
CULTURE
DIVERSITY &
INCLUSION

2017 REPORT

ROAD TO INCLUSION

Walmart 



Walmart Around the World

As of Sept. 17, 2017

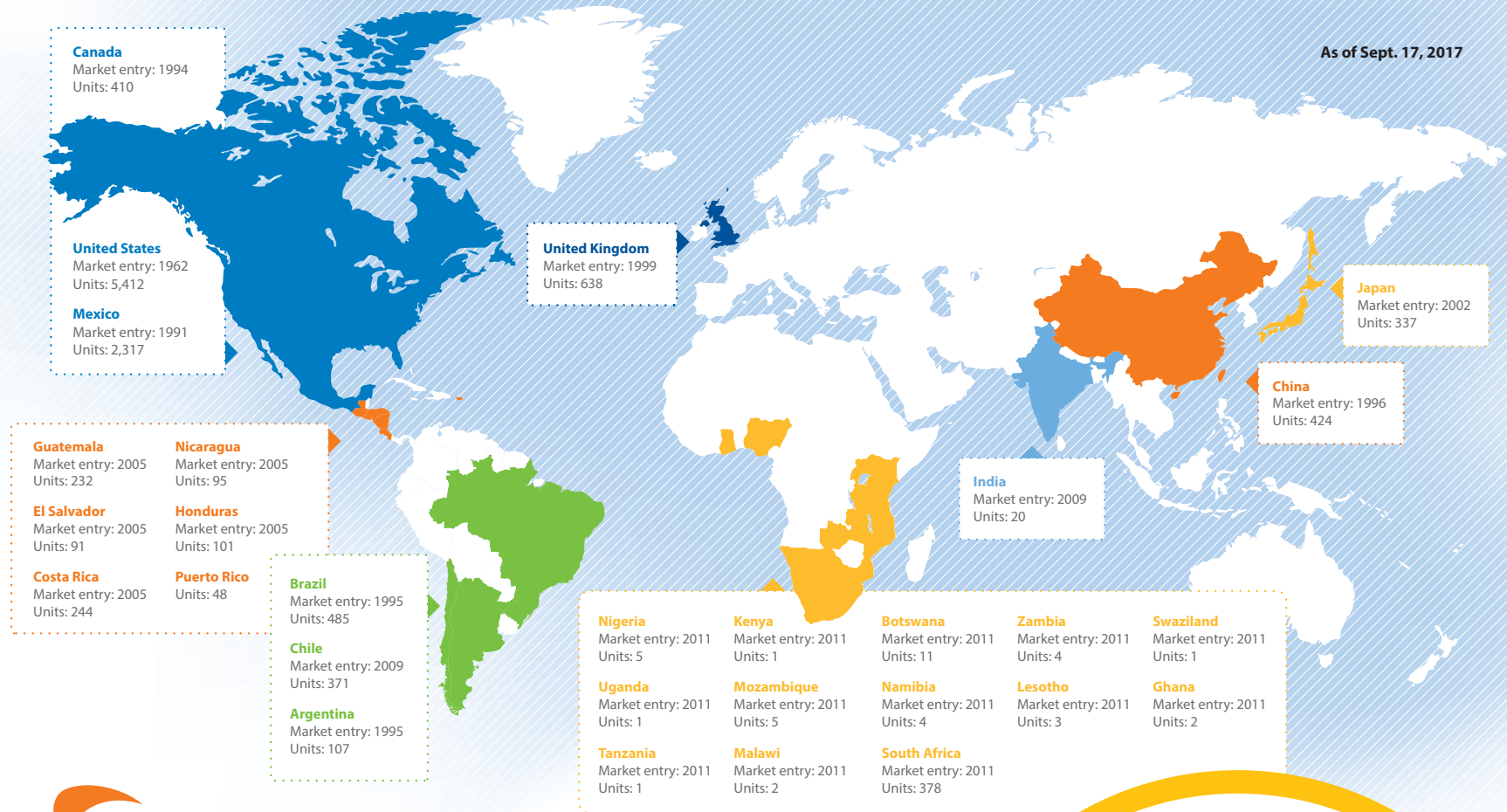


TABLE OF CONTENTS

- 3 Leadership & Strategy
- 14 Workplace
- 32 Community
- 38 EEO-1 Data

The Road to Inclusion

A MESSAGE FROM DOUG MCMILLON



Doug McMillon,
President & CEO—Walmart

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 it 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 out pace 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 our people. 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.

The Future of Work is Already Here

A MESSAGE FROM
JACQUI CANNEY



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 — how we shop, bank, call a cab, call a friend — you name it. Technology makes life more convenient and actually frees us up to spend more time doing the things we love to do.

The essence of the question about the future of work isn't lost on me, though. There is a significant challenge facing the global workforce that has to be addressed — the way we live is ahead of the way we work. This gap will only widen if we don't face it head-on. It will take companies, industries and societies working together to ensure the workforce develops the skills required to succeed now and in the future.

WALMART'S ROLE

The way we work today and how we'll work tomorrow is people-led and tech-enabled. That means equipping our associates with technology that not only helps us work smarter but also empowers us with new ways to delight our customers. But at the very root of it is humanity. It's people. We believe our people will set us apart.

Continuous learning and training is the key to success. That's why over the past two years, we invested \$2.7 billion in training, education and higher wages. Our new training programs are powered by technology and blend experiential, on-the-floor training with traditional

classroom learning. The result is rapid, on-the-job upskilling opportunities for hundreds of thousands of U.S. associates.

Our investment in our people is already paying off. We're seeing better-run stores, more engaged associates and our customers are telling us they like what they're seeing. By the end of this year, we hope to accelerate 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 ownership of 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 field.

RETAIL'S ROLE

We know we can't do this alone. The pace of change today makes employer-based training more important than ever, though the 2015 Economic Report of the President found that on-the-job training has been declining for decades.

That's why programs like the National Retail Federation's RISE Up initiative are so important. NRF is taking a leadership role and pulling retailers together to determine the ready-now skills and capabilities we need our employees to have to serve customers today and tomorrow. And they are taking a holistic approach that gives people transferable skills.

As the cost of higher education gets more expensive and schools struggle to keep pace with the changing needs of the labor market, programs like RISE Up can serve as a new path to transferable skills and open doors to a successful future.

There is still work to do to make sure everyone, regardless of where they work or the industry they're in, has access to training and education that gives them valuable skills. As a society, we must come together and build solutions that serve everyone — that's why we're committed to this through both our business and our foundation.

SOCIETY'S ROLE

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" jobs, but only 44 percent of the workforce has those skills. And while digital acumen is often cited as the largest gap, there are others. How we work in the digital age will be 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 employees to be curious, move fast and be highly adaptable. This means businesses, skills providers, non-profits and governments at all levels have to find new ways to work together to ensure people are 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 new and different skills will be needed. We can't predict what the future of work will look like, but we can prepare. At Walmart, we're optimistic. Because we've already started training one of the world's largest workforces like the future of work is already here.

Inclusion is a Catalyst for Innovation

A MESSAGE FROM
BEN HASAN

It's been a year of change here at Walmart. We began 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 store portfolio in such a way that the blend of physical and digital retail at scale would keep pace with rapidly changing customer needs.

The changes kept coming in 2017, as we acquired online men's clothier, Bonobos, to join an ever-growing family of online lifestyle brands, which includes Hayneedle, Modcloth, Moosejaw and Shoes.com. We also accelerated the convergence of digital and physical retail, by piloting self-service pickup towers in stores across the country to provide customers greater flexibility and convenience in how, when and where they shop.

All of these changes and more have helped power what has been a great year for Walmart's bottom line. At the time of this writing, our stock price is up more than 40 percent year-to-date, and we're coming off a third quarter that saw 50 percent growth in Walmart U.S. eCommerce net sales and a 2.7 percent gain in comp sales for Walmart U.S. stores — our largest comp increase in more than eight years.

You might be reading this and wondering if the Chief Culture, Diversity & Inclusion Officer is ever going to mention any of those topics in his annual message. If so, then keep reading.

Whenever I get invited to speak about our work, I always start with the business case. And I always emphasize inclusion. One of the things you'll get to

read about in this report is the Inclusion Forum we held in September. That two-day event began with Greg Foran, President & CEO of Walmart U.S., stating that making the business case for inclusion is akin to making 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 formula that has helped us accelerate growth in our business. In order to innovate we need to be able to attract talent that looks and thinks differently — people who have novel ideas about common business challenges as well as a vision for what might be and the talent to make it so. We also need a workforce that is representative of the 260 million customers around the world who choose to shop with us in-store or online every week.

Attracting this kind of talent isn't enough. If we don't create the kind of environment where new ideas can thrive — where associates with differing viewpoints have the courage to speak up, and leaders have the courage to listen and act — we'll never fully realize the full ROI that can come from our diversity. We're winning today, in large part, because of technological innovations like online grocery, in-store pickup towers and Walmart Pay, which are removing friction from the system and making shopping easier for busy families. These innovations wouldn't be possible without an inclusive culture that champions new ideas as well as all of us working together. Notice that each of these technologies has eCommerce origins, yet are executed in our physical stores. We're winning today because

we're playing as a team — technologists and operators alike are recognizing the role each plays in fulfilling our purpose of saving people money so they can live better.

Our most recent change might have appeared cosmetic on the surface to some observers, however it was a strategic and intentional component of our transformation. When we changed our name from Wal-Mart Stores, Inc. to Walmart Inc. it conveyed to the world that we are one Walmart. When our customers think about us, they don't make mental distinctions between Walmart.com and the nearest store — they just think of one Walmart. The name change was our way of saying to the world that we know we're better together.

I hope you enjoy reading the stories in this report, which showcase the many ways we're making progress on our Road to Inclusion.



When Everyone is Included

KEY DEFINITIONS

Culture

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

Diversity

A workforce 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

At Walmart, we believe we are best equipped to help our associates, customers and the communities we serve live better when we really know them. That means understanding, respecting and valuing diversity — unique styles, experiences, identities, ideas and opinions — while being inclusive of all people.

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.

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.

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.

OBJECTIVES

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

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.



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

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.

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 sponsors as well as mentors

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



Values-Based Decision Making

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.



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

Diversity in Walmart's domestic workforce

Building a diverse workforce that reflects our customer base and strengthening the diverse talent bench at all levels

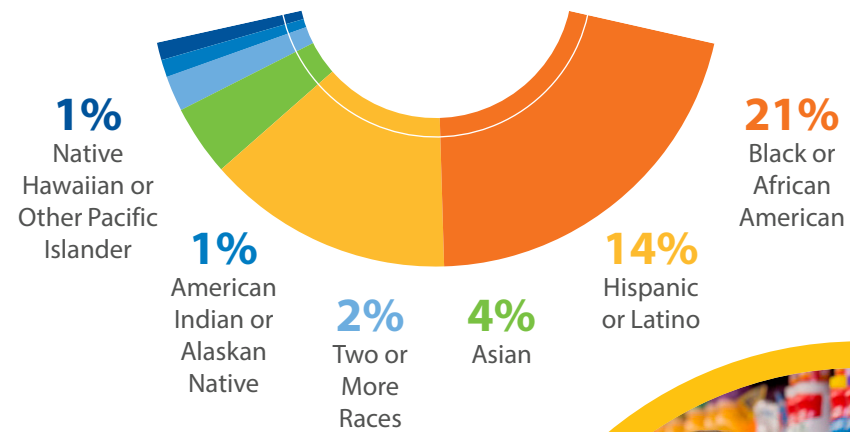
PEOPLE OF COLOR



WOMEN

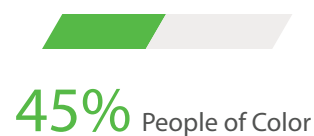


DIVERSITY STATISTICS FOR TOTAL US WORKFORCE

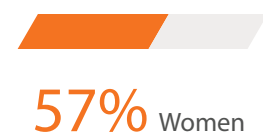


PROMOTIONS

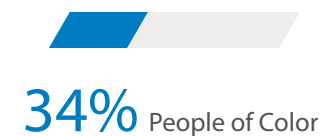
Diversity Statistics for Hourly Promotions



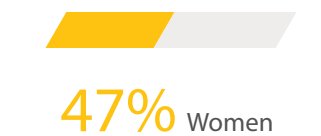
Gender Statistics for Hourly Promotions



Diversity Statistics for Management Promotions



Gender Statistics for Management Promotions



Inclusive Leadership & Unconscious Bias Training



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 utility — being able 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 accountability for their own work as well as the performance of the total company.

DEVELOPING INCLUSIVE LEADERS

One of the elements we believe all of our leaders of today and tomorrow will need is Inclusive Leadership Skills and Training. Diversity of markets, customers, ideas, and talent is driving the need for inclusion as a new leadership capability. Inclusive leaders are curious, courageous and culturally competent — among other characteristics — and these attributes are critical if we are to drive innovation through inclusion. Such leaders also display the ability to not only embrace individual differences, but to potentially leverage them for competitive advantage.

UNCONSCIOUS BIAS MITIGATION

The recognition and mitigation of Unconscious Bias is one of the critical ways we can develop inclusive leaders. As humans, we all have unconscious biases — the key is getting leaders to realize and accept this and then to know what to do to mitigate bias in their decision-making. We are working to introduce "bias disruptors" 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 our values.

Walmart has worked with a number of external subject matter experts, including neuroscientist Dr. Steve L. Robbins, to help our leaders with unconscious bias and inclusive leadership training. Throughout 2017, Dr. Robbins has made several presentations at Walmart to total in-person audiences of more than 2,000 associates, including a session in April for President & CEO Doug McMillon and his direct reports. Dr. Robbins teaches that noise is anything that distracts us — in 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, unconscious decisions based upon our own experiences. Dr. Robbins also teaches that the "social pain of exclusion" is a phenomenon that neuroscientists have discovered triggers the same responses in our brain as when we experience physical pain. Dr. Robbins explains that we can help mitigate bias by being more curious — leaning in to ask questions and getting engaged with people and situations that are different from our own experiences.

In addition to attending 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 eLearning 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.

President's Inclusion Council

As we continue to grow and evolve our business to become more innovative and agile, our work in 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)



Jane Ewing
Co-Leader
SVP — People,
Walmart International



Ben Hasan
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 Gallorese
SVP People,
Sam's Club



David Redfield
SVP Northeast Division,
Walmart US



Erica Chan
SVP General Counsel
& Chief Administrative
Officer, Asia



Fiona Tan
SVP — US Customer
Technology, Walmart
eCommerce



Jesica Duarte
VP — Home & GM
Product Development



Julie Murphy
EVP — People,
Walmart US



Karen Stuckey
SVP Private Brand,
Walmart US



Karina Awad
SVP Human Resources,
Mexico



Kathleen McLaughlin
Chief Sustainability Officer
& Foundation President



Kelvin Buncum
VP & RGM — North Central,
Sam's Club



Mark Espinoza
Senior Director,
Public Affairs



Mark Henneberger
VP — Event Solutions



Olga Gonzalez Aponte
SVP & CFO — Mexico



Shelly Kiroff
SVP Apparel & Home,
Canada



Tracey Brown
SVP Operations & Chief
Experience Officer,
Sam's Club

Inclusion Forum Helps to Advance Walmart on its "Road to Inclusion"

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 our diversity and leverage it as a true asset for creating ROI for everyone — customers, associates, shareholders and communities. It must be a central part of our business strategy to win, and Walmart's influence on society and public policy means that a holistic emphasis on inclusion has the potential to spark change on a broader, societal level.

This was the backdrop as Walmart hosted its Inclusion Forum on Sept. 6–7, 2017, across multiple locations, including its Bentonville, Arkansas, Home Office and Walmart eCommerce in San Bruno, Calif. The event, themed "Road to Inclusion," was attended



by more than 1,000 associates across all locations and viewed remotely by approximately 1,500 others. The program was designed to create greater inclusion for Walmart's four key stakeholder groups — associates, customers, suppliers and communities — by highlighting the unique needs of each segment, while also identifying how each constituency is related 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 more cohesive communities. In order to accomplish this, 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 leadership from one's own position of influence within the workplace, marketplace and community.

The program began with opening remarks from Greg Foran, President & CEO — Walmart U.S., who made a clear and definitive correlation between the need for inclusion and running a strong business.

"Making the business case for inclusion is sort of like making the business case for, say, generating profit. As necessary as profit is to the successful operation of a business, so is inclusion," said Greg.

Greg then introduced Doug McMillon, President & CEO — Walmart, who shared his vision for creating a more inclusive Walmart for associates, customers, suppliers and communities alike. The forum's proximity to the

landfall of Hurricane Harvey in southern Texas provided Doug with an opportunity to share a video from Walmart truck driver Marvin Jones, a 17-year associate from Houston, about how inclusion was helping the Houston area heal.

"It didn't matter if you were black, it didn't matter if you were white — nothing mattered. What mattered was saving people, helping people... nobody thinking about themselves. What can I do to help you out of your situation right now? That is what mattered," said Marvin. "To see what I saw this week, it touched my heart in a way nothing else ever has. The example that has been set here in Houston, Texas, is an example for the world to see."

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'll need to produce in order to remove friction from the system so we can fulfill our objective of being the most trusted retailer.

"If the company is going to be as creative as we need it to be and as successful as we need it to be, we need diversity of thought, diversity of gender and every other dimension to be that creative, winning business."

As he closed his remarks, Doug reminded the audience 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 the humanity of Walmart that makes us special.



"I really believe we can make a difference. We can make a difference in the countries where we operate by interacting with people, and it all starts here."

One of the sentiments that was shared by many of the speakers, was the power of focusing on inclusion rather than diversity. Diversity is a natural byproduct of having people gathered together; inclusion is an intentional action that seeks to help diverse people feel welcomed and perform at their best, and active inclusion results in the attraction of more diversity.

"People who come from diverse backgrounds and with diverse experiences create better Decisions," said Liza Landsman, President — Jet.com.

The event featured many other senior Walmart leaders sharing their perspectives on the importance of inclusion, including David Cheesewright, President & CEO — Walmart International; Dan Bartlett, Executive Vice President — Corporate Affairs; Jacqui Canney, Executive Vice President — Global People; Ashley Buchanan, Executive Vice President & Chief Merchandising Officer — Sam's Club; Julie Murphy, Executive Vice President — People, Walmart U.S.; Steve Bratspies, Executive Vice President & Chief Merchandising Officer — Walmart U.S.; Jane Ewing, Senior Vice President — People, Walmart International; Kathleen McLaughlin, President — Walmart Foundation and Chief Sustainability Officer; and Tony Rogers, Senior Vice President & Chief Marketing Officer — Walmart U.S.

A number of senior executives from other corporations also participated in the forum to provide valuable benchmarking and best practice insights. Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer, moderated a panel discussion featuring his peer CDOs from Coca-Cola, Ernst & Young (EY) and Procter & Gamble (P&G). In addition, Doug led multiple dialogues with his counterparts from other leading organizations; participating CEOs included David Taylor (P&G), Mark Weinberger (EY), Reshma Saujani (Girls Who Code) and Tanya Domier (Advantage Solutions). The conversations focused on the role of business in driving social change, the

need for setting the tone at the top, and how to create impactful and sustainable systems change.

"If business doesn't lean forward on this one and make a difference, who will?" asked David Taylor rhetorically, before discussing how P&G is leveraging its position as a major advertiser to influence conversation on social issues.

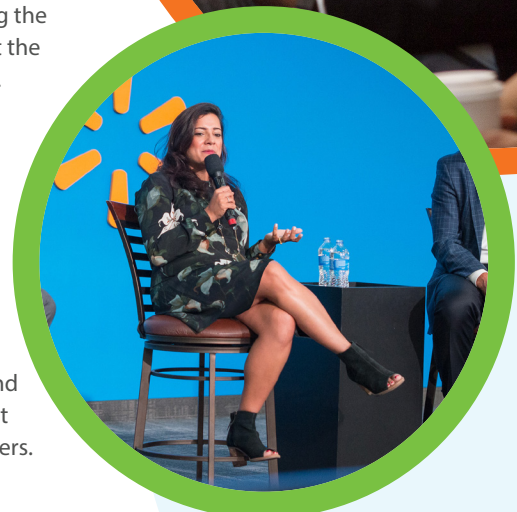
"All we have are people. That's it. They're our whole asset," said Mark Weinberger when discussing EY's business model as a professional services firm and the need to create an inclusive culture for its employees.

Angela Glover-Blackwell, Founder & CEO — PolicyLink, delivered a keynote on racial equity and the need for more businesses to follow Walmart's lead in generating shared value for investors, customers and communities alike. Jennifer Brown, Founder & CEO — Jennifer Brown Consulting, presented on the concepts of covering, privilege, intersectional identity and allyship. Neuroscientist Dr. Steve L. Robbins — a Walmart fan favorite — closed the two-day program with a dynamic and interactive overview of unconscious bias, mental models, insiders/outside and "the social pain of exclusion." He reminded the audience of the need for all of us to "be more curious," and he powerfully demonstrated how, as humans, we all need community — bringing the audience to their feet to interlock arms and belt out the words to "Lean On Me" in unison to close the forum.

"It's not your first reaction that matters the most; it's your response to your first reaction that matters the most," said Dr. Robbins.

The basic premise of the entire Inclusion Forum was summed up by Dr. James Cash, Lead Independent Director — Walmart Board. Dr. Cash spoke about how, as a business, we need to have a diverse workforce that represents our customers, and inclusion is what we need in order to make the most of our diversity, for the betterment of those customers.

"To meet the consumer at their expectation, we are going to need all hands on deck. You better be as inclusive as you possibly can."



Coming to a Company that Values Inclusion

BY SAMINA QAZI,
AGILE COACH — WEC

I joined the Walmart eCommerce (WeC) team in 2012, and was the first female Muslim engineer hired in WeC who wears a hijab. I want to share my story of coming to Walmart and how this company values people based on their skills, talent and performance, rather than appearance.

I grew up in Pakistan, the eldest among a family of five children. My interest in computers started while I was in middle school, and by the time I was in eighth grade I was already coding. I started applying to U.S. colleges for Computer Science programs and was offered admission with a scholarship. My first two years in the U.S. were extremely difficult. Being in a new culture, a new environment and having no family actually transformed me into a confident, independent and strong woman who feared no one. At the same time, the experience brought me closer to my religious beliefs, and I felt a deeper connection to God. I started praying five times a day and made the personal decision to wear a hijab, for the sole reason of pleasing God. While most people in western culture think that once you start showing these signs, you are probably on your way to becoming an extremist, I disagree with that stereotypical mindset about Muslims and Islam in general. I encourage

everyone to read, explore and find the facts, rather than believing what is portrayed in mainstream media.

I worked very hard, self-supported my four years of education and finally completed my Bachelors in Computer Science from Minnesota State University in 1995 with a 4.0 GPA. I started working as a software engineer immediately after my graduation. All this time, I was wearing a hijab and did not shake hands with opposite gender even when I went for job interviews. However, I always explained to the interviewers and hiring managers that I could not shake hands due to my religious beliefs. I took the opportunity to clear up any stereotypical ideas about Muslim women and explained that in my religion, any physical contact between opposite genders is prohibited unless there is a relationship such as parent/child, sibling or spouse. Some people were not comfortable but many appreciated my taking the initiative to communicate and explain.

A few months later in 1995, I got married and had my first child the following year. By 2002, we had six children, all under the age of six. Failing to find a perfect school for our children during those years, which offered not only an intellectual but a well-rounded approach to education, we decided to homeschool our children. I was

at the peak of my career at that time and might have been promoted to engineering manager had I stayed for a few more months, but I decided to leave. It was one of the most difficult decisions I have ever had to make, but after all these years, I can say that it was definitely worth it.

Each year until 2012, I would evaluate my family's readiness for the possibility of me returning to my IT career. And every year before 2012, the conclusion was no, not yet. This evaluation conditioned my mind into an "Inspect and Adapt" mindset, which would help me tremendously later in my career as a Senior Release Manager and an Agile Coach.

In 2012, I started refreshing my IT skills via online tutorials, white papers, technical discussions and blogs. There was a major learning curve since I had left the technology field in 2001. However, I never gave up and focused on learning everything I could. I started applying for software engineering positions on various job boards and career sites.

I submitted my resume for a role at Walmart. To my surprise, I got a call requesting an interview the next day. Walmart was my very first in-person interview after a ten-year absence from IT, and I was mentally prepared to not get an offer. I had thought to myself that it would take me at least five to ten interviews to land something, since I had

been away for so long.

However, I was determined to give it my best shot and be positively prepared to do whatever it takes.

To my surprise, my speculations did not prove to be true. All the studying and hard work of the past three months had helped me prepare for the technical skills that were needed. What I noticed during the interview was that everyone was very dedicated to their role and truly wanted to do the best for Walmart. Within hours after the interview, I received an offer I couldn't refuse. I immediately accepted and joined this awesome company in 2012.

From then until today, I have been a proud Walmart associate. I continue to see the same dedication and drive among teams. They all work together towards a common goal, the foundation of which lies in our values, which are service to our customers, respect for the individual, striving for excellence, and acting with integrity. These beliefs are in the DNA of our associates and we see these in action each and every day. There is no place for judgments based on appearances, race, religion or color. We are all one, and our priority is delighting our customers. We are accountable to ourselves first, and we share empathy for our fellow associates.



AAPI Forum

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) — held the Asian American Pacific Islander (AAPI) Forum: a two-day conference attended by more than 400 associates. The forum, themed "Leveraging Our Strengths to Shape Walmart's Future," was designed to drive engagement and professional development, and to highlight the business value created by and through the AAPI associate and customer.

From a workforce perspective, the forum focused on enabling networking and development while promoting inclusion to aid in the attraction, retention and advancement of AAPI talent. Key aspects of this talent focus included:

- Understanding the important role AAPIs play in the workforce of the future
- Empowering AAPI associates to own their own careers and learning how to help Walmart better serve our diverse customers and communities
- Exploring how to leverage the unique influence of AAPI consumers as early adopters of technology and social media as well as other aspects of consumer behavior

Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer, called the strength of each associate critical to Walmart's present and future success. "We need to build the kind of culture in which every associate feels engaged, inspired and empowered to bring their true self to work, to leverage the full extent of their potential in order to innovate and be agile in our mission to serve customers every day."

STEM and technology in the retail business took center stage, along with the shifting demographics of a multicultural America. Attendees heard from business and industry leaders and members of the Walmart Board of Directors. Journalist Richard Lui of MSNBC served as emcee and shared his personal inclusion journey.

Key influencers and experts in relevant fields took the stage on the forum's second day, including Doug McMillon, President & CEO — Walmart, who listened to and answered questions from associates during his Town Hall session. Appoorva N. Gandhi, Vice President — Multi-Cultural Affairs, Marriott International, discussed how cultural competency helps the bottom line. A panel of Walmart executives, including John Furner, President & CEO — Sam's Club; Scott Price, Executive Vice President and Chief Administrative Officer — Walmart International; and Tony Rogers, Senior Vice President and Chief Marketing Officer — Walmart U.S. shared best practices on appreciating and leveraging cultural differences for impact. Leaders from Victorious, Kleiner Perkins, Boxed Inc., Pinterest and BuzzFeed spoke on topics including the "new" new media before attendees broke into smaller, more intimate workshops focused on design thinking and skill development.

Associates left feeling empowered by development sessions, networking with peers and senior leadership, and exposure to ideas and lessons from the mix of internal leaders and nationally-recognized external speakers. Mukul Garg, Pharmacy Manager at Store #1857 in Mentor, Ohio, said it was great to interact with everyone, from our CEO to fellow associates from across the globe.

"It gives me immense pleasure to be in a role that can affect company assortment in our stores and bring in more profits. Connecting back to roots is always nice."



Associate Resource Groups Take Off at Jet

Since the early days at Jet, all diversity and inclusion efforts have been grassroots and completely driven by associates. Creating an inclusive workforce has been at the foundation of Jet's culture. After the acquisition of Jet by Walmart in August 2016, the need to formalize these efforts accelerated. In response to this excitement, five Associate Resource Groups (ARGs) launched at Jet in November 2017: #000000 (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 conversation," said Andrew Gasper, Chief Council — Jet and executive sponsor for the #000000 ARG.

MaryKate Guidry, Senior Analyst — Testing & Optimization and co-lead of the Women's ARG, is passionate about working with allies to drive forward the Women's ARG goals. Guidry says, "If you are an ally, do something. Participate in our meetings, stand up for your colleagues. Identify that you are an ally and build upon that."

Jet's new ARGs join the broader ARG platform, which has been established across Walmart for more than a decade. Since the launch, cross-collaboration have begun, and formalized connections are being

planned for 2018 and beyond. The Jet ARGs have been busy since the launch and have sponsored the following events:

- **Veterans Day Panel:** The Veterans Day panel included two Veterans, an ally and a veteran from American Express. The panelists discussed current events impacting veterans, as well as how to break down stereotypes about the veteran community.
- **From Click to Table:** For the second year in a row, Jet sponsored Out in Tech, a non-profit LGBT Tech organization. The "From Click to Table" event hosted a panel of experts from the culinary world as well as Ethan Parisen, Category Manager — Meat & Seafood. The discussion focused on how companies, restaurants and chefs are adapting to customers' desire to know where food is sourced from, and how technology has forced companies and restaurants to be even more transparent with their products.
- **ARG Trivia Happy Hour:** To continue building momentum launching ARGs, the ARG leads hosted a trivia night for all Jet associates. 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.

In early December 2017, the ARG leads were able to meet with Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer, which provided a great opportunity for these new leaders in the diversity and inclusion space to hear from our CDO, ask questions and put them in a great mindset leading into 2018. During his visit to Jet's Hoboken, New Jersey, office, Ben also joined Rahul Joshi, Senior Vice President — Customer Care, Walmart eCommerce, for a fireside chat focused on the company's approach to diversity & inclusion.

The ARGs have also partnered closely with the Walmart Foundation to build a 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 recommend a \$10,000 community grant to a nonprofit organization. This is an opportunity to give back to the community and demonstrate to the broader company that Jet ARGs will directly impact, not only associates, but also our neighbors living in Hoboken.



JET CULTURE

Through recognition of the diversity of ways in which associates want to engage with each other, own pieces 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 that want to own a piece of the culture while using their voice to make a positive difference. These culture champions meet once a month and will be tasked with developing action plans based on feedback from the Associate Engagement Survey (AES), working closely with People Experience to evangelize various campaigns and distributing JetCares funds. JetCares is a flexible employee giving program. Jet donates \$500 for every 20 annual associate volunteer hours at a non-profit 501c3 of the associate's choice. These culture champions volunteer for the Culture Network and will rotate through on a quarterly basis.

The New Hire Experience (NHX) Buddy Program launched in October 2017. In response to new hire feedback and the request that someone be provided outside of their immediate team to help them navigate the unwritten rules of a new company, the NHX Buddy Program came to life. The program is very informal, in order to keep the connections between the new hire and buddy feeling natural. Each buddy schedules three touchbases during the new hire's first 90 days. For the first touchbase, the buddy takes the new hire to a JetTalk (weekly business updates during lunch). For the second touchbase, the buddy takes the new hire to a non-business function, such as lunch. For the final touchbase, the buddy and new hire decide the location together.

"I love the program; I think it's a great idea. I also love how we're matched with new hires that aren't necessarily in our organization or level. It's a great way to learn more about different parts of the company and meet members of the Jet family that we may not have had the opportunity to meet otherwise," said Kate Tocci, Associate — Partner Strategy.



Please Tell the Team a Little About Yourself

Switching to a new team, I anticipated this moment. However, I couldn't turn off the anxiety. What would I say? More importantly, what do I leave out?

"I started with the company 11 years ago in the photo lab in Hillsborough, North Carolina, then came to the Home Office. I spent 7.5 years in the logistics division before moving to Sam's Pricing. I have two daughters, 10 and 13."

Clear, short summary of my career with a small bit of personal life. Ok, that works. Oh, no. Someone just saw my wedding ring and looks like they want more of my story. Nope. I'm not ready for that — stay quiet.

Growing up in a rural, debatably-Southern town, bigotry and racism were the norm. I was the minority in several aspects, including one way that wasn't outwardly apparent. It was during junior high school when I knew I was bisexual. This was not a place where I could ever think of uttering the words gay, lesbian, bisexual. I could only think of the worst possible outcome, so I kept it to myself.

I grew up with a single parent, my mother, but was raised primarily by my grandmother. My mother was trying to give me a good life by working long hours and continuing her education. If I wasn't with my grandma, you could almost guarantee I was with my other grandparents or my aunt and uncle. These experiences built the very foundation of who I am, personally and professionally. This group

of people not only taught me to work hard but to do everything to the best of my ability. They showed me how to love others unconditionally, from every walk of life. They challenged me to give of myself without expecting anything in return and to always serve others.

Beyond that, as hard as it is to admit, my childhood was me trying to survive. I felt broken and out of place on a daily basis. My grandma did the best she could to protect me. She was my sounding board and hero. I don't know how she would have reacted if I had told her my secret. She was very involved with the church, which gave me great hesitation to ever say anything. Unfortunately, she passed away 13 years ago, and I never had the courage to tell her.

It was in high school when my secret would first be told but not by me. My friendship with my best friend grew into something more. After a few months, I knew that things were going to change drastically, but I didn't realize just how much. She went to church camp and when she got back she asked me to come over. It was then that she told me that we could no longer be friends and that she told her mom about us. Defeated and heartbroken, I gathered my things to leave but didn't get out the door quite quickly enough. Unfortunately, her mom came home early from work. For the next two hours I was yelled at, told I was going to hell and many more unspeakable things that should never be said to another person. Occasionally, I would see my friend listening from the upstairs

balcony, crying just as hard as I was. This coming from a woman who had taken me in as one of her own kids. In only a few moments, I had lost my second family and my best friend.

For too long, I let that experience define me and how I felt about myself. I was ashamed of who I was.

I want my daughters to see me be happy. I want them to be honest with themselves about who they are. When I decided it was time to make a change, I knew I had to be true to myself — not only for me — but for my girls as well.

My initial thoughts when I came out were: Will I lose people I care about? Will I start having more anxiety? Will my depression get worse?

"I am dating someone. But it isn't a guy. Her name is Lyndia."

I received many different responses here:

"I'm really happy for you."

"You are just doing this for attention."

"I'm very disappointed."

Even now, some days are better than others. I have been able to work more on myself to help with the anxiety and depression. It is hard and a deliberate choice every day. I struggle often, but I know I have people who provide me with strength. I could hide behind the fact that I married and divorced a man. People assume that I am straight, and for too long, I never said anything to correct them. When someone asks what my husband does for a living, I could easily answer by saying, "my wife...."

BY BRANDI BRAND

My wife Lyndia and I recently celebrated our first wedding anniversary. I'm sure if you saw us on any given day, we look like any other couple. Two exhausted working parents co-parenting with an ex-spouse. Running the kids to activities, while trying to compromise on household chores.

I try to live my life through two lenses:

1. Would my grandparents be proud of me, if they were still alive?
2. Am I living the kind of life I would want for my kids?

Let's try this again.

"I started with the company 11 years ago in the photo lab in Hillsborough, North Carolina, then came to the Home Office. I spent 7.5 years in the logistics division before moving to Sam's Pricing. Personally, my wife and I recently celebrated our first anniversary. I have two daughters, 10 and almost 13. Something no one knows about me? My personal goal for the year is to be COURAGEOUS."



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 Associate Resource Group (ARG) and featured opening remarks from Greg Foran, President & CEO — Walmart U.S. and PRIDE executive sponsor. The dialogue focused on why creating an inclusive environment for our LGBTQ associates and customers is important to our business; reflected on the progress we've made; and identified opportunities for continued growth and allyships. The authentic conversations forged during and after "Out at Walmart," are a reminder of how much can be accomplished at Walmart 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, was among the leaders who 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 about 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 promoted multiple times."

PFLAG ALLY TRAINING SESSIONS

PFLAG — a national advocacy organization comprised of LGBTQ individuals, family members and allies — joined with Walmart to host LGBT Ally and Transgender Ally training sessions on Sept. 7–8, 2016. This event was co-sponsored by Walmart's Hispanic Latino Associate Resource Group (HLARG) and PRIDE ARG.

Jean-Marie Navetta, Director of Learning & Inclusion for PFLAG, led the training, which included the "Straight for Equality in the Workplace" topics, "Want to Be an Ally (Or Help One Out?)" and "Becoming a Trans Ally."

The Straight Ally Training helped associates understand more about changing LGBT terminology, learn who allies are and what the ally journey looks like. Associates learned about straightforward, everyday actions that can help them express support and create change in the workplace.

The Trans Ally Training reviewed basic terms and concepts to understand what transgender

means and how it fits (and doesn't fit) into the conversation about LGBT issues in the workplace. The training included trans etiquette 101, including words, questions and comments to avoid. The training also reviewed Walmart's non-discrimination policy, transition guidelines and benefits program, for guidance on how to respond to trans-related workplace issues. The discussion included what actions associates can take to ensure transgender people feel supported and included at work.

"I attended the event not because I'm a Pride Leader, but because I have as much to learn as anyone else," said Bailey Thompson, Learning Center Staff and Events Lead for PRIDE. "The LGBTQ community is a diverse and vibrant community, comprised of every gender, ethnicity and nationality, and every single individual has a different story from the next. It's important for folks to know that asking questions because you want to understand is a good thing."



"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 promoted multiple times."

Levi Miller, Co-Manager of Store #2807 in Harrisburg, Virginia



2017 Disability Equality Index Best Places to Work



Walmart received a 100 out of 100 score on the 2017 Disability Equality Index®. This marks the second consecutive year Walmart received the top score while being named a “DEI Best Places to Work,” in recognition of enterprise-wide initiatives focused on advancing disability inclusion. “Walmart is made better every day by the contributions of our associates with disabilities and by the loyalty shown by our customers with disabilities. Our score of 100 on the DEI® is a step toward achieving our vision of Everyone Included, and we’ll continue

to strive to improve upon our commitment to be the employer and retailer of choice for people with disabilities and their families,” said Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer. Walmart was among 15 companies that stepped forward in 2014 as a founding sponsor of the DEI®; the DEI® is an independent, third-party benchmarking tool developed through a collaboration of the American Association of People with Disabilities (AAPD) and the U.S. Business Leadership Network® (USBLN).

Service Dog Connects Customers, Associates Alike

The associates at Store 1068 know the true value of community in the workplace.

At Store 1068 in Sebastian, Florida, a service dog named Patches is always at the side of Chris M., an electronics associate and U.S. Army veteran who has post-traumatic stress disorder (PTSD). The Jack Russell terrier-pit bull mix helps put Chris at ease, as he provides exceptional service to customers.

Chris served as a combat medic from 2010 to 2012, before beginning his career at Walmart.

“I’ve always loved helping people,” he 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’ fellow 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. Which means parents are happier too.”

Simply having Patches in the store adds to morale, and if for any reason Chris’ anxiety flares up, Patches responds in ways that his co-workers can recognize. For example, Patches will go from a resting position to making alert eye contact with Chris. This helps Chris relax and maintain focus on his routine, and it helps his co-workers know when to lend an extra hand.

This story originally appeared in Walmart World.



Dining in the Dark



DRIVING DISABILITY INCLUSION THROUGH BIAS DISRUPTION

“It was a very eye-opening experience.”

This somewhat ironic 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 (CDI) and the Advocates for Disability Awareness and Education (ADAЕ) resource group, begins with an overview of the demographics of America’s people with disabilities population as well as the challenges facing many people 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 by request 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. They are equally surprised to learn that, according to U.S. Department of Labor statistics, people with disabilities have a workforce participation rate approximately one-third that 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 which Dining in the Dark seeks to help participants identify and mitigate. Dining in the Dark is intended to be a “bias disruptor,” which equips participants with new experiences for the purpose of moving beyond bias-based decision-making to critical thinking that promotes values-based decisions.

“Dining in the Dark was a stark reminder that we have a lot of barriers to remove if we truly want to be an inclusive employer. Disabilities are not prohibitive to success but merely obstacles to be overcome on the road to achievement,” said Rick Mullen, Production Developer II — Talent and Organizational Effectiveness.

Following the opening remarks and a brief orientation to sighted guide techniques, participants partner up and each have the opportunity to serve as a sighted guide as well as experience what it is like to be a person who is blind. A buffet-style lunch is set up and each pair goes through the line twice with both participants having the chance to play the role of sighted guide and a person who is blind. After returning to their seats, all participants put on their room-darkening mask in order to eat their meal.

The session concludes with a facilitated debrief discussion, which always allows for unique perspectives and keen insights to be shared. Empathy, embracing vulnerability and a deeper understanding of sensory stimulation are common themes. Participants also discover that the experience goes beyond the typical diversity and inclusion elements to offer development on professional and leadership skills such as trust, communication and attention to detail.

“Learning to walk in someone else’s shoes gave me a new perspective. I was vulnerable, and it didn’t matter because

I had to trust and allow someone to guide me. Every day we have people guiding us, yet we don’t trust,” said Tonya Pullen, Senior Manager — Realty and Neighborhood Markets PMO.

The challenge of needing to approach an ordinary task — like eating — from a new perspective also serves as a reminder of just how skilled people with disabilities can be at innovation, as a result of having to find creative solutions to everyday problems, which result from living in a world that’s not always accessible. Creating a workplace that engages and empowers diversity through inclusion has the potential to spark innovation, which results in a tangible return on investment for the business.

“Dining in the Dark helped me to step back and look at all possibilities for a solution. There are many ways to get to the same end solution, but by thinking through different avenues you can gain more valuable experiences and develop better work solutions,” said Andrea Lampe-Welch, Senior Manager II — Merchandise Execution, Dry Grocery.

C.O.M.P.A.S.S. Program Helping to Guide Career Development

The C.O.M.P.A.S.S. program — which stands for Connect, Own, Mentor, Perform, Accelerate, Support and Sponsor — is a program developed and led in partnership by the African American Officers Caucus (AAOC) and the African American Business Resource Group (AABRG), which consists of monthly sessions focused on different business topics pertinent to advancing a new associate's career. The year-long program is designed specifically for associates with fewer than two years of experience at Walmart.

C.O.M.P.A.S.S. seeks to prepare new associates for their careers at Walmart by focusing on core competencies, including cultural awareness, building relationships, influencing and communicating, and retail business perspectives. Monthly topics include business operations, culture, unwritten rules, leveraging community service for networking, financial acumen, a company reputational briefing, personal branding, and performance and talent management.

The 2017 C.O.M.P.A.S.S. series began on April 27, with a panel discussion on the topic of "The First 90 Days/First Year at Walmart." The panel featured Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer; Eugene Cook, Vice President — Application Operations, Information Systems Division (ISD); LB Johnson, Vice President — Real Estate & Portfolio Management — Walmart U.S.; Amber Lee Williams, Senior Associate General Counsel; and Geno Bell, Senior Director — Transportation and AABRG vice Chair. These leaders shared their perspectives on Walmart company culture. Those in attendance were able to take away best practices and useful advice on how to adapt to Walmart's culture while maintaining their authenticity and established values.

"Don't underestimate culture," said Amber.

"Your network should be diverse," Eugene said.

"Introverts, 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 corporate 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 sessions, you meet so many new faces and realize 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 has also provided cohorts with the opportunity to network with each other and learn about different areas within the Company, which in such a large matrixed organization like Walmart, is not always easy."

Café y Carreras Brews Up Mentoring Opportunities

A cup of Joe...java...or plain old coffee. Call it what you will, but there's a unifying power in the morning brew millions of people around the world use to help them jumpstart their days. There's also universality in the notion that no matter who you are or where you're from, as people we all want basically the same things. One of those universals is the opportunity to grow a career in order to fulfill a sense of purpose and build a better life.

Café y Carreras — Spanish for "Coffee & Careers" — is a mentorship program held three times per year at Walmart's Home Office in Bentonville, Arkansas, which seeks to take the precepts of career conversations over a cup of coffee to a whole new level. Developed and led by the Hispanic Latino Associate Resource Group (HLARG) — with support from other Associate Resource Groups — the Café y Carreras committee coordinates events that provide Walmart officers (vice president and above) and associates an intimate setting to discuss diversity and inclusion topics.

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 728 associates. This brings the overall total to 19 Café y Carreras events, spanning 467 officer-led sessions, reaching 5,229 participants. Despite being led by HLARG, the relevance has extended beyond Hispanic associates.

"It has grown, changed and now is more inclusive. As we started communicating the program, we saw the diversity in the room...diversity of thought," said Emma Cardoso, Senior Manager — Global Investigations Training and Café y Carreras committee member.

Associates have the opportunity to learn the recipe for success from leaders who have successfully navigated their own careers, within an environment that stimulates continuous development and intellectual curiosity. The sessions empower associates with valuable insights communicated through the stories and experiences shared by each leader.

"It's been extremely helpful to hear from leaders and hear different perspectives to balance my opinions and to educate people about my culture. To share those stories and to also listen to leaders is amazing," said Nilka Garcia, Manager — Retail Ready Packaging and Café y Carreras committee member.

In addition to a focus on diversity and inclusion, the sessions also highlight an area relevant to Walmart's business (leadership, merchandising, sourcing, sustainability, sales, etc.). The format of the 90-minute sessions is intentionally casual, and the agenda is left flexible, to allow each group to take ownership of their own discussion.

"My main goal in driving a program like Café y Carreras, is to provide a venue for us to have the uncomfortable conversations in the most comfortable way. I believe the program has driven cultural intelligence across the company and served as a way to challenge both associates and leaders to do their part in ensuring we continue improving on diversity and inclusion every day," said Joe Bussell, Director — U.S. Ethics & Compliance and Café y Carreras committee lead.

The sessions also provide associates with opportunities for networking with people from across the business with whom they

might not otherwise have the chance to meet.

"What I really like is the opportunity to meet people from all over the company — if you have interest in a part of the company, you can go to a Café y Carreras event and meet people from other areas. If you are looking to grow your career, this helps you network," said Silvia Perea, Global Intake Manager — Global Ethics & Compliance and Café y Carreras committee member.

Networking for the purpose of career-building is one of the primary objectives of Café y Carreras — something Silvia knows the benefits of firsthand. She started at Walmart as an in-store pharmacy tech right out of high school in 2009, before transferring to the Home Office and after graduating college in 2012. She got involved in Café y Carreras soon thereafter and was promoted into management in 2016.

"When I started as hourly, I was shy. Now that I'm salaried, you see opportunities to share your views and network," said Silvia. "I met people and got mentors/sponsors who got to know my work ethic and see how hard I was working. I got a mentor and a sponsor who could say 'she's doing great!'"



WRC Mentoring Circles

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. Pairings are based on core competencies and pair seven to eight associates with one or two mentors. Mentor circles create a safe place for women to talk about challenges and learn ways to overcome the barriers they sometimes face — how to break through the glass ceiling; how to balance being a mom and building a career; and more. The circles add value to Walmart by developing, growing and retaining talent by including women who can give career guidance to others who may be challenged by similar experiences.

"Our circle meets every six weeks. We spend half our time discussing a topic that interests the women for their development (influencing up, leading others, etc.)," said Marquita Brown, Senior Manager — Merchandise Execution SOTC.

"We also spend half our time learning more about each other's area and what a day in the life entails. We plan for at least one activity outside of the office during the year. This year we went to Fayetteville and toured the Optical Lab where one of our mentees works," said Felicia Bachman, Director — Global Business Solutions Communications & Change Management, who co-leads a mentoring circle with Marquita.

It also provides a safe space to get a different perspective and learn more about inclusion.

"Co-leading a mentoring circle has given me an opportunity to 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 something to offer to make each other better," said Marquita.

"Plus, I've learned so many great tips on how to better manage my career from the women in the circle. It's given me 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.

"I am most proud of the approach we have taken to not just discuss topics but to be intentional about getting to know each other in our group. We've structured each mentoring session to include a presentation on a chosen topic and also provide time for two to three other mentees not presenting to speak about their current roles/responsibilities and their 'day in the life,'" said Marquita. "I think this is very important to not just have discussions on topic X, but understand each other's role and how we may impact each other."

"That way 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 directly to our network for interest in opportunities that have come available in their respective areas," said Marquita.

"Think of mentoring circles not just as a way to develop yourself and advance your career but as a way to take care of yourself and learn more tips on how to balance all of life's demands. The advice from women in the circle really helps you improve not just your work life but also your personal life," said Felicia.

WALMART GETS "FIERCE FOR CHANGE" ON INTERNATIONAL WOMEN'S DAY 2017

On March 8, 2017, which marked International Women's Day (IWD), associates from around the world gathered together to celebrate women and diversity engagement at Walmart. This 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. She also iterated WRC's aim, "For Walmart to be the best place for women to work at all levels and where each and every associate can bring his or her whole self to work."

The newly appointed WRC leadership, Angie Cooper, Senior Director Global Public Policy (chair) and Claudia Keyes, Director — 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 WRC strategy of connecting, developing and advocating is resonating.

Next up were Kathleen McLaughlin, Chief Sustainability Officer and President — Walmart Foundation, and Jenny Grieser, Senior Director — Women's Economic Empowerment, who shared the "Women Owned" logo, which labels packaging of products from women-owned businesses, available both in-store and online. The logo underscores Walmart'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 and in Life One Conversation at a Time," delivered a memorable and dynamic presentation covering lessons from her books and corporate training classes.

"Our careers, companies, our relationships and our very lives succeed or fall gradually then suddenly, one conversation at a time," Susan said. What is a fierce conversation? "It is 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 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 McMillon, President & CEO — Walmart, moderated a leadership panel, originating 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 — Sam's Club; Liza Landsman, President — Jet.com; and Judith McKenna, Executive Vice President and Chief Operating Officer — Walmart U.S.

While opening the discussion, Doug said: "We want to shape the culture of Walmart. We want to make progress as it relates to diversity and inclusion and have an environment where everyone can be themselves." Doug asked the panel, "What are you doing to help us deliver on this objective this year?"

"Diversity as an objective is not just the right thing to do but it is smart business," said Liza. She quoted a McKinsey study that says "companies that value gender diversity are 15 percent more likely to outperform the competition, and when you bring in ethnic diversity, that rises to 35 percent."

In answering the question, "How are you thinking about diversity in your new role?" John said, "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 to 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 is 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 we can do a much better job, 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 Shenzhen to Tokyo to Mexico City — and is a fundamental component of the on-boarding process for every associate. All associates learn our values on Day One of their employment, and if we can make a clear connection to how the behaviors that align to these values impact inclusion, then we are well on our way to becoming a more innovative and successful business. The rationale is that if we integrate 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, under 55 different banners, in 27 countries outside the U.S., and our commitment to an inclusive culture is a focus for each of our international markets. Seiyu, a wholly-owned subsidiary of Walmart, is one of Japan's largest supermarket chains with locations nationwide from Hokkaido to Kyushu. Through collaboration with Catalyst Japan, a non-profit organization working to accelerate progress for women through workplace inclusion, Seiyu/Walmart Japan has participated and hosted three diversity and inclusion events in 2017. These events were designed to help transform the workforce, through the power of women's inclusion.

DEVELOPING ACTIONS AND STRATEGIES TO SUPPORT WOMEN'S ADVANCEMENT

The Developing Actions and Strategies to Support Women's Advancement event on March 24, featured a panel discussion followed by smaller group discussions. 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 — Seiyu GK and President and Representative Director — Wakana Co., Ltd.
- Tsuneo Fukugawa, Joint General Manager — Global Talent Acquisition and Development Department, Mizuho Financial Group, Inc.
- Michitaka Tanihira, Director of Human Resources — Hilton Tokyo
- Michiko Achilles, Vice President and Head of Human Resources — SAP Japan Co., Ltd.

Each panelist shared their own personal experiences and talked about the initiatives their respective companies are taking. Having both men and women on the panel, the participants learned how the two women leaders progressed their careers, as well as how men in management can get engaged in women's advancement by changing their own behaviors and respecting their differences.

During the group discussion, the participants were divided into two sections. The first group discussed the topic "Take Charge of Your Career;" participants reviewed their career advancement strategy and analyzed and discussed actions required to move ahead. The second group discussed the topic "The Roles and Actions of a Mentor and Sponsor," and covered issues and solutions for having an effective organizational mentoring and sponsorship program.

WALMART JAPAN DIVERSITY AND INCLUSION EVENT

Tsukiko Tsukhara, Vice President — Catalyst Japan, spoke at Walmart Japan's Diversity and Inclusion event on Oct. 28 and also moderated a panel discussion. During her talk, Ms. Tsukhara presented her perspectives on the reasons why the number of women at the management level has not increased. Given the current gender gap and its structure, she offered three recommendations as possible solutions: use of sponsorship; talent identification and development for high-potential staff; and behavioral change to combat unconscious bias. As part of the panel discussion, she spoke to graduates of Women in Retail (WIR), Walmart's leadership development program for women, and the Area Manager who supported the WIR program about their experiences.

ADVANCING WOMEN IN SALES AND STORES: "REAL LIFE CHALLENGES AND CROSS INDUSTRY SOLUTIONS"

The Advancing Women in Sales and Stores: Real Life Challenges and Cross Industry Solutions event on Oct. 11, was held with support from Walmart Japan, Johnson & Johnson K.K. and Gap Japan K.K. The audience of approximately 80 consisted mainly of sales and store managers from the pharmaceutical, finance and food service sectors. Through a panel discussion and a cross-industry group discussion, participants shared stories and experiences related to women's advancement.

Maki Nakamura, Senior Vice President — Seiyu GK and President and Representative Director — Wakana Co., Ltd.; David R. Smith, President — Johnson & Johnson K.K. Vision Care Japan; and Hirofumi Mineo, Senior Director — Gap Outlet Japan Region, Gap Japan K.K., shared their views and discussed their company's initiatives to support women's advancement in sales and stores. During the small group discussion, participants were divided into groups to talk about workplace customs and mindset; talent development and management; and organizational efforts on work/life effectiveness.



Walmart's Asda Using Resource Groups to Reach Across Generations

The motto of mass-market UK retailer Asda is "Save money-Live better." Sound familiar? That's because it was acquired by Walmart in 1999 and shares its mission and purpose. Since its inception as a retailer of groceries and general merchandise and now the popular clothing line "George," Asda has grown to 162,000+ employees, in more than 600 stores and distribution centers in the UK. Because Asda depends on consumer insights and strong relationships with local communities for success, its grassroots Colleague Resource Groups (CRGs), are the focus of the D&I effort initiated in 2012.

Kate Fisher, Senior Director, People-Talent, Capability & Leadership, describes the company's CRGs as "powered by passion." Guided by the results from employee-engagement surveys and focus groups, CRGs have been started for colleagues based upon generation (Asda recognizes five generations at work together), gender, disability, ethnicity and LGBT status. Asda puts colleagues at the center of its 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 Asda Generation Group (re-named from Asda "Age" Group) is a particularly valuable partner to the business. Asda's Generation Group Chairperson Hazel Smith says "customer understanding comes from colleague understanding," and that hiring and retaining multi-generational colleagues is required to leverage their deep experience as employees and consumers.

Asda CRGs nurture long-term relationships with local charities, such as Silver Line — an organization that supports older people living alone — and they are ultimately involved in the vital UK apprenticeship program — a partnership between the government and business. Originally established as a training program for unemployed youth, the age parameters have been lifted and the program addresses employment across that board. Asda, with other major retailers and businesses, works with the government to identify different skills and job functions which can be standardized for consistency, and the role of an Asda colleague is a perfect fit for an apprenticeship. In addition to helping to identify publicly recognized apprenticeship roles and standards, Asda works with training providers to develop training content appropriate for potential colleagues. Through the apprenticeship process, Asda makes an investment in its current and future colleagues and ensures a sustainable, qualified workforce — and CRG members take pride in being at the heart of the process.

Asda's CRGs launched a 2017 pilot for a reverse-mentoring program — generations mentoring each other. Taking apprenticeship standards and training and adding the personal element of one-on-one mentoring to enhance learning makes sense. For Asda, this is an opportunity to institutionalize its apprenticeship work and ensure the long-term success of both colleagues and the company.





Leveraging Diversity to Recruit Next Gen Talent

AT HASKELL UNIVERSITY

Walmart's Associate Resource Group representing Native Americans and Alaskan Natives, has found a way to create a lasting community impact while developing next generation talent at the same time.

Walmart and Sam's Club managers from Kansas, Missouri and other nearby states, join Walmart alumni of Haskell Indian Nations University and Tribal Voices members to visit Haskell twice a year. This two-day visit

includes a tour of the cultural center and the campus, a blessing at the Medicine Wheel, mock interviews for business students and a networking lunch.

The mock interviews are the main event for students, and they have proved to be an effective method of finding talented interns for field and Home Office positions.

"We see a lot of top talent in this school. I keep coming back for those reasons," said Shane Dickerson, Market Manager for Market 21, which covers Kansas and western Missouri.

Two former Haskell students, Christina Davey, Member Service Assistant Manager, and Tsianina Whitetree, Membership & Marketing Assistant Manager, of Sam's Club #8176 in Topeka, Kansas, started as

interns at Sam's Club after this mock interview process, and return now as alumni and full-time associates to help conduct the mock interviews.

Their manager, Bob Catlin, Club Manager for Sam's Club #8176 in Topeka, Kansas, often visits the campus more frequently than these bi-annual recruiting trips. Bob has been invited to speak in business classes, offer resume writing tips, speak at graduation and has even received a friendship award from Haskell.

"I've become friends with Haskell. Honestly, I feel like I graduated from this school," said Bob. "I know the staff, I know the kids, it's very rewarding. I can come up any time and visit a class, and they welcome us no matter what."

Haskell is the only "all tribes" university in the United States, and as a result, its enrollment consists of students from across the country. Tribal Voices' goal is to expand these recruiting trips to other tribal universities, where students can have a field internship near their hometown.

"As a company with locations everywhere, we should be able to place students near their homes because many of these students are supporting their whole family. That's the power of a company like Walmart," said Liz Mashie Gunsaulis, Senior Strategy Manager — Licensing Compliance and Tribal Voices chair.

In addition to cultivating talent, these bi-annual recruiting trips are a learning opportunity for many associates who attend. The tour of the cultural center provides valuable insight into the history of the 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 majority culture in order 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.

During the networking lunch, Bob, Shane and other associates recruit students with their own stories of opportunity at Walmart.

"We've got a lot of careers; we've got a lot of different jobs. We can probably fit just about anybody somewhere in our company... At the end of the day, I'll be challenged every single day; good work is rewarded and Walmart and Sam's Club recognize that," said Bob.

"If you put in the effort, if you take care of them, they'll take care of you. They've taken care of me for 23 years."



ALPFA Convention Sets Standard for Diversity Recruiting Initiatives

Association of Latino Professionals For America (ALPFA) is the longest standing Latino organization in the U.S., with more than 72,000 members assembled in 44 professional and more than 160 student chapters across America.

Walmart representatives participated in the 44th annual ALPFA Convention, held August 2016 in Dallas, as Lead Convention Sponsor. Amongst the other 200 corporate sponsors, including Microsoft, KPMG, Deloitte, JP Morgan and Goldman Sachs, the presence from Walmart was high-energy and intentional from the moment attendees arrived.

Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer, spoke during the opening reception and encouraged attendees to stop by the Walmart career booth if they were looking for their next career opportunity. "That's why we're here at ALPFA — we're looking for dynamic talent across many different disciplines to join us at Walmart in our movement toward 'Everyone Included'... I hope you'll give strong consideration to joining a movement of difference makers with us at Walmart," Ben said.

Walmart capitalized upon being the lead convention sponsor by using the platform to successfully engage the expanded talent demographic as an enterprise-wide recruiting initiative. Approaching recruitment efforts in relation to the convention alone would not be enough to resonate with the Latino audience,

who often call one another "ALPFamilia," as the network is so large. Instead, Walmart recruiters conducted roadshows across the country in the run up to the convention, which yielded organic relationships with ALPFA members at the core of their chapters, while showcasing the breadth of career opportunities offered at Walmart.

With almost 200 interviews completed, and 63 offers identified (48 full-time and 15 interns) in the span of the three-day convention, Walmart was awarded the "Top Recruiter" award amongst all participating companies.

Intentional pre-convention efforts, strategic acquisition alignment and on-site brand presence, resulted in one of Walmart's most successful diversity recruitment initiatives. This approach has set the bar high for future recruiting efforts, as Walmart continues to look forward to moving the needle in diverse recruitment efforts. Such a strategy requires commitment and engagement from a variety of stakeholders from across the enterprise.

"These results would not be possible without our outstanding recruiters, executive champions, internal ALPFAs, and our business and HR partners branding and representing our company so well," said Bliss Deylami, Senior Project Manager — Global Shared Services, who in a prior role was responsible for Walmart's ALPFA recruiting activation.



MLK Week 2017

Walmart celebrated Martin Luther King Jr. Day, 2017, with a week's worth of activities that spanned multiple venues and engaged members of all seven Associate Resource Groups (ARGs). The legacy of Dr. King extends to inclusion and equity for all people, and his message resonates with a global audience.

MAYA ANGELOU DOCUMENTARY SCREENING AND STILL I RISE

On Jan. 14, 2017, Walmart's African American Business Resource Group (AABRG), Coca-Cola, Bentonville Film Festival (BFF) and Constellation Brands sponsored a screening of the Maya Angelou "And Still I Rise" documentary at the newly opened Record venue in downtown Bentonville, Arkansas.

Colin Johnson introduced himself as Angelou's grandson and then offered guests a sampling of confections baked from recipes created by Angelou.

Walmart Board member Dr. James Cash then delivered an inspiring message as he introduced the film, which provided a personal and intimate trip into the real-life journey of the celebrated writer, actor, singer and activist.

The discussion between Johnson and the film's co-director, Rita Coburn Whack, offered insight into the making of the documentary. The screening made for a fitting recap and ending to a day in honor of Dr. King and a tribute to one of his greatest supporters and friends, Maya Angelou.



MLK INCLUSION WEEK WITH KEYNOTE SPEAKER SOLEDAD O'BRIEN

On Monday, Jan. 16, 2017, Walmart held its 21st Annual Celebration of the life and legacy of Dr. Martin Luther King, Jr.

The program recognized five Northwest Arkansas middle school students who participated in the "Dream Award" essay contest, which asked each participant, "How will you advance Dr. King's mission of advocating freedom, justice and equality in [your] school, community, country and the world?" The beauty came from the simplicity of the students' responses:

"We're all one species, it doesn't matter what we look like, and we're all the same."

"Your skin color and race don't define who you are, so stand up for yourself if someone tries to judge you for that."

These children reminded us, with their inclusive perspectives, diverse make-up and servant's hearts, that we are indeed making progress.

Noted journalist and MLK historian Soledad O'Brien reminded us that a critical, yet often overlooked, aspect of Dr. King's legacy is to actually do the hard work that will make America "just for everyone." Soledad

encouraged us to focus on building others up every day and to continually ask, "How do we solve this problem for all of us?" She reiterated that although we have much work to do to continue to make our country a welcome place for all people, we have come far.

The event concluded with BerThaddaeus Bailey's rendition of Dr. King's "I Have a Dream" speech. His recitation allowed the audience to feel the energy, desperation and hope of a crowd of more than 250,000 civil rights supporters gathered before the Lincoln Memorial on a hot, August day in 1963. Many associates who attended commented it was moving to hear the words spoken in a manner strikingly similar to Dr. King's own delivery.

WALMART ECOMMERCE GIVES BACK FOR MLK WEEK

For the second year in a row, Walmart eCommerce partnered with Stop Hunger Now (now known as Rise Against Hunger) to host an on-site volunteering event at our San Bruno, California, and Sunnyvale, California, campuses on MLK Day. More than 80 volunteers participated and helped package 20,000 meals.

In Dallas, associates were invited to march in the "Greater Fort Worth MLK Day Parade." After the parade, they participated in the MLK rally and an In House cookout, where managers served lunch for their associates.



2017 Bentonville Film Festival

"Speak freely" was the consistent theme that resonated throughout the entire 2017 Bentonville Film Festival (BFF), which kicked off on May 2, with the second annual Diversity & Inclusion (D&I) Summit. Uniquely designed to take attendees on a half-day journey of learning and inspiration, the D&I Summit provided a fast-paced series of fireside chats, talks from dynamic business leaders and personal stories of inclusive journeys that helped empower people, organizations and the world to be more inclusive.

Walmart partnered with Deloitte to host the D&I Summit where Doug McMillon, President & CEO — Walmart, and Ben Hasan, Senior Vice President and Chief Global Culture, Diversity & Inclusion Officer, set the stage before musician and motivational speaker Lourds Lane shared a message around global kindness — with a focus on children — through an engaging blend of conventional storytelling and musical performance. Jeff Gearhart, Executive Vice President — Global Governance and Corporate Secretary, facilitated a chat with Cathy Engelbert, CEO — Deloitte, and Margaret Keane, President & CEO — Synchrony Financial, which focused on women shattering the glass ceiling. Other notable speakers included:

- Geena Davis, Academy Award-winning actor and Founder & Chair of the Geena Davis Foundation Institute on Gender in Media
- Jewel Kilcher, Grammy Award-nominated singer/songwriter and New York Times Bestselling author
- Gregory Lee, President & CEO — Samsung Electronics North America
- Hamdi Ulukaya, Founder & CEO — Chobani
- Andrew Davis, Global Chief Diversity & Inclusion Officer — The Coca-Cola Company
- Lizzy Velasquez, motivational speaker and author

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 champion women and diverse voices in media and proactively supports content creation that inspires young minds to do great things. BFF is the only film competition in the world to award guaranteed theatrical, international, digital, retail home entertainment distribution for its winners with support from Walmart, AMC and American International Cinema. The 2017 festival attracted a record-breaking number of attendees committed to ensuring development and promotion of media that represents the world we live in — 51 percent women and highly diverse. Festival attendees interacted with filmmakers, actors and key industry leaders including Meg Ryan, William H. Macy, Judy Greer, Rachel Winter, Marilu Henner, Jane Seymour and Terry Crews.

"I am beyond excited at the support of my colleagues in the industry, from returning talent like Meg (Ryan) to our first time 'BFFs' like Judy Greer and William H. Macy, who have embraced the mission of the festival," said Davis. "The films at BFF have inspired and provoked change that we hope will continue for years to come."

The BFF, 2017, featured 70 competition films (more than double 2016) with 33 competition features, 14 spotlights, 19 shorts and four episodic. Qualifying films for BFF meet two or more diversity requirements in the areas of director, producer, writer, lead character or cast/crew/extras. 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 Fest), A Happening of Monumental Proportions (Audience Spotlight), Parkers Anchor (Audience Narrative) and Woman on Fire (Audience Documentary).

The fourth annual Bentonville Film Festival will take place May 1–6, 2018 in Bentonville, Arkansas; additional details on the festival can be found at www.bentonvillefilmfestival.com.



Connecting with Our Community to Advance Inclusion

Fostering inclusion and cohesion within the communities we serve is a fundamental part of Walmart's diversity & inclusion efforts. Whether it's grants to national non-profits, working on hunger and nutrition challenges or workforce development initiatives for diverse populations, or corporate partnerships with community-based organizations in our Northwest Arkansas home region, Walmart and the Walmart Foundation are committed to advancing inclusion through our giving and community engagement programs.

FEAST FOR THE FUTURE

This is the second year the Walmart Foundation has provided support for the Center for American Indian Health's multi-pronged "Feast for the Future" initiative, which promotes healthy eating through school-based garden and nutrition education programs, re-introducing healthy indigenous eating practices to young people and strengthening local agriculture.

Nearly one-third of American Indian and Alaska Native children are obese — the highest rate of any racial group in the country. Native children also have twice the level of Type 2 diabetes and food insecurity. Many tribal lands are food deserts, defined as impoverished communities that lack access to healthy and affordable food.

The Walmart Foundation grant will help Feast for the Future reach more than 30 tribal communities across nine states. A digital Feast for the Future toolkit created by Johns Hopkins Center will provide FoodCorps members with

step-by-step instructions and customizable materials, in order to widely scale the program. Hundreds of children will learn to grow and prepare healthy foods through an edible school garden curriculum, and farmers and tribal elders will be paired with children to teach traditional agriculture, language and healthy eating practices. In addition, tribal communities will have the opportunity to develop a wide variety of agricultural and nutrition-promoting programs, such as farmers markets, farmers workshops and family gardens.

Feast for the Future is planting the seeds of long-lasting change, as the Johns Hopkins Center is working with tribal partners to ultimately incorporate these programs within existing community agencies.

THE ARC@WORK

The Arc is a national non-profit serving people with intellectual and developmental disabilities (I/DD), such as autism spectrum disorder, Down syndrome and fetal alcohol spectrum disorder. The Arc@Work is The Arc's national employment initiative, which is developing innovative workforce solutions by connecting employers with talented employees with I/DD and supporting the recruitment, on-boarding and retention process. The goal is to increase community-based employment opportunities for people with I/DD and to connect businesses with people and services that increase the diversity, productivity and quality of their workforce.

Since 2016, the Walmart Foundation has supported The Arc@Work's community-based

employment initiative, which aims to move hundreds of people with I/DD into competitively paid jobs in their communities. In addition to connecting talented people with I/DD to jobs, the project raises awareness of the need to employ more people with I/DD and creates engagement opportunities 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 16 of its local chapters, The Arc has:

- Placed more than 475 people with I/DD in community-based jobs, with an average wage of \$10.52/hour;
- Trained more than 1,200 people with I/DD to prepare them for future employment;
- Engaged more than 350 local, regional and national employers in the project;
- Leveraged nearly \$3M in other private and public funds to support this 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 strategic welcoming plan for the region. The following key focus areas serve as a critical roadmap for longer-term collaboration and measuring impact:

- **Government Leadership:** Local government is committed to being inclusive and welcoming and plays a central role in building local capacity while advancing inclusion of diverse communities within its own agencies and bodies.



The Road to Entrepreneurship

Babita Gupta's road to entrepreneurship began with a simple gesture. In an effort to find more work for her housekeeper, Gupta offered her some basic home décor projects to work on. The extra income had a dramatic effect on her housekeeper's life; it gave her the wherewithal to free herself from an abusive marriage. News of this life-changing experience soon spread in the community, and other women approached Babita for work.

As Babita supervised, explained and taught, it occurred to her that she had the opportunity to create an independent venture, one that could provide income — and empower the women in her community. Thus was born Nirmal Designs. In 2007, Nirmal started manufacturing and exporting household items such as cushion covers, bedspreads and aprons to leading brands in the United States and Europe. Babita's sister, Neeta, joined her in the venture, and together they grew the company.

The entrepreneurs made significant strides with their venture, but when the opportunity arose to push themselves further with the Walmart Women Entrepreneurship Development Program (WEDP), they didn't hesitate. "I got selected as a participant and a lot changed for us. WEDP exposed me to a different world altogether. It broadened my horizon as I learned the nuances of running a business," says Babita.

Nirmal is now a supplier to Walmart India. The company's 35 women employees have learned to sew professionally, providing them with a valuable job skill. "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-reliance, provide the company with a loyal workforce in which absenteeism is rare. Her goal now is to continue increasing sales, while instilling in the women working with her the belief that if she can, they can.

This story originally appeared in the 2017 Walmart Global Responsibility Report.



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 farm workers 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 128,519 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 15.5 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 in the front lines of retail advance at similar rates to their male peers.

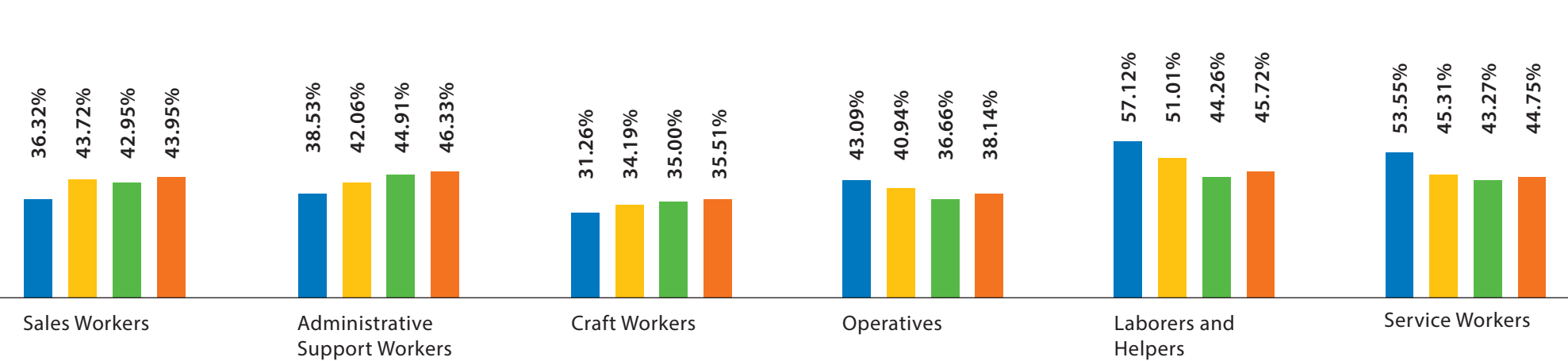
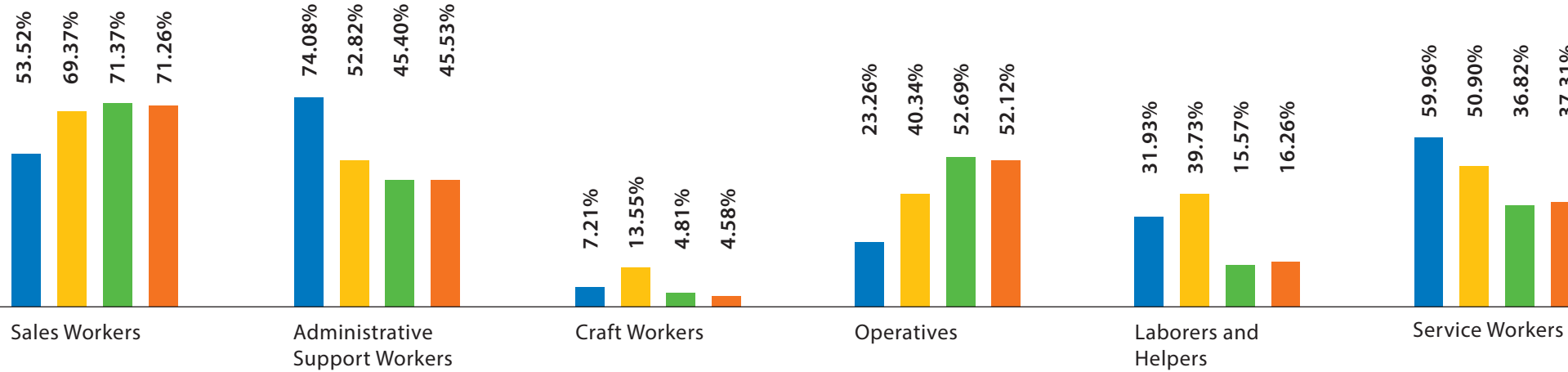
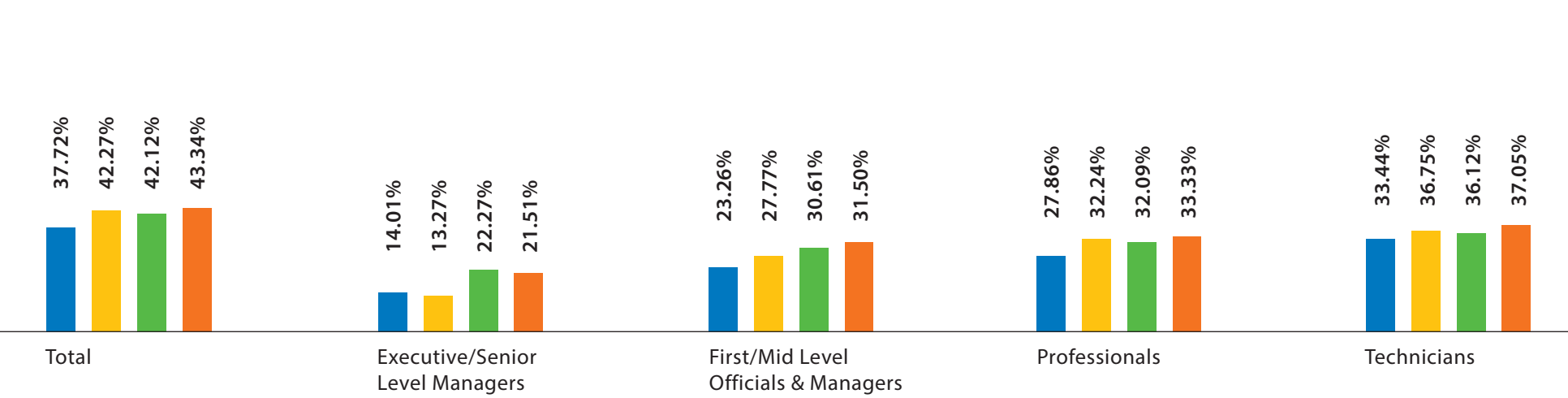
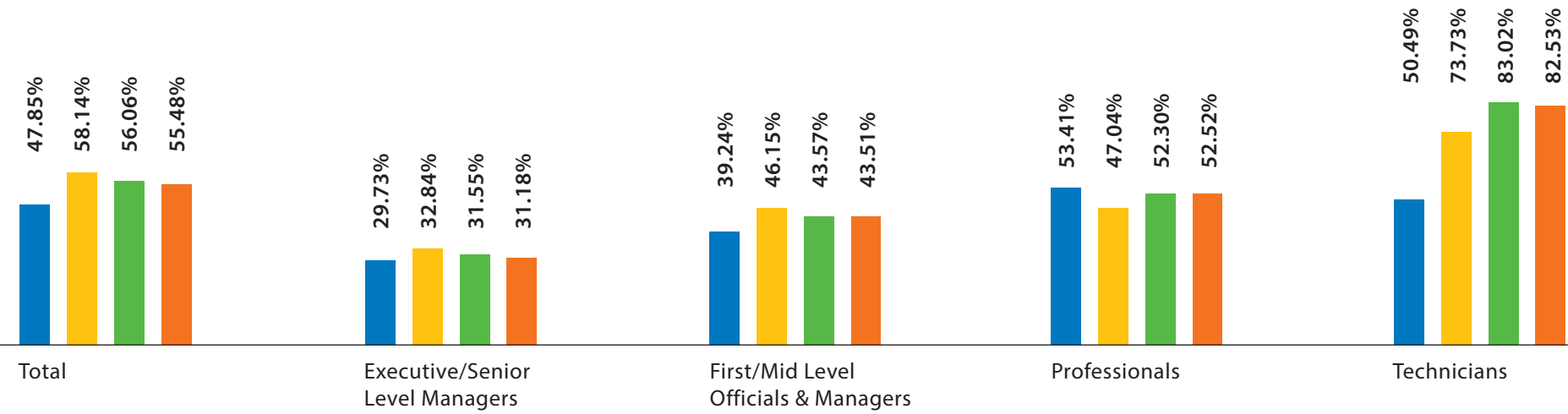


FEMALE EEO-1 Comparison

MINORITY EEO-1 Comparison

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016



BLACK OR AFRICAN AMERICAN EEO-1 Comparison

HISPANIC OR LATINO EEO-1 Comparison

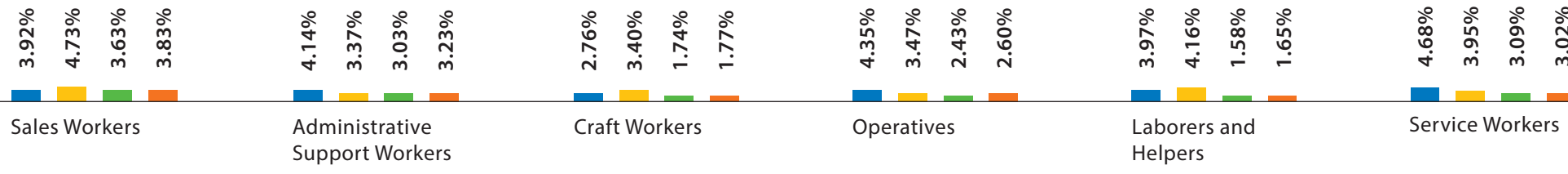
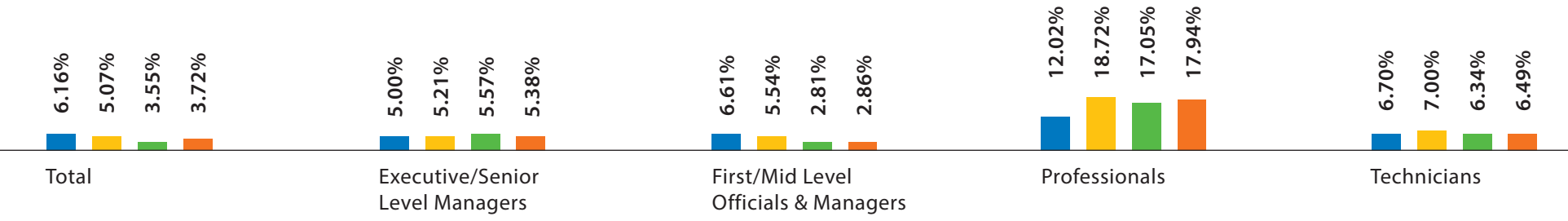
2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016



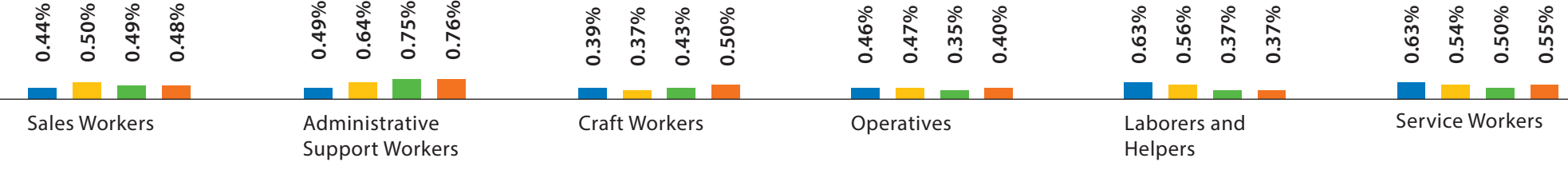
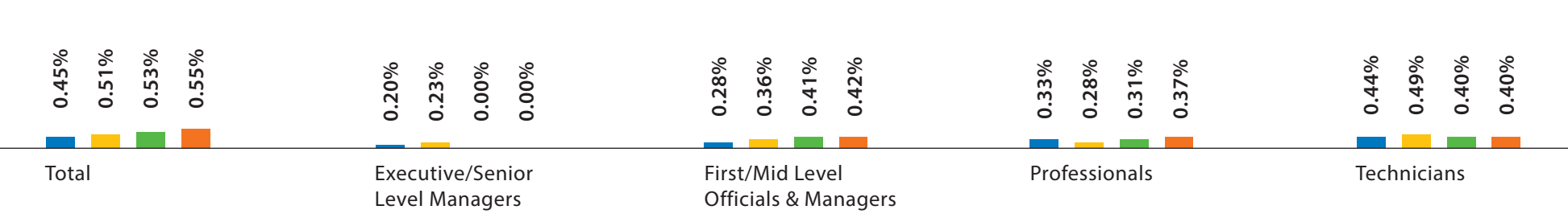
ASIAN EEO-1 Comparison

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016



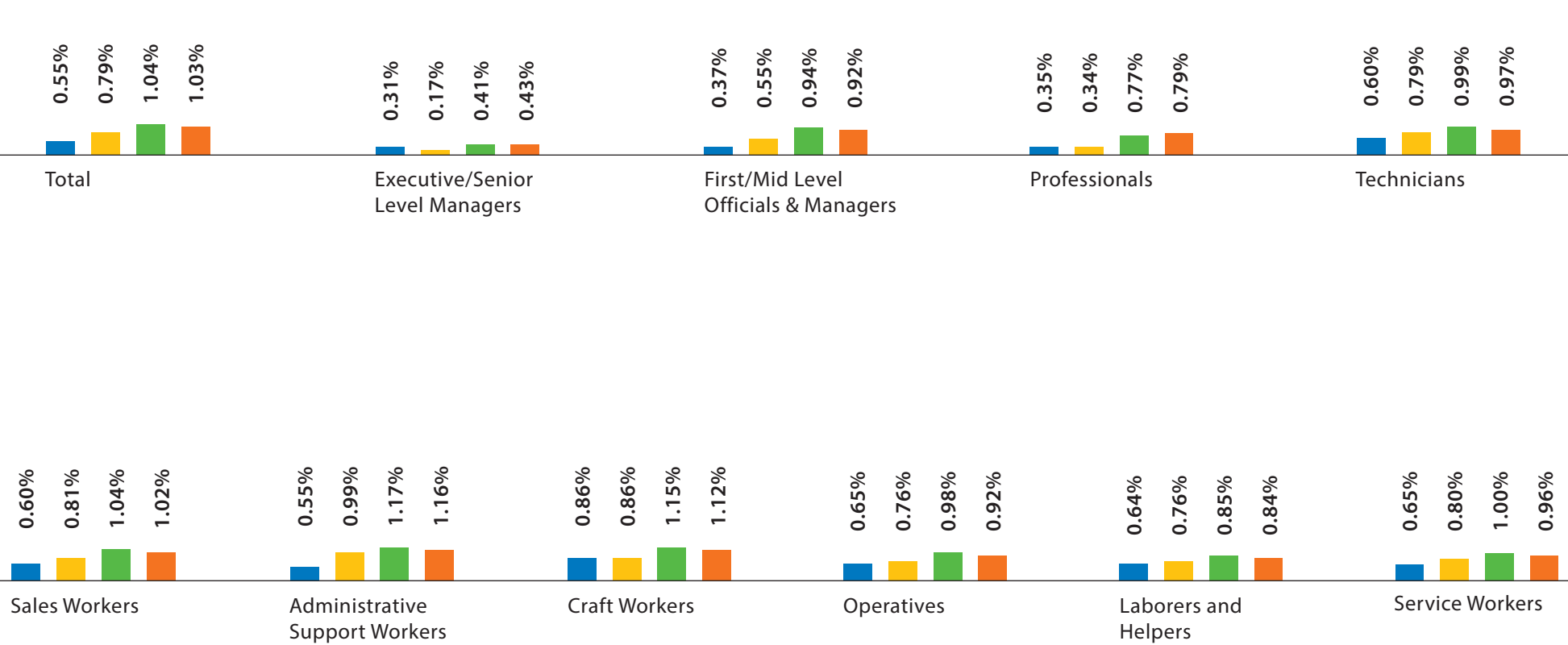
NATIVE HAWAIIAN OR PACIFIC ISLANDER EEO-1 Comparison

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016



AMERICAN INDIAN OR ALASKAN NATIVE EEO-1 Comparison

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016



TWO OR MORE RACES EEO-1 Comparison

2015 National Composite 2015 Retail Trade Composite Walmart 2015 Walmart 2016

