This is an exciting time to be in retail. Technology is changing how we live, work and shop at an unprecedented pace, and customer expectations are higher than ever. In addition to finding great items at great prices, customers today also expect the shopping experience to be easy, enjoyable and fast. To better serve them, we have to be innovative and agile, and we need a diverse workforce that is representative of those customers.

We need diverse associates—associates with unique styles, experiences, identities, ideas and opinions—to help us stay out in front. We have to lead in talent. Throughout our history, it has always been our associates who have been the key to our success, and we will remain that way in the future. And that means we have to strengthen our commitment to diversity and inclusion. That is why the theme for this year’s CDI Report is “The Road to Inclusion.”

This takes inclusive leaders who are equipped with the necessary tools to lead in a diverse and changing world. Walmart must be a place where associates feel welcomed, comfortable and safe in bringing their authentic selves to work each day and are engaged and empowered by inclusive leaders to be high performers.

Walmart often ranks near the top of diversity and inclusion reports, and generally, we outpace our industry. But that doesn’t mean we’re in a position to call it good and pat ourselves on the back. We’re on a journey to improve—and we still have a lot of road ahead of us. We have to chart new territory and challenge ourselves to do better when it comes to championing diversity.

Just as we’re reinventing how we serve customers, we have to examine what we could be doing better in terms of hiring and promoting associates and leaders with diverse backgrounds. What do we need to be doing—both as a company and as individuals—to make everyone feel his or her perspective is valued? What do we need to be doing to support the next generation of leaders?

Our people make the difference—and that means all of us. No matter who you are, you have a place at Walmart. We want everyone to be a part of how we are changing retail, and we are committed to creating inclusive environments in every store and in every part of our business.

More than ever, Walmart will be a ladder of opportunity—a place where any associate can build their dreams and grow. If we use our curiosity to our advantage and continue to improve our diverse talent, we have a bright future ahead of us.

Thank you to our associates, community leaders and other stakeholders who continue to help us be a better company. Let’s lead by forging ahead on the road to inclusion.
Today, the way work is done has fundamentally changed everything. The Future of Work workforce develops the skills required to succeed now. Continuous learning and training is the key to success. There is still work to do to make sure everyone, where they work or their industry is, has access to training and rewarding skills. As a society, we must come together and build solutions that serve the interests of all. One of the ways we’re making this happen is, has access to training and rewarding skills. As a society, we must come together and build solutions that serve the interests of all. One of the ways we’re making this happen is.

RETAIL’S ROLE
We know we can’t do this alone. The pace of change today makes employee-based training more important than ever. As the NRF Economic Report of the President found, that on-the-job training has been declining for decades. Though we’re working in the digital age, still consider it as different as the tools we use.

Inclusion is a Catalyst for Innovation

It’s been a year of change here at Walmart. We’ve been in 2017 in the midst of a digital transformation, focused on positioning Jet.com – acquired in late 2016 – alongside Walmart’s existing eCommerce platform and brick-and-mortar retail operations in such a way that the blend of physical and digital retail at scale would keep pace with rapidly changing customer demands.

The skills gap is not unique to the retail industry. The National Skills Coalition reported computer proficiency is required in approximately 54 percent of all “middle-skill” occupations already here. And while digital access is often cited as the largest gap, there’s another one we work in the digital age which is as different as the tools we use.

Technology is driving change faster than we could have imagined just a few years ago, and to succeed today, companies need employers to be curious, fast and highly adaptable. This means businesses, skills suppliers, risk providers and governments at all levels have to find new ways to work together to ensure everyone is equipped to succeed in rapidly changing workplaces. When people have the skills they need to succeed in jobs, economies grow.

New and different technologies will emerge, and with them and their different skills will develop. You might predict what the future of work will look like, but we can’t prepare. At Walmart, we’re optimistic. Because while we’re already starting one of the world’s largest workforces like the future of work is already here.

In my role, I’m often asked what the “future of work” will look like. It’s a really important question – and something I spend a lot of time thinking about. My answer is always the same – just look around you. The future of work is already here.

Technology has fundamentally changed everything about our lives. And life, work and technology are closely interrelated. It will take companies, our customers. But at the very root of it is humanity. It’s our customers. And we’re asking ourselves, how do we make the business case for generating profit. A business won’t survive for very long without profit, and it’s not going to make it without inclusion either.

Inclusion is a catalyst for innovation – the not-so-secret ingredients to what will make our businesses thrive – where associates with differing viewpoints are recognized the role each plays in fulfilling our mission to serve customers better, stronger and smarter. That two-day event began with Catalyst for Innovation, a conference that leveraged the momentum in our business by training more than 225,000 associates – preparing them for jobs with more responsibility and higher pay. They will have new skills. They will have confidence. And they will feel connected to the work they do today and the future that lies ahead of them — whether they choose to stay in retail or take those skills to a new role.

SOCIETY’S ROLE
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**OUR MISSION**

The Global Office of Culture, Diversity & Inclusion’s mission is to create an inclusive culture where all associates are engaged to deliver on our purpose — every day. At Walmart, we strive to create an atmosphere where associates feel welcome, comfortable and safe to bring their authentic selves to work.

A truly inclusive workplace culture is one where every associate feels empowered to bring their authentic self to work every day. These engaged associates are happier, and they perform at their best. As a result, they provide better service to our customers and members by creating a clean, fast and friendly shopping experience. When we get it right, the customers come back. That’s inclusion.

Culture, Diversity & Inclusion is a part of Walmart’s DNA; it’s how we do business to grow our business and save our customers money, so they can live better. By fostering a workplace culture where everyone is—and feels—included, everyone wins.

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**OUR VISION**

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

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**KEY DEFINITIONS**

**Culture**
Our values in action (Service, Respect, Excellence and Integrity)

**Diversity**
A workplace or community with unique styles, experiences, identities, ideas and opinions

**Inclusion**
Valuing, supporting and championing unique styles, experiences, identities, ideas and opinions to empower associates to reach their full potential

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**OBJECTIVES**

- Activate Our Culture
- Associate Life Cycle Integration
- Build an Inclusive Brand
- Modernized Measures

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**Diversity and Inclusion Commitments**

Accountability is one of the behaviors consistent with Walmart’s cultural value of “Strive for Excellence”, and one of the ways we hold ourselves accountable for progress on diversity and inclusion initiatives is through strategic alignment to relevant public commitments.

During the course of 2017, Walmart President & CEO Doug McMillon signed three D&I commitments — Catalyst CEO Champions for Change; CEO Action for Diversity & Inclusion; and Paradigm for Parity. While two of these commitments — Catalyst CEO Champions for Change and Paradigm for Parity — focus specifically on increased inclusion for women, Walmart is leveraging the spirit of these two commitments, in order to widen its focus on advancing inclusion for women as well as people of color and other underrepresented groups.

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**Catalyst CEO Champions for Change**

1. Accelerating progress in the representation of women and women of color in executive/senior level positions over five years
2. Accelerating diverse representation of women on Board of Directors within five years
3. Strengthening the pipeline of women through an annual deep dive of internal diagnostics and leveraging best practices
4. Benchmarking and tracking inclusion and improving the culture of inclusion within the organization
5. Sharing key metrics with Catalyst for benchmarking and reporting of collective, aggregate progress

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**CEO Action for Diversity & Inclusion**

1. We will continue to make our workplaces trusting places, where complex—and sometimes difficult—conversations about Diversity & Inclusion are possible.
2. We will implement and expand unconscious bias education. By helping our employees recognize and minimize their blind spots, we aim to facilitate more open and honest conversations.
3. We will share best—and unsuccessful—practices.
4. We also pledge to create accountability systems within our companies to track our own progress and to share regular updates with each other, in order to catalog effective programs and measurement practices.

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**Paradigm for Parity**

1. Minimize or eliminate unconscious bias
2. Significantly increase the number of women in senior operating roles
3. Measure targets at every level and communicate progress and results regularly
4. Base career progress on business results and performance, not on presence
5. Identify women of potential and give them sponsorships as well as mentors

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**ROAD TO INCLUSION**
Our values and behaviors

Culture is the foundation of everything we do at Walmart — the launch point for delivering on our Culture, Diversity & Inclusion (CDI) vision of Everyone Included. At Walmart, we define culture as our values in action. It’s how we deliver superior customer service, create a great front-line work environment and improve performance in order to achieve our common purpose of saving people money, so they can live better. The Walmart Culture is one of high performance, and it is how we live out our Values of Service to the Customer, Respect for the Individual, Strive for Excellence and Act with Integrity through our everyday behaviors.

SERVICE TO THE CUSTOMER
• Customer First
  Listen to, anticipate and serve customer wants and needs
• Frontline Focused
  Support and empower associates to serve customers every day
• Innovative and Agile
  Be creative, take smart risks and move with speed

RESPECT FOR THE INDIVIDUAL
• Listen
  Be visible and available; collaborate with others and be open to feedback
• Lead by Example
  Be humble, teach and trust others to do their jobs; give honest and direct feedback
• Inclusive
  Seek and embrace differences in people, ideas and experiences

STRIVE FOR EXCELLENCE
• High Performance
  Set and achieve aggressive goals
• Accountable
  Take ownership, celebrate successes and be responsible for results
• Strategic
  Make clear choices, anticipate changing conditions and plan for the future

ACT WITH INTEGRITY
• Honest
  Tell the truth, keep your promises and be trustworthy
• Fair
  Do right by others, be open and transparent
• Courageous
  Speak up, ask for help, make tough calls and say “no” when appropriate

DO THE RIGHT THING, FOR THE RIGHT REASONS, IN THE RIGHT WAY

At Walmart, we believe in empowering our leaders to make decisions that help them take care of our associates and customers in order to grow our business. It’s the tough decisions — or the times we feel overloaded with too many decisions — that can leave us seeking out rules that can help us eliminate the guess work. Rule books can make for fast decisions, but they don’t always contain all the answers.

Our humanity shines the brightest when we make decisions that are grounded in the values of our culture and not based on a set of rules. With Values-Based Decision Making training we empower leadership to incorporate our Values & Behaviors when making decisions.

This empowers our leaders to have the responsibility and confidence to utilize good judgment when making everyday decisions for our associates, customers and business partners. Doing the right thing starts with active listening and asking questions to understand the whole situation. It also takes identifying who is involved and determining what resources are needed.

This doesn’t mean ignoring existing policies and practices. Finding the right reasons for a values-based decision involves evaluating extenuating circumstances and validating all of the facts through the lens of our company policies. When we make decisions based upon our values, we reinforce that “our people make the difference” isn’t just something we say — it’s what we believe.

Values-Based Decision Making

VISION
Empower leadership to incorporate our Values & Behaviors when making decisions

OBJECTIVES
• Embed our Values & Behaviors into decision making
• Reinforce “Active Listening” as a key component of our culture to enable our continued success
• Ensure leaders have the skill sets needed to actively listen and make values-based decisions
As a mature organization, Walmart must be well-positioned to leverage its assets and established lines of business while at the same time demonstrating the innovation and agility of a startup, in order to keep up with the pace of change. Such is the nature of doing business in the era of digital disruption. The advent of the Information Age has brought with it a need for a new approach to leadership. Next-generation leaders must develop and demonstrate an evolved—and ever-evolving—set of core competencies in order to achieve both business results and personal career growth.

Next-generation leaders are valued for their versatility and ability to take a generalist approach to leading multiple functions simultaneously or being able to shift to lead different vertical functions. These leaders are most effective when they’re able to foster cross-functional collaboration within their organization and across the enterprise, and when they use a people-oriented approach that enables and empowers their associates to take ownership and accountable for their own work as well as the performance of the total company.

As humans, we all have unconscious biases—the key is getting leadership to identify and accept this and then to know what to do to mitigate bias in their decision-making. We are working to introduce “bias disruption” into the system through various in-person and online trainings, which are meant to help leaders develop an awareness of their initial reactions to information and situations, in order for them to instead respond with decisions based upon values rather than biases.

Walmart has worked with a number of external subject matter experts, including neuroscientist Dr. Steve L. Robbins, to help our leaders understand unconscious bias and inclusive leadership training. Throughout 2017, Dr. Robbins has led several in-person and virtual presentations at Walmart to total in-person audiences of more than 2,500 associates, including a session in April for President & CEO Doug McMillon and his direct reports. Dr. Robbins believes that taking the time to mitigate unconscious bias is something that distinguishes us—a positive or negative way—from critically evaluating the facts of a decision, that mental models are essentially stereotypes that our brain uses to categorize information for fast, negative way—anything that distracts us is a social pain of exclusion. This training has been attended by more than 2,500 associates across the Bentonville, Ark. Home Office campus as well as in field locations in Indiana, Minnesota, Oklahoma and Texas.

In order to attend or watching one of Dr. Robbins’ presentations, associates have the ability to access a series of short “inclusion insights” videos by Dr. Robbins, along with companion discussion guides, which can be used to help leaders facilitate mini unconscious bias sessions with their teams and mentoring circles. A self-paced learning module with videos and scenarios, designed to help mitigate bias, is also available online for leaders to access. The Office of Global Culture, Diversity & Inclusion also conducts an interactive 90-minute training, “Unconscious Bias to Conscious Inclusion” This training has been attended by more than 2,500 associates across the Bentonville, Ark. Home Office campus as well as in field locations in Indiana, Minnesota, Oklahoma and Texas.

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As we continue to grow and evolve our business to become more innovative and agile, our work at Culture, Diversity & Inclusion has taken on even greater importance. We still have more ground to cover, though our vision of creating a culture where everyone is included is gaining momentum and is a business imperative we expect all of our leaders to champion.

We’ve been on our diversity and inclusion journey for more than a decade now, and we’ve achieved some significant milestones along the way. We achieved one of those milestones in 2009 — it was then that Mike Duke, retired President & CEO — Walmart, announced the formation of the President’s Global Council of Women Leaders (PGCWL). The PGCWL was initially formed to advise the CEO and other company leaders on matters related to women in the workplace. From the beginning, their goal has been to make Walmart the best place to work for women—at all levels. From its inception, the PGCWL and its members have been committed to the objectives of attracting female talent: promoting inclusion while developing, advancing and retaining women. It was that focus on promoting inclusion that led to another milestone on our journey in early 2016, when we formalized the President’s Inclusion Council. The mission of the Inclusion Council is to advise and guide on the issues and enterprise efforts, in building an inclusive work environment.

Our goal is to make every associate feel included at Walmart. The leaders on both the PGCWL and the Inclusion Council have been instrumental in casting the vision, setting the strategy and modelling the behaviors consistent with an inclusive culture.

Both groups identified natural intersections and began working together in order to accelerate shared strategies, and in early 2017, that organic collaboration led us to integrate the PGCWL and the Inclusion Council into one advisory committee chaired by our President & CEO Doug McMillon.

The goal of making Walmart the best place for women to work at all levels is just as important today as it was when the PGCWL was formed in 2009. Equally important, is creating an inclusive workplace culture where all 2.4 million associates around the world feel welcomed and inspired, and that the potential of the Walmart opportunity is a consistent reality every associate believes they can achieve.

That’s the reason for this integration—to align our energy and efforts around inclusion for the betterment of all associates.

The Inclusion Council, comprised of a diverse group of leaders from our business segments around the world, meets quarterly and serves a two-year term with half of the members serving a third year to ensure continuity. The 2017 cohort included:

Doug McMillon
President and CEO (Chair)

Jace Ewing
Co-Leader SVP — People, Walmart International

Ben Hassan
CDI Lead SVP and Chief Culture, Diversity & Inclusion Officer

David Scott
Co-Leader SVP Talent & Organizational Effectiveness

Allan Leung
Senior Director, US Finance & Strategy

Brandi Joplin
SVP Global Audit

Cameron Geiger
SVP Logistics Services

David Gallovasse
SVP People, Sam’s Club

David Redfield
SVP Walmart Government Affairs, Walmart US

Erica Chan
SVP General Counsel & Chief Administrative Officer, Asia

Fima Tan
SVP — US Customer Technology, Walmart eCommerce

Jasica Duarte
VP — Home & GM Product Development

Julie Murphy
VP — People, Walmart US

Karen Stockey
SVP Private Brand, Walmart US

Karina Aved
SVP Human Resources, Mexico

Kathleen McGualgin
Chief Sustainability Officer & Foundation President

Kelvin Boncom
VP & RGM — North Central, Sam’s Club

Mark Espinosa
Senior Director, Public Affairs

Mark Hennesberger
SVP & CFO — Mexico

Olga Gonzalez Aponte
SVP Apparel & Home, Walmart

Shadly Koriff
SVP Apparel & Home, Canada

Tracey Brown
SVP Operations & Chief Experience Officer, Sam’s Club
The need for inclusion has never been more evident. In our communities, our politics and inside our own company, a movement toward greater inclusiveness is essential if we are to solve some of the most complex and challenging issues facing our business and society. Inclusion is how we can tap into the full potential of human talent and create ROI for everyone — customers, and society. Inclusion is how we can tap into the full potential to spark change on a broader, societal level.

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The Inclusion Forum was designed to create greater inclusion for Walmart’s four stakeholder groups — associates, customers, suppliers and communities. By highlighting the unique needs of each segment, while also addressing what works consistently and positively or negatively impacted by inclusion/exclusion within the other segments.

The vision for the forum was to create workplace and societal cultures where everyone is included, so that everyone can perform at their best for the achievement of better business outcomes and to build and maintain a strong business. In order to accomplish this, the forum organizers sought to convene a cross-section of external business leaders, inclusion thought leaders and Walmart associates for shared learning, to explore best practices and identify tools necessary for inclusive Walmart for associates, customers, suppliers and communities — by highlighting the unique needs of each segment, while also addressing what works consistently and positively or negatively impacted by inclusion/exclusion within the other segments.

Inclusion Forum Helps to Advance Walmart on its “Road to Inclusion”

Inclusion Forum Helps to Advance Walmart on its “Road to Inclusion”

The event featured many other senior Walmart leaders sharing their perspectives on the importance of inclusion, including David Wehbe, President & CEO — Walmart International; Dan Bartlett, Executive Vice President — Corporate Affairs; Dave Marver, President — Walmart U.S.; Steve Price, President — Walmart International; Kathleen McLaughlin, President — Walmart Foundation and Chief Sustainability Officer; and Tony Roger, Senior Vice President & Chief Marketing Officer — Walmart U.S. One of the sentiments that was shared by many of the presenters was that while technology is changing the way we work, retail is still a people business. He set forth his expectations around inclusion, based upon his belief that it is a foundation of Walmart that makes us special.

Doug also discussed how technology is changing how we work, and that inclusion is a necessary ingredient for the kind of innovative products and services we need to produce in order to remove friction from the system so we can fulfill our objective of being the most trusted retailer. “If we can fulfill our obligation as the most trusted retailer and create an inclusive culture for our associates, customers, suppliers and communities. By highlighting the unique needs of each segment, while also addressing what works consistently and positively or negatively impacted by inclusion/exclusion within the other segments.

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coming to a company that values inclusion — by samina qazi, aigle coach

I joined the Wal-Mart螺丝公司 (WMC) team in 2012, and was the first female Muslim engineer hired in WMC, who wears a hijab. I want to share my journey of being a Muslim engineer hired in WMC who wears a hijab. I want to share my story of coming values inclusion — in partnership with the Asian Pacific Officers Caucus (APOC) and Asian Pacific Associates Network (APAN) — had the Asian American Pacific Islander (AAPI) Forum. A two-day conference attended by more than 400 associates. The forum, themed “Unveiling Our Strengths to Shape Walmart’s Future,” was designed to drive engagement and provide new opportunities, and was highly valued business created by and through the AAPI associate and customer from a workforce perspective, the forum focused on exploring technologies and developments ushering inclusion to attract, the attraction, retention and advancement of AAPI talent. Key aspects of this talent focus included:

• Understanding the importance of our associates’ voice, influence and professional development, and to highlight the business value created by and through the AAPI associate and customer.

In September 2016, the Global Office of Culture, Diversity & Inclusion — in partnership with the Asian Pacific Officers Caucus (APOC) and Asian Pacific Associates Network (APAN) — had the Asian American Pacific Islander (AAPI) Forum. A two-day conference attended by more than 400 associates. The forum, themed “Unveiling Our Strengths to Shape Walmart’s Future,” was designed to drive engagement and provided new opportunities, and was highly valued business created by and through the AAPI associate and customer from a workforce perspective, the forum focused on exploring technologies and developments ushering inclusion to attract, the attraction, retention and advancement of AAPI talent. Key aspects of this talent focus included:

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• Understanding the importance of our associates’ voice, influence and professional development, and to highlight the business value created by and through the AAPI associate and customer.
Since the early days at Jet, all diversity and inclusion efforts have been grassroots and completely driven by associates. Creating an inclusive workplace has been at the foundation of Jet’s culture. After the acquisition of Jet by Walmart in August 2016, the diversity and inclusion space wasn’t enough. I now want to be part of the workforce has been busy since the launch and have sponsored optimize and co-lead of the Women’s ARG. The ARGs have also partnered closely with the Walmart Community Engagement strategy and giving program, called FY19. In FY19, eCommerce ARGs will be able to recommend local community grants; each ARG will have access to a $10,000 community grant to a nonprofit of the culture and continue to build an inclusive culture, two new programs launched at Jet: The Culture Network and the New Hire Experience (NHX) Buddy Program. The Culture Network is a group of passionate associates who want to own a piece of the culture while using their voice to make a positive difference. These culture champions meet on a monthly basis and will be tasked with developing action plans based on feedback from the Associate Engagement Survey (AES), which provided a great opportunity for these new leaders to formalize these efforts accelerated. In response to this excitement, five Associate Resource Groups (ARGs) launched at Jet in November 2017: Black ARG, LatinX ARG, Pride ARG, Women’s ARG and Asian ARG.

The work I have done (in the diversity and inclusion space) wasn’t enough. I now want to be part of the momentum launching ARGs, the ARG leads chose trivia questions that were relevant to their respective communities. “Ummm, this is the hardest trivia EVER... but also cool that I learned a lot and met some new employees,” said Ryan Lathrum, Manager — People Experience, Jet.
I started with the company 11 years ago in the photo lab in Hillsborough, North Carolina, then came to the Home Office for 7.5 years in the logistics division before moving to Sam’s Pricing. Personally, my wife and I have two daughters, 10 and almost 13. Something I enjoy is dating someone. Her name is Lyndia. “I am dating someone. But it isn’t a guy. Her name is Lyndia.”

As I came out, I didn’t have to spend so much energy hiding who I was and was able to put more energy into being a better version of myself. And I was able to relate that to my career and how I felt about myself. It was in high school when my secret would first be put out there. I still remember the friend that said, “I know you’re gay.” I hadn’t even told that to my closest friends. That friend gave me something more. And I didn’t make just how much. She went to church camp and when she got back she added me to her circle. I was told that so many of us could be friends and that she told the friend more about us. She asked her friends, gathered me in the things I knew but didn’t go out the door quite as quickly with [embarrassment]. I was just towards the end of my teens. For the past years, I’ve had social friends. It was going well but and many more unimportant things that should never be in another person’s discussion. I would never tell my friend from the observation of baldness, crying just as hard as I was. This coming from a woman who take care of one of my kids, too. I was looking for a second career. It was not a place where I could ever be of the words gay, bisexual, lesbian, transgender. I could only think of the energy I spent on my gender, not my race. My mother was trying to give me a good life. She went to church camp and when she got back she asked me to come over. It was important to our business; reflected on the progress we’ve made; and identified opportunities for continued growth and allyship. The authentic conversations forged during and after “Out at Walmart”, a program of how much can be accomplished when we work together and that each of us plays a role in making sure every Walmart associate feels valued.

Levi Miller, Co-Manager of Store #2807 in Harrisburg, Virginia, spoke at the event — a group that also included Rustin Richburg, Senior Vice President — People, Walmart U.S. and Vicky Dodson, Vice President — Labor Relations, Walmart U.S. Levi shared his experiences as a transgender associate who has gone through transition. “As I came out, I didn’t have to spend so much energy hiding who I was and was able to put more energy into being a better version of myself. And I was able to relate that to my career and have since been prompted multiple times.”

Walmart held “Out at Walmart: Winning with an LGBT Inclusive Workplace” on Oct. 11, 2017, at its Home Office in Bentonville, Arkansas, in celebration of National Coming Out Day. The event was hosted by the Pride Employee Resource Group (PFLAG) and PFLAG Arc.

Jean-Marie Navarro, Director of Learning & Inclusion for PFLAG, led the training, which included the “Straight for Equality in the Workplace” topics, “Want an Ally? Go Out and Help One Out” and “Becoming a Trans Ally.” The Straight for Equality training helped associates understand the importance of changing LGBT terminology, learn about all that the ally journey looks like, and questions learned about stereotypes, everyday actions that can help sets expressions and create change in the workplace. The Straight for Equality training reviewed basic terms and concepts to understand what transgender means and how it (doesn’t) fit into the conversation about LGBT issues in the workplace. The training included straight etiquette 101, including words, questions and comments to avoid. The training also reviewed Walmart’s non-discrimination policy, transition pathway and what Walmart does to support associates in coming out to family and friends. The training included what actions associates can take to ensure transgender individual feel supported and included at work. “I attended the event not because I am a Pride Leader, but because I have as much to learn as anyone else, “ said Bailey Thompson, Senior Hispanic Latino Associate Resource Pride Leader, but because I have as much to learn as anyone else.”

For too long, I let that experience define me and how I felt about myself. Working grandpa’s, and would not say this to other people. Occasionally, I asks what my husband does for a living, I “I attended the event not because I am a Pride Leader, but because I have as much to learn as anyone else.”

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BRAIN DISRUPTION

Driving Disability Inclusion through Bias Disruption

It is no secret that people with disabilities face many challenges. From living in a world that’s not always accessible to having to find creative solutions to obtain or maintain employment, disabilities can be at innovation, as a disruptive force that is on the rise. They are equally strong in their determination to learn that, according to U.S. Department of Labor statistics, people with disabilities have a workforce participation rate approximately one-third of their non-disabled peers. One of the common challenges cited by people with disabilities in regards to obtaining and maintaining employment, is unconscious bias around capabilities and competence — a potential mindset that in which Dining in the dark seeks to help participants identify and mitigate. One of the most important takeaways from participant feedback has been that participants often come away from the experience of moving beyond bias-based decision-making to critical thinking that promotes value-based decision-making. “Dining in the Dark was a real reminder that we have a lot of obstacles to remove if we truly want to be an inclusive employer.” Disabilities are not prohibitive to success for unique perspectives and keen insights that are often hampered. Empathy, vulnerability and a deeper understanding of sensory stimulation are common themes. Participants also discover that gaining more valuable experiences and developing better work solutions, “I had to trust and allow someone to be vulnerable, and it didn’t matter because I was always helping people,” says, adding that the discipline he developed in the Army is one of the greatest skills he brings to his Walmart career. “Patches helps promote this discipline and helps create a community of support for me.” It’s no secret that Chris Fellowes associates love working alongside Patches. Andrew B., a co-worker of Chris’ in electronics, says: “Patches is just a warming presence for everyone, including customers. He’ll wag his tail, and kids love it. ‘Who’s mean parents are happier too!’” Simplicity has patches in the store adds to movie, and if for any reason Chris Fellowes says, Patches is in the store, people know when to lend an extra hand. This story originally appeared in Walmart World.

In recognition of National Disability Employment Awareness Month (NDEAM) as well as in support throughout the year as a teambuilding activity. Many of the participants are surprised to learn that approximately 57 million Americans have a disability — making it the nation’s largest diverse population — or that one in three people will develop a disability in their lifetime. According to U.S. Department of Labor statistics, people with disabilities have a workforce participation rate approximately one-third of their non-disabled peers. The somber statement has been a consistent and common piece of feedback among the approximately 600 associates — ranging from entry-level to senior vice presidents — who have participated in a Dining in the Dark learning experience since 2014. The 90-minute program, which is facilitated in partnership between the Global Office of Culture, Diversity & Inclusion (CODI) and The Advocates for Disability Awareness and Education (ADAE), aims to provide associates with an overview of the demographics of America’s people with disabilities as well as the challenges facing many families with disabilities in finding and sustaining employment. Open registration sessions are held each October, in recognition of National Disability Employment Awareness Month (NDEAM) as well as in support throughout the year as a teambuilding activity. Many of the participants are surprised to learn that approximately 57 million Americans have a disability — making it the nation’s largest diverse population — or that one in three people will develop a disability in their lifetime. According to U.S. Department of Labor statistics, people with disabilities have a workforce participation rate approximately one-third of their non-disabled peers. One of the common challenges cited by people with disabilities in regards to obtaining and maintaining employment, is unconscious bias around capabilities and competence — a potential mindset in which Dining in the dark seeks to help participants identify and mitigate. One of the most important takeaways from participant feedback has been that participants often come away from the experience of moving beyond bias-based decision-making to critical thinking that promotes value-based decision-making. “Dining in the Dark was a real reminder that we have a lot of obstacles to remove if we truly want to be an inclusive employer.” Disabilities are not prohibitive to success for unique perspectives and keen insights that are often hampered. Empathy, vulnerability and a deeper understanding of sensory stimulation are common themes. Participants also discover that gaining more valuable experiences and developing better work solutions, “I had to trust and allow someone to be vulnerable, and it didn’t matter because I was always helping people,” says, adding that the discipline he developed in the Army is one of the greatest skills he brings to his Walmart career. “Patches helps promote this discipline and helps create a community of support for me.” It’s no secret that Chris Fellowes associates love working alongside Patches. Andrew B., a co-worker of Chris’ in electronics, says: “Patches is just a warming presence for everyone, including customers. He’ll wag his tail, and kids love it. ‘Who’s mean parents are happier too!’” Simplicity has patches in the store adds to movie, and if for any reason Chris Fellowes says, Patches is in the store, people know when to lend an extra hand. This story originally appeared in Walmart World.

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“Don’t underestimate culture,” said Amber. “Your network should be diverse,” Eugene said.

“Trootwets, leverage your analytical mindset,” LB said.

These leader-driven sessions give associates the opportunity to hear what our senior leaders have on their minds. In the September 2017 session, Dan Bartlett, Executive Vice President — Corporate Affairs and executive champion for AABRG, discussed the importance of our company’s reputation, its current state and the factors that impact our key reputational drivers.

Participating leaders also show associates how to become top performers in the company. During a session led by Earvin Young, Vice President — People, Sam’s Club, associates came to better understand Walmart’s Performance Management Cycle, the weight of each goal and competency in the Performance and Talent Management Tool (PTMT), and learned how to navigate through PTMT in order to evaluate their individual performance.

Associates have commented about how this program is a great avenue to get genuine and candid advice from leadership, while also building a network across the enterprise.

“Getting to meet the new associates has been refreshing. Many times you think you are in this journey alone, but when you come to the Community Café, you will find that there are leaders who are willing to help you on your journey,” said Celia Thompkins, Director — Reporting and Controls and community lead for AABRG.

The program began in August 2011 with a single event, which included 15 officers and 85 associates. It has since grown to feature 77 officer sessions in 2017, which reached 112 associates.

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“It’s been extremely helpful to have from leaders and our diverse associates to balance my opinions and to educate people about our culture. It’s share three stories from our culture, the overall total to 19 Café y Carreras events, spanning 40 officer-led sessions, reaching 3,229 participants. Despite being led by HLARG, the relevance has extended beyond Hispanic associates.

“It has grown, changed and now is more inclusive. As an event manager myself, I see the diversity in the single event, diversity in viewing different perspectives and different cultures.”

The sessions also provide associates with opportunities to network with people from across the business with whom they might not normally have the chance to meet.

“When I started at hourly, I was shy. Now I feel that I’m balanced, I take opportunities to share my views and network,” said Silvia. “I met people and got mentors, a sponsor who got to know my work ethic and saw how I was working. I got a mentor and a sponsor who could say ‘she’s doing great!’”

The program has provided cohorts with the opportunity to network with each other and learn about different areas within the Company, which is in such a large matrixed organization like Walmart, is not always easy.

“Café y Carreras — Spanish for ‘Coffee & Conversation’ — is a mentorship program led by the African American Business Resource Group (HLARG), which consists of associates with fewer than two years of experience at Walmart.

The sessions are led by senior leaders to do their part in ensuring we continue improving on diversity and inclusion every day,” said Joe Bollin, Chief Ethics & Compliance and Café y Carreras committee lead.

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The program has provided cohorts with the opportunity to network with each other and learn about different areas within the Company, which is in such a large matrixed organization like Walmart, is not always easy.
Mentoring circles were established in 2014 by Walmart’s Women’s Resource Council (WRC), to support a growing network of associates seeking to grow personally and professionally. Partnering with our core competencies and paired with eight to associate with one or two mentors. Mentoring circles create a safe place for women to talk about challenges and fears and overcome the barriers they commonly face—how to break through the glass ceiling, how to balance including and building a career, and more. The added value to Wal-Mart by developing, growing, and retaining women who can give career guidance and help with the development of other women. We sometimes think we can only provide development when we have direct reports, but that couldn’t be further from the truth. We all have different perspectives that have stretched my thinking to be more inclusive for each different stage of a woman’s career,” said Felicia.

Joining or leading a mentoring circle can grow an associate’s understanding of the business and connect them with women who can advise and support them throughout their career journey.

“Am most proud of the approach we have taken to not just discuss topics but to be intentional about getting to know one another in person. We’ve structured each meeting to include a presentation on a topic and also provide time for folks to discuss issues or challenges they are facing or want to learn more about each other.”

“For me it is very important to not just learn about topic, but understand each other’s role and how we may impact each other.”

“That women leave the circle feeling connected and better understanding different perspectives (working mom vs. newly married vs. single woman) and like they have allies and advocates they can turn to when they need it,” said Felicia.

Getting involved in a new mentoring circle every year can even provide opportunities for professional advancement.

“We’ve also had women promoted or reach out to our network for interest in opportunities that have come available in their respective areas,” said Marquita.

“Don’t think of mentoring as just a way to develop yourself and advance your career but as a way to take care of yourself and advance your life,” said Felicia.

Walmart gets “fierce for change” on International Women’s Day 2017

On March 8, 2017, International Women’s Day (IWD), associates from around the world gathered together to celebrate women and diversity engagement at Walmart. The event was organized by the Women’s Resource Council (WRC) and opened up with video featuring associates of diverse backgrounds standing for inclusion and declaring, “I will not be defined by my stereotype. I am a Walmart associate and I will be fierce for change.”

“Our goal for you is to be proud of our company’s accomplishments and be inspired to take action,” said Julie Murphy, Executive Vice President — People, Walmart U.S. and an officer sponsor of the WRC. “We also reaffirmed Walmart’s commitment to empowering women around the world and helping women-owned businesses succeed and grow.”

The newly appointed WRC leadership, Angie Cooper, Senior Director, Global Public Policy (chair) and Claudia Keyes, Global Business Services (vice chair), kicked things off by calling out some of the WRC’s highlights, including the growth of membership by 70 percent in the last 24 months—indicating the life of the strategy of connecting, developing and advocating is resonating.

Next up were Kathleen McLoughlin, Chief Sustainability Officer and President—Walmar Foundation, and Jenny Grant, Senior Director—Women’s Economic Empowerment, who shared the “Women-who-led” logo, which labels packaging of products from women-owned businesses, with women’s names. The logo underscores Wal-Mart’s ongoing commitment to empowering women around the world and helping women-owned businesses succeed and grow.

The featured speaker, Susan Scott, CEO of Fierce Inc., and Author of “Fierce Conversations: Achieving Success at Work in and out of One Conversation at a Time” delivered a memorable and dynamic presentation covering lessons from her books and corporate training sessions.

“Our careers, companies, our relationships and our organizations succeed or fall gradually, then suddenly, one conversation at a time. Susan said. What is a fierce conversation? “It’s one in which we come out from behind ourselves into the conversations and make them real” said Susan. She also stated that, “leadership should be defined and determined according to our ability to truly connect with our colleagues and our customers at a deep level.” Susan encouraged the audience, telling them, “You are the culture! Every single time you walk through that door you are reinforcing behavior that is healthy for your organization or unhealthy for your organization.”

Doug McKelvey, President and CEO of the Walmart Foundation, originated live from multiple locations in Orlando during the Walmart U.S. and Sam’s Club Year-Beginning Meetings (YBMs). The panel featured John Furner, President & CEO of Sam’s Club, Jenny Grieser, Senior Director — Global Public Policy, and Claudia Keyes, Director — Women’s Economic Empowerment, who shared the “Women-who-led” logo, which labels packaging of products from women-owned businesses, with women’s names. “For Walmart to be the best place to work for women at all levels and where each and every woman will want to work for the whole self to work for.”

Doug Mc Keyelvey concluded, “I am pleased to announce that we have created a leadership panel, originating live from multiple locations in Orlando during the Walmart U.S. and Sam’s Club Year-Beginning Meetings. The panel featured John Furner, President & CEO — Sam’s Club, Lisa Landisman, President — Jet.com; and Judith McKenna, Executive Vice President and Chief Operating Officer — Walmart U.S.”

Walmart’s ongoing commitment to empowering women around the world and helping women-owned businesses succeed and grow.

“Diversity as an objective is not just the right thing to do but it is smart business,” said Lisa. She quoted a McKinsey study that says “companies that value gender diversity are outperforming their peers, and the competition, and when you bring in ethnicity, diversity rises to 35 percent.”

In answering the question, “How are you thinking about diversity in your new role?” John replied, “We have to intentionally hire for attitude and train for skills.”

Doug asked, “Specifically as it relates to women and minorities, what advice would you give to people as they think about their careers?” Judith answered, “The number one thing is do the role that you have to the very best of your ability…develop a natural curiosity…make sure your voice is heard.”

In closing out the discussion, Doug said the following: “It’s true that when you compare us against many other companies and look at the statistics, we can feel good about our progress made and where we are. But I don’t. I am not satisfied, as I think there is so much more to do, and it is important to me personally that we make progress and we make it as soon as possible. If we work together there is no limit to what we can do.”
Walmart Japan Advances Women Through Work with Catalyst

The Walmart Culture is universal around the globe—from Bentonville to Tokyo to Mexico City—and is a fundamental component of the ongoing work process for everyone. All associates learn the values on Day One of employment. They can make a clear connection to how the behaviors of teamwork and impact inclusion, as well as our way of doing business, leads to a more inclusive and successful business. The rationale is that if we incorporate Diversity & Inclusion into the Walmart Culture, we can operationalize it in such a way that it becomes an inherent part of our global DNA.

Walmart operates more than 6,200 retail locations worldwide in 27 countries outside the U.S., and our associates across the globe are focused on our focus for each of our international markets. Walmart Japan, one of IBM’s largest superstore chains with locations nationwide from Hokkaido to Kyushu. Through collaboration with Catalyst Japan, a non-profit organization working to accelerate progress for women through their careers, as well as how men in management can partner to engage women, advancement by changing their own behaviors and respecting their differences.

ADVANCING DEVELOPMENTS AND STRATEGIES TO SUPPORT WOMEN’S ADVANCEMENT

The Advancing Women in Sales and Stores: “REAL LIFE CHALLENGES AND CROSS INDUSTRY SOLUTIONS” event was held at Walmart Japan’s headquarters in Tokyo on Dec. 20, which featured a panel discussion and an interactive group discussion.

The event attracted approximately 70 attendees with the audience comprised mostly of managers and those aspiring to management positions. Panelists included:

- Maki Nakamura, Senior Vice President — Suyu-GS and President and Representative Director — Walton Co., Ltd.
- Tsuei Fukegawa, Joint General Manager and Global Talent Acquisition and Development Department, Suyu-GS
- Miki Takahashi, Director of Human Resources — Gap Japan K.K.
- Miki Aochi, Vice President and Head of Human Resource — SAE Japan Co., Ltd.

Each panelist shared their own personal experiences and talked about the initiatives their companies have put in place to help women in their careers, as well as how men can support and engage their female colleagues.

During the group discussion, the participants divided into two sections. The first group discussed the topic “Take Charge of Your Career,” participants reviewed any advancement strategy and analyzed and discussed actions required to implement.

The second group discussed the topic “The Rules and Actionable Solutions to Support Women’s Advancement.” Various solutions and strategies were proposed for improving advancement for women, as well as how men in management can partner to engage women, by changing their own behaviors and respecting their differences.

The motto of mass-market UK retailer Asda is “Save money, live better.” Sound familiar? That’s because it’s inspired by Asda’s leadership’s customer understanding, “and that hiring and retaining multi-generational colleagues is leveraged to enhance our deep experience as employees and consumers.”

Aldi’s corporate values include “respect, fairness, team orientation, and focus on the customer.” The Aldi Group is a perfect fit for an apprenticeship program. Asda makes an investment in its current and future colleagues and maintains a clear relationship with customers, and membership in a CRG has come to be regarded as an opportunity for personal and professional growth.

Since two-thirds of projected retail UK spending growth will come from customers 50 and older, the Aldi Generation Group (AGG) is a particularly valuable partner to the business. Aldi’s Generation Group Chairperson Hazl Smith says “customer understanding comes from colleague understanding,” and that hiring and retaining multi-generational colleagues is leveraged to enhance our deep experience as employees and consumers. Aldi CRGs nurture long-term relationships with local charities, such as Silver Line—an organization that supports older people in the UK—within the vital UK apprenticeship program—a partnership between Aldi and Silver Line. Originally established as a training program for unemployed youth, the program is now stable, and the program addresses employment across that board. Aldi, with other major retailers and businesses, works with the government to identify different skills and job functions that can be standardised, and for the role that a CRG colleague can fill. Since 2012, Aldi has launched several CRGs to Reach Across Generations.

ROAD TO INCLUSION

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Leveraging Diversity to Recruit Next Gen Talent

At Haskell University

The history of Haskell Indian Nations University reflects both U.S. Indian policy and self-determination efforts by American Indian and Alaska Native communities. Haskell was founded during an era when the federal government believed Native Americans needed to assimilate into the mainstream culture to survive. To do this, the U.S. government sent Native American children away from their families to be educated at Native American boarding schools. Over time, the Haskell boarding school evolved into a primary school, then a commercial school, then high school, then junior college to its current state as a fully accredited university. Haskell currently has approximately 1,000 students per semester and offers four baccalaureate degrees and two associate degrees.

Walmart, “said Liz Mashie Gunsaulis, Senior Strategy Manager — Global Shared Services, who in a previous role was responsible for Walmart’s ALPFA communications, acquisition alignment and on-site brand presence, during the ALPFA Convention Sets Standard — ROAD TO INCLUSION recruiting activation.

ALPFA Convention Sets Standard for Diversity Recruiting Initiatives

ROPE TO INCLUSION

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co-founded in 2015 by Davis and Trevor Drinkwater, President & CEO — ARC Entertainment, the Bentonville Film Festival is a commercially focused, research-based platform with a mission to support content creation that inspires young minds to do great things. BFF is the only film competition in the world to guarantee theatrical, international, digital, retail home entertainment distribution for its winners with support from AMC Theatres, Magnolia Pictures, and RISE, a non-profit, non-partisan organization focused on women's rights.

"I am beyond excited at the support of my colleagues in the industry, from returning talent like Ramin Karimloo to our first-time ‘BFFs’ like Judy Greer and William H. Macy, who have embraced the mission of the Bentonville Film Festival," said Davis. "The films at BFF have inspired and provided change that we hope will continue for years to come!"

The BFF, featuring 70 competition films (more than double 2016) with 33 competition features, 14 spotlights, 19 shorts and four episodic. Qualifying films for BFF must meet two or more diversity requirements in the areas of director, producer, writer, lead character and/or cast/crew. The Bentonville Film Festival is able to help almost 90 percent of its competition films obtain distribution. Winning films included Blood Road (Best of the Best), A Happening of Monumental Proportions (Audience Spotlight), Parkers Anchor (Audience Documentary) and Woman on Fire (Audience Documentary). Co-founded in 2015 by Davis and Trevor Drinkwater, President & CEO — ARC Entertainment, the Bentonville Film Festival is a commercially focused, research-based platform with a mission to support content creation that inspires young minds to do great things. BFF is the only film competition in the world to guarantee theatrical, international, digital, retail home entertainment distribution for its winners with support from AMC Theatres, Magnolia Pictures, and RISE, a non-profit, non-partisan organization focused on women’s rights.

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The Walmart Foundation grant will help Connecting with Our Community, which promotes healthy eating through community-based organizations in our Northwest Arkansas home region, Walmart's diversity & inclusion efforts. The organization’s pronged "Feast for the Future" initiative, within existing community agencies. The initiative's first step is a school garden curriculum, and farmers and teachers will provide step-by-step instructions and customizable materials, in order to widely scale the program. Hundreds of children will have the opportunity to learn healthy eating and food insecurity. Many tribal lands are food deserts, defined as impoverished communities that lack access to healthy and affordable food. People with I/DD and to connect businesses with people and services that increase the demand, productivity and quality of their workforce. Providing the Northwest Arkansas community-based entrepreneurship initiative which aims to move hundreds of people with I/DD into competitively paid or in their communities. In addition to connecting talented people with I/DD to jobs, the experience of the workforce to employ more people with I/DD and create inventive partnerships with local, regional or national employers who want to hire more people with I/DD. Through grants from the Walmart Foundation, and in partnership with The Road to Inclusion, the new initiative will provide the workforce to prepare them for future employment; engaged more than 500 local, regional and national employers in the project; leveraged nearly $3M other public and private funders to support the work.

WelcomeNWA
WelcomeNWA aims to attract, welcome and integrate all who choose to call Northwest Arkansas home. By working with local governments, chambers of commerce and regional stakeholders, they develop a strategy welcoming plan for the region. The following key focus areas serve as a roadmap for long-term cooperation and investing in: Economic Development & Education: WelcomeNWA offers various workforce development initiatives that have the skills and assets to thrive, and economic development programs that are prepared to leverage new and existing talents to ensure everyone has the education they need to succeed in local workforce systems. Stakeholders in the region will be critical to ensuring the plan for long-term goals is realized. In an effort to provide more work for her housekeeper, Gupta offered her some valuable job skills. "Bringing underprivileged women into the workforce has given us the opportunity to empower others," says Babita, who adds that these women, who have attained a new level of dignity and self-worth, provide her company with a loyal workforce in which absenteeism has given us the opportunity to empower others, " says Babita, who adds that these women, who have attained a new level of dignity and self-worth, provide her company with a loyal workforce. Babita Gupta's road to entrepreneurship began with a simple gesture. Taking the future each month, the future of their communities across state lines. A digital event for the future fixed created by Johns Hopkins Center will provide local Corps members with

Connecting with Our Community

The Road to Entrepreneurship

Babita Gupta road to entrepreneurship began with a simple gesture. In an effort to find more work for her housekeeper, Gupta offered her some basic home decor projects to work on. The extra income had a dramatic effect on the woman's life. Babita also helped her by providing training and support in their communities. The entrepreneurs made significant strides with their venture, but when the opportunity presented itself, they gathered themselves and built the Women Entrepreneurship Development Program (WEDP). We didn't hesitate. "It got selected as a participant and a lot changed for her," says Babita. "I never thought it would have happened together. It broadened my horizon as I learned the nuances of running a business," says Babita. The women have the skills and assets to thrive, and economic development programs that are prepared to leverage new and existing talents to ensure everyone has the education they need to succeed in local workforce systems. Stakeholders in the region will be critical to ensuring the plan for long-term goals is realized. Babita's sister, Neeta, joined her in the venture, and together they grow the company.

Entrepreneurship

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Entrepreneurship
Empowering Women in Product Supply Chains

Women play a crucial role in retail supply chains around the world, as well as in the economic well-being of families and communities. In agriculture alone, women are responsible for 43 percent of farm production in low- and middle-income countries, and in China, they make up 60 percent of the workers who migrate from rural areas to work in city factories. Women who earn an income typically invest 90 percent of it back into their families and their communities, breaking the cycle of poverty. Yet around the world, women's average earnings are almost half of men.

In 2017, Walmart and the Walmart Foundation completed a five-year commitment, with funding in place, to train 1 million women around the world, with the aim of improving their access to markets and enhancing their career opportunities. The training components focus on women in four parts of the global supply chain: farms, factories, retail in emerging markets and low-income women in the U.S. The goal is to help women enhance their incomes and build their confidence as leaders in their workplaces, families and communities, while increasing factory and agricultural productivity. With funding in place to complete our goal of training more than 1 million women, we exceeded our goals in three out of our four focus areas. While we have not completed training for women in retail in emerging markets, we will continue this work over the coming years.

WOMEN IN AGRICULTURE

Women farmers in low- and middle-income countries are a vital link in our global supply chain. The Walmart Foundation has now funded training projects for more than 500,000 women smallholder farmers through the end of 2016.

WOMEN IN FACTORIES

The goal of the Women in Factories Training Program was to train 60,000 women in factories and processing facilities that produce goods for top retail suppliers and to develop a curriculum that could be adapted to a variety of cultural contexts. The training program has been implemented in 181 factories in Bangladesh, China, El Salvador, Honduras and India and delivered training to 126,519 women.

WOMEN IN RETAIL IN GLOBAL MARKETS

The retail sector can be a powerful force for economic mobility around the world, so training for entry-level retail jobs in emerging markets has been an important part of the WEE training effort. As of the end of 2016, Walmart and the Walmart Foundation have put funding in place to train 148,928 of the 200,000 we committed to train in 2011. For the past eight years, Walmart Canada has prioritized gender diversity, focusing on the development of female associates through its Women in Retail program. Since the inception of the program, Walmart Canada has seen a positive increase in the percentage of female store managers—from 15.3 percent at the end of 2009, to 23.6 percent by the end of FY2017—an increase of 52 percent.

WOMEN IN ENTRY-LEVEL U.S. JOBS

Walmart and the Walmart Foundation have also supported pre-employment training for low-income women in the U.S., funding support for more than 276,000 women to gain job skills and prepare for employment. With the completion of this part of the WEE training goal, we continue to support economic opportunity for women in retail in the U.S. through our Retail Opportunity program. Through that program, we hope to help women working on the front lines of retail advance at similar rates to their male peers.
FEMALE EEO-1 Comparison

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MINORITY EEO-1 Comparison

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### BLACK OR AFRICAN AMERICAN EEO-1 Comparison

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### HISPANIC OR LATINO EEO-1 Comparison

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<td>Executives/ Senior</td>
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<td>13.56%</td>
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<td>Level Managers</td>
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**ROAD TO INCLUSION**
### ASIAN EEO-1 Comparison

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### NATIVE HAWAIIAN OR PACIFIC ISLANDER EEO-1 Comparison

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## AMERICAN INDIAN OR ALASKAN NATIVE EEO-1 Comparison

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<tr>
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<td>Craft Workers</td>
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<tr>
<td>Operatives</td>
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<td>Service Workers</td>
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## TWO OR MORE RACES EEO-1 Comparison

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## ROAD TO INCLUSION

- 2015 National Composite
- 2015 Retail Trade Composite
- Walmart 2015
- Walmart 2016