

THE GLOBAL IMPACT OF OUR DIVERSITY & INCLUSION JOURNEY

DIVERSITY & INCLUSION

# IMPACT

## 2013



2013 DIVERSITY & INCLUSION REPORT

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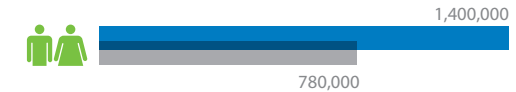
## Retail Units

United States	4,625
International	6,148
<b>Total</b>	<b>10,773</b>



## Associates

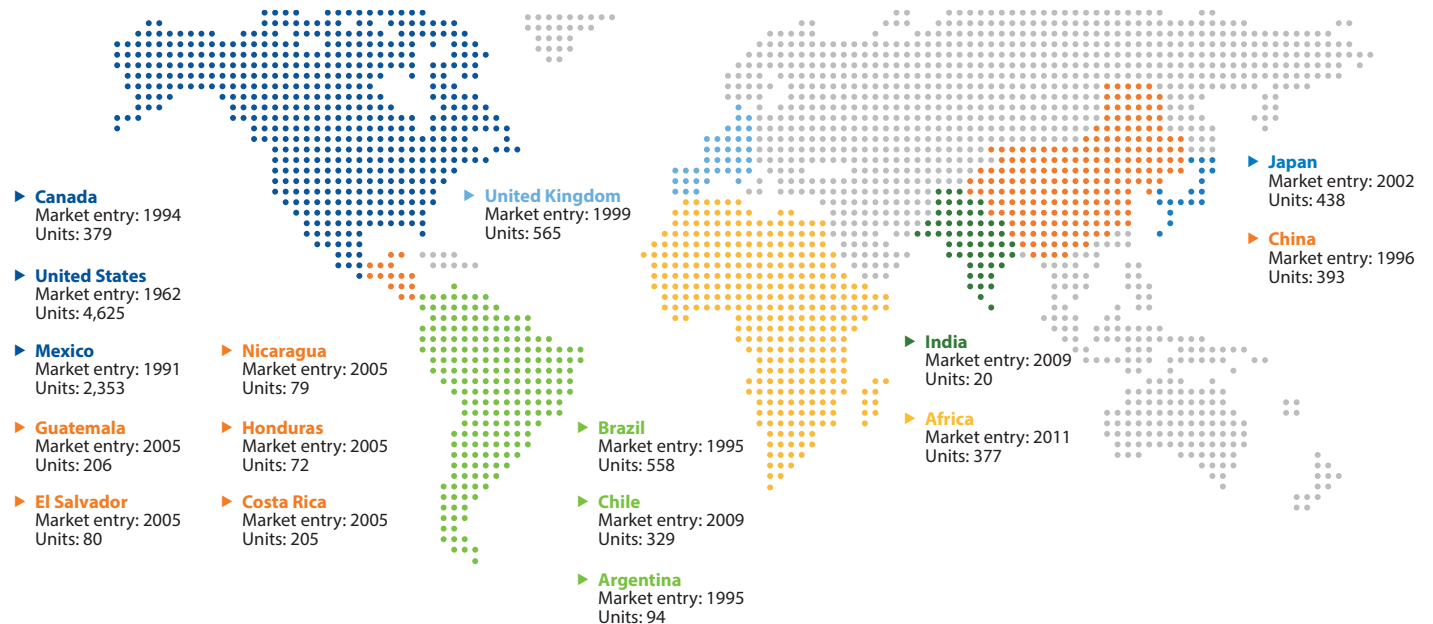
United States	1.4 million (approx.)
International	780,000 (approx.)
<b>Total</b>	<b>2.2 million (approx.)</b>



# Walmart Around the World

Wal-Mart Stores, Inc. (NYSE: WMT) serves customers and members more than 200 million times per week at over 10,700 stores, under 69 different banners, in 27 countries, and from ecommerce websites in 10 countries.

With fiscal year 2013 sales of approximately \$466 billion, Walmart employs 2.2 million associates worldwide.



## Our Culture

Sam Walton opened our first store in 1962 with the strong conviction that a retailer could help people save money and live better. In our 50 years as a company, that purpose has not changed. Today, we continue to save millions of customers and members, in 27 countries, billions of dollars every year. That pledge to our customer is why we're in business today.

Our Culture is *how* we work together to fulfill that purpose. Around the world, we're hard at work serving our customers and supporting our associates. Our culture is incorporated into every aspect of our business, is unique and not easily copied by competitors. We might do our jobs differently from location to location, but the spirit of how we get things done is remarkably similar.

As diverse as we are, we're bound together by a common way of doing business that serves our customers, drives performance, and creates a positive place for us to work. Our Beliefs are at the heart of our culture, and guide us on how we do our jobs.



### Service to our Customers

We're here to **serve** customers, **support** each other, and **give** to our local communities.

### Respect for the Individual

We **value** every associate, **own** the work we do, and **communicate** by listening and sharing ideas.

### Strive for Excellence

We **work** as a team and **model** positive examples while we **innovate** and improve every day.

### Act with Integrity

We act with the highest level of integrity by being **honest, fair,** and **objective** while operating in compliance with all laws and our policies.

These principles, as relevant today as they were in 1962, help define the Walmart culture, and are the driving force behind our Diversity and Inclusion journey.

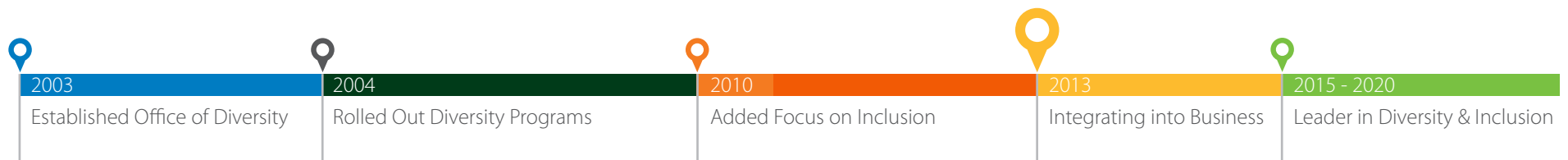


## About Us

Our vision is to be a global leader in diversity and inclusion. Our mission is to deliver on our customer promise of saving money and living better by leveraging the power of diversity in our workforce and by fostering an inclusive workplace. Our three strategic pillars are workforce, workplace and marketplace.

- **Workforce:** Building a diverse global workforce to meet the rising expectations of Walmart's Next Generation customer.
- **Workplace:** Nurturing an inclusive and collaborative culture to retain our talent and maximize their potential.
- **Marketplace:** Empowering our associates to make a difference in the lives of our customers and in the communities we serve.

Our diversity journey started in November 2003 when the Office of Diversity was created at Walmart. We're proud of the progress we've made during the past nine years but recognize that we have room for improvement. We humbly realize that diversity and inclusion is a marathon, not a sprint. Since 2010, we've increased our focus from diversity to diversity and inclusion. Over the past few years, we've added inclusion questions to our associate engagement survey, introduced inclusion training worldwide and added gender identity and expression to our nondiscrimination policy. We're focused on building an inclusive culture and are working hard to ensure that Walmart is a great place to work for everyone.



## A Message from Mike Duke



Mike Duke, President and CEO,  
Walmart

*"Diversity and inclusion play a key role in driving our success. They lead us to innovative solutions that enable us to address tough business challenges."*

Every day around the world, Walmart is helping people save money and live better. With more than 10,000 locations in 27 countries, the building blocks of achieving our mission are many. **But there is one area that supports them all: our solid foundation of diversity and inclusion.**

As a global retailer, it is imperative that Walmart lead in both of these areas. We know that to win the war for talent, we must be intentional about hiring and developing the best people. To serve our customers the best we can, we must employ a workforce that represents their differences and perspectives. But simply hiring them is not enough. We must also be intentional about ensuring that, when they get here, all associates feel respected and empowered to perform and grow.

With 2.2 million associates, it's critical that all of us play a part in ensuring that inclusion runs through our culture everywhere we operate. While this behavior is rooted in one of our core beliefs – respect for the individual – we can't take it for granted. Whether it's through mentoring and sponsorship programs, Associate Resource Groups, or simply making a point of asking a quiet associate for an opinion, we must all be active role models in nurturing inclusive and collaborative teams.

For more than 50 years, Walmart has taken many steps to help people live better, both inside our stores and out in our communities. Diversity and inclusion play a key role in driving our success. They lead us to innovative solutions that enable us to address tough business challenges.

While I'm so proud of all we've accomplished, our size and scale give us a responsibility to always strive for more. When we're all operating at our best, there's no doubt that our business – and our customers – will see the results.

Thank you for your interest in this report. I look forward to hearing how we can do even better.



Sharon Orlopp,  
Global Chief Diversity  
Officer and Senior Vice  
President, Walmart

*“**Diversity** is being invited to the dance, and **inclusion** is being out on the floor dancing. At Walmart, we want everyone out on the dance floor.”*

## A Message from Sharon Orlopp

Walmart’s commitment to diversity and inclusion is deeply rooted in more than five decades of our rich history and culture. We strive to be a great place to work for all people. By embracing and leveraging the power of diversity in our associates and fostering an inclusive workplace, we maximize our talents, strengthen our customer relevance, and deliver innovative solutions to business challenges.

One recent example is our “Welcome Home” commitment that promises a job to any honorably discharged U.S. veteran within his or her first 12 months off active duty. We will be able to provide jobs to an estimated 100,000 U.S. veterans over the next five years.

With our strong leadership support and company-wide programmatic efforts, we made steady progress last year. Thirty-eight percent of our executive vice president promotions were women, 34 percent of officer promotions were women, and 22 percent were people of color. Almost 28 percent of our corporate officers are women, and 20 percent are people of color. Of hourly associates promoted in our stores and clubs, 54 percent were women, and 77 percent of our store and club operations management started as hourly associates.

When empowered, our associates do great things for the communities we serve worldwide. Through the Women’s Economic Empowerment initiative, Walmart and the Walmart Foundation are increasing training and opportunities for nearly 1 million women around the globe. Together, we surpassed \$1 billion in cash and in-kind contributions – the first time any U.S. retailer has achieved that level of charitable giving.

Building a diverse and inclusive culture requires that each of us at Walmart take ownership of our role in doing what is right for every associate. If each of us model the three inclusive behaviors — active listening, speaking up and speaking out, and asking quiet associates for their opinions — we will better engage our associates and drive performance in our work environment.

As we move forward on this journey, we will continue to challenge ourselves to foster an even more diverse and inclusive workplace where our associates can develop and grow to unleash their full potential, and we will continue our commitment to broadening our impact within and beyond our walls.

# WORKFORCE

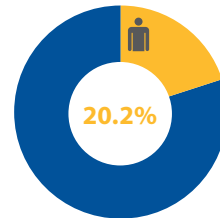
*We are building a diverse global workforce to  
meet the rising expectations of Walmart's  
Next Generation customer.*



## Workforce: Accelerating and broadening our diversity efforts

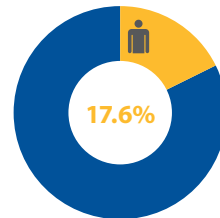
At Walmart, we continue to make strides in establishing a diverse global workforce. We know that hiring, developing and retaining diverse talent is imperative to building a truly global company. By embracing the diversity of our more than 2.2 million associates, we stay relevant to our customers and members, and can better serve their wants and needs.

### WALMART WOMEN OFFICERS



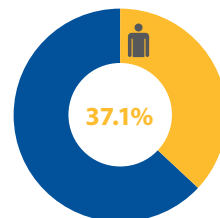
People of Color  
Officers

### WALMART WOMEN BOARD OF DIRECTORS



People of Color  
Board of Directors

### WALMART WOMEN WORKFORCE

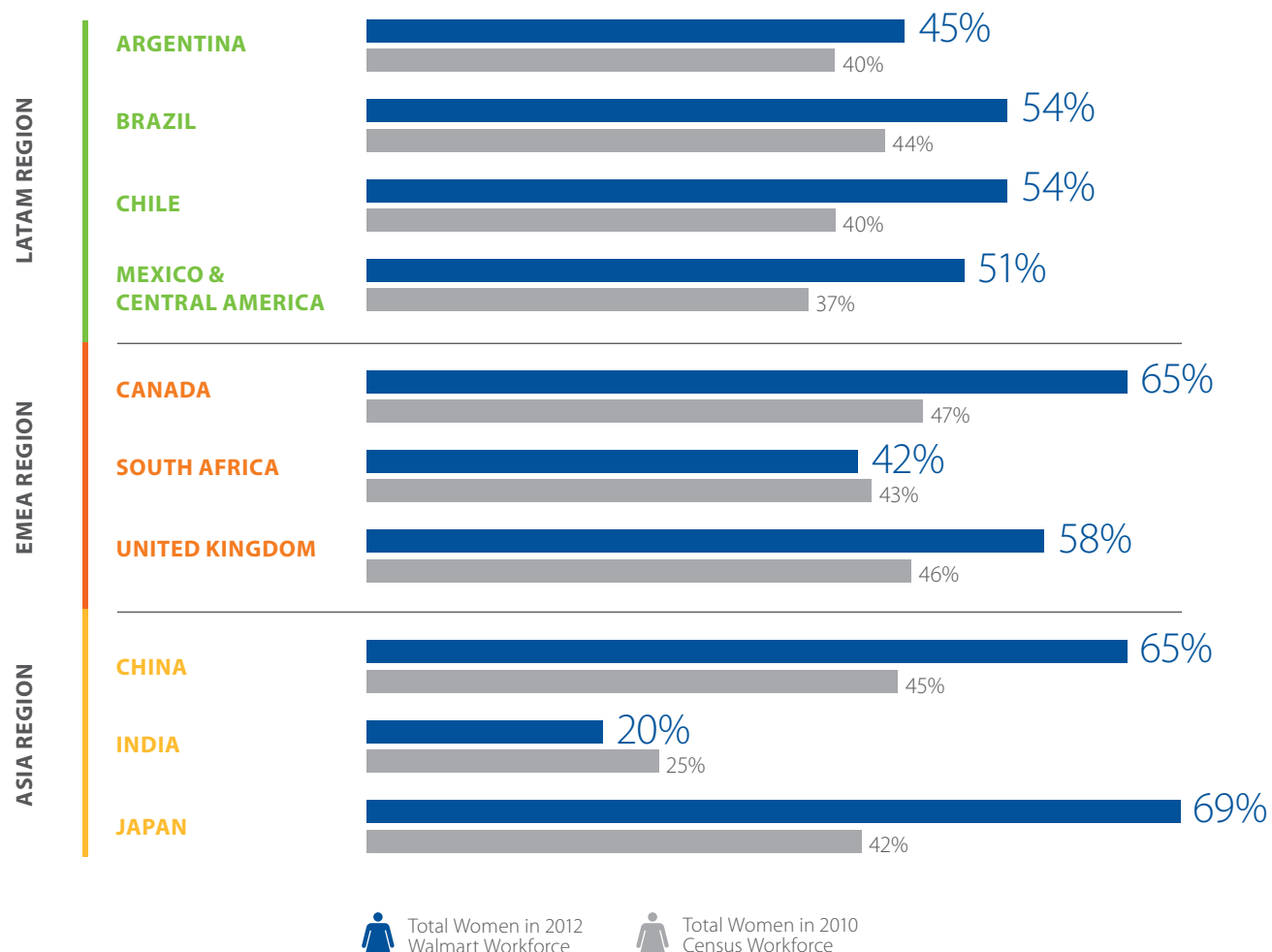


People of Color  
Associates





## International Women Representation by Region



#### INCREASE IN MARKET MANAGERS

+92% +61%

Women

People of Color

#### INCREASE IN STORE MANAGERS

+42% +32%

Women

People of Color

#### INCREASE IN CO-MANAGERS

+134% +125%

Women

People of Color

Over the Past 5 Years (2007-2012)



## Walmart U.S.

Walmart remains committed to increasing the representation of women and people of color throughout our organization. Our commitment to diversity and inclusion starts at the top through the engagement of our senior leaders. Walmart U.S. Chief Operating Officer Gisel Ruiz is the first Hispanic woman to lead more than 3,900 Walmart stores across the U.S. and was named by FORTUNE magazine as one of the 50 Most Powerful Women in Business.

In 2012, Walmart U.S. increased the representation of women and people of color across all store management roles (store manager, shift manager, assistant manager). More than half of Walmart U.S. business unit presidents, divisional senior vice presidents and regional vice presidents are women and/or people of color.



Gisel Ruiz, COO, Walmart U.S.

*Walmart U.S. Chief Operating Officer Gisel Ruiz is the first Hispanic woman to lead more than 3,900 Walmart stores across the U.S. and was named by FORTUNE magazine as one of the 50 Most Powerful Women in Business.*

## Sam's Club

Our Sam's Club U.S. workforce is composed of approximately 114,000 associates, including more than 58,000 women. We're continually striving to become one of the best places to work for both women and people of color. In February 2012, Rosalind Brewer became Wal-Mart Stores, Inc.'s second female CEO, joining Walmart Canada's CEO Shelley Broader. Rosalind is the first African-American female CEO of a business unit in the company and the first African-American female to report directly to the CEO of Wal-Mart Stores, Inc.

Over the past three years  
(2009–2012) at Sam's Club:

- The number of officers who are people of color has increased by 133 percent
- Female market managers have increased by 120 percent
- Female club managers have increased by 18.3 percent
- People of color club managers have increased by 6.3 percent



*Rosalind Brewer, President and CEO, Sam's Club*

133%

The number of officers who are people of color has increased by

We project hiring more than  
**100,000**  
 U.S. veterans over the next  
 five years.



**Military recruiting site:**  
[walmartcareerswithamission.com](http://walmartcareerswithamission.com)

## Veterans

We value the contribution of veterans to this country and believe that hiring a veteran can be one of the best decisions a company can make. They're quick learners, and team players. They are leaders with discipline, training and a passion for service. We're actively recruiting veterans, transitioning military, service members and their families to bring these attributes to Walmart, and help us build a better business.

### Walmart's "Welcome Home" Commitment to Hire 100,000 Veterans

Beginning Memorial Day 2013, we've committed to offering a job to any honorably discharged U.S. veteran within his or her first 12 months off active duty. Not every returning veteran wants to work in retail, but every veteran who does will have a place to work. We project hiring more than 100,000 U.S. veterans over the next five years. Most of these jobs will be in our stores and clubs, and some will be in our distribution centers, e-commerce and corporate office locations.

This announcement, made by Bill Simon, President & CEO, Walmart U.S., is available on our website. You can also learn more about our commitment to veterans and their families when you visit [walmartcareerswithamission.com](http://walmartcareerswithamission.com).

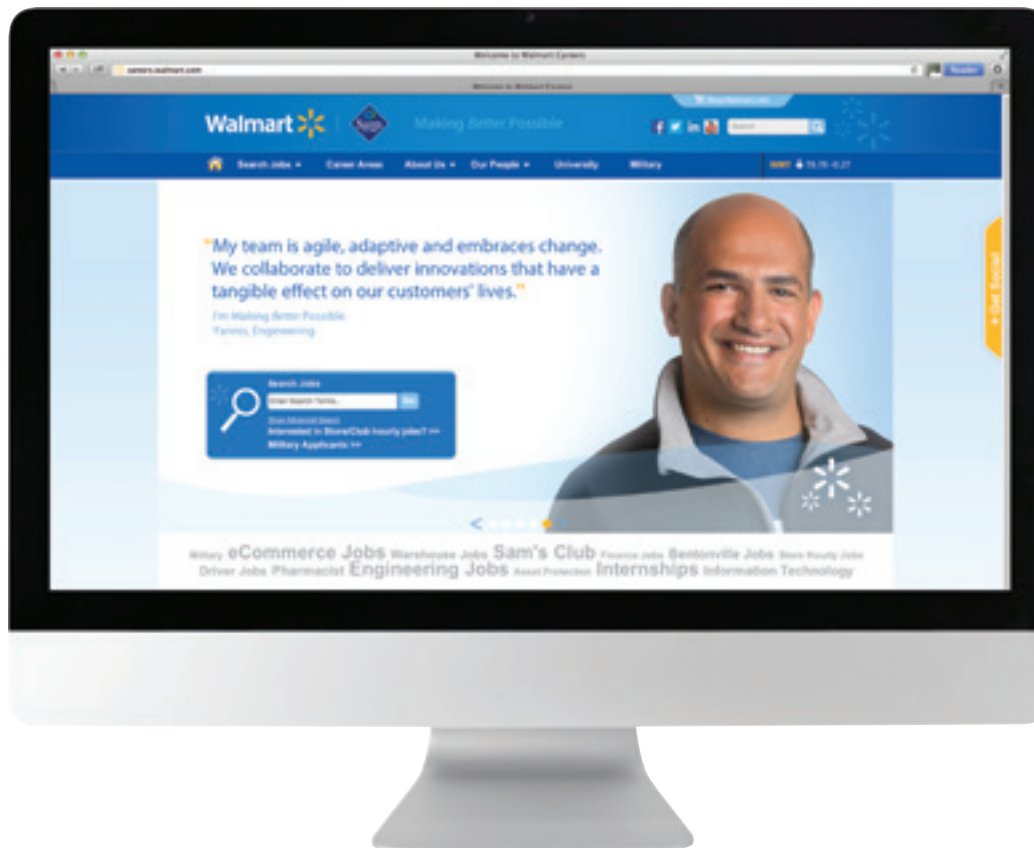


*"Our hope is that businesses throughout our country will follow Walmart's lead and find even more new ways they can commit to serving those who serve us."*

Michelle Obama, first lady

## Enhanced careers website, mobile and social media

In an effort to communicate with today's tech-savvy job seekers, we continue to enhance our website, mobile applications and social media presence related to careers. These improvements positively impacted the 12.5 million users who visited more than 70 million pages on our careers site at [www.walmart.com/careers](http://www.walmart.com/careers). In 2012 alone, we averaged approximately 100,000 applications per month for corporate office, distribution center and store management opportunities.



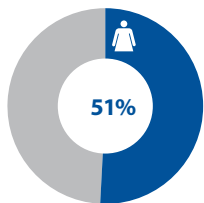
### Highlights from 2012 include:

- Introduced a mobile platform to search and apply for all job openings, with the exception of store hourly positions
- Launched Walmart Careers on Instagram to provide an insider's view of what it's like to work for our company

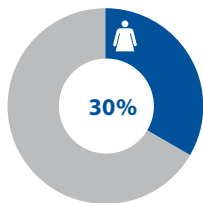


# Workforce: Around

## Mexico

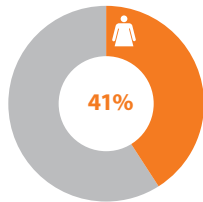


Women Associates

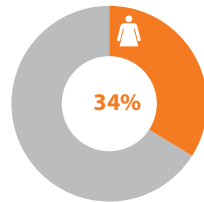


Women Managers

## Central America

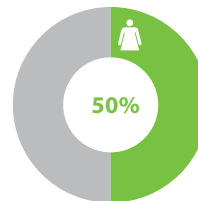


Women Associates

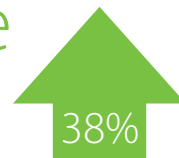


Women Managers

## Chile



Half of the people reporting to the CEO by the end of 2012 were women.



Increased percentage of women in management positions across Walmart Chile from 2011 to 2012.

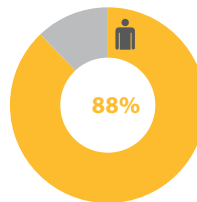
## UK

In December 2012, we celebrated recruiting our 2,000th disabled colleague through Remploy on International Day for Disabled People.

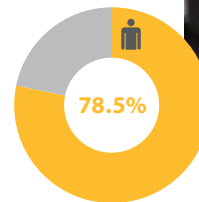


👤 China, Canada, U.K. and Chile have 30%+ women in the C-suite.

# the World.



People of Color  
Associates



Black  
Managers

## Africa

We've launched a Graduate Development Program (GDP) that identifies and provides qualified, but inexperienced, graduates with access to a structured program that offers practical work experience and related lectures. This initiative is aimed at educating black undergraduates and providing new black graduates with workplace experience. Since the GDP's inception in 2007, 239 graduates have completed the program.





The background is a solid green color. Overlaid on this are several concentric circles of a slightly lighter shade of green. In the center of these circles is a stylized, light green star-like shape composed of five rounded, elongated segments radiating from a central point.

# WORKPLACE

*We nurture an inclusive and collaborative culture  
to retain our talent and maximize their potential.*

## Workplace: Fostering an inclusive culture with measurement

Inclusion is rooted in our company's core values — respect for the individual, service to our customers and the pursuit of excellence — all built on a foundation of integrity. When we link inclusion to our business strategy and measure the progress on a regular basis, inclusion becomes a competitive advantage. The following illustrates steps we took in 2012 to ensure that advantage:

- Incorporated a standard Inclusion Index into our annual Engagement Survey in all markets. This enables us to measure our inclusion progress and to understand our associates' perceptions regarding inclusion.
- Partnered with InclusionINC to conduct a Global Inclusion Study, which explores country-specific perspectives about an inclusive workplace that drives engagement, innovation, retention and productivity. Nine of our countries have participated, and the findings will help us develop a diversity and inclusion strategy that addresses country-specific needs.
- Participated in the research for White Men Leading Through Diversity and Inclusion (D&I), led by Greatheart Leader Lab and Georgetown University. Our overall score of effectiveness on 12 key leadership competencies was above average, compared with other participating companies. It also identified areas we can improve upon, such as having effective conversations to engage white males along our diversity and inclusion journey.
- Continued conversations with our African-American associates at various levels to solicit their perspectives around our diversity and inclusion efforts. We formed focus groups to explore solutions and action plans to nurture an inclusive culture.
- Hosted the Women in Retail Summit, which focused on learning a game-changing program originally launched in Walmart Canada three years ago. Sixty associates from 11 countries gathered in Dallas, where they were challenged to create a Women in Retail Field Development Program in their home countries, using what they learned at the summit.
- Offered micro-messaging training as a way to create a more inclusive work environment and help us succeed in one of our greatest core values, respect for the individual.
- Empowered associates to achieve work-life balance through global flexibility initiatives. For example, we're empowering associates with the technology needed to work nontraditional hours and from virtual workspaces. While the look and feel of flexibility may vary from department to department depending on business needs, flexibility at Walmart is innovation in motion.
- Expanded Lesbian, Gay, Bisexual and Transgender (LGBT) Associate Resource Groups to the U.K. and to our San Bruno, Calif., Global e-Commerce location.



## Associate Resource Groups

Our Associate Resource Groups (ARGs) are comprised of more than 5,000 Home Office associates who act as a forum to accelerate the pace of change and cultivate an inclusive atmosphere. The groups allow us to leverage diversity of thought to drive innovative business solutions, while at the same time improving our recruitment, professional development and retention efforts.



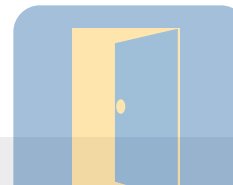
ADAЕ is an organization for associates of Wal-Mart Stores, Inc. who consider themselves advocates for associates with disabilities. ADAЕ is open to associates interested in moving the work forward. ADAЕ's mission is to educate, engage and empower families, associates and communities impacted by disabilities through inclusion, the sharing of ideas and resources and the implementation of best practices by providing support to Wal-Mart Stores, Inc. through recruitment & retention; diversity and inclusion insight; business impact; associate development; and community involvement.



APAN hosted the largest Walmart global event to date, attracting more than 12,000 associates in 13 countries in-person and via satellite broadcast. The event was part of the APAN's effort to develop Asian Pacific associates as leaders at Walmart. Another successful development tool created by APAN is the Capability Series held each quarter. This training gives members perspective and insight into career advancement and relationship building from peers to executives.



HLARG focuses on key initiatives like recruiting, developing and growing talented Hispanic/Latino associates, sharing diversity best practices insight, supporting business growth and engaging in strong community outreach. This work includes the creation and implementation of Mi Futuro, a mentoring program to help eighth grade students focus on their education and Café y Carreras, a mentoring program to help associates learn from officers throughout the company.





PRIDE is working to ensure Walmart is a place where all associates are understood and appreciated for the individuals they are by connecting with each other, our customers and our communities. Initiatives by PRIDE include the creation of Allies 4 Inclusion and the video on being out at Walmart. Both are ways in which we create a more inclusive work environment for all our associates.



By reflecting and embracing the many diverse, sovereign nations of the American Indian and Alaska Native people, and by bridging the gap between corporate America and tribal cultures, Tribal Voices is making a difference for Indian Country. The partnership between Walmart and Haskell Indian Nations University, facilitated by Tribal Voices, continues to yield job skills training, internships, recruitment and product placement relevant to Indian Nations.



UNITY focuses on enhancing awareness and appreciation of the African-American culture by introducing and supporting educational programs and projects; positioning African-Americans as thought leaders and decision makers; and serving as a resource to the company and associates by supporting business initiatives that represent the African-American culture. UNITY members have served as an advisory group to help our merchandising team to test and identify the right holiday products for the African-American community.



The WRC concentrates efforts on being a valuable resource, key influencer and catalyst in the development of women leaders, while providing members with access to knowledge, tools and channels that create opportunities to empower professional and personal success. Programs like Candid Conversations and the creation of Career Moms allow members to gain valuable insight and develop business relationships by networking with executives.







Now has more than  
**2,900**  
women members.

## Developing Women Leaders

### President's Global Council of Women Leaders

In 2009, Walmart's President and CEO, Mike Duke formed the President's Global Council of Women Leaders. The Council, comprised of 20 senior women leaders across the company, provides advice and counsel directly to Duke on important matters pertaining to women in the workplace. The council's task is to make Walmart the best place for women to work at all levels.

### In-Country Women's Leadership Councils

Walmart International's business units all have In-Country Women's Leadership Councils, led by their country presidents. Their goal is similar to that of the President's Global Council of Women Leaders.

### The Women's Officer Caucus

The Women's Officer Caucus advises senior leadership and fosters awareness, understanding and support for unique leadership challenges women face. With more than 100 female officers, the group provides guidance and support to each other and to the next generation of female leaders by serving as role models to women throughout the organization.

### The Women's Resource Council

The Women's Resource Council, formed in 2005, is one of the Associate Resource Groups in Walmart's Home Office created to build a sense of community among associates that share similar backgrounds and interests. With more than 2,900 women members, the Women's Resource Council focuses on recruitment and retention, diversity best practices insight, business support, associate development and community involvement.



## Walmart Lifelong Learning Program

We know that education is the single most competitive advantage our associates can have in the 21st century. We also know that time constraints and cost are the two factors which most commonly prevent working adults from taking the step to return to college. With this in mind, we created the Lifelong Learning Program to make college more affordable and more accessible for associates and their family members who desire to continue their education. Through this program, we believe Walmart can make meaningful progress against the following four goals:

- Better equip associates for their futures
- Strengthen the company's talent pipeline
- Demonstrate the value of retail jobs
- Play a leadership role in increasing the number of Americans with postsecondary education credentials

### Through a partnership between Walmart and American Public University (APUS), U.S. associates receive:

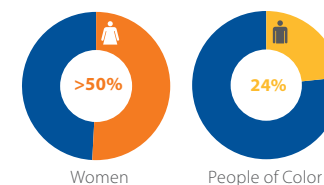
- A 15 percent tuition grant
- A book grant for all required undergraduate textbooks
- College credit at no cost for courses in which an associate can demonstrate that their on-the-job training and learning is equivalent

### Since the Lifelong Learning Program launched in June 2010, it has attracted a broad range of associates.

#### Participant demographics and achievements include:

- More than 4,000 associates have enrolled in the program and have taken one or more courses.
- More than half of participants are women, and approximately 24 percent are people of color.
- Participants work in all 50 states and the District of Columbia.
- From program launch to January 2013, APUS presented 61 degrees and 18 professional certificates to Walmart associates (Walmart, Sam's Club, Logistics and Home Office) under the Lifelong Learning Program.
- For select salaried managers, Walmart's Management Professional Development program provides easy access to on-site and online classes, including courses from accredited colleges such as American Public University.

More than  
**4,000**  
associates have  
enrolled in the Lifelong  
Learning Program



More than half are  
women; approximately  
24% are people of color





## Talent Development

Walmart understands our associates are the reason we are able to deliver on our promise to save people money so they can live better, and we are committed to building an inclusive culture where every one of our associates feels valued and respected. A key part of this culture is ensuring our associates have access to optimum training and development programs to prepare them for the future. The Global Talent Management team develops existing talent through programs like Mentor Me, the Business Leadership Series and Leadership Academy, all of which impact associates across the globe.

### HIGH POTENTIAL PROGRAMS

#### Business Leadership Series 2.0

Development opportunity for our top talent from all divisions, functions and markets around the world. Participants are nominated by their respective leadership teams, and sessions are facilitated by our CEO and other senior executives. In 2012, 85 senior executives completed the program, 39 percent of whom were women and 17 percent of whom were people of color.

85 *Senior Executives*

39% *Women*

17% *People of Color*

#### Key Leader Program

Approximately 40 mid-level leaders from around the world participate in the program for a period of two years. In 2012, 48 percent of participants were women and 21 percent were people of color.

48% *Women*

21% *People of Color*

#### HR Development Program

Addresses the development needs of top talent within Human Resources on leadership competencies and business knowledge. The program audience consists of vice presidents and senior directors from Global People, International HR, corporate offices around the world, Sam's Club HR and Walmart U.S. In 2012, 74 percent of the participants were women, and 40 percent were people of color.

74% *Women*

40% *People of Color*

#### Emerging Leaders

Delivers the developmental needs of top talent within Human Resources on leadership competencies and business knowledge. In 2012, 50 percent of the participants were women, and 25 percent people of color

50% *Women*

25% *People of Color*

#### Global Leadership Institute

A selective program for high-potential director and senior director associates. This four-day session focuses on enhancing critical competencies, including strategy, global mindset and execution of results. In 2012, 384 associates participated in 31 sessions around the world.

384 *Associates Participated*

31 *Sessions Around the World*



## Mentoring

Walmart's Mentor Me program empowers associates to take an active role in their development by providing resources, tools and events to encourage connectivity and drive effective mentorships. Open to all associates, Mentor Me is a self-directed program designed to assist in creating and sharing diverse knowledge, experiences and perspectives. The program allows associates to be active participants in their development by providing resources, tools and suggestions to drive effective mentorships.

In July 2012, we introduced Mentoring Express as a tool in the Mentor Me program that delivers quick, on-the-go discussion guides to maximize the time of mentors and increase effectiveness in a variety of fast-paced work environments, including stores and clubs. The resource has already been accessed more than 10,000 times by associates in the field and at our corporate offices.



More than  
**63,000**  
Mentors



More than  
**123,000**  
Mentees



# Workplace: Around

## UK

### Mum2Mum

In 2012, more than 70 ASDA House colleagues benefited from Mum2Mum, our peer maternity mentoring program, available before, during and after their maternity leave. We plan to pilot the Mum2Mum program in Scotland and at our supermarkets during the first half of 2013, followed by expansion to all our stores and depots by the end of the year.

### Women of the Future Awards

We're very proud of the fact that two of our colleagues were recognized with prestigious Women of the Future Awards in 2012. Lindsey Goldsbrough, GSM Boldon Superstore, won Business Woman of the Future, and Fiona Lambert, brand director for George, was named Mentor of the Year.

## Argentina

### Family-responsible employer

Walmart Argentina was one of only four Argentine companies to be accredited as a "Family Responsible Company" in an academic study led by the Spanish IESE Business School, and was the only retailer among the four. Walmart Argentina's participation was led by the Gender Equality Council and HR.

As part of the study, a model was created to assess companies and determine how they rated on "family-responsibility." The model assessed the policies, practices and leadership of the company, as well as the cultural environment of the country. The specific company results were then compared to a representative sampling of multiple industries across the country.

The study also provided valuable insight on specific areas to strengthen. We continue to work every day to raise the quality of life of our associates and their families, as well as the markets we serve.

## Brazil

### 100 Women in Leadership

In 2012, more than 100 women completed our 100 Women in Leadership program, which aims to prepare associates for the first and second levels of leadership in retail and wholesale. The program is divided into theoretical modules, on-the-job and supervised training, food safety audits, management development seminars and more. Of the 102 women who participated, 50 percent were promoted and 18 percent are waiting for new positions.



100

Women in  
Leadership

102

Participants



50%

Promoted



18%

Waiting for  
New Positions

# the World.



## Canada

### Cultural World Fair

Our annual Cultural World Fair celebrates our diversity by giving associates an opportunity to share their culture and heritage with each other and is recognized as a best practice. Music, food and cultural performances from around the world are shared and celebrated.

### Women in Retail

Our Women in Retail store leadership program has been identified as a best practice by Wal-Mart Stores, Inc., and is being replicated in 27 markets around the globe. Since the inception of Women in Retail in 2010, there has been a 35.8 percent increase in the number of female store managers. It provides our associates with tools and resources to develop their careers, including mentor programs, workshops and networking opportunities.

## China

### Women in Leadership program

Walmart China began implementing the Women in Leadership program in 2007. The program has been very successful and features a variety of diverse and inclusive initiatives, including a yearly Women in Leadership Forum, Women's Mentoring Circle, Women in Leadership Workshops, Quarterly Women in Leadership Council Meetings and more.

## Japan

### Careers for women

Approximately 70 percent of Walmart Japan associates are female, which is in line with our female customer base. With that in mind, we launched our Female Leadership Program to encourage our female associates to pursue career development opportunities in the company. Since 2010, 242 associates have participated in the Female Leadership Program, and a number of participants have gone on to take leadership roles.



## 2012 Diversity and Inclusion Awards

### UNITED STATES

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#### Top 50 Companies for Executive Women

*National Association for Female Executives*

#### Best Companies for Multicultural Women

*Working Mother Media*

#### 50 Out Front Companies

#### Best Places for Diverse Managers to Work

*Diversity MBA Magazine*

#### International Diversity Innovation Award

*Profiles in Diversity Journal*

#### 2012 Top Supporters of HBCUs

*Career Communications Group Inc.*

#### Top 40 Companies for Diversity

*Black Enterprise Magazine*

#### Best Companies for Leadership

*Hay Group*

#### Top 50 Companies for Latinas to Work

*Latina Style Magazine*

#### 100 Best Companies for Leadership

#### Development for Women

*Diversity Woman Magazine*

#### Diversity & Inclusion Leadership Award

*Profiles in Diversity Journal*

#### Top 50 Companies for Diversity & Inclusion

*UPTOWN Professional Magazine*

#### 50 Best Companies for People with Disabilities

*Careers & the disABLED Magazine*

### INTERNATIONAL

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#### Walmart Brazil Named Brazil's Women's Empowerment Leader 2012

*The New Economy*

#### Walmart Canada Named to Canada's 10 Most Admired Corporate Cultures of 2012

*Waterstone Human Capital Inc.*

#### Walmart Argentina Accredited as a "Family Responsible Company"

*IESE Business School*

#### WalMex named the company in Latin America with the highest number of women serving on its Board

*Corporate Women Directors International*

# Congratulations!





# MARKETPLACE

*We empower our associates to make a difference in the lives of our customers and in the communities we serve.*





\$8.9  
billion

*Direct spend with women  
and people of color suppliers*



\$2.7  
billion

*Second tier spend with  
women and people of  
color suppliers*

## Marketplace: Big and bold societal impact.

We consider it our responsibility to make a positive impact in the communities we serve. Whether it's through the grants Walmart and the Walmart Foundation provide to the thousands of organizations that share our mission of saving people money so they can live better, the inspiring volunteer efforts of Walmart associates, food donations or market-specific skills training programs, we're passionate about helping people. One community at a time.

## Supplier Diversity

Walmart embeds its supplier diversity program into the company's overall strategic business objectives to articulate the value of inclusion in all business outcomes. We commit to increasing our spend with businesses owned by people of color, women, veterans and people with disabilities, and ensuring an inclusive supply chain that meets the needs of our customers. By doing so, we help create economically sustainable communities.

### Strategic Goal

Our goal is to become the leader in supplier diversity – providing unparalleled access for diverse suppliers to the world's largest supply chain, developing diverse businesses in the communities we collectively serve, and acting as a convening force for best practices and development around supplier diversity.

### Supporting pillars

- Provide purposeful access to Walmart for diverse suppliers
- Create tools and resources to grow businesses
- Act as a "convening" power around Supplier Diversity
- Lead industry with communication and reporting

### Spend

- Direct spend with women and people of color suppliers \$8.9 billion
- Second tier spend with women and people of color suppliers \$2.7 billion



## Community Outreach

We believe it's our responsibility, in partnership with our associates, to identify the challenges in each community where we operate and be a part of the solution. Sam Walton said it best, "Each Walmart store should reflect the values of its customers and the vision they hold for their community."

How do we do that? We develop strong relationships with diverse organizations, we actively participate in charitable giving, we lead on important social issues and we volunteer our time.

We have teamed up with a diverse group of more than 300 community and professional organizations. Here are some examples of these partnerships:

### America's Leaders of Change

Through a partnership with National Urban Fellows, Walmart served as founding sponsor of America's Leaders of Change, a one year intensive executive leadership program for women and people of color that combines personal and professional development, enriched knowledge of public service leadership and capacity for life-long coaching and networking. The program enhances and sustains leadership excellence for leaders in the nonprofit, philanthropic and public sectors. The overarching program goal of America's Leaders of Change is to identify and equip these leaders with the necessary skills and connections to assume high impact leadership roles. To date, 170 emerging leaders around the country have matriculated through the program, which boasts of 33 percent of participants being promoted to higher positions within their respective sectors.

The 2013 graduating cohort also includes the following Walmart associates: Javier Angulo, Director of Community Affairs; Allan Leung, Director Financial Services; Ryan Miller, recently promoted to General Manager-Training with the Walmart India Talent team, and Brenda Deal, Project Manager in Innovations.



Tambra Raye Stevenson, a teacher in Oldways' "A Taste of African Heritage" pilot program, is shown presenting the African Heritage & Health poster to the United States Department of Agriculture (USDA) Food and Nutrition Services Administrator after a presentation at the USDA. Tambra is also a member of the African Heritage & Health Advisory Committee. Oldways, a nonprofit food and nutrition education organization with a mission to guide people to good health through heritage, created the African Heritage & Health program through a partnership with Walmart. Working with nutrition scientists and culinary historians, Oldways developed the African Heritage Diet Pyramid based on the culinary traditions of Africa, the Caribbean, American South and parts of South America. In addition to the African Heritage Diet Pyramid, the program includes a variety of free downloadable online resources, and a six-lesson curriculum "A Taste of African Heritage." The curriculum was piloted in 15 locations last year, and with support from the Walmart Foundation, will expand to 50 cities in 2013 and 100 cities in 2014.



*Increasing training and opportunities for*



*One of many success stories has been the launch of our training program funded by the Walmart Foundation in factories in India and Bangladesh, with nearly 17,000 women trained to date.*

## Women

Our Women's Economic Empowerment initiative and the Walmart Foundation are increasing training and opportunities for nearly 1 million women around the globe.

Since launching our Global Women's Economic Empowerment initiative in 2011, we've worked to leverage our size and scale to improve women's lives and opportunities. For Walmart, empowering women isn't just the right thing to do. It's smart business, helping us better understand and serve our customers, find the best talent and promote economic growth in the communities we serve.

One of many success stories has been the launch of our training program funded by the Walmart Foundation in factories in India and Bangladesh, with nearly 17,000 women trained to date. The training curriculum will be made available for others to use, and we will share what we've learned with stakeholders. Our aim is to strengthen this initiative by promoting collaboration among stakeholders and leveraging one another's knowledge and expertise to make women's empowerment central to the manufacturing industry. As such, other retailers, brands and suppliers are welcome to replicate the program developed by NGO partners, Walmart and the Walmart Foundation, or to utilize the curriculum and tools in their own programs.

Walmart and the Walmart Foundation are using philanthropy and our business model to empower women by increasing training, market access and career opportunities for nearly 1 million women, ensuring access to the economic opportunity they deserve.



## Progress Highlights

### Increase sourcing from women-owned businesses

- Last year, the Walmart Foundation made a \$1.5 million grant to the State Department's Secretary's Fund for Women and Girls. This will provide 26 grants to 16 Latin American and Caribbean countries, as well as two multi-regional projects, and will support women's entrepreneurship by developing and linking existing resources, programs and infrastructure to create a stronger entrepreneurial environment for women entrepreneurs and women-owned businesses.
- Walmart has taken a deep dive approach to achieving its \$20 billion sourcing goal. We've contracted with a third party to verify current spend data and identify new potential suppliers. We also established an advisory network and conducted interviews with merchants, key decision makers and suppliers to identify barriers to growth with existing and new suppliers. The findings from those interviews led us to develop solutions that ensure the achievement of the goal. We're currently in the process of delivering these tools and resources to the business. Finally, since the goal was announced, we've conducted eight diverse supplier summits across the organization.
- Internationally, we've developed a system that is being used to identify baseline women-owned business (WOB) spend and that can be used for any new WOB that begins working with us. We've launched this system in some of our markets and are working with the others to implement.
- On March 7, 2013, we launched "Empowering Women Together," our e-commerce platform to work with small WOBs. At launch, we offered over 200 items from 19 suppliers in nine countries. Nearly half of the suppliers are from the U.S. We look forward to growing this assortment in the seasons to come. For more, go to [www.walmart.com/empoweringwomentogether](http://www.walmart.com/empoweringwomentogether).
- Walmart provided \$25,000 to launch the Women at Work program, in alliance with the Agricultural Suppliers Association. This program provides women farmers from the Aguacoyo's Community in Suchitoto, El Salvador, with accounting, pest identification, soil preparation and other training they need to source to Walmart.

### Empower nearly 1 million women through training

- In the U.S., through more than \$18 million in grants in FY2013, the Walmart Foundation funded more than 57,000 women's access to job training and economic support programs to improve the lives of their families.
- In February 2011, the Walmart Foundation awarded a \$350,000 grant to Agribusiness Systems International to support the Sunhara program in the state of Uttar Pradesh, India. The project supported 2,500 women engaged in vegetable and incense production, with production practices and direct market linkages. A second grant to expand this work and reach another 5,000 women farmers began in January 2013.

### Promote diversity and inclusion opportunities within our merchandise and professional services suppliers

- Walmart developed an online database to track gender and diversity representation of our major professional service firms and merchandise suppliers with more than \$1 billion in sales to increase opportunities for women and minorities within our suppliers' Walmart and Sam's Club teams.





Walmart works with communities and local food banks to help fight hunger across the U.S.

## Giving

**Walmart and the Walmart Foundation gave more than \$1 billion to support organizations that impact local communities around the world.**

Save Money. Live Better. We live by these words. But the work we do to help people live better goes beyond our store walls. Supporting organizations that positively impact local communities around the globe is something we consider part of our mission. We're proud that in 2012, Walmart and the Walmart Foundation gave more than \$1 billion to make a difference in the big issues that matter to all of us. Some examples of our giving in 2012 include:

- Awarded more than 85,000 grants to support the work of organizations in local communities around the world
- More than 73,000 low-income women in India, Bangladesh, Central America and the U.S. received job skills training
- Walmart, Sam's Club and Logistics associates volunteered more than 2.2 million hours, generating \$18 million for local U.S. nonprofits
- \$3.8 million in cash and in-kind support to those impacted by disasters across the U.S.



### Giving Totals (In-kind)

Total in-kind giving: more than

**\$775M**

U.S. in-kind: more than

**\$731M**

International in-kind more than

**\$44M**



### Giving Totals (Cash)

Total cash giving: more than

**\$311M**

U.S. cash: more than

**\$273M**

International cash:

**\$38M**



**\$3.8M**

in cash and in-kind support to those impacted by disasters across the U.S.





## Giving Locally

Service is a core part of our culture. Whether an associate works at a Walmart store, Sam's Club or logistics facility, we're passionate about volunteering for local causes. Through the Volunteerism Always Pays program, Walmart provides grants to qualifying organizations when associates improve their communities by volunteering on their own or in a group. In 2012, the Walmart Foundation awarded more than \$18 million in grants to local nonprofit organizations. Walmart is proud of the servant-leadership practiced by thousands of associates who invest their time and talent in making their communities better.



*Walmart associates pass out Christmas gifts to the students at Inner-City Arts in Los Angeles. In addition to the donated creative supplies, the Walmart Foundation also pledged to sponsor an Inner-City Arts class next year.*

## Giving Nationally

Sam's Club and the Sam's Club Giving Program support a number of leading nonprofit organizations who have a direct impact on small business owners across the country. We expect our most recent grant-making with ACCION, National Association of Latino Asset Builders, Count Me In, The SCORE Foundation, Junior Achievement and others will:



Help Train

3,600  
small-business owners



Provide

265  
small-business loans



Create/Maintain

1,200  
jobs



Educate

35,000  
students

# Marketplace: Around the

## Africa

### Developing Rural Women Entrepreneurs

Our focus on women's empowerment includes our ongoing support of Women's Development Businesses, an NGO that loans funds to women running their own small businesses in some of the poorest communities in South Africa. From 2009 to 2012 we provided micro-loans to 12,024 rural women to grow their own businesses. These women are able to improve the quality of life for themselves and their families.

## Argentina

### Driving to Transform

On International Women's Day, Walmart Argentina and Ashoka launched the second stage of our Driving to Transform initiative, which fosters the development of social entrepreneurial projects led by young women in Mendoza, San Juan, Neuquén and Río Negro provinces. This program identifies the most innovative and sustainable ideas that have the potential to positively impact local communities and supports them with training programs, counseling and seed capital funding.

## Brazil

### Social School of Retail

Since 2010, Walmart Institute has developed the Social School of Retail, which focuses on providing young people ages 17-29 the professional training they need to work in retail jobs. In partnership with local governments, the program served around 1,500 young people — 64 percent of them women — in six Brazilian states in 2012. Walmart Institute was recognized by the Walmart Foundation, which acknowledged this program as a global best practice within the company and started a process to replicate the program in other countries in Africa, Asia and Latin America.

## Central America

In 2012, we introduced several projects to improve the social and economic status of more than 500 small and medium-sized enterprises led by women in areas affected by unemployment and poverty. We're providing the productivity-focused training necessary to open the door to sell their products and services to our more than 600 stores across Central America.

## Chile

In an effort to diversify our supplier base, we invited companies led by women to offer their products and services through our various formats. More than 80 women-led businesses attended and spoke with executives about becoming a vendor. As a result of the event, we received 11 new product applications and nine new service applications.

## China

### Women's Development Fund

In 2010, we partnered with the China Women's Development Foundation to launch the Walmart Women's Development Fund with an initial donation of RMB 1 million (approximately USD\$150,000). This fund provides Chinese women in need with the necessary financial support to start their own business ventures or become employed. To date, we've helped 1,316 families make their business dreams come true through donations of RMB 1,500 to RMB 5,000. In 2012, Walmart China donated a total of RMB 2 million to continue its support for this cause.

# World.



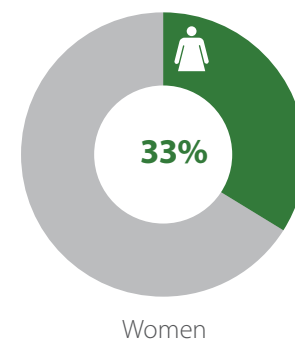
## India

### Bharti Walmart Training Centres

Our 18 Bharti Walmart Training Centres across the country provide retail training to underprivileged youth, free of charge. By the end of 2012, more than 18,000 students had been certified and more than 6,500 had been placed in jobs with various organizations. Women account for 33 percent of the students certified by our centers and are an integral part of our training program as we prepare them for their first jobs or, for some, careers in retail.

18,000  
*students certified*

6,500  
*jobs placed*



Women



Global Office of  
Diversity and Inclusion  
WORKFORCE WORKPLACE MARKETPLACE



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