



Walmart 

2015 DIVERSITY & INCLUSION



2015

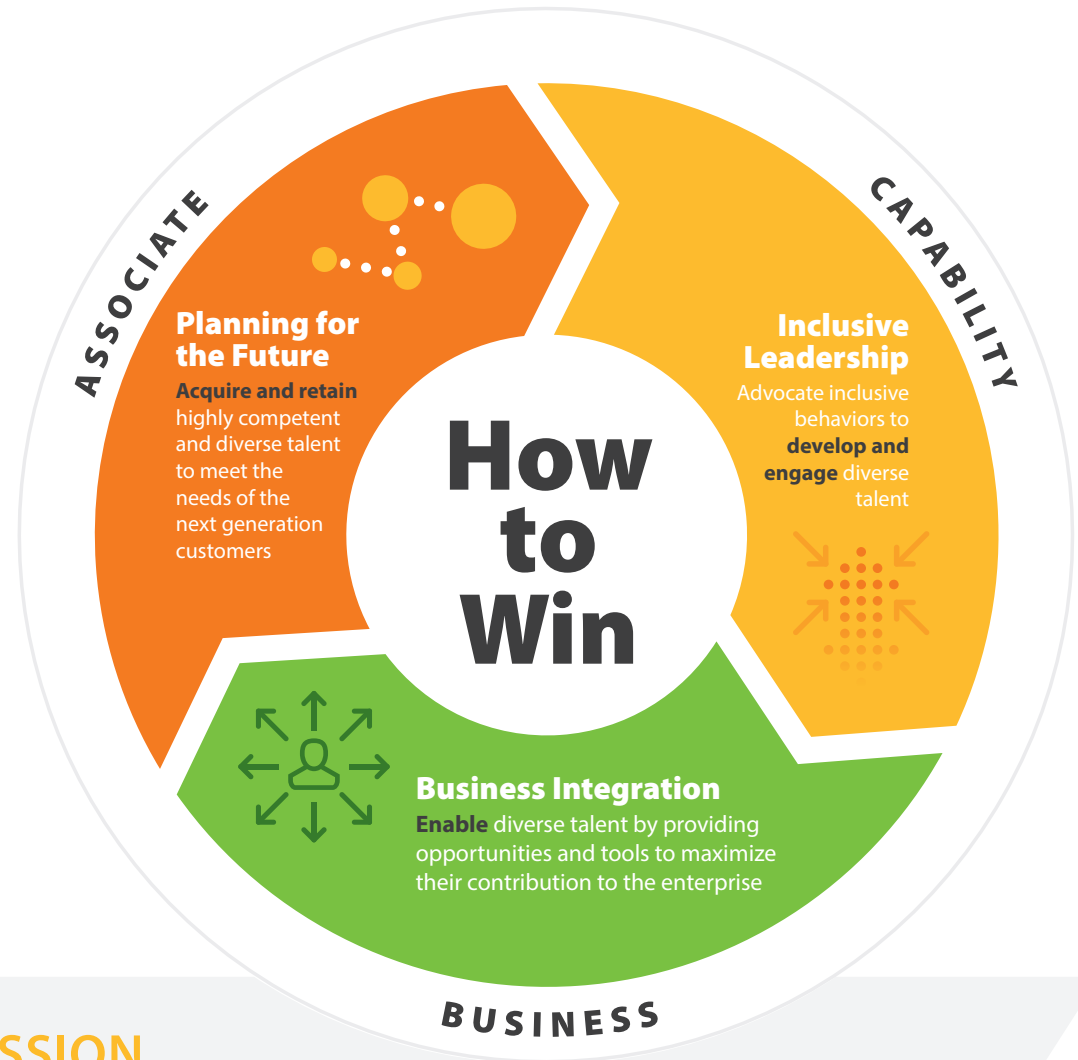
DIVERSITY & INCLUSION

Building upon our diversity and inclusion success in the past decade, we will broaden our efforts to embed diversity and inclusion across the company to drive exceptional business results. We will continue our commitment to fostering a trust-based inclusive environment where our associates feel connected to and supportive of each other and where they have unlimited opportunity to develop and grow.

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2015 STRATEGY



MISSION

We will embed and inspire diversity and inclusion across the organization

WALMART AROUND THE WORLD

As of January 31, 2015

Canada

Market entry: 1994
Units: 394

United States

Market entry: 1962
Units: 5,163

Mexico

Market entry: 1991
Units: 2,290

Guatemala

Market entry: 2005
Units: 217

El Salvador

Market entry: 2005
Units: 89

Costa Rica

Market entry: 2005
Units: 217

Nicaragua

Market entry: 2005
Units: 86

Honduras

Market entry: 2005
Units: 81

United Kingdom

Market entry: 1999
Units: 592

Brazil

Market entry: 1995
Units: 557

Chile

Market entry: 2009
Units: 404

Argentina

Market entry: 1995
Units: 105

India

Market entry: 2009
Units: 20

Africa

Market entry: 2011
Units: 396

Japan

Market entry: 2002
Units: 431

China

Market entry: 1996
Units: 411

VISION

Walmart will unleash the power of diversity and inclusion to strengthen customer relevance, build talent capacity, and drive innovation for business solutions



Doug McMillon
President and CEO,
Wal-Mart Stores, Inc.

A message from Doug

I hope you've seen firsthand how important diversity and inclusion are to our company. We want that to be clear by what we say but more importantly by what we do. I'm proud of the intentional work we've done over the past decade to broaden our talent pool and diversify our leadership ranks. Now more than ever, Walmart reflects our diverse customer base, and that makes us a better company. We've also demonstrated that we're willing to speak out on behalf of diversity and inclusion, particularly when we need to support our company's core value of respect for the individual.

As I think about the year ahead, two of the words that are on my mind are opportunity and inclusion. There is a very real and meaningful debate happening around the world these days around opportunity. People everywhere want a fair shot in life, and they want to see a path up for themselves and their families. Walmart has a role to play here. We offer jobs at all levels, training and advancement opportunities, and the chance to reach the middle class and beyond. Walmart should be a place where anyone can grow, advance, and exceed their own expectations.

In addition to a path up, we owe our associates a work environment that is inclusive of all people. We want to make sure that the very best talent is drawn to Walmart and that all of our associates feel valued and respected here. We will continue to build a diverse and inclusive company that allows all associates — regardless of gender, race, sexual orientation, disability or other characteristics — to bring their whole selves to work so they can contribute at their best.

We can make a difference in people's lives if we have the right individual and collective attitudes and the willingness to take action. I'm so proud of the progress we've made. And together, we will make this company even better.

Thanks for your interest in our business. Please share your views with us on how we can be doing more.

Sincerely,

Doug



Sharon Orlopp
Global Chief Diversity Officer
and SVP Corporate People

A message from Sharon

One of Walmart's core basic beliefs is respect for every individual—our customers, our associates, our suppliers, and our stakeholders. As the world's largest employer, we have a responsibility for setting a high standard of inclusive behavior. We believe inclusion propels innovation and business success.

We open our doors every day around the world to welcome all customers in our stores. We provide access and affordability to the daily necessities of living. We expect that our associates treat all customers respectfully regardless of race, religion, gender identity or other personal characteristic.

To me, diversity is like the ingredients to a recipe. To make a good dish, you need to have different ingredients that work together. At Walmart, we want people who come from different places, think in different ways, and look and act differently from one another. Inclusion is how we mix those ingredients together – it's the environment that we create, the real culture of the company. Inclusion is grounded in respect for the individual and requires us to value and recognize the contribution of every associate.

In addition to providing a diverse and inclusive work environment, we provide unparalleled opportunities and access to jobs. In February, we announced a significant investment in our U.S. associates with \$1 billion committed to workforce training and a new starting wage of \$9 effective April

2015—and the opportunity for at least a \$10 starting wage next year. Our investment includes enhanced training, scheduling choices and access to educational opportunities for our associates.

From associates in senior leadership roles to our store and club associates, we have provided pathways to opportunities for tens of thousands of women and people of color each year. In 2014, more than 228,000 associates received promotions in Walmart U.S. alone – 54 percent of them were women and 40 percent people of color. From taking their first job to stepping into their first leadership role – we are proud of being the destination for opportunity for all associates.

Our associates make the difference. With these new opportunities, there will be no better place in retail to learn, grow, and build a career than Walmart. We believe that no matter who you are or what your background is, at Walmart you will find an environment that gives you an opportunity to rise to the top.

Sincerely,

Sharon

PLANNING FOR THE FUTURE

I choose Walmart because it's a place where my unique skills, special talents, and one-of-a-kind potential mean a lot to my team, to my customers and to my own future, too.



Greg Foran
President and CEO Walmart U.S.

"Our business is changing at a rapid pace.

Our customers are also changing. We must prepare ourselves for this huge shift by continuing to build a diverse workforce. One that can relate to the customers we serve now and in the future.

Diversity and inclusion at Walmart goes beyond gender or race. It goes beyond religion or disability. Here, it is also about embracing people who stand for different things. They have different perspectives and ways of thinking. All of this diversity helps unlock a creative environment. New and different ideas can be shared to help drive innovation and business growth."

U.S. TOTAL WORKFORCE

WOMEN

784,000

AFRICAN AMERICAN

279,000

HISPANIC

185,000

ASIAN

48,000

As of January 31, 2015

Diversity Goals Program

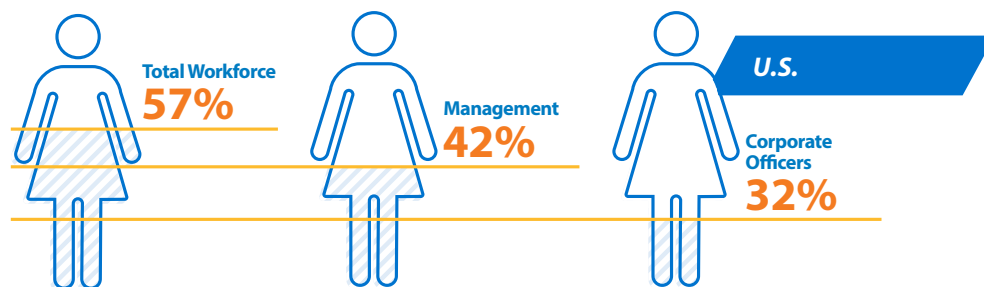
Our Diversity Goals Program is the most significant means by which we have accelerated opportunity for our women and people of color associates in the U.S.

The program encompasses:

- Field management placement goals of women and people of color associates
- Good Faith Efforts to drive ownership of diversity and inclusion
- Five-year aspirational goals to stretch our management placement goals for store and club manager positions
- Active coaching reviews centered on discrimination and harassment
- Customized diversity and inclusion plans for senior leaders



WOMEN REPRESENTATION



As of January 31, 2015

PEOPLE OF COLOR REPRESENTATION



PLANNING FOR THE FUTURE

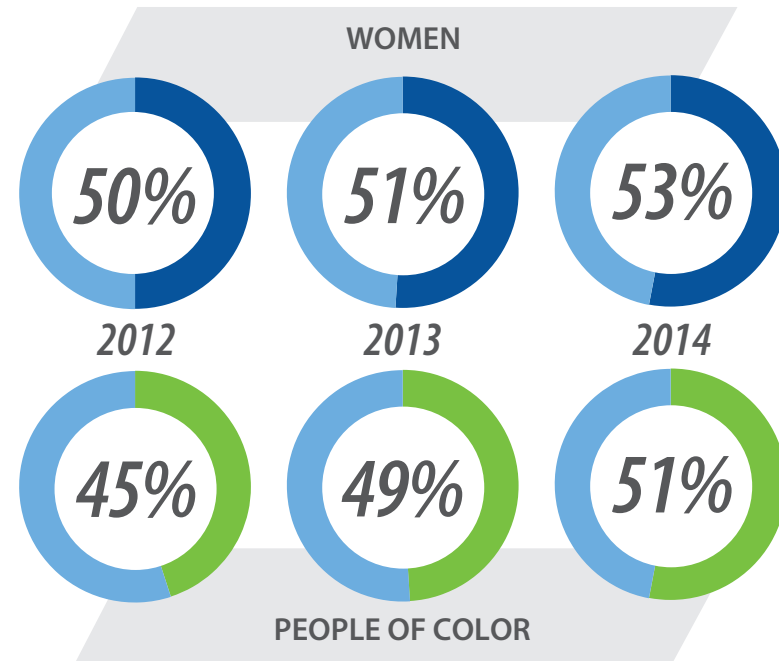
A diverse workforce

Walmart associates reflect the diversity of the communities we serve. We are a company of full- and part-time associates from a variety of ethnicities, orientations, backgrounds, experiences and styles. Our associates think globally and serve locally. Around the world, Walmart continues to attract, seek and hire diverse talent, as well as foster a diverse and inclusive culture and talent pipeline within Walmart.

Hiring diverse talent

The importance of creatively reaching top talent around the world has never been greater. So, in addition to investing in such areas as college relations, social media engagement and virtual interview technology, we're collaborating with universities and other organizations directly to address the most significant issues within the talent pipeline itself. Together, we're proactively working to address specific needs, which will result in a stronger, more diverse talent base to draw from moving forward.

U.S. new hires for the last three years



Veterans Welcome Home Commitment

In May 2015, Walmart announced the next step in its Veterans Welcome Home Commitment by guaranteeing a job offer to any eligible U.S. veteran honorably discharged from active duty since the commitment's original launch on Memorial Day 2013. The previous commitment was for veterans within 12 months off active duty. In addition to the Veterans Welcome Home Commitment, Walmart is expanding its 2013 projection of hiring 100,000 veterans by 2018, increasing the projection to 250,000 veterans by the end of 2020. Since Memorial Day 2013, Walmart has hired more than 92,000 veterans, and nearly 8,000 have already been promoted to jobs with higher pay and greater responsibility.

Also, through a \$20 million philanthropic investment, Walmart and the Walmart Foundation are working with private and public sector organizations to support veteran reintegration.



Heather Brice

KEEPING OUR MILITARY FAMILY PROMISE



When Heather Brice, an assistant manager at Walmart got married, she knew her husband's career in the military meant there was a good chance they would move far – and potentially often. But she was comforted when she learned from her Neighborhood Market manager in Beaverton, Ore., that Walmart is just as committed to military spouses as it is to active service members and veterans.

A few months later, Walmart made good on that commitment when Heather's husband, Ryan, was assigned to Idaho to serve his first duty station as a pharmacy tech within the Air Force. The company promptly connected Heather with a position at a Walmart Supercenter in Jerome, Idaho, just 30 minutes from their new home.

"When we were waiting to find out where my husband would be transferred, he was worried about me keeping my job. But I wasn't. I've always known that my company would support me," Heather said.

PLANNING FOR THE FUTURE

Global recruiting story - Chile

DIVERSIFYING THE INTERNATIONAL LEGAL PIPELINE

Last year, we identified an opportunity to strengthen the Walmart Legal department by diversifying the pipeline of attorneys serving our international markets. Through conversations with internal and external stakeholders in our Latin American markets, we determined English proficiency and professional networking opportunities and skills represented the most significant hurdles for diverse law students seeking jobs.

In October 2014, we launched a first-of-its-kind pilot program aimed at delivering on this specific need and, in turn, building a stronger pipeline of diverse legal talent in Chile. Walmart Legal – International, with the support of Walmart Legal in Chile, pledged to provide English lessons and create clerkships for 12 law students from local universities for three years. We're also collaborating with Walmart legal departments in our Latin American markets and other corporations to incorporate this model in other countries in the future as well as in other regions of the world.

Taeko Nirasawa

EMBRACED FOR WHO I AM

As a mother to three daughters, Taeko Nirasawa certainly has priorities beyond her career as manager of the Seiyu store in Kamisugi, Japan. But she says she has always been encouraged to tap into her point of view as a mother and housewife to strengthen her teams and grow her career.

"When you build a great team, it's a lot like having another family," Taeko said. "If you respect your fellow associates, you'll create a great team. I make sure I greet them every day, talk with them and, most important, listen. I'm here to help them grow and accomplish their goals, not just my own."

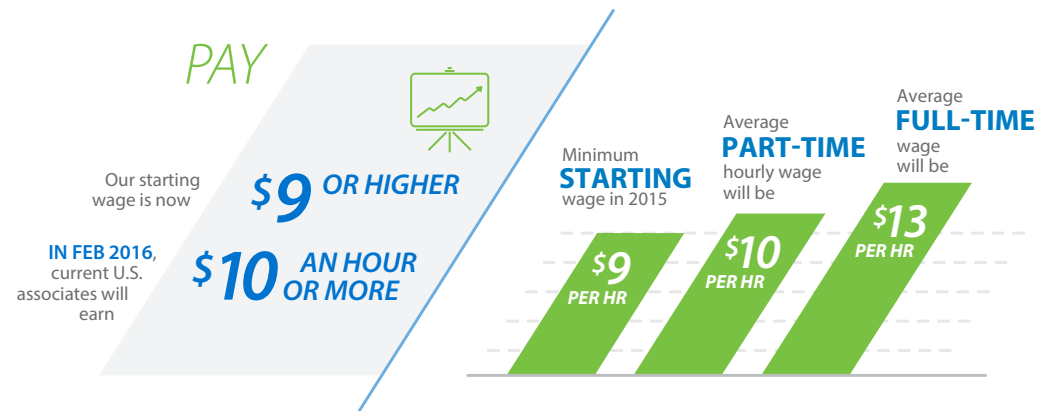
Hired into the Endo chain in 1987, Taeko became an assistant manager at the Kita-Sendai store in 2008 and was promoted to co-manager by 2010. Since becoming store manager in Kamisugi last year, she has become focused on helping other female associates to become managers.

"I've been embraced for who I am and I want to be a role model for others," she said. "I motivate the people I work with because I know anyone can make a career here with hard work."



Walmart U.S. jobs

At Walmart U.S., we're proud of the jobs and opportunities we offer our associates – but we knew we could do better. So we took a step back and listened to what our associates were telling us. In addition to new development and training programs, we're making a number of changes to enhance the job and advancement opportunities we provide. We have raised the starting wage, are piloting a program to create more choice in scheduling and are introducing a training program to help deliver the skills our associates need to be successful in their jobs and advance their careers. We're committed to creating opportunity for everyone who chooses to work with us.



Kristin Oliver
Executive Vice President,
Walmart U.S. People

"We have a rich history of creating opportunity for advancement, and we're determined to build on that. Over 75% of our current store management teams started as hourly associates. A store manager earns six figures and manages hundreds of employees."



BENEFITS



*Our U.S. associates are paid every two weeks

INCLUSIVE ENVIRONMENT

I choose Walmart because this is a place where I matter, where I am supported and encouraged to be me.

“When I think of inclusion – inclusion is a real call to action, and it causes you to actively listen – to your associates, your members, your customers – and make sure that we’re reflective of who’s shopping our units. Inclusion is critical to our success. It will help us maximize our business, but at the same time, it makes us better as a company.

Today we really operate in a very complex and diverse global environment. And inclusive leaders are those who are able to drive performance and innovation while managing change. And while you’re managing that change, it’s about the relationships and the talent that you build around it.

It also means really being adaptable. Again, it’s about listening and really managing the workplace of the future. We need to create a culture that’s not only diverse but can leverage the differences in our people. It’s critical to who we want to be in the future.”

Rosalind G. Brewer
President and CEO – Sam’s Club

In 2014

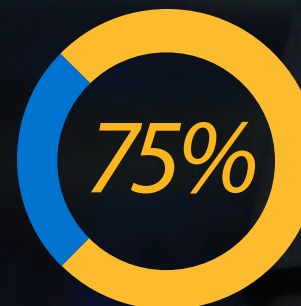
300,000

associates have been with the company for 10 or more years

We promoted more than

200,000

associates to jobs with more responsibility and higher pay



About seventy-five percent of our store management started as hourly associates



Developing senior leaders

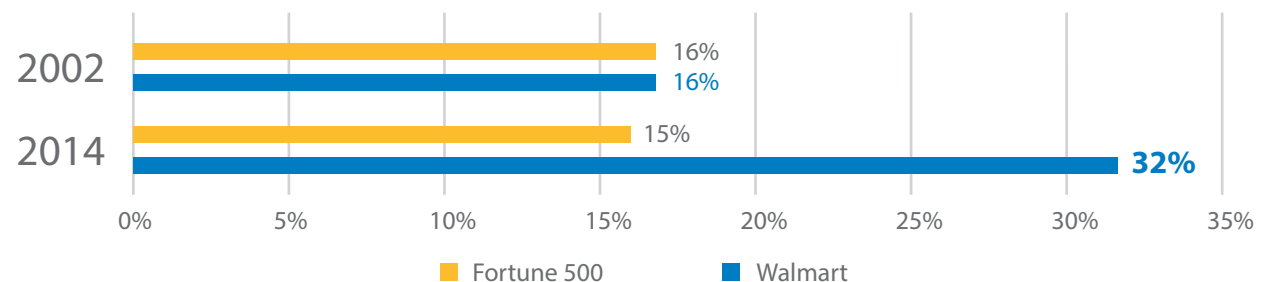
Gisel Ruiz' story demonstrates the opportunity available to associates at Walmart. Gisel began her career at Walmart in 1992 as a store management trainee and is now Executive Vice President, Walmart International HR. She achieved a variety of leadership positions in store operations, labor relations and Human Resources. Now she is responsible for more than 6,000 international stores with over 1 million associates, which netted more than \$279 billion in sales last year. From a start as an hourly associate, she is now one of the top executives in the organization.

“The Walmart I know is all about opportunity,” Gisel said. “It’s a place where anyone who’s willing to work can come and build a career. I’m very proud to work for a company that encourages its associates – like me – to take our careers as far as we want to take them.”

Gisel is not alone, as the percentage of women officers throughout the corporation today doubles that of the average Fortune 500 company. During our ten year journey, we increased our women officer representation a full 16 percentage points while the Fortune 500 average declined a percentage point.

Gisel Ruiz
Executive Vice President,
International People Division

Walmart women officer representation doubles Fortune 500



Sources: Catalyst Census, 2002; Catalyst U.S. Women in Business, 2014

INCLUSIVE ENVIRONMENT

Inaugural African American Forum

In July 2014, the Global Office of Diversity, in partnership with the African American Officers' Caucus (AAOC) and the UNITY Associate Resource Group, hosted our inaugural African American Forum (AAF). It is no secret that associates make the difference in our customers' and members' lives every day by working hard to deliver on our company promise. The African American Forum (AAF), as part of the African American Talent Strategy, was designed to push that idea even further.

The theme of the two-day event was "Make the Difference" in the business, the participants' careers and for African American talent at Walmart. The associates in attendance walked away from the event with a true ownership of their careers. There were over 600 in attendance, including the approximately 500 invited participants, executive leadership, board members and external guests.



Throughout the event, participants:

- Had an opportunity to network with each other, company officers and board members
- Learned about AA140, an ongoing project designed to ensure we are meeting the needs of our African American customers through innovation in merchandising, marketing and customer experience
- Attended breakout sessions led by a panel of AAOC members where they learned about panel members' personal journeys, experiences and views about winning at Walmart, and were able to share, whether sharing issues they've faced, or asking questions
- Heard messages from board members, the CEO and three nationally recognized speakers on relevant and timely business, career and personal development topics

This Forum has been an exciting new step on our diversity & inclusion journey.

In addition to providing access to others of a similar background and the benefits of their experience at Walmart, through the African American Forum we were able to provide unmatched development and exposure to associates across the country. This development furthers Walmart's efforts in growing the representation and inclusion of diverse managers in our senior level leadership positions throughout the company. Building on the success of this event, we will be hosting the inaugural Hispanic Forum, August 5-6, 2015.

Interfaith in the Workplace

On the U.S. National Day of Prayer in May 2014, the Global Office of Diversity hosted an interfaith summit that highlighted the importance of inclusion of associates from all creeds, faiths and beliefs. The Summit featured a keynote speaker and panel discussion, providing an opportunity for associates to share their diverse religious backgrounds and how faith can often intersect the workplace. The Summit has spawned continuous discussion regarding inclusion of associates of all beliefs and faiths, including continued conversation about the increased visibility and acceptance of agnostic/atheist associates at Walmart.



Unconscious Bias Pilot

In the Global Office of Diversity, we are working to develop a robust inclusion education curriculum. The first step we're taking is around the topic of unconscious bias, which occurs when individuals' preferences for objects and people at a subconscious level unintentionally influence both behavior and decision-making.

This year, we began an unconscious bias training pilot within our Logistics division. The pilot kicked off with face-to-face training of roughly sixty U.S. Logistics leaders in two Texas distribution centers over a two-day, four-session period. Throughout the year, the same training will be delivered to approximately 4,000 salaried management associates utilizing multiple delivery methods – face-to-face, eLearning modules and WebEx virtual learning.

Through increased awareness, understanding and unlocking the filters of unconscious biases that affect our everyday decisions, we aim to improve business results by fostering an inclusive culture that helps increase retention, employee engagement, inclusive leadership, innovation and creativity.

THE U.S. MENTORING PROGRAM IN 2014

TOTAL NUMBER
OF MENTORS

73,552



Women represent
54%
of the mentored
associates

TOTAL NUMBER OF
ASSOCIATES MENTORED

239,613



People of color
represent
35%
of the mentored
associates

INCLUSIVE ENVIRONMENT

Global Women's Development Series

At Walmart, we are committed to celebrating, developing and lifting up women around the world – both within the company and in the communities we serve. To that end, we created the Global Women's Development Series (GWDS), a series of events that took place in spring founded on the following principles:

- Champion opportunities for women to grow and thrive across the globe
- Be a catalyst for development of women globally
- Provide accessibility and a platform to support women

Through two live events, supported extensively by technology, we provided development opportunities to Walmart associates around the world and local nonprofit organizations that support girls and women.

On March 9, we celebrated International Women's Day (IWD). Celebrations, occurring in our markets around the world, were broadcast in the Home Office auditorium throughout the day. In keeping with this year's theme, "Engaging Men in Women's Development," during our local event in Bentonville, we heard from Jeffery Tobias Halter, author, gender strategist and the president of YWomen, a strategic consulting company focused on engaging men in women's leadership issues. Jeffery also moderated a panel of associates from across the business to discuss how we can each take action in our daily work to understand and empower women. In addition to a full auditorium of 800 plus associates, we had 47 video conference locations connected globally and 312 people joined on webcast.

Our second event, the Global Women's Forum, was held on April 21. This half-day inaugural powerhouse event was focused on connecting women around the world. The town-hall style event included interviews and discussions with Walmart executives, women leaders and celebrity guests. We focused on many issues facing women in the workplace today – specifically confidence, life/work integration and mentoring.

Guest speakers included:

Doug McMillon

President and CEO, Wal-Mart Stores, Inc.

Indra Nooyi

Chief Executive Officer of PepsiCo

Aida Alvarez

Walmart Board of Directors

Fawn Germer

Author and Leadership Speaker

Katty Kay

Lead Anchor of BBC World News America, Author, and co-author of The Confidence Code

Geena Davis

Academy Award®-winning actor, advocate and Founder, Geena Davis Institute on Gender in Media

The Forum encouraged and achieved **global** participation. We had more than 5,000 associates and guests participate live in this event across the U.S. and 10 international locations. The event was also viewed by 700+ live YouTube viewers, as well as by thousands of associates across 29 states via internal broadcast channels.

Global Sourcing partnered with Walmart Asia, Walmart China, Global Technology Services and Seiyu to ensure the Global Women's Forum was a truly global event. More than 500 associates in Asia participated in local forums hosted by Global Sourcing teams in Shenzhen and Shanghai China, Vietnam, Indonesia and Bangalore, India. These forums were also broadcast to associates in Pakistan, Bangladesh, Sri Lanka and Turkey.

Utilizing and building on the content from the events above, we are creating a Library of Content, an online library of digital assets that will be used as a resource for development on an ongoing basis.



Robyn Wyatt
@robynwy

Competence–Confidence both are parts of talents & success.
[#womenempowerment](#)

21 Apr 11:59am



Dottie
@Kesslerz99

Feedback is a gift! Thank you for caring enough to provide it
[@Dr_Ayad](#) [#walmart](#) [#womenempowerment](#)

21 Apr 1:23pm

Todd Manley
@damanleyone

[#womenempowerment](#) alive in Houston!!
pic.twitter.com/qpBQGOfovc

21 Apr 9:50am



INCLUSIVE ENVIRONMENT

ASSOCIATE RESOURCE GROUPS

2015 will mark ten years since the formation of the Associate Resource Groups (ARGs) at Walmart. Over the last decade, U.S. ARGs have enriched cultural awareness, increased engagement in the local diverse communities and created a greater sense of community and connection among diverse associates at Walmart.

As we look toward the impact ARGs will have on the next ten years, ARGs will be a strong development tool for our top, diverse talent and a significant channel to drive meaningful change and impact across the Enterprise. The ARG strategy is designed to create synergy and business impact through alignment to the Global Inclusion Strategy by helping drive talent attraction, development and retention, inclusion and community engagement.



ADAЕ stands for “Associates for Disability Awareness and Education.” The mission of this resource group is to create an environment that educates, engages and empowers families, associates, and communities impacted by disabilities through inclusion, sharing ideas and resources and implementing best practices.

SUCCESS: Dining in the Dark

In Fall 2014, ADAЕ, in partnership with Downtown Bentonville, Inc., the Bentonville School District, and non-profit organizations, held a Dining in the Dark event to promote disability awareness. In this immersive event, participants are broken into pairs – one blindfolded, and one to serve as guide – and experience a meal from the point of view of people who are blind. The event was both educational and engaging for those in attendance. ADAЕ plans to expand into larger events that highlight not only blindness, but other disabilities. They have a vision to build a portable program that can be tailored and delivered by any group that wants to drive disability awareness in their organization.



APAN, or the Asian Pacific Associates Network, is an associate resource group dedicated to connecting and integrating the community with Asian Pacific cultures and heritage.

SUCCESS: STEMPOSIUM

In August, APAN partnered with the Ozark STEM Foundation to put on the STEMPOSIUM, an interactive event for parents, students, teachers, and community members to learn more about the incredible Science, Technology, Engineering and Mathematics (STEM) opportunities in Northwest Arkansas. This event combined hands-on demonstrations, workshops, competitions, and informational booths into one afternoon of exploration.



HLARG, Walmart’s Hispanic Latino Associate Resource Group, has the mission of strengthening our Hispanic talent to lead diversity & inclusion efforts that impact business, develop associates and build communities. They support Walmart through ongoing education and promotion of Hispanic/Latino culture and values for the mutual benefit of our company and the communities we serve.

SUCCESS: Gateway Hispanic Leadership Program

HLARG spent the year developing the Gateway Hispanic Leadership Program, focused on building the Hispanic talent pipeline at Walmart. This program is focused on driving change and growth pertaining to our Hispanic talent and business in the areas of associate development and advancement. It is designed to prepare and support high potential Hispanic talent at all levels in order to transform Walmart into becoming the best place to work for the fast growing Hispanic talent.





PRIDE is Walmart's Lesbian, Gay, Bisexual, Transgender and Straight Ally (LGBTQA) Associate Resource Group. Their mission is to ensure Walmart is the workplace of choice for the LGBTQA community with an inclusive environment where they contribute to Walmart's mission of saving people money so they can live better.

SUCCESS: Workplace Gender Transition Guidelines

To cultivate an inclusive environment where all associates, including our transgender associates, are comfortable being their authentic selves at work, Pride worked with HR to roll out the Workplace Gender Transition Guidelines to all facilities across the U.S. in May, 2014, as a resource for HR representatives in helping foster dialogue and understanding of workplace transgender issues. The guidelines include information on how to provide a safe, welcoming and supportive environment for associates undergoing gender transition.



UNITY is Walmart's African American Associate Resource Group. Their vision is to ensure inclusion of African American experiences and perspectives in order to strengthen our company and improve the corporate and shopping experience for African American associates, customers, suppliers and communities.

SUCCESS: Black Men's Solutions Summit

The Northwest Arkansas Black Men's Solutions Summit (BMSS), held in November, was a free, educational, professional and social development event attended by 500 African-American men over the age of 14. It was a forum designed to equip and develop African-American men and young men with the tools and solutions for leading, giving and mentoring. The mission of the BMSS is to enhance positive outcomes and eliminate or reduce negative ones for black males within the Northwest Arkansas community. This effort, in alignment with President Barack Obama's My Brother's Keeper initiative, provides the blueprint to address challenges that many black males face in society and within the workplace.



TRIBAL VOICES is the Walmart and Sam's Club associate resource group representing Native Americans and Alaskan Natives. Many of their initiatives are centered on providing opportunities for people to have access to Native cultures, traditions and history.

SUCCESS: Native Youth in Agriculture Summit

In partnership with the University of Arkansas' Indigenous Food and Agriculture Initiative program, 50 high school and college native youth from across Indian Country came to Northwest Arkansas in the summer. The summit provided education on crop management, livestock management, farming financial acumen, native agriculture law, and supply chain/retail goods. As part of the curriculum, the group spent one day touring Walmart's Regional Distribution Center, interacting with Sam's Club's Buyers for Meats and Produce, and meeting with Tribal Voices.



WRC, the Women's Resource Council, aims to support the company vision of making Walmart the best place to work for women of all levels. They work to continue the development of an inclusive work environment by: supporting our associates with flexibility, developing the talent pipeline, and targeted community involvement, while integrating our membership further with the business to drive competitive advantage for Walmart.

SUCCESS: Pay It Forward Mentoring Circles

The WRC kicked off a brand new program in 2014 – Pay It Forward Mentoring Circles – WRC members mentoring WRC members with the support of the Women Officer Caucus and their mentoring circle participants. These circles are year-long mentorships, led by WRC members for WRC members at any level. The circles are led by senior managers, directors and senior directors and provide a unique opportunity for participants to engage with other women in a small setting (only 5-10 people per group) and exchange knowledge, perspectives and experiences designed to enhance professional development. Optional monthly content is created for mentors to leverage in order to enable the success of the circles and a common platform for development and communication across our WRC membership.

BUSINESS INTEGRATION

I choose Walmart because, with the strength of 2 million, serving 260 customers each week, I get the opportunity to make a difference every day.



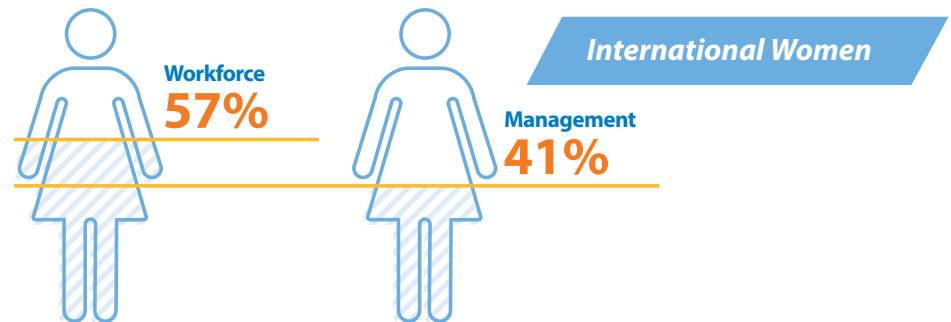
David Cheeswright
President and CEO, Walmart International

“Diversity and inclusion are very important to Walmart International.

We span the whole globe. We have operations in 27 different markets. We have over 70 formats, so of course, we’re a very diverse business. We’ve seen it in a very practical way the value of taking those diverse operations and sharing best practices.

Cultural diversity and inclusion is pretty much the same. People from different backgrounds have different views and different opinions on things. When you’re able to mix them together, you get a much stronger team. We believe that’s very important, whether it’s diversity of different country cultures or whether it’s gender diversity. We’re very passionate about taking all those ideas and making sure we get the best of everything.

Of course, the customers in our stores around the world are incredibly diverse. By embracing the diversity that’s within our business, it allows us, above all, to serve our customers better. And at the end of the day, that’s really what our business is about – saving people money so they can live better.”



As of January 31, 2015



Amandeep Kaur

Amandeep Kaur always had dreams beyond her small village in India. Even as a child, she wanted to break social norms. She didn't want to marry at a young age and become dependent on a husband. She wanted to learn skills to become self-reliant.

The Walmart training center in Amritsar opened the doors for Amandeep to do just that. After finding a pamphlet for the center, she learned that as a trainee she would receive a full scholarship to learn retail and wholesale skills, as well as the chance of a job at the conclusion of the program.

Just as she had dreamed, Amandeep began carving out a career for herself by enrolling in the center. It wasn't long before her zeal for learning caught the eye of the center's managers.

"I noticed distinct improvement in her confidence and abilities to interact and communicate with people," said Monika Mehra, the training center head.

Today, Amandeep is a sales associate at Walmart's Best Price wholesale store in Amritsar, where she uses her new skills in retail, wholesale, communications and product knowledge to serve her customers.

And many others like Amandeep are finding similar success through the Bharti Walmart training opportunity, a part of our job training and education program. We're taking our successful retail training programs and scaling them to help even more women internationally.



BUSINESS INTEGRATION

Global Women's Economic Empowerment Initiative

FOR OUR COMPANY, EMPOWERING WOMEN ISN'T JUST THE RIGHT THING TO DO, IT'S SMART BUSINESS.

Launched in September 2011, our global Women's Economic Empowerment initiative leverages our size and scale to help increase women's economic mobility.

Walmart and the Walmart Foundation are:

1. Working to increase sourcing from women-owned businesses (WOB) globally.
2. Helping train nearly one million women in agriculture, factories, retail and other settings around the world – most in emerging markets.

SOURCING

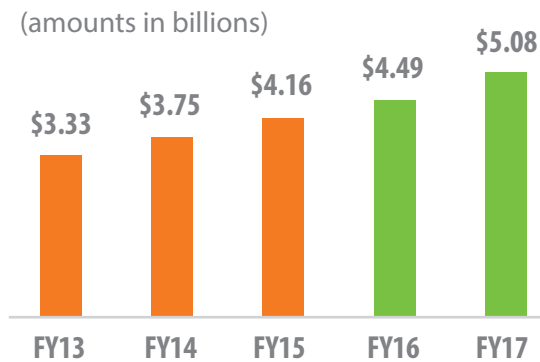
Aspiration: Source \$20 billion from women-owned businesses (WOBs) for our U.S. business through 2016 (began in 2011).

Since 2011, Walmart has sourced \$11.24 billion in products and services from WOBs, including \$4.16 billion in FYE15.

Aspiration: Double sourcing from WOBs in our international markets through 2016.

We've calculated the baseline spend on WOBs in seven markets, tracked quarterly progress toward the goal and have begun to implement tailored strategies by market to grow spend. In five tracked international markets, Walmart has increased annual spend among women by more than 21 percent from FYE12 to FYE15.

5-year total women-owned supplier spend – \$20 billion commitment



■ \$11.24 billion – Achieved (\$775 million ahead of goal to date)

■ \$8.76 billion – Remaining goal

*FYE15 = Feb.1, 2014 -Jan 31,2015



Aspiration: *Launch a dedicated e-commerce platform designed to give small women-owned businesses/women-empowering businesses access to customers.*

In 2013, Walmart launched the platform Empowering Women Together (EWT) to provide opportunities to small businesses with less than \$10 million in annual revenue that aim to economically empower women. Since then, the platform has offered 300 distinct products from 28 small businesses from multiple countries, including Nepal, Tanzania and Kenya. On Mother's Day in 2014, more than 2,600 Walmart stores sold products from the EWT assortment.



TRAINING

The Walmart Foundation and Walmart have committed to train one million women around the world in agriculture, manufacturing and retail trade in emerging markets. We believe that elevating women not only strengthens their families and communities, but also improves the health of supply chains and promotes economic growth. By the end of FYE15, the Walmart Foundation and Walmart contributed funding to train 540,102 women globally.

Since the launch of the Women's Economic Empowerment initiative, we've been committed to supporting opportunity for women through our charitable giving. By the end of FYE15, the Walmart Foundation and our international business contributed \$110 million in grants and donations to support women's economic empowerment, and we exceeded our goal two years ahead of schedule. A significant portion of these grants have covered workforce and farmer training around the world, putting us in a position to meet our commitment of training 1 million women by the end of 2016.

*FYE15 = Feb.1, 2014 -Jan 31,2015

BUSINESS INTEGRATION

Supplier diversity

At Walmart, we believe we're at our best when we promote diversity across our supply chain. For us, supplier diversity means delivering better products and a broader selection to the communities we serve. Through our supplier diversity efforts, we're committed to creating economic growth and sustainable communities by:

- Increasing sourcing from businesses owned by people of diverse backgrounds, including minorities, women and people with disabilities
- Fostering an inclusive supply chain that's relevant to our customers and meets their needs

IN 2014

SPENT WITH DIVERSE SUPPLIERS

\$13.5 Billion

DIRECT SPENDING

\$10.4 Billion

SECOND-TIER SPENDING

\$3.1 Billion

SPENT WITH WOMEN OWNED BUSINESSES

\$4.16 Billion

Supporting supplier diversity

SUPPLIER DIVERSITY SUMMIT

Each year, our Supplier Diversity Summit serves as an opportunity for suppliers and our buyers to engage. The purpose of the summit is to:

- Advise, advocate and advance dialogue between diverse businesses and the internal stakeholders that will help our customers save money and live better
- Help potential suppliers understand our EDLC & EDLP strategy
- Create the opportunity for suppliers to present their products to our buyers
- Engage our buyers to leverage the insights, innovation and expertise of diverse suppliers
- Perpetuate the impact of diverse businesses in the communities we serve

COLLABORATION

We support and collaborate with leading organizations that advocate on behalf of diversity-owned businesses. These partnerships include:

- National Minority Supplier Development Council
- US Black Chambers, Inc.
- U.S. Pan Asian American Chamber of Commerce
- U.S. Business Leadership Network (USBLN) Disability Supplier Diversity Program (DSDP)
- WEConnect International
- The Latino Coalition
- U.S. Department of Veterans Affairs Center for Veterans Enterprise
- Women's Business Enterprise National Council
- National Center for American Indian Enterprise Development
- National Asian/Pacific Islander American Chamber of Commerce & Entrepreneurship
- National Veteran-Owned Business Association

Giving

Walmart uses philanthropy to extend the positive social and environmental impact of our business initiatives. Walmart and the Walmart Foundation use their strengths to address large social issues in a systematic way. The priority programs of the Walmart Foundation and Walmart corporate giving around the world:

- Help create economic opportunity for individuals and foster economic growth by awarding grants and sharing expertise
- Enhance the sustainability of global supply chains in food, apparel and general merchandise
- Strengthen the resilience and cohesion of local communities and inspire associates to give back

FYE15 GIVING NUMBERS

TOTAL GLOBAL GIVING

\$1.47 Billion

GLOBAL IN-KIND GIVING

\$1.14 Billion

Associate philanthropy

At Walmart, our people make the difference – not only in providing customers great service, but also by generously giving their time and money to the causes they care most about. Walmart and the Walmart Foundation encourage Walmart associates to help each other by:

- Encouraging associates to volunteer
- Supporting local nonprofits with grants made on behalf of volunteer hours completed by associates
- Matching corporate officer charitable contributions to nonprofit organizations in their local communities

Walmart also enables U.S. associates to give to any of 11 participating nonprofit organizations through payroll deductions as part of the Associate Giving Program. The Walmart Foundation matches those contributions dollar for dollar, ranging from \$1 million to \$8 million per charity. Through this program in FYE15, associates raised nearly \$12 million. Walmart and the Walmart Foundation matched more than \$8.4 million.

GLOBAL CASH GIVING

\$320 Million

ASSOCIATE VOLUNTEER HOURS

1.5 Million

Participating organizations include:

- American Indian College Fund
- Asian & Pacific Islander American Scholarship Fund
- Hispanic Scholarship Fund
- United Negro College Fund
- Associate in Critical Need Trust (ACNT)
- United Way
- American Cancer Society
- American Diabetes Association
- American Heart Association
- Feeding America
- EarthShare

BUSINESS INTEGRATION

First Nations Development Institute

The Walmart Foundation has awarded First Nations Development Institute (First Nations) of Longmont, Colorado, a grant of \$500,000 to support a project aimed at building the organizational and programmatic capacity of Native American tribes and organizations focused on cattle and/or bison ranching. The one-year project will also focus on improving their management of natural resources, engaging younger community members in ranching businesses, and/or expanding access to new markets.

This is the second time the Walmart Foundation has provided a significant grant for First Nations' work in the area of Native agriculture and food systems. In 2012, the Walmart Foundation granted \$500,000 to First Nations to develop or expand locally controlled and locally based food systems in numerous Native American communities while addressing the critical issues of food security, family economic security, and health and nutrition, along with promoting American Indian business entrepreneurship.

"Native Americans overall have the highest level of food insecurity in the U.S., while many Native ranchers operate against a backdrop of poverty and have been traditionally disadvantaged in the agricultural industry," noted Michael Roberts, First Nations President. "Assisting Native ranchers – and by association the local food system and the success of larger, related agricultural practices – has significant implications for community and economic development, as well as the culture and health of Native people. We're expecting that through this project, ranchers will improve livestock health and streamline land-management practices, which will lead to increased economic opportunities."



Career Link Mentoring Program

The Walmart Foundation made a \$100,000 grant to support the Career Link Mentoring Program (CLMP), a collaborative project between the US Business Leadership Network (USBLN®) and Cornell University's Employment and Disability Institute. The program provides a 6-month career mentoring opportunity to 70-75 college students and recent graduates with disabilities through linkages to business professionals from USBLN® member companies.

As a USBLN member company, Walmart associates participated in CLMP mentoring roundtable discussions and one-on-one speed mentoring sessions with students with disabilities during the 2014 USBLN Annual Conference. Two Walmart associates are serving as mentors for the 2015 CLMP. As of the last report from USBLN, 41 of the 71 2014 CLMP mentees had secured some form of employment – 25 full-time hires and 16 internships. That employment rate among CLMP participants is significantly higher than the national employment rate for people with disabilities.

Mentees are primarily sourced through the Workforce Recruitment Program's (WRP) database of 1,400 pre-screened students and recent graduates from over 200 colleges and universities. The emphasis on mentees with science, technology, engineering and math (STEM) majors and veteran status supports employer demands for job candidates with these skills and backgrounds and aids in the successful transition of former members of the military into civilian careers.



BUSINESS INTEGRATION



Global stories

CHINA

From International Academy to Buyer of the Year

Walmart's International Academy was designed to help elevate skills and capabilities at the front end of an associate's career, fueling a pipeline of high-performing talent across our international markets. Since 2012, the program has trained and transferred 80 associates back into the Walmart business in Argentina, Brazil, Central America, Chile, China, Mexico and South Africa. One of those associates was Scarlet Yu, a buyer in furniture who went on to be recognized as Walmart China's 2014 Buyer of the Year.

"The International Academy guided me through each area of merchandising and helped me fully understand the entire buying process," Scarlet said. "It helped me realize that when you think bigger, you make better decisions for the whole company. The program provided me with a strong foundation and gave me the courage to be innovative and create impactful change."

MEXICO

Leveraging Female Executive Leadership Education

Myndi Alfaro, an associate at the Walmart Mexico corporate office for nearly three years, leveraged insight from the 2014 Female Executive Leadership Education program to transition into her new role as commercial manager for men's shoes. She was chosen from a select group of female managers with strong leadership skills. Myndi had exposure to and engaged with retail leaders from within and beyond Walmart.

"The faculty brought global experience and really understood the challenges we face at Walmart," Myndi said.

"The willingness of everyone to share their experiences and knowledge of the business helped raise my awareness of the value chain and its impact on our customers. It helped me identify the areas I need to develop in order to go from being a boss to becoming a real leader."

In 2014, 144 female associates were selected to attend this leadership development program.

CANADA

Women in Retail success

Walmart's Women in Retail program was developed by Walmart Canada to help increase the presence of women in leadership positions throughout the company. Today, 26.1 percent of Walmart Canada store managers are female, a 54.4 percent increase since the Women in Retail program launched in 2010. In October 2012, the program was expanded to all of our markets.

UK

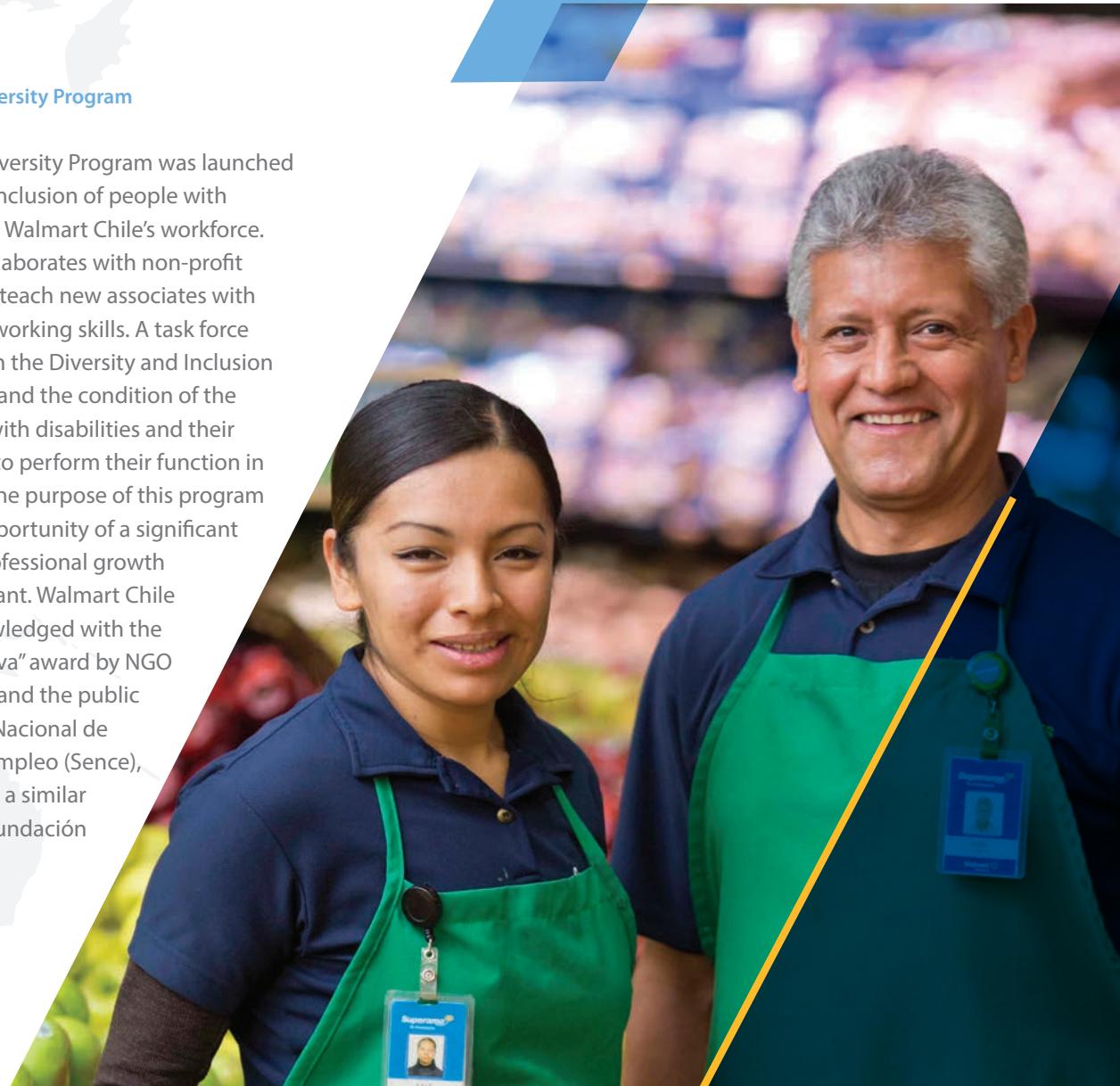
Leading on Gender Equality

Asda was named one of The Times Top 50 Employers for Women in 2015, which lists organizations that are leading on workplace gender equality.

CHILE

Champions of Diversity Program

Champions of Diversity Program was launched to promote the inclusion of people with disabilities in the Walmart Chile's workforce. The program collaborates with non-profit organizations to teach new associates with disabilities new working skills. A task force forms, along with the Diversity and Inclusion team, to understand the condition of the new associates with disabilities and their potential needs to perform their function in the workplace. The purpose of this program is to offer the opportunity of a significant personal and professional growth for each participant. Walmart Chile has been acknowledged with the "Empresa Inclusiva" award by NGO Fundación Tacal and the public service Servicio Nacional de Capacitación y Empleo (Sence), and has received a similar recognition by Fundación Coanil.



2014 U.S. EEO-1 DATA

Executive/Senior Level Officials and Managers: Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers.

First/Mid Level Officials and Managers: Individuals who serve as managers, other than those who serve as Executive/ Senior Level Officials and Managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the Executive/Senior Level management and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within the parameters set by Executive/Senior Level management.

Professionals: Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Technicians: Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post high school education, such as is offered in many technical institutes and junior colleges, or through on the job training.

Sales Workers: Occupations engaged wholly or primarily in direct selling.

Administrative Support Workers: Administrative support occupations, including all clerical-type work regardless of level of difficulty, where the activities are predominately non-manual through some manual work not directly involved with altering or transporting the products is included.

Craft Workers (skilled): Manual workers of relatively high level (precision production and repair) having a thorough and comprehensive knowledge of the process involved in their work. Exercise considerable independent judgment and usually receive and extensive period of training. Exclude learners and helpers of craft workers.

Operatives (semi-skilled): Workers who operate transportation or materials moving equipment, or who operate machine or processing equipment, or who perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes apprentices in such fields as auto mechanics, plumbing, bricklaying, carpentry, building trades, metalworking trades, and printing trades.

Laborers and Helpers (unskilled): Handlers, equipment cleaners, helpers and other workers in manual occupations which generally require no special training and who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Farm workers (laborers) are placed here, as well as farming, forestry and fishing occupations not elsewhere covered.

Service Workers: Workers in both protective and non-protective service occupations. Includes non-protective workers in professional and personal service, amusement and recreation, food service, maintenance, and unarmed sentinel occupations. Also includes protective workers in police and detection, fire fighting and fire protection, armed guard and security occupations.

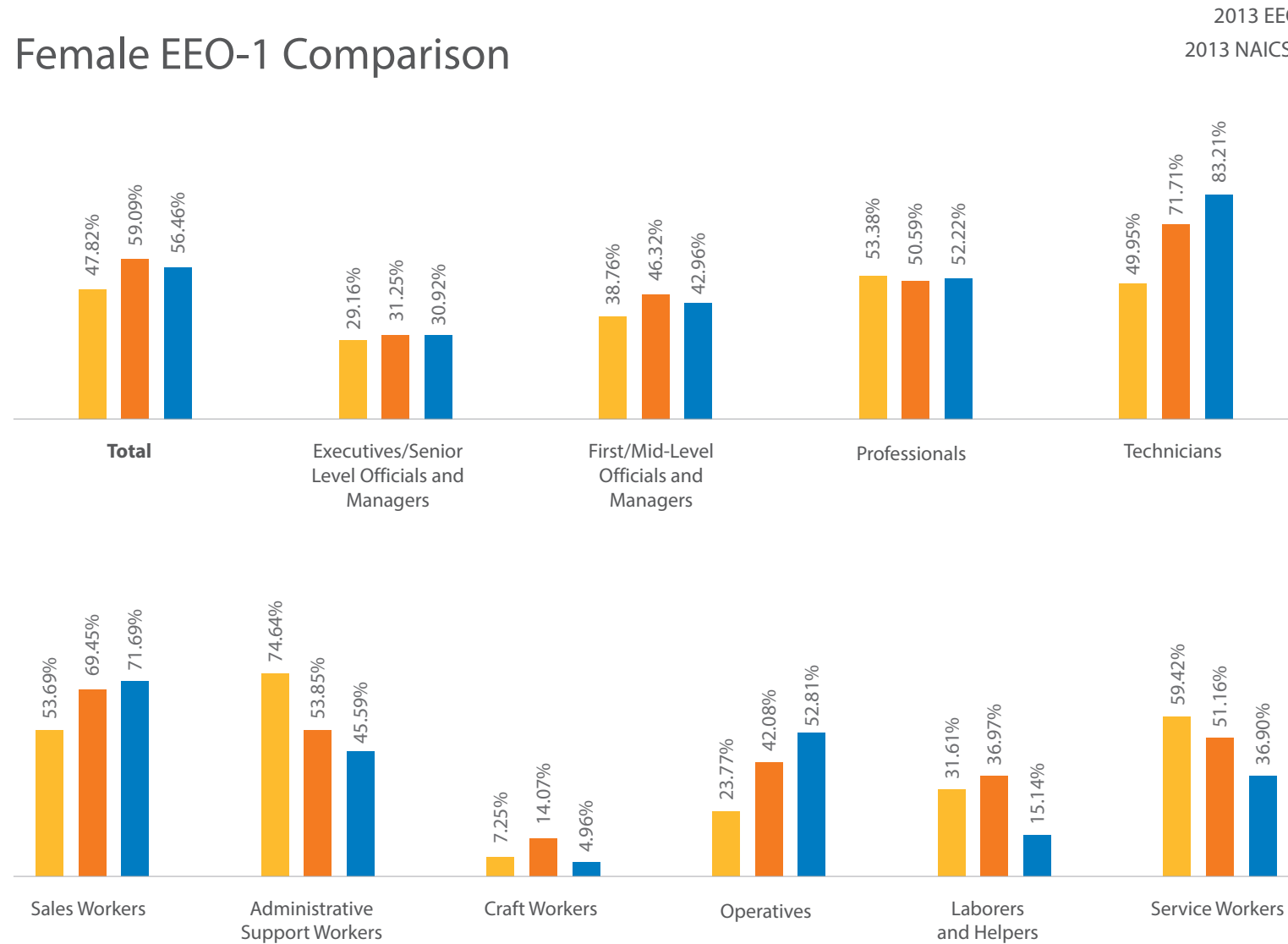
The North American Industry Classification System (NAICS) is a taxonomy used by the U.S. Census Bureau and other Federal agencies to classify 20 broad industry sectors of the economy. NAICS code 45 includes the following sub-sectors:

- 451 Sporting Goods, Hobby, Book, and Music Stores
- 452 General Merchandise Stores
- 453 Miscellaneous Store Retailers
- 454 Non-store Retailers

The charts compare Walmart's workforce to nationwide EEO-1 figures and to a composite of the retail trade sector. (The retail trade sector comprises establishments engaged in retailing merchandise and rendering services incidental to the sale of merchandise). Although these are not exact comparisons (because Walmart's business is like no other in the world), they do give a picture of how Walmart's commitment to workforce diversity is being shown company-wide.

*Our 2014 EEO-1 data reflects a snapshot as of 08/08/2014.

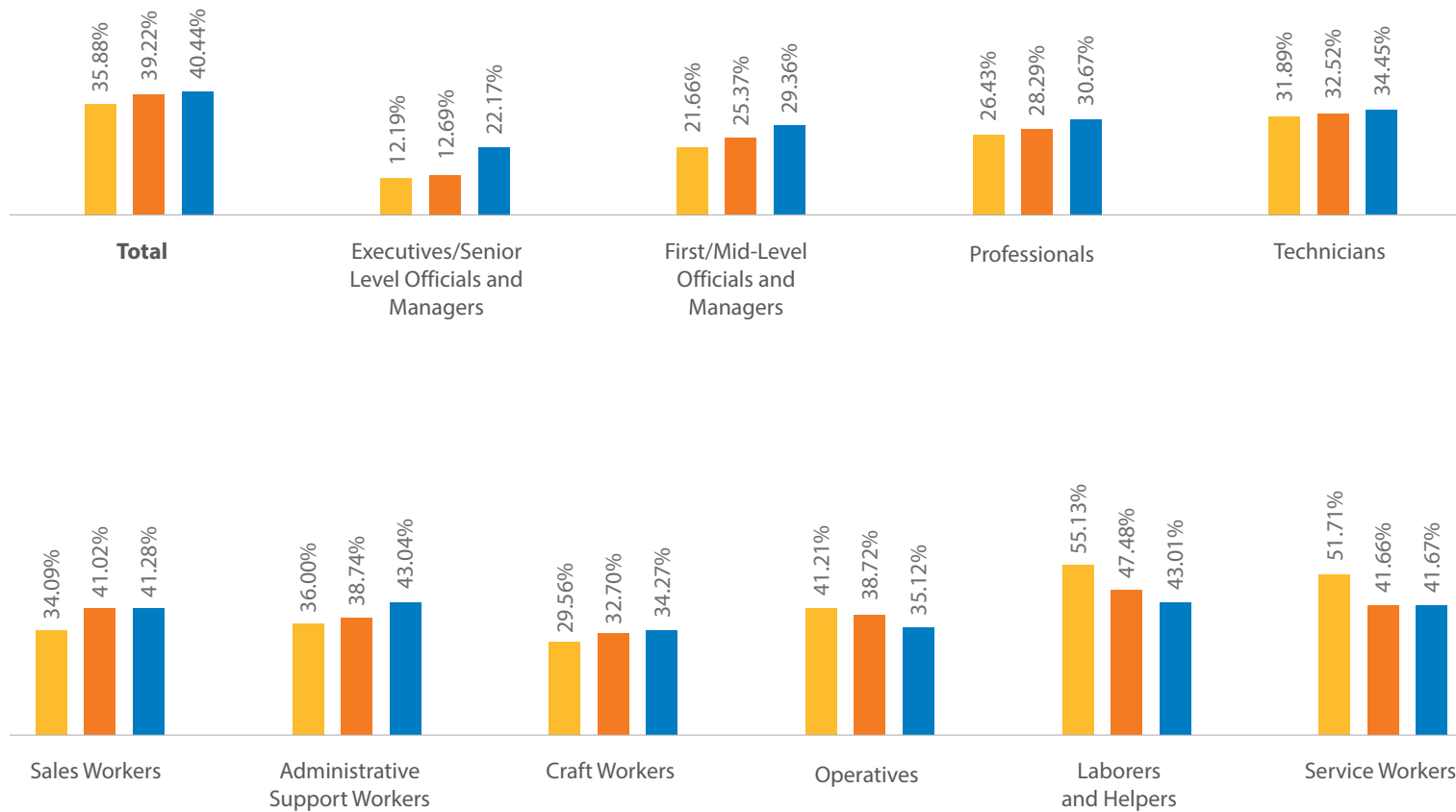
Female EEO-1 Comparison



2014 U.S. EEO-1 DATA

Minority EEO-1 Comparison

2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■



Black or African American EEO-1 Comparison

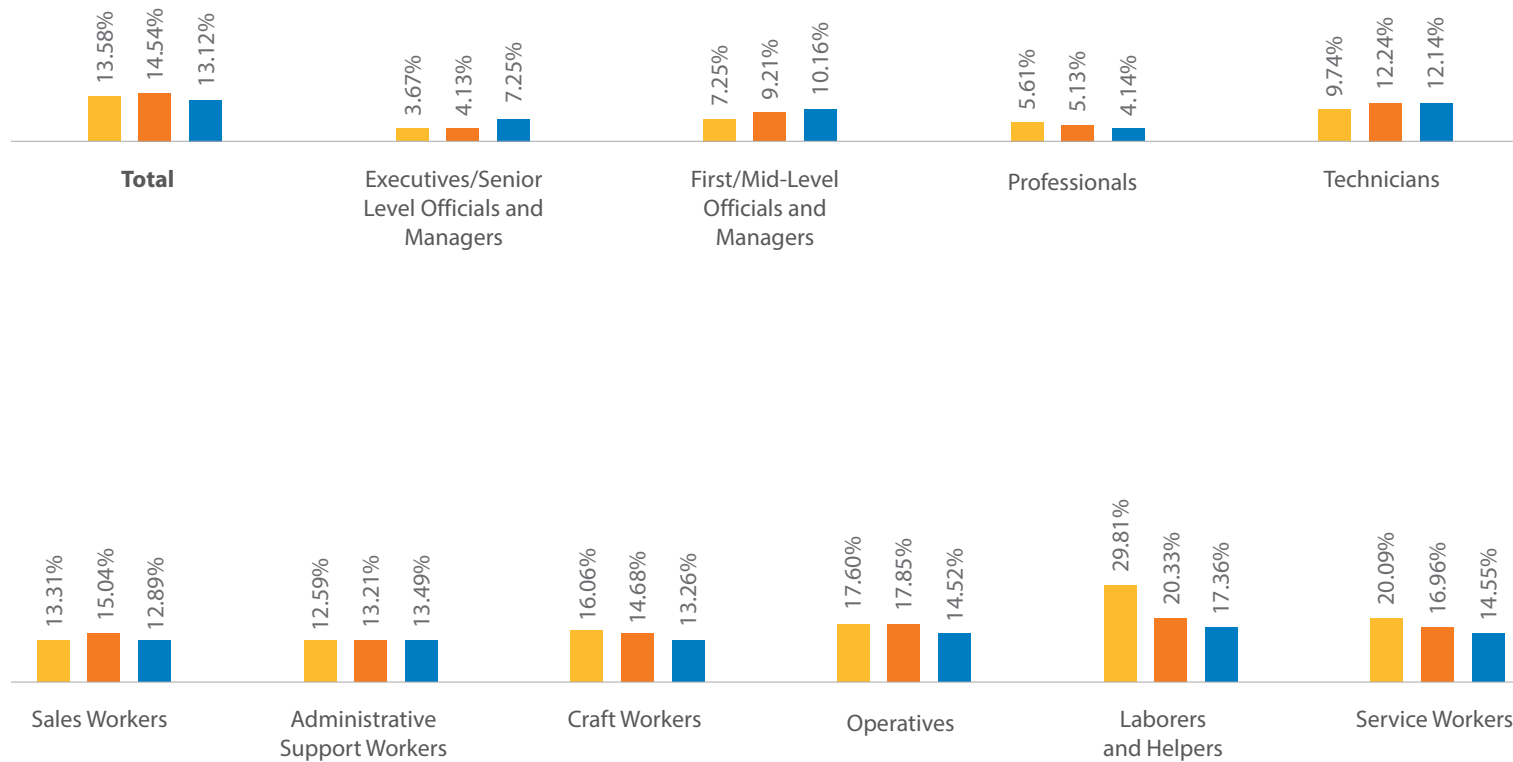
2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■



2014 U.S. EEO-1 DATA

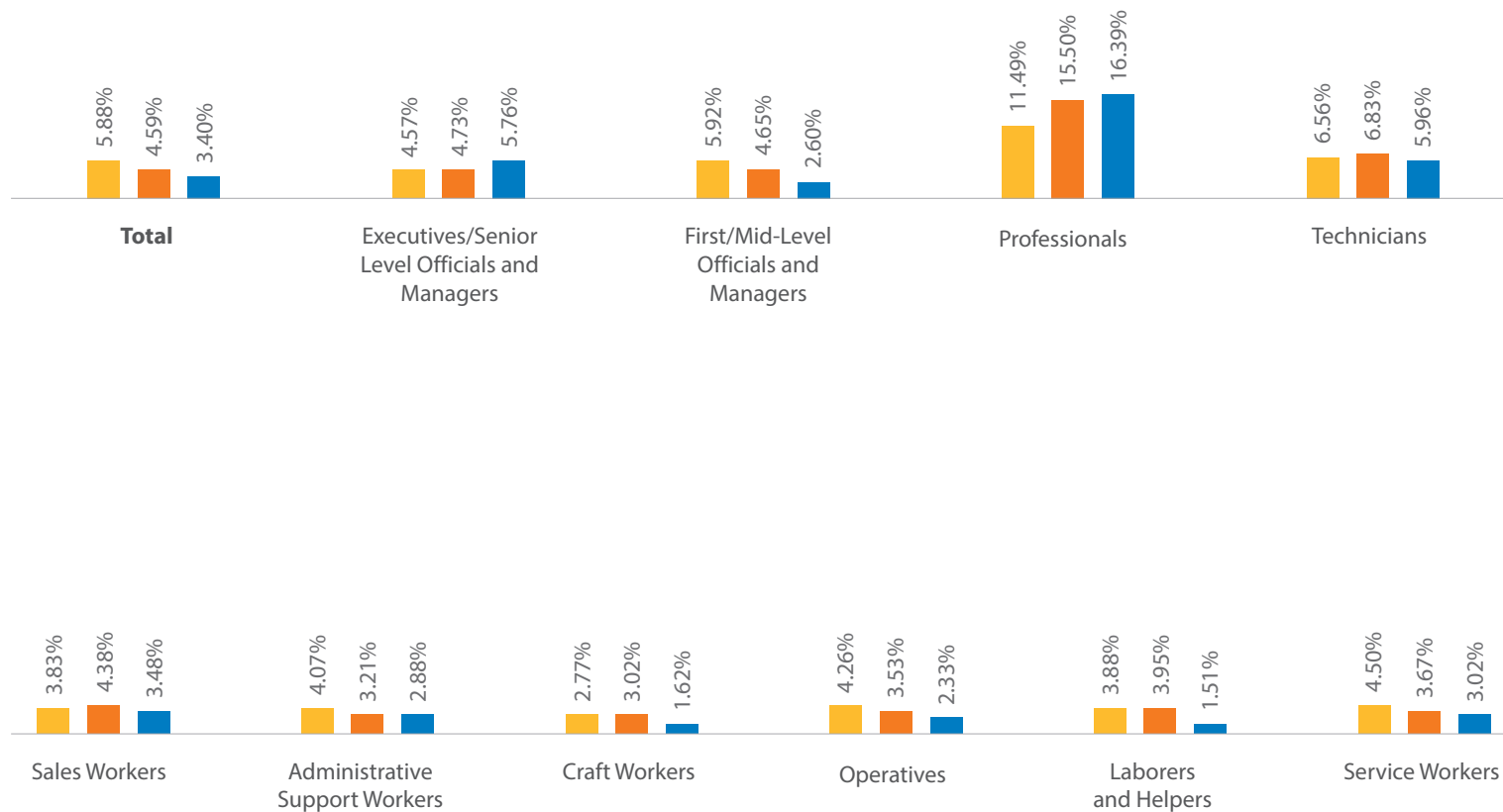
Hispanic or Latino EEO-1 Comparison

2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■



Asian EEO-1 Comparison

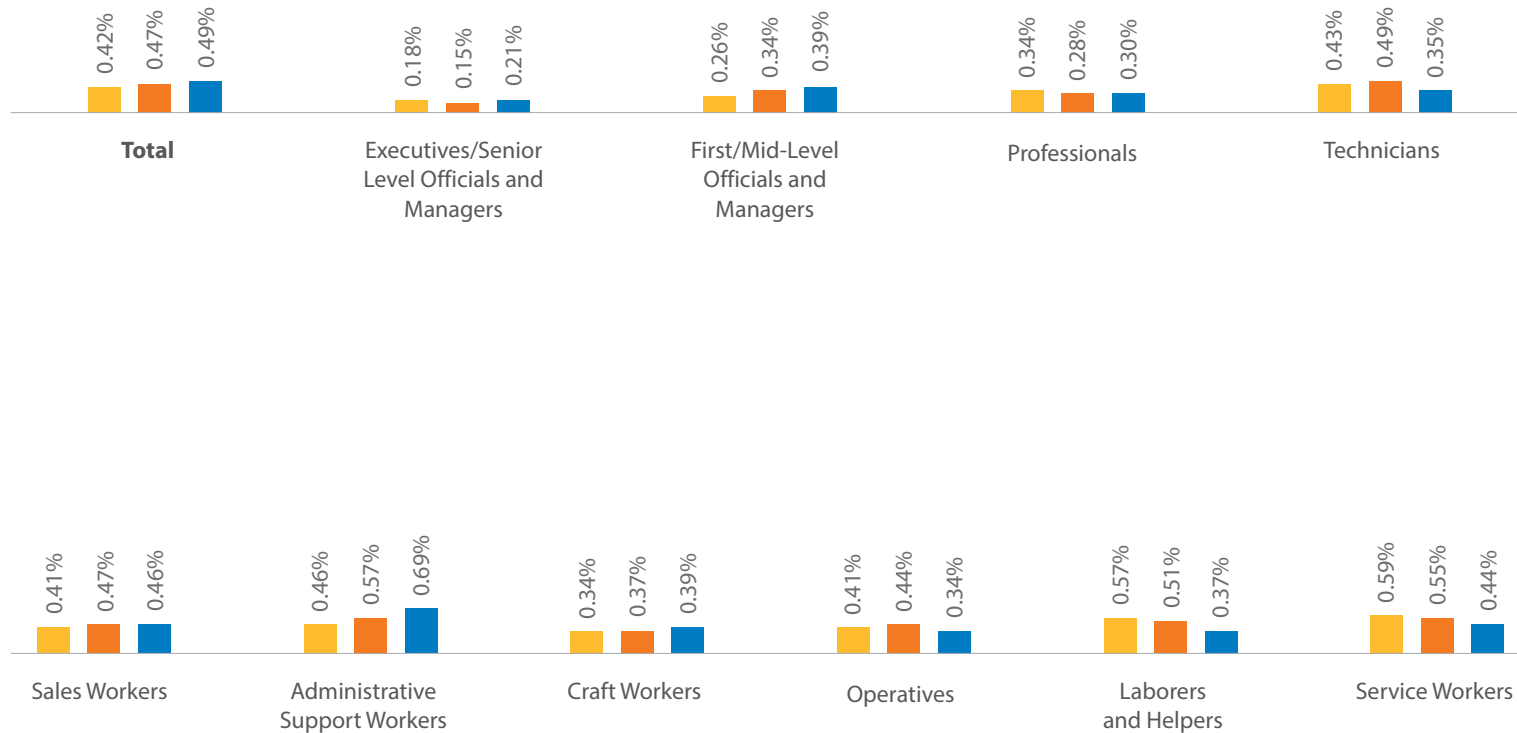
2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■



2014 U.S. EEO-1 DATA

Native Hawaiian or Pacific Islander EEO-1 Comparison

2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■



American Indian or Alaskan Native EEO-1 Comparison

2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■



2014 U.S. EEO-1 DATA

Two Or More Races EEO-1 Comparison

2013 EEO-1 Composite ■
 2013 NAICS 45 Composite ■
 Walmart 2014 ■





Susan Chambers
Executive Vice President,
Global People Division

A message from Susan

Thank you for taking the time to read our 2015 Diversity and Inclusion (D&I) Report. I hope you've enjoyed learning about our efforts, and accomplishments in diversity and inclusion. Sam Walton said, "We're all working together; that's the secret." He was absolutely right. Our commitment to advancing diversity and inclusion is a whole company undertaking, one that is woven into our day-to-day business activities. Rooted in one of our company's core beliefs, respect for the individual, D&I helps shape the way our more than two million associates interact with our customers, each other and the world around us.

Our successes in diversity and inclusion help us better deliver our customer promise: save people money so they can live better. With shared purpose, we make a difference in the company and the lives of our customers, and are building a better tomorrow in the communities we serve. I feel so fortunate to work for a company that truly values the perspectives, styles and unique experiences of each associate, and provides limitless opportunities for growth and advancement. While I am so proud of the progress we have made for the past decade, I know we have work to do to achieve our ambition – making Walmart the best place to work for everyone.

Again, thank you for taking a moment to read a bit of our diversity and inclusion story. It is one of my favorites to share. Your ongoing support contributes to our success along this journey. For that, I appreciate you. I look forward to your continuous feedback in the future – it helps make us better.

Sincerely,

Susan



AQUIRE & RETAIN
DEVELOP & ENGAGE
ENABLE & EMPOWER



Global Office of
Diversity and Inclusion
WORKFORCE WORKPLACE MARKETPLACE