



# Enhancing the economic mobility and inclusion of workers in retail and its product supply chains

Even as global prosperity has increased in the past three decades, many people feel the impact of increasing inequality closer to home. They wonder about their ability to move up the economic ladder.

As the largest retailer in the world, Walmart aims to use our strengths to systematically accelerate the improvement of skills and the corresponding upward economic mobility of workers in retail and product supply chains. We place a special focus on the economic mobility of women, minorities and others who may face particular barriers to advancement. To make the most impact, not only are we investing in our own workforce, but also, we are also engaging with a broad base of stakeholders – workers, employers, educational experts, nonprofit organizations, technology companies and governmental agencies – to find innovative ways to improve hiring, training and advancement beyond Walmart.

We see value in this approach for both society and our business. We hope to improve the economic inclusion and mobility of millions of people. Investing in the inclusive development of people will also strengthen the current and future talent pool in retail and product supply chains. At Walmart, we see this as good for our associates, our suppliers and our customers. We're seeking these outcomes through four key programs:

- Providing ladders of opportunity for Walmart associates
- Promoting increased mobility in the retail sector beyond Walmart
- Supporting reintegration of U.S. veterans into the civilian workforce
- Empowering women in product supply chains



Associate opportunity



Retail opportunity



U.S. veterans



Women's economic empowerment

## Economic mobility and inclusion: Progress against commitments

As of Fiscal Year End 2016

Initiative	Commitment	Progress
<b>Associate opportunity</b>	Invest in Walmart associate wages and upskilling.	\$2.7 billion invested in wages, benefits and training for Walmart associates in the U.S. over two years beginning in 2015.
<b>Retail opportunity</b>	Commit \$100 million from Walmart and the Walmart Foundation over five years (beginning in 2015) to increase the economic mobility of retail and adjacent sector workers, with goals of training more than 50,000 people and helping 30,000 advance their career.	Over \$39 million invested in the Retail Opportunity Initiative; programs supported trained 3,014 people in retail or adjacent sectors; helped 275 advance their careers.
<b>U.S. veterans reintegration</b>	Commit \$20 million from Walmart and the Walmart Foundation over 5 years (beginning in 2014) to support U.S. veterans through job training, education and innovative public-private community-based initiatives.	\$14.5 million dollars invested, including support for launch of 3-year collective action pilot in North Carolina.
	Offer a job at Walmart or Sam's Club to any eligible honorably discharged U.S. veteran who has been discharged since Memorial Day 2013.	More than 120,000 new veteran associates hired; more than 13,000 promoted to roles with greater responsibility.*

continued...

\* Editor's Note: These projections and reported hires/promotions include veterans hired under our original and expanded Commitment as well as other veterans hired by Walmart in this time frame. While we think it is particularly important to support soldiers as they make the transition to civilian life, Walmart believes all veterans deserve our respect and support, no matter when they left active duty.

Economic mobility – Commitments and progress and associates



Economic mobility and inclusion: Progress against commitments continued

As of Fiscal Year End 2016

Initiative	Commitment	Progress
<p><b>Global Women’s Economic Empowerment Initiative</b></p>	<p>Use Walmart and Walmart Foundation resources to empower nearly 1 million women on farms, in factories, in retail and in workforce through training, market access and career opportunities through 2016, including providing funding to:</p> <ul style="list-style-type: none"> <li>• Train 500,000 women from emerging markets in the agriculture value chain by the end of 2016.</li> <li>• Train 60,000 women working in factories in skills they need to become more active decision-makers in their jobs and for their families.</li> <li>• Train 200,000 women for their first jobs in retail in our emerging markets by the end of 2016.</li> <li>• Help 200,000 women in the U.S. from low-income households gain the skills they need for employment by the end of 2016.</li> </ul>	<p>Provided training and support to more than 762,000 women.</p> <ul style="list-style-type: none"> <li>• 420,452 women trained in agriculture.</li> <li>• Met goal; 103,000 women in factories received training.</li> <li>• 26,000 women in emerging markets received training for first retail job.</li> <li>• Met goal; over 213,000 low-income women in U.S. received training to gain skills.</li> </ul>
	<p>Support Women’s Economic Empowerment with \$100 million in grants from Walmart and the Walmart Foundation and donations from Walmart’s business around the world.</p>	<p>Provided \$122 million investments to date.</p>

---

## Providing ladders of opportunity for our associates

---

Walmart provides employment opportunities to more than 2 million people around the world, from product buyers to web designers and from truck drivers to sales associates. We've long been a place where anyone can start in an entry-level position and build a career – just ask the 75 percent of our U.S. store management teams who began as hourly associates, or Doug McMillon, our CEO, who started in a Walmart warehouse.

We want to continue that tradition of opportunity by making it even easier and faster for beginning Walmart associates to improve their skills and advance to positions of greater responsibility and income within or beyond Walmart, and to do it in a way that fosters diversity and inclusion at all levels.

We believe these efforts to provide our associates with ladders of opportunity create positive outcomes both for our business and for society. On the business side, a more engaged, productive and diverse workforce improves our customers' experience and grows sales. For society, as

workers receive training in the skills that lead them to the next level, household incomes can rise, overall economic stability improves and the national workforce is strengthened.

In this section, we profile a major initiative launched this past year in Walmart U.S. to accelerate the advancement of our associates, and we highlight ways in which we are enhancing associate opportunity in our other markets as well. The U.S. initiative includes four key components:

- Increasing wages and improving benefits
- Upskilling through innovative training and coaching
- Providing scheduling flexibility and predictability
- Fostering diversity and inclusion

### **Increasing wages and improving benefits for U.S. associates**

Walmart provides competitive wages and benefits to our associates around the world. This year we continued, for our U.S. workforce, a major initiative to increase our wages, especially for entry-level associates:

- Raised the entry-level wage to \$9 per hour for new hires, with an additional increase to at least \$10 per hour after successfully completing a new, six-month Pathways training program
- Raised the wages of all associates hired before Jan. 1, 2016, to \$10 per hour
- Issued annual pay increases for associates already earning more than \$10 per hour rather than waiting until their anniversary date
- Boosted the starting rate of our non-entry-level hourly pay bands, moving any associates falling below the new minimum starting points up to the new rate immediately
- Offered a lump sum payment equal to 2 percent of annual pay to hourly associates at or above the maximum of their respective pay bands

In March 2016, we implemented a new paid-time-off (PTO) program for hourly associates in Walmart U.S. and Sam's Club stores. It streamlines paid vacation, sick, personal and holiday time into one category and eliminates a prior one-day wait to use sick time. Both full- and part-time associates will earn PTO based on tenure

and hours worked, and hourly associates will be able to keep their unused time and carry it over to the next year – up to 80 hours for full-time and 48 hours for part-time hourly associates. Any hours beyond those limits will be automatically compensated the following year through paycheck bonuses. In the event that an associate leaves the company, any accrued and unused PTO will be issued in their final paycheck. Associates will also get to keep any sick or personal time accrued under our previous time-off plan.

In addition to PTO, Walmart is providing a new, basic short-term disability plan at no cost to full-time hourly U.S. associates. It pays 50 percent of an associate's average weekly wage, up to \$200, for up to 26 weeks. For those associates who desire, we are also offering an enhanced short-term disability plan. This plan costs less than our previous voluntary plan, and it provides up to 60 percent of an associate's average weekly wage with no weekly maximum, for up to 26 weeks. Together, these changes give associates more control over their time and more flexibility in the ways they choose to use it.



**“Upskilling” through innovative training and coaching: spotlight on Pathways, Lifelong Learning and Academies**

A job at Walmart is more than just a paycheck. It provides access to a ladder of opportunity, as a place where people can earn while they learn on the job.

**The Pathways training program**

In addition to our wage increases for associates, in 2016, all new Walmart entry-level U.S. associates – in all 4,500 U.S. stores – will participate in our new training program, Pathways. As a key component of our efforts to enhance economic opportunity for our associates, the program builds on a successful pilot launched in 2015 and provides training over at least the first six months of employment. Pathways focuses on “upskilling” – the acquisition and improvement of skills, and the gaining of knowledge that facilitates faster progression in a career in retail. By comparison, our previous associate onboarding process had been short and intense for new associates: a day-and-a-half of computer-based learning on internal

practices and policies, followed immediately by customer-facing duties. According to surveys, associates often felt lost in the flood of information and overwhelmed by the volume of acronyms, terms and processes introduced. The feedback they provided formed the basis of the new program.

Pathways seeks to better integrate new hires into Walmart’s culture, reinforcing our core values and focus on serving the customer. It helps frontline associates understand how key aspects of their jobs are connected to other parts of the business and how what they do makes a difference both for customers and the company. It also teaches valuable, transferable skills – including customer service, merchandising, teamwork and communication – valuable skills both within and beyond Walmart.

The Pathways program consists of two modules that mix computer-based learning with mentoring from a supervisor. The computer-based materials are self-paced and feature short videos and games designed to make the learning

process interactive and fun. The supervisor’s role includes leading associates through hands-on applications of what they’ve learned, as well as regular, reflective check-ins as the training progresses. By focusing on this kind of mentoring, supervisors and associates have more frequent opportunities to discuss performance and potential career opportunities within the company.

After successfully completing the program, associates receive an immediate pay increase to \$10 per hour. They are also presented with information about a range of career path options. As part of the Pathways program, Walmart is monitoring 10 metrics to track outcomes such as reduced turnover, improved productivity and increased associate engagement.

---

“It is great to see a company like Walmart leading the way on an important initiative like upskilling and pushing the envelope to see how career pathways can be developed in retail, what it can mean to the employees, and how it can benefit the company.”

– Jaime Fall, director of UpSkillAmerica at the Aspen Institute



### **Lifelong Learning: Creating opportunity through education**

Since 2010, Walmart has been helping associates succeed in retail careers through an education initiative called Lifelong Learning. The program focuses on building skills and credentials beyond their immediate job at Walmart. The learning opportunities range from foreign language courses to classes for completing a high school diploma, as well as earning no-cost college credit through on-the-job skills. Since the program began, it included these highlights:

- More than 7,000 associates accepted into our no-cost high school and GED programs

- More than 60,000 associates who have received no-cost language learning in English and 29 other languages
- More than 2.5 million hours of college classroom time saved
- More than 8,000 associates who have started college and taken more than 65,000 college courses available at reduced or no cost
- More than 1,000 associates who have graduated from college after taking advantage of courses and tuition discounts
- More than \$48 million in tuition and program fees saved for associates, as they build their way toward a brighter career

### **Providing scheduling flexibility and predictability**

When it comes to scheduling, our associates around the world reflect a diverse set of needs and preferences. Some people prefer fixed schedules, while others prefer flexibility from week to week. As part of our U.S. associate opportunity initiative, we have been testing and implementing new approaches to scheduling that we hope will provide our associates with the flexibility and control they need.

Following a successful pilot program, we're in the process of making a new flexible scheduling program available to Walmart U.S. associates. The new program allows associates to confirm their schedules two weeks in advance. This provides them with more flexibility and control over their schedules, including the option for some to have fixed schedules week after week, while others have the option to build their schedule each week based on their needs. Whether it's a working mother who needs predictability to plan her childcare, or a full-time student with a changing class schedule, our program is designed to help all our associates find the schedule that works for them.

---

**"Pathways gets you up-to-speed faster. After two to three weeks, you have an understanding of in-store practices and the larger mission. It would take associates up to a year to piece it together on their own."**

– Associate Jarod Newman, Store 79, upon completing the Pathways program

Economic mobility – Diversity and inclusion



200,000  
associates



We promoted more than 200,000 associates to jobs with more responsibility and higher pay

**Fostering diversity and inclusion**

The associates who work for us come from a variety of races and ethnicities, orientations and backgrounds, and they reflect a range of life experiences. Some are with us to build a career; others need part-time, flexible work while they pursue an education. We value the talents and differences our associates bring to our company, as they enrich the Walmart culture, lead to innovative solutions for our business, enable us to better meet the needs of a diverse customer base and strengthen our business. We will continue to build a diverse talent pipeline, meet the evolving career needs of our associates and work to strengthen our culture of inclusion.

**Building a diverse talent pipeline**

Walmart seeks to hire and develop talented people who

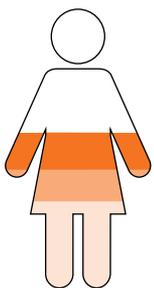
mirror the perspectives and interests of our global customer base. As competition within the retail sector continues to increase, we are focusing on our culture, diversity and inclusion strategy to recruit and retain the best people we can, especially among women and people of color. With the right training and development and an inclusive environment, we believe we can build a diverse pipeline of talent that commits to helping our customers live a better life around the world.

**Reinforcing inclusion in our culture**

Respect for the individual, and for individual differences, is one of our key values. When our associates come to work each day, we want to encourage them to bring their true, authentic selves and be prepared to share their knowledge with their peers and to find new and better

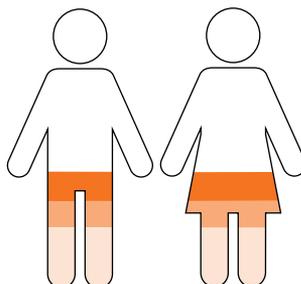
ways to serve our customers. In 2015, we undertook several initiatives to reinforce inclusion in our culture, such as launching multiple forums to engage Walmart associates in dialogue and development. These included forums on the inclusion of women (as part of our Global Women's Development Series), African-Americans and Hispanics (see sidebar). A new forum is planned for Asian-American Pacific Islander and other associates in 2016. We also provided training on unconscious bias for nearly 5,000 logistics managers. Looking ahead in 2016, we plan to train our supervisors on how to better lead diverse teams and build an inclusive working environment.

Women representation



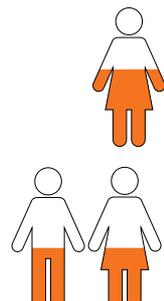
Total U.S. workforce  
**56%**  
Management  
**43%**  
U.S. corporate officers  
**31%**

People of color representation



Total U.S. workforce  
**42%**  
Management  
**31%**  
U.S. corporate officers  
**22%**

Hourly promotions



Women  
**56%**  
People of color  
**43%**

## Associate profile: Carlos Carmona, Pharmacy Manager, Store 212 - Norman, Okla.



Carlos Carmona started his Walmart career during college, as a pharmacy intern in Norman, Okla. When a visiting market manager showed him what the possibilities open to him are by staying with Walmart, Carlos found himself inspired. "She walked in and greeted everyone. After looking around for a few minutes, she noticed a line growing at the pick-up window and she walked over and began helping our patients. That spoke volumes to me about the kind of people Walmart wanted to run their company,"

Carlos recalls. Today, he not only finds his job rewarding, he intends to continue building the career he started as an intern.

At a recent Walmart Hispanic Forum in Bentonville, Arkansas, Carlos realized Walmart had big plans for him, and he knew he was ready to fully embrace them. "I believe that the Hispanic Forum was an amazing and eye-opening experience. It gave me the ability to be confident about reaching for higher goals. Being a part of the Hispanic Forum made me realize that opportunities within Walmart are out there; it's just a matter of looking for them and then tackling them head on. I also realized that fear played a huge role in my not seeking other opportunities that I felt that I could do, but was afraid to take on. I decided at the end of the Hispanic Forum that I would no longer let fear be a hindrance to my success in life. I was meant to live and strive for so much more than I ever gave myself credit for."

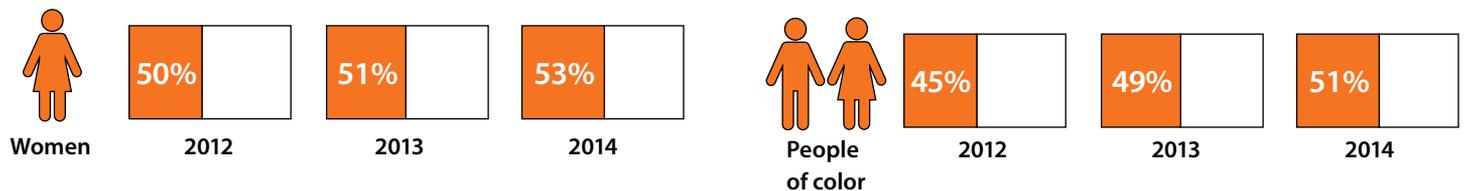
The conference ended on a Thursday afternoon. The next day, Carlos received a phone call about a vacancy for a Market Health & Wellness Director. "I didn't need to think this time – I just did it," Carlos said. He applied, was selected and started his new job as Market Health & Wellness Director in southern Oklahoma in August 2015. "My market director helped find other places for me to go to learn – to help prepare me for bigger responsibility," Carlos said. "When I first became a pharmacy manager, to be able to say this was my store was a very proud and memorable moment."

Carlos says every day is his best day at Walmart, especially when he can help a customer. "My patients are so thankful for what we do for them. We work with their doctors. We help with their medication. We make their lives better," he said.

"I thought it was a tremendous effort to bring our inaugural Hispanic Forum to reality. It was a very well-planned and executed event, and the team was willing to make on-the-go adjustments to make it more beneficial to the attendees. I have been with the company for over five years, and this was the most insightful two-day conference I have attended while at Walmart. The Hispanic Forum was full of rich discussion, emotional reflection and heritage pride. I left the conference feeling inspired and committed to lead to leave a legacy, proudly sharing my Hispanic identity. The ball is in our court now, and I pledge to own my own development and bring others along."

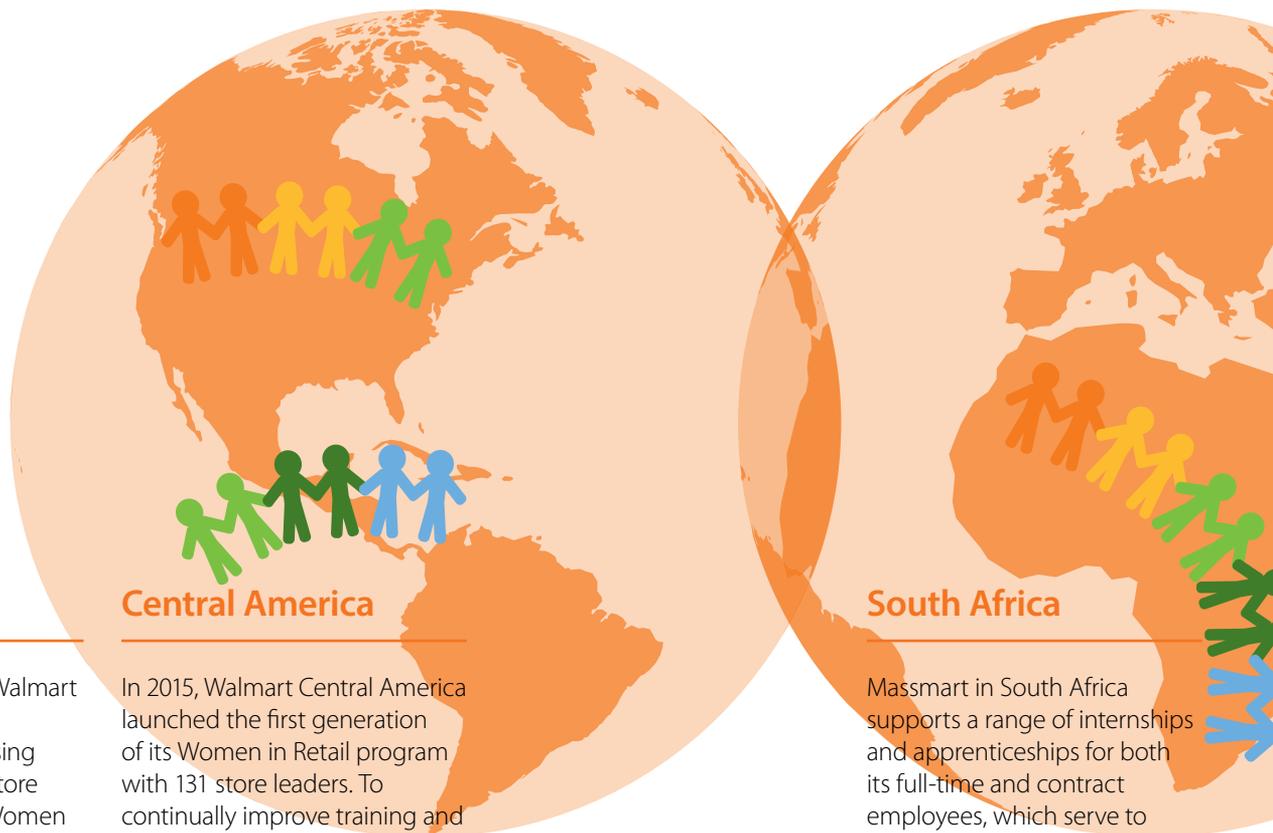
- Manny Orejuela, Director, Local Marketing & Member Acquisition, Sam's Club Marketing

### U.S. new hires for the past three years





## Promoting inclusion around the world



### Canada

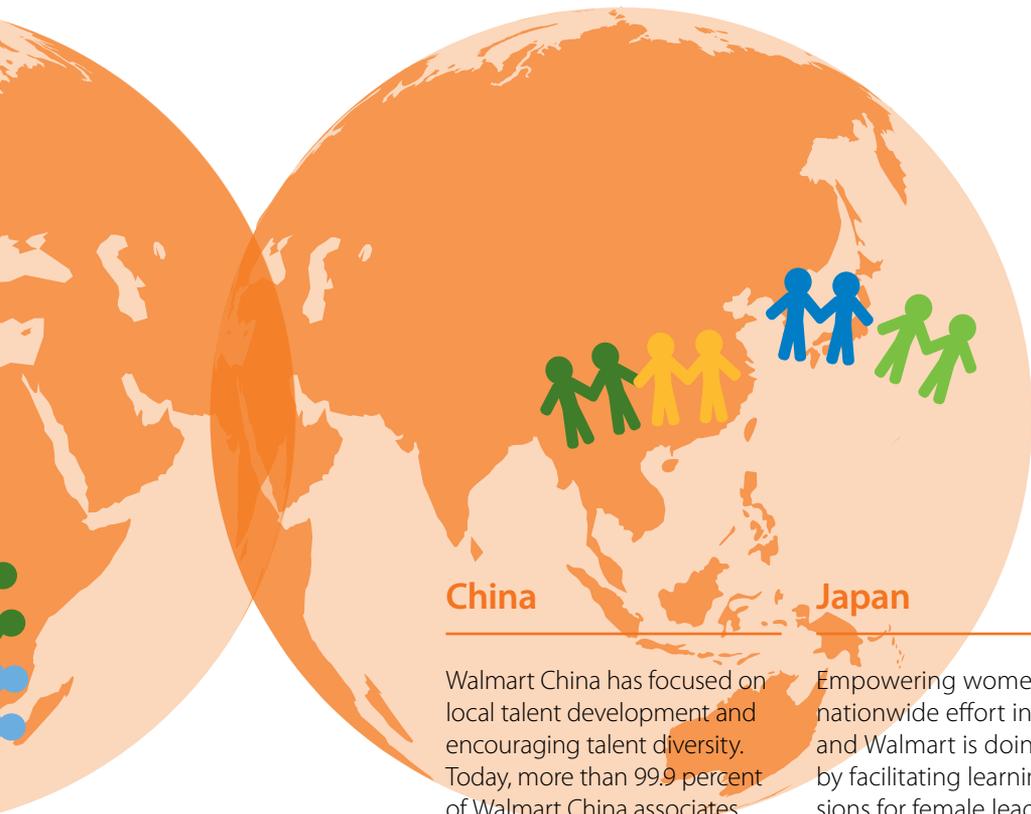
For the past five years, Walmart Canada has prioritized gender diversity, increasing the number of female store managers through its Women in Retail program. Starting in 2009, the Women in Retail program has been developing, retaining and advancing women in leadership. Since its inception, Walmart Canada has seen a positive increase of 58 percent in the number of women store managers – from 15.5 percent at the end of 2009, to 24.5 percent by the end of 2015. The success of the program in Canada has led to its rollout to other Walmart international markets.

### Central America

In 2015, Walmart Central America launched the first generation of its Women in Retail program with 131 store leaders. To continually improve training and development in our business, we also launched our local Learning Centers, where new store leaders and administrators learn how to operate efficiently in the workplace.

### South Africa

Massmart in South Africa supports a range of internships and apprenticeships for both its full-time and contract employees, which serve to empower our associates and drive growth and sustainability in our business. In 2015, more than 850 full-time and 300 contract employees were enrolled in accredited Massmart-funded training programs. These programs cover a variety of learning areas, from basic retail skills to advanced graduate and senior management development.



## China

Walmart China has focused on local talent development and encouraging talent diversity. Today, more than 99.9 percent of Walmart China associates are Chinese nationals, and 90 percent of store managers have been promoted from entry-level positions. Walmart China also established the Women in Leadership Committee and the Women in Leadership Institute, both of which further help promote the growth and development of women throughout the business.

## Japan

Empowering women is a nationwide effort in Japan, and Walmart is doing its part by facilitating learning sessions for female leaders and promoting open discussion regarding diversity and inclusion. Approximately 65 percent of Walmart Japan associates are female, and 13.4 percent of total management positions are held by women.

**Economic mobility – Retail workers & suppliers**



**Promoting increased mobility in the retail and adjacent sectors**

Walmart seeks not only to improve the economic mobility of our own associates, but also to increase mobility in retail and adjacent sectors at large.

In 2015, as a complement to our own investments in wages and training, Walmart and the Walmart Foundation launched a five-year, \$100 million initiative to increase upward mobility of frontline retail and adjacent sector workers in the U.S. Through collaboration with other retailers, educational institutions, technology companies, nonprofit organizations, government agencies and thought leaders, Walmart and the Walmart Foundation are aspiring to shift the employment practices of the whole retail sector to help

people advance more quickly. Our strategies for accelerating mobility are outlined in the table on the right.

Through the end of January 2016, we have made grants totaling more than \$39 million in support of this commitment.

With these efforts, we hope to enhance the quality of the retail workforce. We're also striving to transform retail into an early workforce incubator for the economy – a place where anyone can get a job and quickly develop the skills to advance their careers in retail or beyond.

# Work streams for retail sector opportunity initiative

What we do	Approach	Why we do it
<b>Perception of retail</b>	Work with hiring managers and incumbent retail workers to enhance awareness that frontline retail jobs lead to workforce skill development.	Current perception that frontline retail jobs require no skill or that one can maintain a retail job without acquiring any skills is a barrier to building advancement programs.
<b>Pre-employment training</b>	Invest in improving the effectiveness of training programs that prepare prospective retail workers for employment. Lower barriers to entry for qualified workers.	Pre-employment programs are often expensive, limited in scale and rarely meet the needs of employers. Desire to show pre-employment programs produce stronger candidates than untrained applicants.
<b>Career advancement</b>	Invest in NGO interventions related to upskilling incumbent workers, including potential development of credentials to certify skills have been attained.	Retail advancement is often employer-specific and lacks a clear definition of skills for advancement. With a more transparent, competency-based system, transferability across the sector and into adjacent sectors will be more feasible.
<b>Employer practices</b>	Invest in and pilot models employers can implement that improve stability and upskilling, while strengthening businesses.	Ultimately, employer practices will have the greatest impact of shifting the quality of opportunity available to workers. Recognizing industry credentials, providing high-quality on-the-job training and defining clear career paths unlock advancement.
<b>Tools and technology</b>	Create tools (such as curricula, digital career pathways, technology training tools, certifications) to provide quality content for training organizations and employers.	A set of common tools used across the industry will unlock efficiency, allow us to leverage technology and create a greater opportunity across the sector and into adjacent sectors.
<b>Pilot</b>	Select 4 to 6 communities in the U.S. to work with a network of organizations (i.e., NGOs, local government and other employers) to test collective approach to building greater career pathways and mobility in local retail sector.	Impact is maximized not in single interventions, but in the combination. A local pilot allows us to test this theory and reshape the ecosystem.



## Creating a U.S. community of practice

Since 2003, the Hope Street Group (HSG) has pursued market-driven solutions to complex, social problems. HSG brings together young entrepreneurs, business executives and technology professionals concerned with individual and national economic opportunity. They create and manage blueprints for social change by infusing the top drivers of economic opportunity – the education, health and jobs sectors – with the tools and resources to improve people’s ability to succeed.

With a grant of more than \$600,000 from the Walmart Foundation, HSG leads a new collaborative effort forming a

Retail Community of Practice. The Community brings together all the grantees in retail and adjacent sectors funded by the \$100 million Opportunity Initiative. HSG facilitates the sharing of key learnings between the organizations, with the aim of maximizing opportunities for enhanced impact across the whole retail sector. The Community seeks to create a trusted network of relationships where workforce practitioners, service providers and subject matter experts can connect to strengthen their knowledge, share challenges and improve problem-solving related to preparing retail workers for career advancement.

“The path for today’s job seekers has transformed and will continue to evolve. The old systems and tools underpinning the U.S. jobs marketplace are failing us, both reducing productivity and undermining national talent potential,” said Martin Scaglione, CEO of Hope Street Group. “The Retail Community of Practice is an important step toward bringing all stakeholders together to work around a shared vision and blueprint to create a new system that can respond to our changing world.”

## Building a career in retail



Goodwill® has long been known for its commitment to generating opportunity for those who most

need it. With a \$3 million investment from the Walmart Foundation, Goodwill has launched the Careers in Retail Initiative (CiR), which aims to reach more than 1,500 individuals in eight locations over the 24-month duration of the grant.

CiR offers a free training and support program designed to move experienced, entry-level retail employees, as well as

experienced workers from other industries, into middle skills or supervisory and management positions in either retail or into similar sectors, such as the food and beverage, hospitality and tourism industries. Through the implementation of individual career plans, the program builds the skills necessary for advancement and trains participants in crucial content ranging across leadership,

communication, decision-making and customer service.

Upon completing the program, participants are ready to take on supervisory and managerial roles in retail and affiliated industries. CiR continues to support participants for six months to ensure stability and success in their new positions and to enable preparations for the next steps on career pathways.

---

## Reshaping federal training: The Chicago Cook Workforce Partnership

In the U.S., most federal funds for workforce training are distributed through a network of 600 regional workforce investment boards (WIBs). But these funds are rarely invested in training or upskilling for the retail sector. In fact, usually WIBs' only interaction with retail comes through training workers to leave the sector.

With a 2015 grant of nearly \$11 million issued over 27 months, the Walmart Foundation has engaged the Chicago Cook Workforce Partnership (the Partnership) to create a WIB-based upskilling program that can serve as a national model for retail advancement. Chicago was a pioneer in sector-based training, specifically in retail, more than 10 years ago. As the second largest WIB in the country, the Partnership administers more than \$60 million in federal and private aid to a network of 49 agencies

in the Chicagoland region and is recognized as a national leader on workforce reform.

The grant will support the expansion of the Partnership's retail sector hospitality center so that it can provide employers, current workers and job seekers with skills training in sales, customer service, logistics, merchandising and management. It will also focus on the work of WIBs throughout the country by initiating a capacity-building pilot with 10 other WIBs and by engaging in a nationwide effort to improve the perception of retail career possibilities. The Partnership will join the Walmart Community of Practice, where those working to build a stronger ecosystem in retail training and advancement are collaborating to learn and advance the field more quickly.





## Mobility around the world



### Brazil

In 2015, Brazil's Walmart Institute celebrated its 10th anniversary by renewing its commitment to creating opportunities for young people to get a start in the labor market. Since 2010, the Institute has conducted the Social School of Retail (SSR), which offers professional training in retail leadership and public policy to young people ages 16 to 29. The SSR is a 300-hour program that has trained nearly 7,000 people, and which also helps the Institute contribute to the improvement of public policies that create stronger connections between the education system in Brazil and potential employers.



## China

---

In 2014, Walmart China launched a three-year collaboration with the China Chain Store and Franchise Association (CCFA) to support the Future Retail Star Training program. The program hopes to train 200 in-service teachers and 20,000 secondary vocational school students for future positions in retail, which will help address the growing demand for entry-level retail professional staff. Walmart China has pledged nearly \$780,000 over the duration of the program, with 168 teachers and 4,570 students – the majority of whom are female – having been already trained.



## Japan

---

With rising numbers of young people across Japan not actively pursuing education, training and employment opportunities, Walmart Japan is undertaking an effort to promote their social inclusion and economic empowerment. Together with Sodateage Net, a nonprofit organization focused on young people and their entrance into the workforce, in 2013 Walmart Japan began to provide grants for youth from low-income households to take job-training programs and get short-term, job-related experience at our Seiyu stores. Through 2015, 28 youths participated in the program, and 20 of them found jobs following their training, including four who continued at Seiyu. In 2016, the program will support an additional 15 youths.



## India

---

Anees Khan had been successfully running a **kirana** – a small mom-and-pop store – in the small town of Parasia in the state of Madhya Pradesh. Anees wanted to expand his store into a modern retail store, but realized he needed help with skills and retail knowledge. As a member of Best Price Modern Wholesale member – Walmart’s business-to-business operation in India – he was familiar with the store and the team. Associates from the store brought Anees into a community upskilling initiative where they trained him in store layout, product assortment, order planning, furniture layout, display and merchandising. The team also helped him in setting up billing software and staff training. With this assistance from the Best Price team, Anees launched Super Shopping Mall, today

one of Parasia’s well-known retail stores. Reflecting on his participating and growth, Anees said, “Best Price is a one-stop shop for me. I get the best quality products. I am happy that I am now able to provide the same to my customers. My business is growing steadily as my customers are very pleased with our service, quality products, assortment and transparent pricing. The support extended by Best Price staff has helped me in taking this venture forward.”



## Supporting reintegration of U.S. veterans into the civilian workforce



Sam Walton, founder of Walmart, served as an Army captain during World War II, and he used his Army savings as the initial capital to open his first store. Like Mr. Walton, veterans offer important strengths to our communities, such as a strong work ethic, technical skills and leadership capabilities, to name a few. But transitioning from the military to civilian life can be difficult. Despite the wealth of resources and opportunities available to veterans, some remain vulnerable to financial, employment, relationship and legal challenges as they return home from service.

Walmart aims to make it easier for U.S. veterans and their families to reintegrate into civilian life through our “Veterans Welcome Home Commitment,” which offers Walmart jobs to returning veterans. Additionally, Walmart and the Walmart Foundation have committed \$20 million over five years to work on collective impact initiatives to help support and integrate returning service members.

This work will focus in states with a strong military presence, such as North Carolina, Texas and California, and will offer veterans a coordinated way to access a suite of reliable local services for job placement, housing, health care and other services they may need.

As veterans reintegrate into society, everyone benefits. Veterans provide businesses with extraordinary assets and talent as hard-working, high-skilled people with strong leadership potential. Swift reintegration also enhances the stability of veterans’ families and communities, while also building local economies, strengthening the U.S. workforce, and preserving the volunteer military in the U.S.

### Welcoming veterans home

On Memorial Day 2013, Walmart introduced our Veterans Welcome Home Commitment, which guaranteed a job offer to any eligible, honorably discharged U.S. veteran who was within 12 months of active duty. Our goal was to hire 100,000 veterans by the end of 2018.

The initiative has been successful beyond our expectations. Since our initial announcement, we have hired more than 120,000 veterans, with almost 13,000 having been

promoted to jobs with higher pay and greater responsibility.\* Given this positive outcome, in May of 2015, we announced the expansion of our original projection, with the goal of hiring 250,000 veterans by the end of 2020. We have also changed the eligibility from within 12 months of active duty, to any veteran who has been honorably discharged since we announced the commitment in May 2013.

As another way to support our veterans and their families, Walmart’s Military Family Promise guarantees a job at a nearby store or club for all military personnel, and military spouses, employed at Walmart and Sam’s Club, who move to a different part of the country due to a transfer by the United States military. The promise also specifies that associates called away to active military duty will be paid any difference in their salary if the associate is earning less money during their military assignment.

### Working collaboratively to meet the needs of veterans

Upon returning home, veterans often find it challenging to navigate the multiple agencies offering job placement, medical care and other social assistance. This can result in inconsistent

\* Editor’s Note: These projections and reported hires/promotions include veterans hired under our original and expanded Commitment as well as other veterans hired by Walmart in this time frame. While we think it is particularly important to support soldiers as they make the transition to civilian life, Walmart believes all veterans deserve our respect and support, no matter when they left active duty.

---

use and quality of services. To address this problem, Walmart and the Walmart Foundation have pledged \$20 million through 2019 to support the needs of returning veterans by promoting a coordinated approach to veterans' needs. That's why we are pursuing two strategies:

- Expanding high-quality job training opportunities for U.S. veterans transitioning to civilian life
- Building innovative public-private partnerships that coordinate veteran service across organizations to create a coherent and interconnected service directory

In 2015, the Walmart Foundation announced our support for the Philanthropy-Joining Forces Impact Pledge initiative. Through this, the Walmart Foundation joins approximately 30 funders finding ways to strengthen services and support for millions of veterans and military families. The Pledge has secured more than \$275 million for these efforts, and the

Walmart Foundation is focusing on strengthening the regional and state ecosystems that serve veterans and military families.

---

## NC4VETS: A public-private partnership supporting reintegration

In February 2015, the Walmart Foundation announced a \$1 million grant to the Institute for Veterans and Military Families (IVMF). The grant helped start the Welcome Home North Carolina (WHNC) initiative, a three-year pilot to identify new ways in which the nonprofit, public and private sectors can better work together to serve veterans. The pilot will be administered through NCServes, a

community-based network of service providers for veterans and their families.

"NC4VETS has tremendous reach, and by partnering regionally with NCServes' community-based networks, we have a winning formula to attract veterans and help them make North Carolina their new home," said Ilario Pantano, director at North Carolina Department of Military and Veterans Affairs.

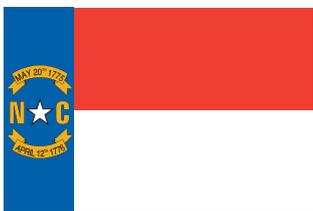
Since launch, NCServes has served more than 450 individual service members, veterans and/or family members. With more than 40 providers operating as

one coherent and interconnected service delivery network, the program has responded to more than 900 service requests. It creates a single point of entry into a more navigable ecosystem of services for veterans, where 'guides' make the connection between an individual's needs and the community's resources.

Through collective support and leadership from Governor Pat McCrory and his team from the North Carolina Department of Military and Veterans Affairs, the Walmart Foundation, key stakeholders from across the state and the IVMF, North Carolina's goal was simple: to make the state

'home' for its veterans and their families by easing and streamlining access to comprehensive, community-based services that best address their actual needs.

"By building upon its existing strength in the public, private and nonprofit sectors, North Carolina is clearly demonstrating to the nation the successful creation of a statewide coordinated veteran supportive services network that is measurably improving the lives of our nation's veterans and their families," said Colonel Jim McDonough, Jr., USA (RET.), managing director, Institute for Veterans and Military Families (IVMF).



Economic mobility – Veterans and women



**Sparking a movement**

Walmart has undertaken campaigns designed to raise public awareness of the needs of veterans and the valuable role they play in our communities. Here we highlight two campaigns from the 2015 holiday season.

**The Greenlight a Vet campaign**

In advance of Veterans Day, Walmart helped launch a campaign to raise national awareness of the importance of “greenlighting” veterans back to civilian life by promoting a show of visible public support for these valuable community members. Encouraging the public to change one light to green, the campaign created visible and actionable national support for America’s veterans and their families, resulting in over 3.4 million online acts of support and widespread media coverage of this important topic.

**Saluting our military families and veterans at the holidays**

At the beginning of December 2015, Walmart called on the general public to “Sing to Salute Military Families” – a nationwide campaign that encouraged the public to sing a portion of a classic holiday song while capturing it on video, and

then posting the video on social media channels to show support for members of the military and their families. The robust public response allowed Walmart to donate \$1 million to Fisher House Foundation, an organization that provides a home-away-from-home for military and veterans’ families whose loved ones are in a nearby military or veterans hospital. The donation helped support more than 60 U.S.-based Fisher Houses and will be used to fund a full year of lodging for military families staying at Fisher Houses on U.S. military bases in 2016.

Walmart also helped Operation Homefront, a nonprofit that works to build strong military families, put a holiday meal on the table of 8,500 military families in 26 locations nationwide. We also helped provide tractor trailers, private fleet drivers and a donation of \$150,000 to Wreaths Across America to help honor U.S. veterans by laying wreaths on National Wreaths Across America Day.



## Empowering women in retail 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. In China, according to Business for Social Responsibility, while women make up 44 percent of the total workforce, they represent approximately 60 percent of the workers who migrate from rural areas to cities for work in factories. Walmart's own internal statistics show that women play a vital role in the retail industry, making up 57 percent of our own global

workforce. Studies further show that women in emerging markets invest 90 percent of their income back into families and communities, breaking the cycle of poverty. Yet around the world women earn 10 to 30 percent less than men do.

To help address these issues, in 2011 Walmart and the Walmart Foundation launched The Global Women's Economic Empowerment initiative to train close to 1 million women around the world on farms, in factories and in retail, particularly in emerging markets. The program combines \$100 million in philanthropic funding, Walmart's global sourcing reach and the expertise of non-profit organizations, companies and government agencies to equip women with technical

and life skills. Such training enhances their incomes and builds their confidence as leaders in their workplaces, families and communities. The program focuses on four major strategies:

- Train 500,000 women in agriculture
- Assist 60,000 women in factories in becoming more active decision-makers in their jobs and families
- Prepare 200,000 women in emerging markets for their first jobs in retail
- Help 200,000 low-income U.S. women gain skills for better employment

From a business point of view, this initiative aims to increase factory and agricultural productivity, while also providing a stronger female talent pool, particularly in emerging markets. From the perspective of society, we believe that empowering women economically not only improves their livelihoods, but also strengthens the stability of families, workplaces and communities.

## Economic mobility – Women



### Improving opportunity one acre at a time

One Acre Fund works with smallholder farmers primarily in East Africa to offer a market-based set of services to increase their productivity and economic opportunity. The nonprofit focuses on rural farmers who often need support across a spectrum of issues, including financing, seed and fertilizer distribution, training in agricultural techniques and market strategies. With support from the Walmart Foundation, One Acre Fund expanded its Kenya program to more than 56,000 new farmers in 2015, 64 percent of whom are female. This brings the total number of people reached to more than 136,000.

### Women in agriculture

In the agriculture value chain, Walmart and the Walmart Foundation have now funded training projects for 502,000 women. For example, in 2015, through our cooperation with the German Development Corporation, the Walmart Foundation supported a new rice initiative in Nigeria and Ghana. This project will train approximately 22,500 women.

### Women in factories

In 2011, Walmart and the

Walmart Foundation launched the Women in Factories Training Program, a five-year initiative that will train 60,000 women in 150 factories and processing facilities producing for top retail suppliers in industries with high percentages of women. The program, which was implemented in collaboration with local NGOs, will teach critical life skills related to communication, hygiene, reproductive health, occupational health and safety, identifying personal strengths and gender

sensitivity. Up to 8,000 women will also receive leadership training to develop the work and life skills necessary for personal and career development.

The open-source Women in Factories Training Program curriculum, developed by CARE and funded by the Walmart Foundation, can be shared and adapted by other brands, organizations, factories and other stakeholders who are interested in workforce development in the factory

## Asia Khatun, a garment worker in Bangladesh



Asia Khatun first started working at the age of 20 to help supplement her father's low income. Like many women around the world, she suffered physical and mental abuse from a spouse, which affected her overall health and job

performance even long after her husband had left.

In August 2014, Asia received the opportunity from the factory where she worked to take part in the Women in Factories Initiative's foundational training. While initially skeptical of the benefits of the training, she nevertheless attended all the sessions and was surprised by what she learned.

The benefits of the training have had a remarkable impact on Asia's well-being. She has been empowered to take charge of her financial affairs – opening her own bank account, saving part of her paycheck every month and

developing a household budget. Her work supervisor has witnessed improvements in her performance, so much so that her responsibilities have been increased. As a result of sanitary and hygiene training, she has become more aware of easy, common-sense practices that will help prevent disease.

Most of all, her family members have noticed that she feels happier and more in control of her life. Asia has recently taken to sharing the lessons from the training with her sister and other family members, passing on the benefits she has experienced to others.

---

sector. Because the program focuses on job readiness, leadership and management, it can be adapted across sectors. We are pleased to make the curriculum publicly available for download.

Through the Women in Factories program, as of December 2015, 103,000 women have received foundational training in life and work skills. Of those women, 4,978 have completed advanced training, a more comprehensive 100-hour curriculum that goes into more depth on key components. The program has been implemented in 127 factories in Bangladesh, China, El Salvador, Honduras and India, and these efforts are being

evaluated and monitored by experts from Tufts University. Preliminary evidence indicates strong impact on certain metrics, including the reduced objectification of women, increased female promotion and increased factory productivity. Other anticipated benefits of training for women, such as increased confidence and improved communication, have not been reported to be as strong as expected in the preliminary results. As the study continues and more precise data emerges, we will seek to understand the results and the factors driving impact and will focus on identifying ways to sustain and scale the initiative.

### **Training women for retail in emerging markets**

Outside the U.S., we are striving to support training for 200,000 from emerging markets for their first jobs in retail. By the end of 2015, Walmart and the Walmart Foundation have funded training for 92,000 women. This past year the Walmart Foundation launched two new training initiatives in China. We are collaborating with the China Chain Store & Franchise Association (CCFA) to develop a training curriculum for women seeking retail employment. The initiative aims to train 8,000 women and also includes a special focus on food safety. The second initiative, led by Youcheng, will deliver

online training for marginalized women in poor communities looking to enter e-commerce, also with a goal of reaching 8,000 women. In 2016, we plan to focus on developing new projects elsewhere in China, as well as in Mexico and Brazil.

---

## **The Social Retail School: Serving women in Chile**

In Chile, the Walmart Foundation has funded the International Youth Foundation to work with Acento Consultores and the National Training and Employment Service (SENCE) to offer the Social School of Retail (SSR) to 5,000 vulnerable women and youth. SSR equips participants with valuable skills needed to secure a first job in retail.

The program educated students in effective communication, time management, goal-setting and responsibility, and it also provides targeted training in information technology systems and in retail-specific skills like merchandising. Once training is complete, participants receive assistance with internship and job placement.

“I came to the course because I wanted to learn and get ahead,” said Romy Cortes, a young mother. “Now, my personal growth is on the rise. I no longer get nervous in making presentations. I’m more confident in myself.”

---

Economic mobility – Women



**Helping women in the U.S.**

We have also been working to help U.S. women from low-income households improve their employment skills. The Walmart Foundation provided support and training for more than 200,000 since the launch of our Global Women's Economic Empowerment Initiative. Some of this work has been accomplished through programs aimed at the retail sector, such as our funding of the Chicago Cook County Workforce Partnerships. This

work to enhance economic mobility in retail is particularly important to women, since over 50 percent of retail workers in the U.S. are women.

**Promoting women in film:  
The Bentonville Film Festival**

Film shapes our culture in powerful, important ways. As actress Geena Davis says, "If you see it, you can be it." In 2015, Walmart helped inspire and support the inaugural Bentonville Film Festival, promoted by the Geena Davis Institute, to bring attention to the role of women and other diverse voices in film. The festival screened 60 films made largely by women and other diverse populations. Judges chose six of them to receive commercial support in the form of a distribution agreement to include a 25-screen releases sponsored by AMC Theaters; marketing commitments; and shelf and premium placement commitment from Walmart and Vudu.



Reaching more than  
**762,000**  
women

**By the end of FY16, the Walmart Foundation and Walmart's global business invested in programs that provided support and training for more than 762,000 women around the world.**



---

## Notes from the field: Challenges to promoting inclusive economic mobility

---

Shifting systems to promote inclusive economic mobility is, of course, complex and full of challenges, despite working with some of the world's leading organizations to do so. A few examples of challenges faced by our Walmart and Walmart Foundation teams working on our programs in inclusive economic mobility:

### Measurement and evaluation

For many of our programs, we can gather input metrics (grants made) and output metrics (number of people trained); it is more challenging to measure and evaluate outcomes (impact on livelihoods, mobility). We have engaged third parties to assist us with measurement and evaluation in some of our programs (e.g., Tufts University

for Women in Factories), particularly outcomes over the long term, but have more work to do to build robust approaches to measurement and evaluation across all programs.

### Assessments and credentials

Building industry-recognized assessments and credentials for soft skills (e.g., customer service) is more difficult than for hard skills (e.g., welding). One of the reasons we set out a five-year time frame for our Retail Opportunity initiative was allowing the field enough time to make progress on this.

### Gender equality in supply chain

In our women's economic empowerment initiative, some of our grantees initially found it challenging to convince factory

managers to allow their female workers to take time out to be trained. Including male workers as well as demonstrating the business benefit of better-trained workers helped convince many to allow the training.

### Long-term engagement

As veterans' employment rate has risen, some people think there is no need to work on reintegration – but successful reintegration is about more than getting that first civilian job. It will be critical to keep funders and stakeholders engaged in this effort even if on the surface things look promising.