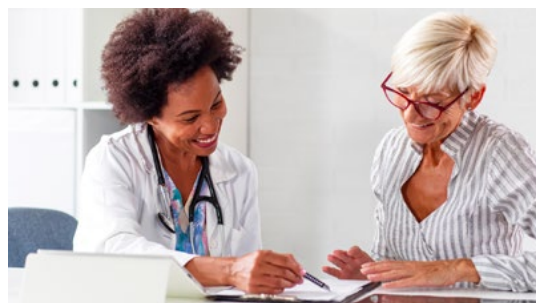
That's why well-being benefits are a fundamental part of Walmart's Global People strategy, and designing and deploying well-being resources that are contextualized to the unique needs of a diverse workforce is crucial for fostering inclusion and creating a sense of belonging for our U.S. associates.

Included Health

In September 2021 Walmart introduced a new dedicated care concierge and navigation platform that provides comprehensive care for our LGBTQ+ community through our partnership with Included Health. Associates on a Walmart medical plan and their covered dependents are eligible to take advantage of the care-navigation platform tailored for the LGBTQ+ community. Included Health allows associates to utilize concierge services that specialize in connecting LGBTQ+ people and their loved ones with quality, affirming care.

Included Health provides a comprehensive set of services focused in three critical areas:

- **Connecting:** They help members find providers who are clinically competent in understanding their health nuances, risks and concerns.
- **Empowering:** Care coordinators offer support on a range of topics beyond provider pairing, such as understanding insurance benefits, coming out at work and parenting an LGBTQ+ youth.
- **Advocating:** They offer specific support in planning for gender affirming care.



Self Care Support

The proper and consistent practice of self-care routines is essential for sustained well-being under any circumstances, however the prolonged COVID-19 pandemic and the aspects of social isolation and other challenging factors that came with it made self care even more important.

Walmart offers associates and their covered dependents a variety of self-care resources, including:

- **Resources for Living:** Associates and their family members are eligible for up to 10 no-cost counseling sessions per concern through Resources for Living (RFL). Licensed professionals are available 24/7 to listen and offer caring advice on coping with change, stress, parenting, anxiety or grief. RFL also allows associates to watch free webinars on topics such as communication, stress, self-improvement, coping with COVID-19 and more.
- **Thrive Global:** An app developed by Thrive Global featuring tools and tips from experts for improving sleep, understanding the benefits of meditation and finding gratitude is available to all U.S. associates as a free download. The app also offers resources for healthy eating, weight loss support, debt management and financial well-being.
- **Supportiv:** Peer-to-peer, small group support chats are available 24/7 through Supportiv to allow associates the ability to connect with individuals from across the country with common struggles. The service is free for associates, anonymous and facilitated by trained moderators. Associates can also be matched to articles, videos, podcasts, mindfulness exercises, self-help worksheets, and services tailored to their unique needs.

Center for Racial Equity

The Walmart.org Center for Racial Equity was founded in June 2020 to help advance racial equity across U.S. social systems, and works closely with the Shared Value Networks (SVNs) to leverage the Center's \$100 million, five-year philanthropic commitment. The Center seeks to support philanthropic initiatives aimed at advancing economic opportunity and healthier living to build more equitable outcomes for Black and African American communities through research, advocacy, innovative practices or tools, and convenings.

A total of \$35 million in philanthropic funding has been invested to date by Walmart and the Walmart Foundation via the Center across the following social systems:



LEARN MORE

Watch the Inaugural Racial Equity Milestone Meeting



CRIMINAL JUSTICE

The center is supporting research and building networks of community-based prevention efforts while amplifying emerging best practices. The Walmart Foundation is supporting one such network, the National Institute for Criminal Justice Reform, in their efforts to develop a juvenile deflection component within its Offices of Violence Prevention Network. This national network of civic leaders and mayors uses a data-driven approach to prevent incarceration among at-risk youth. Walmart.org is also collaborating with The Prison Fellowship to build the capacity of an Opportunity Youth Network, a national network of community-based organizations focused on creating positive experiences and preventing negative interactions with the criminal justice system for children with incarcerated parents.

EDUCATION

The Center seeks to strengthen pathways for Blacks and African Americans to better jobs through education, training and career development. Walmart has invested in CodePath which aims to increase diversity in tech by transforming college computer science education through entry-level courses, mentorship, technical interview practice and pre-internship services for students of color. Support has also included the 1890 Universities Foundation which aims to help students build careers in agriculture, healthcare and technology via four Centers of Excellence across the 19 1890 land-grant universities.

FINANCE

The Center aims to work with other organizations to make it easier for Black retail entrepreneurs to strengthen and scale their companies, in turn helping to sustain their communities. Initial investments support organizations providing Black business owners with education, resources and training programs that open doors to networks and sources of financial and social capital. The Washington Area Community Investment Fund will support beauty entrepreneurs in the Washington, D.C. area through a business accelerator program. This initiative will help advise underserved entrepreneurs and deploy flexible capital to independent, Black-owned beauty brands and provide a makerspace, collectively working to increase business owners' confidence, capacity building, and venture capital readiness.

HEALTH

The Center is focused on strengthening food systems in Black communities with low food access by removing barriers to funding and supporting the growth of community-driven food organizations and innovators. The Walmart Foundation made a \$1 million investment in Community Services Unlimited to support the Equitable Food Oriented Development (EFOD) Collaborative and Fund, a field-building and resourcing initiative run by a coalition of EFOD organizations and leaders from community-based organizations around the U.S.



Walmart.org Builds Belonging in Communities



Walmart.org represents the philanthropic efforts of Walmart and the Walmart Foundation. Walmart.org is committed to diversity, equity and inclusion (DEI) which are core elements of the Walmart and Walmart Foundation giving strategies. In July 2019, led by the Walmart Foundation Board, a DEI Statement was crafted to embed a DEI lens into every funding portfolio.

At Walmart and the Walmart Foundation, we aim to keep diversity, equity and inclusion at the heart of our philanthropy. Together, with grantees, associates and communities around the world, we strive to transform systems to help create more equitable opportunities for all.

LEARN MORE

Helping People Live Better One Community at a Time



Examples of how DEI spans Walmart.org portfolios include:

Building Inclusive Communities

We believe that communities where diverse groups of people are working together to solve problems and bridge divides are foundational for a just, inclusive society. Walmart and the Walmart Foundation have provided nearly \$7 million in funding throughout FY22 to organizations focused on fostering community conversations and finding ways to build trust across differences. Many of these projects, such as The Ad Council's "Love Has No Labels" campaign, were designed to create a more accepting and inclusive world for underrepresented people across race, gender, sexual orientation, disability, and religion.

Disaster Response and Preparedness

The Walmart Foundation granted a total of \$3 million in FY22 to build capacity in underrepresented and vulnerable communities to help them prepare and mitigate against the impact of disasters, including the Institute for Diversity and Inclusion in Emergency Management (I-DIEM). Walmart and the Walmart Foundation have also prioritized equity in disaster response through grant and in-kind support to organizations like the NAACP, the Foundation for Louisiana, The United Houma Nation, First Peoples Conservation Council of Louisiana, and Greenville Rancheria.

Healthier Food for All

This program is focused on increasing consistent access and confidence in eating healthier foods, prioritizing investments in rural areas and Black, Hispanic and Indigenous communities experiencing disproportionate rates of food insecurity. The Walmart Foundation made a \$800,000 grant to First Nations Development Institute to support Native American food pantries and food banks that will build their organizational and program capacity to boost control, cultural responsiveness, and infrastructure of community food systems. UnidosUS received a grant of nearly \$2.5 million to continue scaling the Comprando Rico y Sano program which supports "promotores de salud" (community health workers) in reducing food insecurity and instilling healthy shopping and eating habits among the Hispanic community.

Northwest Arkansas

The Walmart Foundation announced a three-year, \$5 million commitment in September 2021 to help build a culture of belonging and continue DEI investments in Walmart's home region of Northwest Arkansas (NWA). Funds from this commitment will support local organizations in developing and implementing DEI and bridge-building initiatives to foster equitable access to resources in the region. Investments will aim to build a pipeline of inclusive leadership in NWA and focus on increasing representation of people of color and LGBTQ+ leaders.

Our Communities

Serving people and communities has been at the center of everything we do at Walmart throughout our 60-year history. We're proud our associates reflect the communities we serve, and following the U.S. military exit from Afghanistan in Summer 2021 we heard from Afghan and veteran associates alike that they're ready to help.

"I know that for anyone who has traveled to Afghanistan, or worked with its citizens, what we're witnessing is difficult. Afghan nationals have served alongside U.S. troops as translators, emissaries and soldiers in a fight against terror. These are people who have directly saved American lives, and now, we're trying to help facilitate their access to some part of the freedom and future we've spent so long working toward together," said Dan Bartlett, Executive Vice President – Corporate Affairs.

Walmart pledged \$500,000 to the Welcome.US coalition which focuses on supporting the growing movement to help Afghan refugees start their new lives. We were among the first companies to join and work side-by-side with national resettlement agencies, military bases, the White House, national non-profits, and other corporations to shape the [Welcome.US/exchange](#) platform to match needs with [resources](#).

Since the first Afghan refugees arrived in the U.S. we've sought out ways to leverage our resources to deliver more direct support. Walmart Health & Wellness teams have provided medical items to thousands of refugees living on base at Fort Pickett in Virginia and Fort McCoy in Wisconsin as part of [Operation Allies Welcome](#).

Walmart's [Registry for Good](#) connects nonprofits supporting Afghan refugees with our customers who want to donate and help with needed supplies. Beginning in September 2021 customers were able to donate through two registries aiding refugee efforts: [Catholic Charities](#) of the Diocese of La Crosse Inc and the [Salvation Army](#) in Wisconsin.

The Walmart Foundation committed \$1 million to support three organizations in aiding incoming refugees as well as veterans and their families. [No One Left Behind](#) and the [Lutheran Immigration and Refugee Service](#) are aided in their work with special immigrant visas (SIV), providing support as refugees enter the country. The [Tragedy Assistance Program For Survivors](#) (TAPS) will increase the capacity of its National Military Survivor Helpline, providing support for veterans, military spouses and family members.



Ahmed Nabizada, a store manager at Walmart Supercenter 2038 in Sterling, Virginia is originally from Kabul, Afghanistan and had just moved to the United States from Pakistan.

As refugees have transitioned from living on military bases to becoming our new neighbors and coworkers, Walmart has provided them with access to jobs where they can apply existing skills and learn new ones. Associates in our stores received training to help prepare to support the unique needs of these new colleagues. Our People associates have been trained in working with uncommon forms of identification and supporting associates who have endured trauma.

"We can help make a difference for Afghanistan's refugees, our veterans and their families. Walmart's purpose calls us to it. In moments of crisis, we support our communities – not just physical places, but the people who carry their culture," said Bartlett.

"In moments of crisis, we support our communities – not just physical places, but the people who carry their culture."

Dan Bartlett, Executive Vice President – Corporate Affairs.

Data Definitions & Disclosures

DATA DEFINITIONS & DISCLOSURES

Global: Aggregate of International and U.S. data

United States: All 50 states, excludes Puerto Rico

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

Non-Management

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

Management

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

Officer

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

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

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

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



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global-responsibility/
diversity-equity-and-inclusion](https://corporate.walmart.com/global-responsibility/diversity-equity-and-inclusion)