Belonging Begins with Us

Walmart | CULTURE, DIVERSITY, EQUITY & INCLUSION | 2022 MID-YEAR REPORT

Embracing Change Through a Constant Commitment

Donna Morris, Chief People Officer, Walmart Inc.

**LEARN MORE**

Belonging Begins with Us

As we all know change is the only constant, and with this mid-year report we want to thank Ben Hasan, our former Global Chief Culture, Diversity, Equity & Inclusion (CDEI) Officer, who recently retired from Walmart following a distinguished career – including the last seven years leading our CDEI function.

While change is a constant, our commitment to fostering a sense of belonging in our stores, clubs, distribution and fulfillment centers, and campus offices for our associates and customers is steadfast. Our long-standing cultural values of Respect for the Individual and Service to the Customer will serve as beacons to lead and inform our decisions and behaviors. We will take intentional actions aimed at creating equitable, inclusive workplace and customer experiences for everyone.

Our commitment to transparency in reporting our key diversity data is also unwavering. Two years ago, we published the first mid-year edition of this report which included nearly 100 first-time disclosures and established a biannual cadence for our reporting. I'm proud of the level of transparency we've created and the progress we've made in certain areas in the 24 months since that first mid-year report. While Walmart has experienced similar regression in our global total workforce representation for women as seen in broader macroeconomic trends, with 53.45% representation as compared to 55.08% two years ago, we're encouraged that women representation in

higher-paying management and officer positions has increased notably during the same period. Women currently represent 36.32% of our global officers – up +5.51% from 30.81% two years ago – and are 46.19% of our global management ranks which is up from the 44.82% figure from our mid-year report published in 2020. Similarly, people of color representation for U.S. officers is up to 28.76% from 24.89% two years ago, and U.S. management representation for people of color is 40.07% which is +3.82% higher than it was at the 2020 mid-year point.

These are all markers of incremental progress, and we'll remain focused in our CDEI programming to keep moving forward. I hope you'll take the time to review our metrics on the subsequent pages, and that collectively we'll focus on continuing our journey together to make Walmart that place where everyone feels they belong.
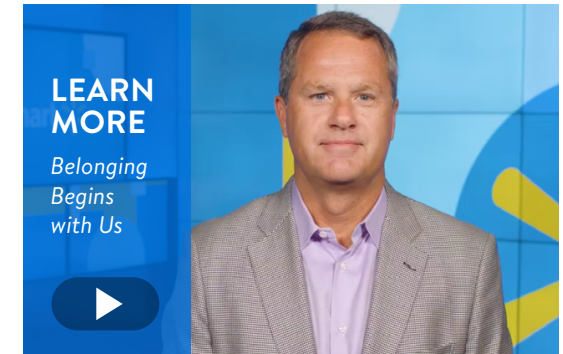
"**Our business is a people business. We have millions of customers and associates, and they reflect the diverse makeup of each country and community where we operate. Our goal is to have everyone feel respected and welcome as they shop or build their career at Walmart. Now more than ever, we understand that we have an important role to play in making our world a better place. That takes many forms, from saving people money and helping them live better to helping shape a more equitable future.**"

Doug McMillon, President & CEO — Walmart Inc.

Our Approach to Culture, Diversity, Equity & Inclusion

Global Office of Culture Diversity Equity & Inclusion

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.

Mission

Create an inclusive culture where all associates are engaged to deliver on our purpose of saving people money so they can live better.

GUIDING PRINCIPLES

Our four guiding principles shape our approach to improving the company's CDEI health and set the foundation for sustainable change across the enterprise:

Accountability — Promote action through ownership and acceptance of responsibility for inclusive behaviors

Data-driven decisions — Collect and analyze data, and generate verifiable insights to make better decisions

Objectivity — Minimize subjectivity to reduce the risk of bias in talent processes

Transparency — Increase access to information through communication and collaboration

STRATEGIC OBJECTIVES

Activate Our Culture — Equip every associate to be an inclusive leader who leads and makes decisions based upon our cultural values of Service, Respect, Excellence and Integrity

Associate Life Cycle Integration — Integrate Culture, Diversity, Equity and Inclusion principles into every facet of the associate life cycle — recruit, hire, develop, promote and retire

Build an inclusive brand — Create a trusted brand experience that makes people feel like there's a place for them in the Walmart ecosystem — as a customer, associate, supplier or community stakeholder

Increase Enterprise Equity & Accessibility — Examine systems to identify gaps in equity and accessibility across the spectrum of stakeholder touchpoints, particularly for associates and customers, and develop and deploy strategies to address those gaps

Modernized Measures — Leverage scorecards and dashboards to track key performance indicators on diversity (representation and movement) and inclusion (engagement and sentiment indices) to inform action plans for continued progress

DEFINITIONS

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

DIVERSITY: The unique identities, experiences, styles, abilities and perspectives of our workforce, reflecting communities we serve

EQUITY: When people of every gender, race, ability and orientation have what they need to thrive, and diverse identity is no longer a determining factor in shaping an individual's life outcomes

INCLUSION: The intentional action of understanding, supporting and championing individuals in all of their uniqueness (identities, experiences, styles, abilities and perspectives) — resulting in a culture where all associates feel welcome, comfortable and safe and are empowered to reach their full potential every day

Accessibility Center of Excellence

The Accessibility Center of Excellence (ACE) works collaboratively across the enterprise to develop and implement scalable strategies supporting the ACE vision of "Everything Accessible – Everyone Included". The mission of the ACE is to empower associates to define, design and deliver accessible experiences at scale.

ACE Accessibility Center of Excellence

President's Inclusion Council

Walmart established the President's Inclusion Council in 2016 to bring together committed leaders from across the enterprise who are well positioned to help strengthen the diversity and inclusiveness of our leadership and work environment.

The 11-member council, which is chaired by Doug McMillon, President & CEO – Walmart Inc. and led by Lance de la Rosa, Executive Vice President – Operations, Sam's Club, collectively represents each corporate and operating segment across the enterprise. The members were chosen for a two-year term because of their influence and reputation for modeling the behaviors consistent with inclusive leadership. They're curious, courageous and culturally competent, and each of them understands that a diverse and inclusive business is an innovative and successful business.

The purpose of the Council is to serve in an advisory capacity for Doug, the Executive Committee and the entire organization to help Walmart sharpen our culture and dial up the inclusiveness across the enterprise. Their goals are largely focused on helping us improve our talent pipeline and diverse representation by operationalizing practices, principles, and processes related to our CDEI strategy.

LEARN MORE ▶
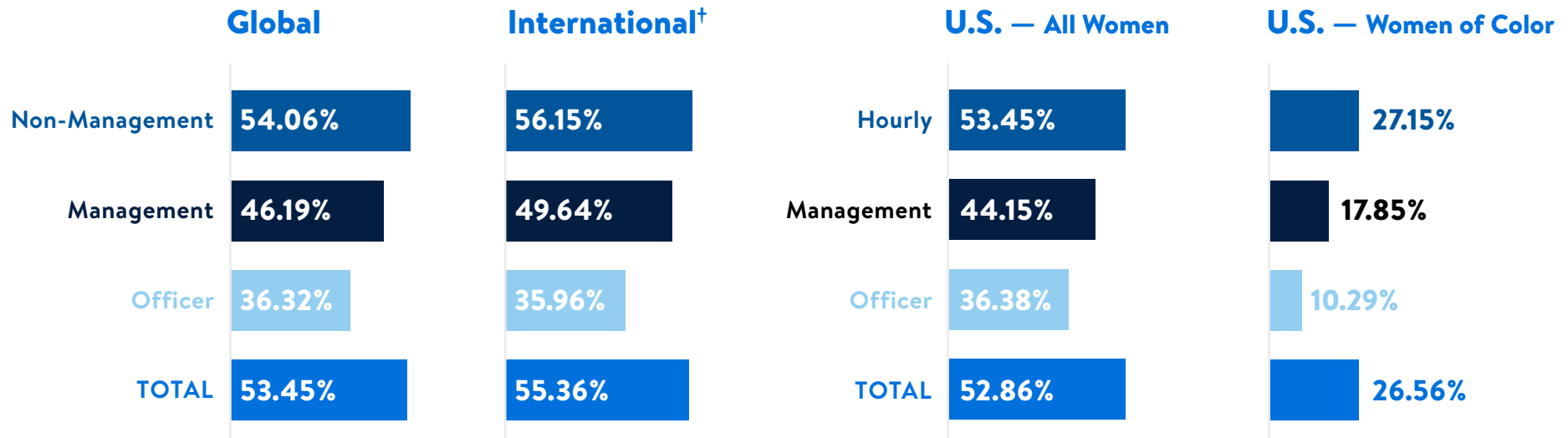
Diversity & Inclusion by the Numbers

Percentages for the United States, International markets and composites are as of U.S. pay period ending on July 29, 2022. Global data is the combination of International and U.S. data from the reporting periods. Please see Data Disclosures & Definitions on the back cover.

Total Associate Count by Market	
Global	2,076,482
United States	1,582,610
International[†]	493,872

Total Associate Count by International Market	
Africa*	36,959
Canada	117,574
Central America**	36,747
Chile	46,162
China	62,331
Mexico	194,099

Total Workforce Representation by International Market – Women	
Africa*	49.34%
Canada	54.83%
Central America**	46.62%
Chile	54.98%
China	65.18%
Mexico	55.43%

——— WOMEN IN THE WORKFORCE ———

	Global	International[†]	U.S. — All Women		U.S. — Women of Color
Non-Management	54.06%	56.15%	Hourly	53.45%	27.15%
Management	46.19%	49.64%	Management	44.15%	17.85%
Officer	36.32%	35.96%	Officer	36.38%	10.29%
TOTAL	53.45%	55.36%	TOTAL	52.86%	26.56%

U.S. Workforce New Hires by Gender and Ethnicity

Women	**49.99%**
Women of Color	**29.91%**
People of Color	**58.04%**
African American/Black	**29.71%**
Asian	**3.05%**
LatinX	**18.50%**
Native American/Alaskan Native	**1.41%**
Native Hawaiian/Pacific Islander	**0.57%**
2+ Races	**4.79%**

U.S. Workforce Representation by Age

16-19	**12.58%**
20-24	**16.76%**
25-29	**10.53%**
30-34	**9.42%**
35-39	**8.29%**
40-44	**7.73%**
45-49	**6.92%**
50-54	**7.32%**
55-59	**7.55%**
60-64	**6.54%**
65+	**6.36%**

U.S. Workforce Representation by Ethnicity

	Hourly	Management	Officer	TOTAL
People of Color	49.61%	40.07%	28.76%	49.00%
African American/Black	21.34%	12.03%	9.52%	20.75%
Asian	4.13%	12.79%	9.52%	4.69%
LatinX	19.44%	10.81%	5.71%	18.88%
Native American/Alaskan Native	1.15%	0.85%	0.38%	1.13%
Native Hawaiian/Pacific Islander	0.51%	0.33%	0.0%	0.50%
2+ Races	3.03%	3.25%	3.62%	3.04%
Caucasian	50.06%	59.93%	71.24%	50.69%

U.S. Promotions by Gender and Ethnicity

	Hourly-to-Hourly	Hourly-to-Management	Management-to-Management	TOTAL MANAGEMENT PROMOTIONS
All Women	54.63%	45.44%	41.93%	42.77%
Women of Color	27.31%	21.41%	17.56%	18.48%
People of Color	49.01%	45.53%	42.28%	43.06%
African American/Black	19.37%	17.96%	9.17%	11.28%
Asian	3.29%	4.13%	18.86%	15.33%
LatinX	20.98%	17.86%	8.89%	11.05%
Native American/Alaskan Native	1.30%	1.31%	0.92%	1.01%
Native Hawaiian/Pacific Islander	0.53%	0.49%	0.29%	0.34%
2+ Races	3.55%	3.79%	4.15%	4.06%

Average Age of the U.S. Workforce

Hourly	Management	OVERALL
38.24 years old	40.97 years old	38.41 years old

Data Definitions & Disclosures

Global: Aggregate of International and U.S. data

United States: All 50 states, excludes Puerto Rico

International[†]**:** *Africa (Botswana, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, South Africa, Swaziland, Tanzania, Uganda and Zambia), Canada, **Central America (Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua), Chile, China, and Mexico. Excludes associates in India and eCommerce associates in Ireland and Israel

Non-Management
- U.S.: All hourly associates, excluding temporary associates
- International: Determined using Hay Points scale with non-management level positions being those scored between 0 - 437. Roles would include but not limited to administrative and frontline field associates

Management
- U.S.: All salaried, exempt associates
- International: Determined using Hay Points scale with management level positions being those scored between 438 - 1,260. Roles would include but not limited to Senior Directors, Directors, Managers and field managers

Officer
- U.S.: President, Executive Vice President, Senior Vice President and Vice President positions
- International: Determined using Hay Points scale with officer level positions being those scored between 1,261 - 7,000

Women of Color: An aggregate composite of U.S. women including African American/Black, Asian, LatinX, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, and women of two or more races

People of Color: An aggregate composite of U.S. associates including African American/Black, Asian, LatinX, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, and individuals of two or more races

[‡] Minimum age for employment at Walmart Inc. or one of its subsidiary companies, in the United States is at least 16 years old.

Global Office of
**Culture Diversity
Equity & Inclusion**

**corporate.walmart.com/
global-responsibility/
diversity-equity-and-inclusion**

© 2022 Walmart