



So many opportunities to  
**make a  
difference**



**Walmart**  
2014 Global Responsibility Report  
Executive Summary



### About this report

The scope and boundaries of the 2014 Walmart Global Responsibility Report encompass our corporate efforts related to workplace, compliance and sourcing, social and environmental responsibility, while also providing snapshots into each of our individual markets around the globe. The report reviews our progress and performance during FY2014, reflects areas where we've achieved tremendous positive results and specifies areas of opportunity we must continue to focus on. The social and environmental indicators were obtained by internal survey and checks without the participation of external auditing. The reporting timeline covers the period of Feb. 1, 2013–Jan. 31, 2014, and builds on our last report, issued April 2013. Unless otherwise noted, all currency is in U.S. dollars.

### Content materiality

In addition to tracking media activity and customer feedback, we engage with internal and external stakeholders, including government and NGOs, to define the content included in this report. We incorporate this input prior to and during editorial development to ensure continuous dialogue, relevancy and transparency. For example, this engagement resulted in the expansion and positioning of our Workplace section, influenced our decision to turn Compliance and Sourcing into its own section, and to detail our commitment and progress related to water stewardship.

### Currency exchange

Foreign currency conversions have been made using the average exchange rate from Feb. 1, 2013–Jan. 31, 2014. As a global company, we highlight the performance of our global markets, as well as the efforts taking place throughout our supply chain.



### About GRI:

Transparency about economic, environmental and social impacts has become a fundamental component of effective stakeholder relations, investment decisions and other market relations. To support this expectation, Global Reporting Initiative (GRI) has collaborated with a large network of experts – including business, labor, nongovernmental organizations (NGOs), investors, accountability and others – to develop a globally trusted framework for sustainability reporting. This multi-stakeholder approach supports the reporting framework, now incorporated into the 2014 Walmart Global Responsibility Report. Walmart's report met a GRI-checked application of "B". Our GRI Content Index, which details the location of our GRI standard disclosures in the report and on our corporate website, can be found on pages 174-182 of our comprehensive report.

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# 2014 Global Responsibility Report Executive Summary



# Message from Doug McMillon

About ten years ago, I asked my sons at dinner: “Do you think Walmart should be working on protecting the environment?” They were about six and eight at the time. I hardly had the words out of my mouth when my youngest answered: “Duh, dad.”

It had only taken him a few seconds to reach the right conclusion. Most of us took a little longer.

My version of Walmart’s Global Responsibility story is that we had a legacy of serving certain stakeholders really well. We served customers well. We served associates well. And it was our belief that if we took care of those groups then the rest would fall into place.

But slowly, with the help of some very smart advisors, we realized we weren’t doing enough. We started asking ourselves: What if we needed to change? What if we started listening to NGOs and even our critics more closely? And what if we simply recommitted ourselves to making our company even better? We went through a significant change in our perspective.

At first, there were some awkward conversations – frank meetings with folks we had never met with before. But what came out of those conversations was exhilarating. In fact, some of our critics then are some of our best advisors now.

We’re in a much different place today. We have seen over and over how this work benefits the environment and our business – whether it’s running our truck fleet more efficiently or putting more innovative products on our shelves. We have seen we can make a difference for the environment on energy and on waste, and we’re now really leaning into our work on our supply chain. Our questions today are about how we can move faster and tackle more big challenges in three core areas: sustainability, opportunity and local communities. I’m excited to lead Walmart as we write this next chapter. There are so many ways Walmart can make a difference, and we will.

I share with you all of this history because I want you to know how personally we take what you’ll read in these pages. We care deeply about the people who are touched by our business, and we want to do right by them. We’re the world’s largest retailer, but we’re also moms and dads, and we have sons and daughters who will need this planet long after we will.

And we need your help. We publish this report as part of our commitment to building trust with you through transparency. We ask in return that you keep engaging with us, keep critiquing us and keep challenging us. Keep telling us what we can do better – and help us get there.

Doug McMillon

President and Chief Executive Officer – Wal-Mart Stores, Inc.



# A conversation with

Doug McMillon, President and Chief Executive Officer

Kathleen McLaughlin, Senior Vice President, Corporate Affairs, and President, Walmart Foundation

**Q:** As more people around the world aspire to a higher standard of living, can Walmart's business model ever be called "sustainable"?

**Doug:** People everywhere want a better quality of life, and it's our mission to help them achieve it. We don't think Walmart or anyone else should tell those aspiring to join the middle class that they can't have a refrigerator or a cell phone or any of the other things we take for granted in some parts of the world.

But we do want the products we sell to be not only affordable, but safe, responsibly made or grown, and more environmentally sustainable. No one should have to choose between products they can afford and products that are good for the planet. That's why the Sustainability Index matters so much. By improving how products are made and still selling them at Walmart prices, we can make a better life both attainable and sustainable for people around the world.



**Q:** What's the biggest lesson you've learned during your first year at Walmart?

**Kathleen:** I have learned that good intentions, high aspirations, passion and tenacity can help people break through even the toughest challenges. I joined Walmart for two reasons. First, I believe in the core mission of providing affordable food, apparel and other goods to people around the world. Second, the merchants and field operations teams in this company work hard every day to carry out that mission in a way that is sustainable, creates economic opportunity for Walmart associates and people all along our supply chain, and strengthens the communities where we live and work. I wish others could sit in on the leadership meetings, working sessions and team huddles that take place here and see that in action.

**Q:** The recent tragedies in apparel factories in Bangladesh raised questions about the responsibilities of retailers for their supply chains. What is your view?

**Doug:** Our hearts go out to the families of those affected by those tragedies. The safety record of Bangladeshi factories is very troubling, and we are doing something about it. In addition to our own safety audits, the Alliance for Bangladesh Worker Safety that we announced last July with other retailers and suppliers is providing a results-oriented, measurable and verifiable way to dramatically improve factory safety conditions. And because transparency is an effective way of driving accountability in Bangladesh, we have made the results of more than 200 Bangladesh factory safety assessments publicly available as of March 2014.

Our customers want products that are safe, well-made and produced by people treated with dignity and fairness – and we will use our leverage to move toward higher standards. We should be able to shine a light on any part of our supply chain and be proud of what we find. That is our goal, and it's one worth having.



**Q:** You recently announced you were removing certain legal chemicals from the products you sell. Is it the role of business to act when government can't or won't?

**Kathleen:** At Walmart, we take our direction from our customers. They told us they want to be even more confident in the products they bring home to their families. So we worked with The Sustainability Consortium, the EPA and NGO partners like the Environmental Defense Fund to develop our sustainable chemicals policy, which works to reduce or eliminate certain chemicals for which we believe there are more sustainable alternatives.

Now we are working closely with our suppliers to bring enhanced transparency to the ingredients in products and to transition to better options where appropriate. We'll report our progress publicly in the next two years.

**Q:** What are you doing to strengthen your compliance programs?

**Doug:** In all parts of the world, we've found that our people want to do what's right, and we're continuing to give them the tools to do so – especially as we operate across so many complex and varied markets. I credit our previous CEO, Mike Duke, with launching and investing in a series of significant initiatives to further strengthen our formal compliance programs, including increased staffing, training and monitoring to help ensure we're doing the right thing.

**Q:** You've made a lot of progress on big issues, but there is still concern about your own jobs and wages. What is your reaction to those critics?

**Doug:** You know, I started out in an entry-level position with this company. Most of us start out in entry-level jobs somewhere. This is a company that will take you in for your first job, even if you don't have a lot of skills, and provide you opportunities to build those skills and advance in your career. In the U.S., for example, 75 percent of our store management teams started as hourly associates, and we promote about 190,000 people each year. We also offer bonus opportunities, health care benefits, a 401(k) plan, and a discount on merchandise to our eligible store associates.

But we learn from our critics, and we're always working to make our jobs better. Right now, we're clarifying the career pathways for associates, adding more flexibility to our scheduling system and piloting training that will accelerate the development of our associates within Walmart. I've seen so many associates grow and develop at Walmart – in fact, it's my favorite part of my job, and I'm excited about what we can do for them and for retail employment in our markets.

## the challenge...

### accelerate the pace of innovation through sustainability

**Q:** Last year you announced new plans for renewable energy and energy efficiency, but you're still a long way from 100 percent renewable energy, your longer-term goal. Are you really leading?

**Kathleen:** When our energy team started on our 100 percent goal in 2005, we were in uncharted territory. Today, we have more than 300 renewable energy projects underway around the world, and we are rapidly scaling this work. In Mexico, for example, we'll go from two stores powered by renewables in 2010 to more than 1,200 stores this year. Between our own new projects and the renewables we get from the grid, we will be getting 24 percent of our electricity needs worldwide from renewables. What's more, our renewable energy meets or beats market prices from traditional sources. We hope our commitment to renewables will encourage innovation and new market entries into the sector, which will help us accelerate our sourcing of renewables while maintaining everyday low cost. There are many markets where regulatory or market hurdles make it challenging for Walmart to drive change. In those places, we are actively working with NGOs to overcome these.

At the same time, we are reducing our energy consumption per square foot every year, which could reduce our energy bill by an estimated \$1 billion by 2020. We will achieve our goal of being powered 100 percent by renewable energy when these two curves – declining energy intensity and rising renewables sourcing – intersect.

**Q:** Are you comfortable with the pace of progress the world is making on sustainability? Is change happening quickly enough?

**Kathleen:** No. Take food, for example. Already, our forests, oceans, waterways and prairies are under pressure. In the next 40 years, the world population will grow to 9 billion. How will the world produce enough safe, affordable and nutritious food, in a way that is environmentally and socially sustainable? We are working hard on this problem with suppliers, NGOs and other partners by pursuing innovation along the entire food chain, from farms and oceans to our customers' kitchens. For example, we are reducing food waste, developing and piloting technologies that can enhance crop yields while reducing fertilizer and pesticide usage, experimenting with new business models and collaborations with farmers and fisheries, and putting in place policies to prevent deforestation and preserve fish stocks. Increasing the resilience of the food supply chain – from the farm to the shelf – is right for our business, our customers and future generations, and you can expect us to move faster here.

**Q:** What's next for Walmart?

**Doug:** My hope is that this will be a year of innovation for our customers, driven by our global responsibility efforts. When I was raised as a merchant, we focused on basics like price leadership, in-stock and strong inventory management. But it wasn't until we started to step back and look at the whole system – from the raw material to the supplier to how the people involved were treated to the waste that was created – that we really started unlocking innovation in a different way.

It was another key perspective change for us. What I challenge all of us to do today, especially around the supply chain, is to figure out how to accelerate the pace of innovation by looking through a sustainable lens. That will result in not only a better planet tomorrow but more inspiring merchandise for our customers today.



# The Walmart way:



## Where we started

When Sam Walton founded Walmart in 1962, his mission was to save people money so they could live better. That mission, in and of itself, creates tremendous social good. With every one of us working together – from associates and our global supply chain, to the very customers and communities we serve – we accomplished even more. We drove innovation and reinvented how the world moves products, from the point of production into the hands of the people who use them every day.



# Continuing to evolve



## A new opportunity emerges

Then, Hurricane Katrina hit. As we mobilized to provide meals, supplies and cash to support recovery efforts, our eyes were opened to an even broader opportunity to make a difference. We recognized the significance of emergency preparedness at the local level and how our experience and expertise in global logistics could be utilized to provide fast and efficient relief in the wake of disaster. We asked ourselves, "What if we used our size and resources to make this country – and this planet – an even better place for all of us? And what if we could do that and build a stronger business at the same time?"

## An agenda for the future

We reflected on our heritage of reinvention, our success, scale and resources and established a bold vision of what leadership meant for Walmart in the 21st century. Many of the issues our customers and communities care about most – hunger, access to healthier food, environmental sustainability, career opportunity and women's economic empowerment – are the same ones where we can make a positive difference. So Walmart and the Walmart Foundation have undertaken several ambitious initiatives. Our executive leadership has set the tone and – in true Walmart fashion – our associates continue to work together to embed it in our day-to-day business, our culture and the collaborations we forge.





# The Walmart way:



The Walmart way = Sustainable Value Networks + Special

To tackle environmental and social issues, we've created **Sustainable Value Networks (SVNs)**, which are global networks of Walmart merchants, operators and finance leaders. For example, we've set up SVNs in food and agriculture, softlines, general merchandise, consumables, energy and facilities, transportation, waste and women's economic empowerment, among others. SVNs draw on Walmart experience as well as expertise from suppliers, academia, governments and NGOs to set aspirations and define initiatives across our markets and product value chains. Example initiatives include fleet efficiency, chemicals, sustainable seafood, factory energy efficiency, factory safety, sourcing from women-owned businesses and product reformulations across our Great Value™ private-label brand and many national brands.

# How we do it



Walmart makes a difference in the lives of people all over the world every day.



## teams + The Walmart Foundation

**Special teams** and functions such as food safety, responsible sourcing, energy, women's economic empowerment and product sustainability support the initiatives launched by the SVNs. These teams work closely with Walmart associates to develop solutions and embed them in our day-to-day operations. For example, our Global Women's Economic Empowerment team has developed a Supplier Academy to remove unique barriers faced by women-owned businesses in preparing to become Walmart suppliers. And what gets measured gets done, so we've implemented tools like the Sustainability Index to measure our progress and hold merchants and operators accountable for progress.

While the company naturally takes the lead on internally powered initiatives such as fleet efficiency, the **Walmart Foundation** pursues philanthropic initiatives that extend beyond Walmart's operational sphere of influence. The Foundation can draw on Walmart's skills and assets, but is free from the day-to-day pressures and constraints faced by any business. The Foundation has its own unique and valued relationships with partners and grantees across civil society, the government and the private sector. Through programs in food security, work opportunity and local community building, the Foundation helps people live better – one community at a time.



# The Walmart way:

As we've continued to lead from the front, three core focus areas – **sustainability, opportunity** and **local communities** – have emerged. Often, our efforts in the sustainability arena intersect with the work we're doing in local communities. And our initiatives in local communities cross over with our commitment to providing people with the skills and resources they need to open the door to opportunity and a better life.



## Fertilizer reduction

We encourage our suppliers to develop optimization plans with the potential to reduce fertilizer use on 14 million acres of farmland in the U.S. by 2020.



## Sustainable chemistry

We've made a priority of working with our suppliers to develop chemical products and processes that help reduce or eliminate the use of potentially hazardous substances.



supply chain

Sustainability

Opportunity



## Bangladesh fire safety

We're driving significant reform of the garment industry in Bangladesh by focusing on factory safety, worker empowerment and supply chain transparency.



## Access

The Walmart Foundation provided thousands of people globally with the training and support they need to access jobs that lead to a better life.



## U.S. manufacturing

Walmart and the Walmart Foundation have leveraged their resources to bring manufacturing jobs back to the U.S.



## Empowering women

Walmart launched an online platform to connect small, women-owned businesses with a global customer base.

# Our contributions

These principles are working for us – and we're showing others that taking on large social issues can be compatible with building a stronger business. The following represents a sampling of ways **Walmart and the Walmart Foundation made a difference in 2013:**



## Renewable energy

Building on the momentum of becoming the largest on-site green power generator in the U.S., we pledged to increase our supply of renewable energy globally by 600 percent by the end of 2020.



## Sustainability Index

We're expanding the Sustainability Index and measurement to international markets with the goal of improving product sustainability at a global level.



## Local communities

end-of-life cycle



## Associates

In addition to promoting about 190,000 U.S. associates in 2013, 51 percent of our new hires were women and 49 percent were people of color.



## Fighting Hunger Together

Walmart and the Walmart Foundation delivered on their commitment of \$2 billion in cash and in-kind giving to fight hunger in America one year ahead of schedule.



## Volunteerism

Collectively, our U.S. associates volunteered more than 1.8 million hours, resulting in \$17 million in donations in support of local organizations in FY 2014.



## Veterans

We hired more than 32,000 U.S. military veterans within the first eight months of announcing our Welcome Home Commitment.



## Emergency preparedness

We collaborated with the United Nations Office for Disaster Risk Reduction to leverage our best practices in helping build resiliency in communities around the world.



# The Walmart way: Looking forward

While we're proud of the progress we've made, we recognize this is a journey. Walmart wants to, and can, make a significant contribution to the world's social and environmental challenges. And as we continue to learn, we're committed to connecting the dots among our business, our philanthropic involvement and the efforts of our partners to lead in bold and transformative ways.



# Giving

**Total in-kind giving more than \$1 billion**

**U.S. in-kind giving more than \$978 million**

**International in-kind giving more than \$37 million**

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

**Some examples of our giving in FY2014 include:**

- Awarded more than 89,000 grants to support the work of organizations in local communities around the world.
- More than 280,000 low-income women in Bangladesh, Central America, India and the U.S. received job skills training.
- Walmart, Sam's Club and Logistics associates volunteered more than 1.8 million hours, generating \$17 million for local U.S. nonprofits.

U.S. cash

**\$282 million**

International cash

**\$34 million**

Total cash

**\$316 million**



# 2013 Commitments and progress

 Completed
  On track
  Behind

## Hunger

Commitment	Progress	Update
<p>Through 2015, donate 1.1 billion pounds of food from Walmart and Sam's Club facilities in the U.S.</p>		<p>Since announcing our Fighting Hunger Together commitment in May 2010, Walmart and Sam's Club facilities have donated more than 1.58 billion pounds of food, surpassing our goal one year earlier than anticipated.</p>
<p>Through 2015, award \$250 million in hunger-relief grants at the local, state and national levels.</p>		<p>As of January 2014, Walmart and the Walmart Foundation have awarded \$260 million in grants to hunger-relief programs at the local, state and national levels. This is 4 percent more than our original commitment.</p>
<p>Mobilize Walmart associates and customers.</p>		<p>In 2013, we expanded our efforts to engage Walmart associates and customers in the fight against hunger in the U.S. Over the course of the summer, associates participated in a Volunteerism Goes Viral campaign, which resulted in more than 4,100 associates volunteering more than 13,000 hours toward hunger relief efforts. Walmart and the Walmart Foundation donated more than \$250,000 in grants to those nonprofits to support the efforts of our associates.</p>
<p>Collaborate with government, food manufacturers, other foundations and corporations.</p>		<p>To ensure the success and sustainability of our efforts, we work with others who are fighting hunger. These partnerships magnify our impact. For example, we engaged 10 of our partner suppliers in our Fighting Hunger Together campaign, resulting in more than \$4 million in additional donations to fight hunger across the U.S. We also actively work with other corporations that are committed to this cause to share learnings and help raise public awareness.</p>

## 2013 Commitments and progress



Completed



On track



Behind

### Healthier food – Over the past year, we continue to make significant progress toward our five commitments in this critical area.

1. Reformulate thousands of everyday packaged food items by the end of 2015.
2. Save customers money on healthier food.
3. Launch a simple front-of-package icon backed by strong nutrition criteria.
4. Open Walmart stores in food deserts by 2016.
5. Increase charitable support for nutrition programs.

Commitment	Progress	Update
Improve the nutritional quality of our Great Value™ brand and national food brands. Reduce sodium by 25 percent and added sugars by 10 percent, as well as remove all industrially produced trans fats by the end of 2015 (2008 Baseline).		By the end of FY2013, we reduced sodium by 13 percent, and we surpassed our goal for sugar reduction in FY2012. At the end of FY2013, fewer than 7 percent of products in our U.S. stores contained partially hydrogenated oils, a decrease from 9 percent in FY2012.
Save customers at least \$1 billion a year on healthier foods, including reduced prices on produce and parity pricing on healthier foods and beverages.		In FY2014, we exceeded our annual goal by saving our customers \$1.2 billion on fresh fruits and vegetables. Since making this commitment, we have saved our customers \$3.5 billion on fresh produce. The price differential between healthier and traditional food and beverage choices has been reduced in the past year from 5.4 percent to 5.1 percent.
Create a front-of-package icon to help consumers easily and quickly identify healthier food options, such as whole grain cereal, whole wheat pasta, lean cuts of meat and low-fat milk.		<p>In 2013, our Great For You™ icon continued to roll out in Walmart U.S. stores and now appears on Great Value™ and Marketside™ foods and beverages.</p> <ul style="list-style-type: none"> <li>• More than 30 percent of Great Value™ and Marketside™ private-brand foods and beverages, including fresh produce, meats, poultry and seafood, now carry the Great For You™ icon.</li> <li>• We launched tools to help consumers put Great For You™ into action. These included more than 75 quick, affordable and nutritious recipes, weekly food tips, messages communicated via social media channels and a series of short videos to help plan, shop and prepare healthier meals and snacks at home.</li> <li>• The Great For You™ icon has been made available for use to national-brand companies.</li> </ul>
Open between 275 and 300 new stores in urban and rural food deserts by 2016. Increase access to fresh and healthier foods for Americans.		By the end of FY2014, we opened 224 stores serving food deserts across the country. Of these, 48 were opened in FY2012, 80 in FY2013 and 96 in FY 2014.
Invest in food and nutrition programs to help educate consumers about healthier food choices.		Walmart and the Walmart Foundation continue to honor our commitment to increase charitable support for nutrition programming, donating more than \$15.4 million in 2013 and more than \$41 million since 2011. With a goal of helping Americans learn to choose and use healthier, more nutritious food items, we fund programs that teach cooking and shopping skills, provide nutrition education and increase knowledge of healthy eating.



## Global Women's Economic Empowerment

Commitment	Progress	Update
<p>Source \$20 billion from women-owned businesses for our U.S. business through 2016.</p>		<p>To achieve our end goal of \$20 billion, we set annual targets for our U.S. business and have met those targets through the first two years. Spend with women was up significantly for FY2014. Through surveys of our merchants and suppliers, we identified challenges facing women-owned businesses (WOB) and, in partnership with Supplier Diversity and Supplier Administration, implemented a variety of tools and resources to address them. Examples of these tools include:</p> <ul style="list-style-type: none"> <li>• <b>Scorecards:</b> Our WOB scorecards ensure merchants and leaders have visibility into the WOBs and diverse suppliers they currently work with and how each area of the business is tracking against its target. These tools drive focus and accountability across the business.</li> <li>• <b>Supplier Academy:</b> In November 2013, Walmart launched Supplier Academy, a set of online educational modules designed to prepare “merchant-ready” suppliers and buyers. Modules such as “Keys to a Successful Buyer Presentation” and “Working with Small and Diverse Suppliers” are aimed at developing strong working relationships and set both sides up for success.</li> <li>• <b>Supplier Summits:</b> In 2013, Walmart conducted two types of supplier summits. The first allowed our teams to discuss strategic business growth opportunities with current WOB suppliers. The second focused on finding new suppliers. All in all, Walmart and Sam’s Club held 10 summits last year to help grow existing or identify new suppliers for our business.</li> </ul>
<p>Double sourcing from women-owned businesses in our international markets through 2016.</p>		<p>To reach this goal, we need tailored strategies by market. Our first step has been to establish a baseline, then to analyze our supply base, then research the business and cultural realities that affect WOBs in our markets. The following represents a sampling of the progress we have made over the past two years:</p> <ul style="list-style-type: none"> <li>• Assembled a working group representing each of our international markets and Global Sourcing team to share information, ideas, best practices and progress.</li> <li>• Identified our WOB suppliers in seven of our international markets.</li> <li>• In September 2013, along with other corporate and nonprofit partners, signed a Clinton Global Initiative mega-commitment to advance women entrepreneurs by training 15,000 women business owners and sourcing \$1.5 billion from WOBs outside the U.S. by 2018.</li> <li>• Gave two grants to WEConnect International to develop training programs for women entrepreneurs on Accessing Global Corporate Supply Chains and Working with Walmart.</li> </ul>
<p>Launch a dedicated e-commerce platform designed to give small women-owned businesses/women-empowering businesses access to our customers.</p>		<p>In March 2013, we launched Empowering Women Together (EWT), a destination on Walmart.com that connects small WOBs around the world with customers who are looking for products from WOBs. It began with more than 200 items from 19 suppliers in nine countries and has grown to more than 350 items from 30 businesses in 12 countries.</p>

## 2013 Commitments and progress Completed On track Behind

### Global Women's Economic Empowerment continued

Commitment	Progress	Update
Empower nearly 1 million women on farms and in factories through training, market access and career opportunities through 2016.		By the end of 2013, Walmart and the Walmart Foundation had contributed to training 283,280 women on farms and in the workforce.
By the end of 2016, in emerging markets train 500,000 women in the agriculture value chain.		By the end of 2013, Walmart and the Walmart Foundation had helped train approximately 307,332 emerging-market farmers and farm workers, of which 132,405 were women. In addition, the Walmart Foundation funded six projects in Africa and Asia that will reach another 370,000 farmers, of which 258,000 are expected to be women.
We will help 60,000 women working in factories develop the skills they need to become more active decision-makers in their jobs and for their families by the end of 2016.		By the end of 2013, the Women in Factories program had trained 27,441 women in foundational training for life and work skills. Of those women, 799 completed advanced training. The training has been implemented in 40 factories in Bangladesh, El Salvador, India and Honduras. Training will begin in China in 2014.
By the end of 2016, train 200,000 women for their first jobs in retail in our emerging markets.		By the end of 2013, Walmart and the Walmart Foundation had contributed to training 11,846 women in Argentina, Brazil, El Salvador and India in retail skills. The Walmart Foundation also funded Samasource, a leader in microwork, to train 10,000 women in Kenya and Uganda on critical digital and soft skills.
Help 200,000 women in the U.S. from low-income households gain the skills they need for employment by the end of 2016.		Since the launch of the initiative, 111,588 U.S. women from low-income households have received training through programs funded by the Walmart Foundation. In 2013, the Walmart Foundation provided more than \$20 million to eight national grantees and more than 100 state grants to help 65,000 economically vulnerable women achieve greater financial security through training, education and access to better job opportunities. This included \$5.66 million for seven women's community foundations to continue the Pathways to Prosperity program and \$3.5 million to Wider Opportunities for Women to place women into nontraditional jobs, such as advanced manufacturing and construction.
Work with professional service firms and merchandise suppliers with more than \$1 billion in sales to increase women and minority representation on Walmart accounts		At the end of 2013, more than 100 professional-service suppliers had been invited to report the gender and ethnicity of their Walmart of Sam's Club teams using the online tool. These same professional service suppliers will be asked to update their team information in the fall of 2014 to allow for year-over-year analysis of the data. Also in 2014, we will initiate reporting for global accounts and top merchandise suppliers. To ease onboarding process for new suppliers, we are also developing an online training module for the online reporting tool.
Support for these programs will come from more than \$100 million in grants from the Walmart Foundation and direct donations from Walmart's international business.		Since the launch of this initiative, the Walmart Foundation has contributed more than \$79 million in state, national and international grants toward these programs.

# 2013 Commitments and progress



Completed



On track



Behind

## U.S. opportunity

Commitment	Progress	Update
Offer a job to any eligible, honorably discharged veteran within their first 12 months off active duty.		As of February 2014, Walmart has hired more than 32,000 veterans. We project we will hire 100,000 veterans by the end of 2018, many within their first 12 months off active duty.
Buy an additional \$250 billion in products made, assembled, sourced or grown in the U.S. over 10 years in an effort to grow U.S. manufacturing and encourage the creation of U.S. jobs (began in 2013).		Walmart has seen many early successes with the program. Walmart hosted its first U.S. Manufacturing Summit in August 2013, with 34 states, eight governors and more than 1,500 attendees. Multiple commitments have already been made by suppliers, and we are on track to continue this progress.

## Energy

Commitment	Progress	Update
Be supplied by 100 percent renewable energy.		As of 2013, Walmart-driven renewable energy projects and purchases provided about 8 percent annually of our buildings' electricity needs. The grid supplied another 16 percent, for a total of 24 percent renewable electricity.
Double fleet efficiency in the U.S. by October 2015 (2005 Baseline).		Walmart U.S. Logistics has achieved an 86 percent improvement in fleet efficiency over our 2005 baseline. Industry-leading innovation in both equipment and operations resulted in a 6 percent increase in 2013.
By Dec. 31, 2020, reduce the total kWh-per-square-foot energy intensity required to power our buildings by 20 percent versus 2010.		Walmart has reduced the total kWh-per-square-foot energy intensity of our buildings worldwide by 7 percent versus 2010. The majority of this progress has been driven by retrofits and remodeling of our existing buildings.
Drive the production or procurement of 7 billion kWh of renewable energy globally by Dec. 31, 2020 – an increase of more than 600 percent versus 2010.		Walmart produced or procured an annualized 2.2 billion kWh of renewable energy in 2013. This more than doubles the amount of Walmart-driven renewable energy worldwide since our previous report.

## 2013 Commitments and progress



Completed



On track



Behind

### Waste

Commitment	Progress	Update
Eliminate landfill waste from U.S. stores and Sam's Club locations by 2025.		Walmart U.S. waste diversion improved to 81.66 percent in 2013 across stores, clubs, distribution centers and other facilities.
Walmart will reduce food waste in emerging-market stores and clubs by 15 percent and in our other markets by 10 percent by the end of 2015 (2009 Baseline).		Walmart continues to take steps forward by reducing food waste in Brazil, Central America, Japan, Mexico and the U.K., but a variety of factors has increased the challenge of our remaining on track globally for this goal. The expansion of our fresh food offering in several markets has created the potential for additional throwaway. In addition, we continue to recognize that the biggest opportunity to reduce food waste resides in how food is handled and transported before it ever reaches our stores. We're focused on identifying opportunities through the entire life cycle of the food we sell, from farm to table. And we're applying market-level wins and best practices across our global operations, as appropriate.

### Products

Commitment	Progress	Update
We will develop a worldwide sustainable product index globally.		Using the work of The Sustainability Consortium, we are delivering the Sustainability Index in more than 700 categories to buyers in the U.S., Sam's Club and several international markets. We are developing a clear road map to continue global expansion.
By the end of 2017, we'll buy 70 percent of the goods we sell in Walmart U.S. and Sam's Club U.S. units only from suppliers who use the Sustainability Index to evaluate and share the sustainability of their products.		As we continue to expand the Index to new categories, we are asking suppliers to use the tools to measure and report their sustainability performance.
Beginning in 2013, we'll use the Index to influence the design of our U.S. private-brand products.		We have started evaluating Index results in high-volume, private-brand categories to identify opportunities to drive improvements in product design.
Beginning in 2013, key global sourcing leaders will join our product buyers in Walmart U.S. and Sam's Club who already have specific sustainability objectives tied to their annual evaluations.		We worked with Global Sourcing leaders to establish priorities and goals for product sustainability.
Eliminate 20 million metric tons (MMT) of greenhouse gas (GHG) emissions from Walmart's global supply chain by the end of 2015.		Working with our suppliers and customers, we have eliminated more than 7.575 MMT of GHG emissions from our supply chain. We project our implemented and near-complete innovation initiatives will deliver more than a cumulative 18 MMT of GHG emissions by 2015. By managing a portfolio of projects and leveraging the Index to spur innovation and create accountability, we are confident that we are on track to achieve our goal.

## Products continued

Commitment	Progress	Update
<p>Walmart will sell \$1 billion in food sourced from 1 million small and medium-sized farmers in emerging markets by the end of 2015.</p>		<p>In 2013, we undertook a mapping process to estimate the number of small and medium-sized farmers in the supply chains of Walmart private brands. Given this work, we estimate Walmart is sourcing \$4 billion from 1.2 million to 1.4 million small and medium-sized farmers. We've focused our programmatic sourcing efforts in our produce purchasing, where we have the most direct relationship with farmers, and funded training programs for farmers in several other categories.</p>
<p>Walmart will provide training to 1 million farmers and farm workers in our food supply chain, of which we expect half will be women, in emerging markets by the end of 2015.</p>		<p>By the end of 2013, Walmart and the Walmart Foundation had contributed to training 307,332 farmers and farm workers in emerging markets, of which 132,405 were women. In addition, the Walmart Foundation funded six projects in Africa and Asia in 2013, which will reach another 370,000 farmers, an estimated 258,000 of them being women.</p>
<p>We will raise the income of the small and medium-sized farmers we source from by 10 to 15 percent in emerging markets by the end of 2015.</p>		<p>In China, we continue to work with the University of California at Davis and the Chinese Center for Agricultural Policy to conduct an income assessment of produce production bases that supply Walmart China and other retailers.</p>
<p>In the U.S., Walmart will double sales of locally sourced produce, accounting for 9 percent of all produce sold by the end of 2015 (2009 Baseline).</p>		<p>Despite the unpredictability of weather patterns and their impact on crops, we remain on course to continue expanding our purchases of locally grown fruits and vegetables and achieving our goal of doubling our local purchases by 2015.</p>
<p>Walmart will require sustainable sourced palm oil in all of our private-brand products globally by the end of 2015.</p>		<p>More than 20 percent of our global palm oil use supports sustainable growing. This includes GreenPalm certificates, Mass Balance and Segregated. Six of our international markets purchased GreenPalm certificates to cover all their 2012 palm usage. In 2013, we demonstrated an approach to support sustainable growing while achieving overall cost neutrality for the customer. This was executed in 27 percent of the U.S. private brands. We are assessing the feasibility of achieving the goal through this approach and will adjust strategy or tactics to close any gap.</p>
<p>Walmart will expand the already existing practice of Walmart Brazil of sourcing only beef that does not contribute to the deforestation of the Amazon rainforest to all of our companies worldwide by the end of 2015.</p>		<p>In 2012, Walmart Brazil developed our Amazon Beef Risk Management Platform. In 2013, Walmart Brazil rolled out to suppliers and established supplier qualifications and continuous improvement plans. A platform has been developed to roll out the tool to all relevant Walmart markets.</p>
<p>Walmart plans to invest more than \$1 billion in our perishable supply chain so that we deliver fresher, higher-quality food with a longer shelf life by the end of 2015.</p>		<p>Through the end of 2012, we invested \$535 million into our global fresh supply chain. The primary investment for fresh supply chain is in new or expanded distribution center capacity, with secondary investment in refrigerated trailers. During the second half of 2012, we opened a state-of-the-art distribution center in northern England, and more than \$300 million was approved for new or expanded distribution centers in Chile, England, Japan, Mexico and the U.S.</p>

See our full Global Responsibility Report online at:  
<http://corporate.walmart.com/microsites/global-responsibility-report-2014>



Stay up to date with all our global responsibility initiatives and news at:  
<http://corporate.walmart.com/global-responsibility/>

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## Our sustainable, next-generation report.

The minimized environmental footprint of this report is the result of an extensive, collaborative effort of Walmart and its supply chain partners. The environmental and social impact continues to be an important consideration. The entire text pages are printed on 60% tree-free Step Forward Paper™ made up of 60% wheat straw waste and 40% Forest Stewardship Certified® (FSC®) virgin wood pulp fiber that is Elemental Chlorine Free (ECF). Agricultural waste used to make this paper would have typically been landfilled or burned. Instead it provides farmers with a new source of revenue. The cover is printed on paper from well-managed forests containing PWC fiber that is Elementally Chlorine Free (ECF).



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