



# Delivering Shared Value

FY2025 ESG Report

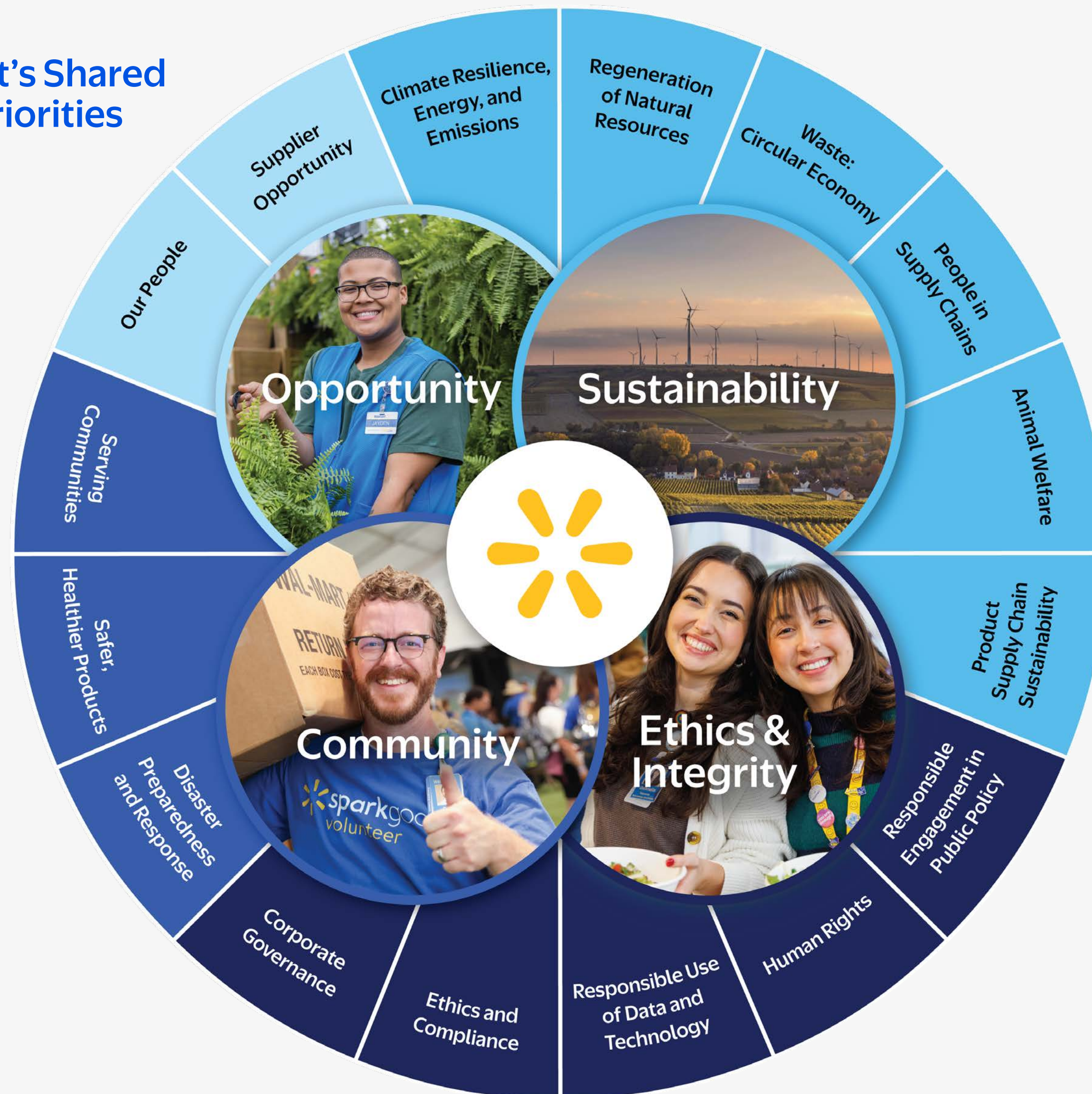
**Walmart**







## Walmart's Shared Value Priorities



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# Our Company

Walmart is a people-led, tech-powered omnichannel retailer dedicated to helping people save money and live better.

## Our Values

- Respect the individual
- Act with integrity
- Serve our customers and members
- Strive for excellence

## How Walmart Creates Value for Stakeholders

- **Customers:** Convenient access to quality, affordable products and services
- **Associates:** Purpose-driven work, opportunity for good jobs and upward mobility, and belonging at Walmart and beyond
- **Shareholders:** Goals and investments built into our financial framework, and capital allocation viewed through the lens of ROI
- **Suppliers:** Access to customers and support for development and growth
- **Business Partners:** Access to and understanding of engaged customers for our sellers, advertisers, and ecosystem partners

## Our Business in FY2025

Omnichannel retailer serving approximately  
**270 million**  
customers each week

Approximately  
**2.1 million**  
associates

More than  
**10,750 stores**  
and eCommerce websites  
in 19 countries

Generated  
**\$681 billion**  
in total revenues

“Walmart is an “and” company. People and technology; innovation and execution; growth and sustainability. By making purposeful decisions and prioritizing investments that strengthen our competitive advantages, we can create shared value—meaning value for our business while enabling positive outcomes for people, communities, and the world around us. We strive to create meaningful, lasting impact by being a people-led employer of choice, a tech-powered retailer with a resilient, sustainable supply chain, and a trusted company for all we serve.”

**Doug McMillon**  
President and Chief Executive Officer  
Walmart Inc.







# A Message From Our Chief Sustainability Officer

At Walmart, our purpose—**saving people money so they can live better**—guides everything we do. We strive to fulfill our purpose in ways that create *shared value*—delivering business performance by creating value for our customers, associates, suppliers, communities, and the planet.

As a people-led, tech-powered omnichannel retailer, shared value starts with providing convenient access to affordable, quality goods and services to customers around the world. It also means offering inclusive, economic **opportunity** to our associates and suppliers; enhancing the **sustainability** of our business and product value chains; strengthening the resilience of **communities** we serve; and upholding the highest standards of **ethics and integrity** as a business operating in 19 countries around the world.

We believe that a shared value approach helps build trust, drive innovation, lower costs, manage risk, and fuel long-term growth—enabling us better serve people and communities while adapting to a rapidly evolving world.

Some highlights:

**Opportunity:** We believe in providing pathways to success for our associates, and we take a skills-based approach to hiring and advancement. For example, approximately 75% of our U.S. salaried store, club, and supply chain management started their careers in hourly positions, and we have prioritized development of professional growth paths from entry-level to leadership roles in areas such as retail management, maintenance, pharmacy, and tech. We expanded our Live Better U beyond four-year degrees to include thousands of short-form courses and credentials for associates at no cost to them, including trade certifications and specialized credentials relevant for in-demand jobs at Walmart and beyond. As of mid-year FY2026, our average hourly frontline wage is more than \$18/hour, nearly 28% higher than five years ago, and more than 860,000 associates now have retirement savings in our 401(k) plans. We also provide our suppliers opportunities for growth. For example, since 2021 we’ve sourced an incremental \$176 billion in goods made, assembled, or grown in the U.S. Last year, more than 100 small- and medium-sized businesses secured deals at our U.S. Open Call event, where potential suppliers pitch product ideas to Walmart and Sam’s Club merchants.

**Sustainability:** Our sustainability strategy is designed to support resilient, responsible growth, addressing complex sustainability challenges across our operations and industry value chains. In 2024, we neared an important milestone toward our climate goals: nearly 50% of our global electricity needs were supplied by renewable sources. Although we anticipate missing our 2025 emissions target, our absolute emissions and emissions intensity are down meaningfully from our 2015 baseline. Through business and philanthropic initiatives in collaboration with many suppliers and Non-Governmental Organizations (NGOs), we’ve made significant progress toward our sustainable commodities goals for people and planet. And while business growth and market dynamics have challenged our packaging targets (for example, recycled content), we have succeeded in reducing plastic packaging intensity (material used per dollar of net sales) and in designing 82% of our private brand packaging for recycling.

**Community:** Walmart thrives when communities thrive. Our core business aims to provide convenient access to affordable, quality products and services while supporting economic vitality through jobs, sourcing and local investment. We also support local needs through charitable giving, which exceeded \$2 billion in cash and in-kind (primarily food) from Walmart and the Walmart Foundation in FY2025. Over the past three years, we’ve contributed \$55.6 million in cash and in-kind to disaster preparedness and response, helping strengthen community resilience in the face of crisis.

**Ethics & Integrity:** Trust is the foundation of our business. We are committed to acting with integrity, promoting ethical conduct, and ensuring strong governance throughout our business, including our engagement in public policy, the responsible use of data and technology, and upholding respect for human rights.

Progress is not always straightforward or linear. It requires partnership across sectors, industries, and communities among groups with different perspectives and priorities. We often encounter gaps or barriers that require innovation in technology, infrastructure, or policy. But with collaboration, creativity, and tenacity, we can facilitate positive, lasting improvements for our business and for society over time.

Thank you to our associates, suppliers, and community partners for your insights, energy, and partnership; you help make Walmart a better company and bring us closer to a world where everyone can live better.

**Kathleen McLaughlin**  
**Executive Vice President and Chief Sustainability Officer**  
**Walmart Inc.**







# Our Shared Value Approach

## Identifying Priority Issues

Walmart’s shared value approach is rooted in our strategy and is focused on maximizing long-term value creation by addressing the most important stakeholder needs in innovative and effective ways. We have organized our shared value priorities into four leadership themes: Opportunity, Sustainability, Community, and Ethics & Integrity.

We conducted our first formal ESG priority<sup>1</sup> assessment in 2015 and refreshed it in 2021, gathering insights on more than 50 topics based on their relevance to our business, importance to stakeholders, and Walmart’s ability to make an impact. We continually reassess our priorities, adjusting as necessary to help ensure they reflect evolving expectations and remain relevant to our business.

**Opportunity:** We believe that promoting economic opportunity helps Walmart attract and retain the talent we need to run our business, respond to customer needs, and promote economic resilience in the places where we operate. Our approach includes creating opportunities for Walmart associates, our suppliers, workers in supply chains and the communities we serve. We offer good entry-level jobs in addition to multiple career pathways; endeavor to cultivate a culture of belonging—rooted in respect for the individual—where associates and customers feel seen, supported, connected, and heard; and provide tens of thousands of local, national, and global suppliers the opportunity to grow with us.

**Sustainability:** Walmart’s sustainability efforts endeavor to create and preserve long-term business value through increasing the efficiency and resilience of our operations, promoting surety of supply, sourcing responsibly, and enhancing our product assortment. With respect to people, we aim to respect the dignity of people throughout our supply chain, create economic opportunity for people working in supply chains, and sell safer, healthier products. With respect to the environment, our efforts aim to enhance the sustainability of product supply chains; preserve, protect, and restore nature; reduce waste; procure renewable sources of energy; and reduce greenhouse gas (GHG) emissions.

**Community:** We believe that Walmart thrives in strong, resilient communities, and we endeavor to help communities thrive. We aim to strengthen communities by providing convenient access to affordable, quality goods and services through our omnichannel retail model and everyday low prices; contributing to the economic vitality of communities by providing quality jobs, training, and career paths; investing in local suppliers; and supporting organizations and causes that matter to our customers and associates.

**Ethics & Integrity:** We believe that people want to work for and do business with a company they can trust, and Walmart works to create a culture that inspires trust with our stakeholders. We seek to achieve this by focusing on promoting ethics and compliance, governance and oversight, responsibly engaging in public policy activities, using data and technology responsibly, and respecting human rights.

## Aligning on Aspirations and Outcomes

We analyze key business value drivers and relevant societal systems to determine outcomes aligned with shared value. We then identify key performance indicators and metrics to track progress.

For example, we aspire to source responsibly and act as a catalyst of positive transformation for people working in consumer product supply chains, as we believe that will strengthen our supply chain directly and the capacity of product supply chains as a whole. We measure progress by looking at outcomes from responsible sourcing audits and remediation activities, impacts of initiatives in higher-risk supply chains, and the depth of supplier engagement on topics like responsible recruitment.

## ESG and Shared Value Governance

Leadership of our Environmental, Social, and Governance (ESG) and shared value initiatives starts with our CEO and executive leadership, with oversight from our Board committees, and cascades across our enterprise. Walmart’s Chief Sustainability Officer (CSO) helps define the agenda and provides dedicated management and oversight of Walmart’s global ESG goals and initiatives. The CSO updates and receives feedback from the Walmart executive leadership team, as well as the Board’s Nominating and Governance Committee, on ESG strategies and priorities at least annually. Read more in the [Corporate Governance](#) section.

### Walmart’s Shared Value Priorities



#### Opportunity

[Our People](#)  
[Supplier Opportunity](#)



#### Sustainability

[Climate Resilience, Energy, and Emissions](#)  
[Regeneration of Natural Resources](#)  
[Waste: Circular Economy](#)  
[People in Supply Chains](#)  
[Animal Welfare](#)  
[Product Supply Chain Sustainability](#)



#### Community

[Serving Communities](#)  
[Safer, Healthier Products](#)  
[Disaster Preparedness and Response](#)



#### Ethics & Integrity

[Corporate Governance](#)  
[Ethics and Compliance](#)  
[Responsible Use of Data and Technology](#)  
[Human Rights](#)  
[Responsible Engagement in Public Policy](#)

<sup>1</sup> Walmart uses the terms “ESG priority” and “shared value priority” in a manner similar to the way other organizations may refer to their “material” ESG issues. The term is intended to cover those issues which are the most relevant to our business and most important to our stakeholders.





## Advancing Practices

We develop policies, practices, and tactics to advance our value-creation aspirations, guided by the three factors outlined below.

For example, when determining which practices will help us best achieve an outcome of belonging in our business, we consider:

- **Relevance to our business:** Whether the activity will improve service to customers (referring to customers and members); improve our ability to attract, engage, develop, and retain associates; and deliver returns that justify the investment
- **Importance to building and maintaining stakeholder trust:** Whether the activities are compliant and whether they bring people together without divisiveness
- **Walmart’s ability to influence a positive outcome:** Whether we’re clear on the outcome we’re seeking and whether we can measure and evaluate the effectiveness of the activity in driving toward that outcome.

## Stakeholder Engagement

We prioritize open, ongoing engagement with a wide range of stakeholders—each bringing valuable perspectives that help shape and evolve our approaches.

Our engagement methods vary depending on the stakeholder group and the nature of the issue—we connect through industry collaborations, multi-stakeholder forums, community outreach, and direct one-on-one conversations, among other forums. By factoring stakeholder input into our strategies and efforts, we can better align our actions with societal needs, support business growth, and help strengthen the communities and systems we all depend on.

## Transparent Disclosures

Finally, transparency cultivates trust, and we regularly publish information on our priorities, aspirations, strategies, practices, and outcomes.

Beyond the information available in this report, ESG information appears in filings with the U.S. Securities and Exchange Commission (SEC), including Annual Reports and Proxy Statements, and issue-specific reports. We also submit certain information to major ESG raters and participate in widely used disclosure regimes, such as CDP.

### Stakeholder Engagement

Stakeholder Priorities		How We Engage
Customers	<b>Opportunity:</b> Associate wages, benefits, upskilling, belonging, veteran hiring, local sourcing <b>Sustainability:</b> Packaging, waste, sustainable sourcing, energy <b>Community:</b> Access to affordable products and services, disaster, and hunger relief <b>Ethics &amp; Integrity:</b> Safety, privacy, consumer protection, food and product safety, ethics	In-person and email, phone, and call center communication Surveys and sentiment monitoring Social media engagement
Associates	<b>Opportunity:</b> Wages, benefits, scheduling, training, promotions, belonging <b>Sustainability:</b> Operational waste, product and packaging waste, natural resource conservation <b>Community:</b> Local giving, volunteerism, disaster and hunger relief <b>Ethics &amp; Integrity:</b> Workplace safety, ethics	Team meetings, leadership visits, listening sessions Internal platforms Associate Engagement Surveys Confidential resources like Open Door and ethics channels
Suppliers	<b>Opportunity:</b> Growth and local sourcing <b>Sustainability:</b> Product and packaging waste, natural resource conservation, energy and emissions, supply chain transparency, responsible recruitment, working conditions <b>Community:</b> Community engagement, access to food, products, and services <b>Ethics &amp; Integrity:</b> Marketplace integrity, cybersecurity, consumer protection, human rights, ethics and compliance	Sharing expectations and challenges for products, packaging, and business practices Collaborating on product and service innovation Forums like the Supplier Growth Forum
Communities	<b>Opportunity:</b> Associate wages, benefits, upskilling, workforce development <b>Sustainability:</b> Packaging waste, energy <b>Community:</b> Access to affordable products and services, disaster and hunger relief <b>Ethics &amp; Integrity:</b> Safety, privacy, consumer protection, food and product safety, ethics, taxes	Government & Community Relations teams engaging local leaders Global Security Operations Center (GSOC) coordinating crisis response Store leaders building local partnerships Community feedback informing grantmaking efforts Ongoing dialogue with stakeholders
Shareholders	<b>Opportunity:</b> Human capital strategy and performance <b>Sustainability:</b> Climate risk and opportunity management, supply chain resiliency, waste <b>Community:</b> Product access and affordability, customer and community safety <b>Ethics &amp; Integrity:</b> Policy and advocacy, human rights in supply chains, consumer protection, corporate governance, data security and cybersecurity	Formal communications through earnings materials, SEC filings, proxy statements, ESG reports, and news releases Events like earnings calls, investor conferences, and shareholder outreach programs One-on-one engagement with individual shareholders
Civil Society (NGOs, Advisory Councils, and Grantees)	<b>Opportunity:</b> Associate pay and benefits, engagement, safety, upskilling and mobility, belonging <b>Sustainability:</b> Emissions mitigation, nature, waste, animal welfare, people in supply chains <b>Community:</b> Food security, community engagement <b>Ethics &amp; Integrity:</b> Ethics and compliance, human rights, safety policy and advocacy, supply chain compliance	Collaborating with NGOs and advisory councils Participating in trade groups and industry associations Maintaining transparency, accountability, and ethical conduct





# About Our Reporting

Walmart has reported on a wide range of ESG issues since 2005. Our reporting is focused on our priority ESG issues—those that we believe are the most relevant to our business and important to our stakeholders.

## Scope

Walmart’s FY2025 reporting on ESG matters was published in September 2025 and reflects activities and initiatives in our fiscal year (FY) 2025 (February 1, 2024—January 31, 2025), unless otherwise noted. Calendar years (CY) are noted in four-digit format.

All references to “Walmart” in our ESG reporting are to Walmart Inc., a Delaware corporation and its consolidated subsidiaries that were subsidiaries during the reporting period, excluding all acquired eCommerce subsidiaries, businesses, platforms, and/or marketplaces, unless otherwise noted. Financial information referenced in our ESG reporting reflects the scope of Walmart Inc.’s consolidated financial statements, unless otherwise noted. This report also covers some activities of the Walmart Foundation, a separately incorporated Delaware charitable private foundation. “Walmart.org” is used to refer to the collective philanthropy of Walmart Inc. and the Walmart Foundation.

Our reporting is guided by frameworks such as the Sustainability Accounting Standards Board (SASB), the International Financial Reporting Standard (IFRS) S2 Climate-related Disclosures (which succeeds the Task Force on Climate-related Financial Disclosures (TCFD)), Task Force on Nature-related Financial Disclosures (TNFD), and Global Reporting Initiative (GRI) Standards. We also report through programs such as CDP, a global environmental disclosure system. Our GHG emissions footprint estimates are calculated in alignment with the Greenhouse Gas Protocol.

We received external assurance from a third party with respect to certain emissions information included in our reporting. We did not seek or receive external assurance from third parties with respect to other information, although in certain instances third parties assisted in the process of collecting, analyzing, and calculating the information presented.

Figures in this report and their accompanying footnotes have been rounded, where applicable.

From time to time, we may adjust our reporting to account for updated data or structural changes such as acquisitions, divestments, or other organizational changes. This may result in data reported in this Report not corresponding to results reported through other reporting channels or in prior years’ reporting. For years in which a restatement occurs, we will note the restatement and corresponding impact if relevant. If restated figures are reported and a long-term goal is in place, those restated figures will be applied retroactively to adjust the baseline year accordingly. This ensures consistency and comparability over time in tracking progress toward our goals.

## Forward-Looking Statements

The ESG Report, ESG Data Table, and ESG Special Reports, collectively “ESG Reporting”, do not cover all information about our business, and inclusion of information therein is not an indication that the subject or information is material to Walmart’s business or operating results for purposes of U.S. securities laws and regulations. Statements other than statements of historical or current facts, including statements and images about our ESG targets, goals, aspirations, commitments and programs, and other business plans, initiatives, and objectives are forward-looking statements and are based on Walmart management’s current assumptions and expectations. These statements are typically accompanied by the words “aim,” “ambition,” “anticipate,” “aspire,” “believe,” “can,” “commit,” “estimate,” “expect,” “forecast,” “goal,” “hope,” “intend,” “may,” “on track,” “plan,” “predict,” “project,” “strive,” “target,” “will,” “would,” or other similar words. All such statements are intended to enjoy the protection of the safe harbor for forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results as the result of a variety of factors, including, but not limited to, changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors, many of which are outside of our control. The most important factors that could cause our actual results to differ from our forward-looking statements are set forth in our description of risk factors included in Part I, Item 1A, Risk Factors of our Form 10-K and in subsequent filings with the Securities and Exchange Commission (SEC); they also include the challenges, assumptions, and dependencies identified in our ESG Reporting. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in our ESG Reporting in evaluating the forward-looking statements therein. Walmart cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. Unless expressly stated otherwise, the forward-looking statements in our ESG Reporting are made as of the relevant effective date for the report at issue, and we undertake no obligation to update or revise these forward-looking statements to reflect subsequent events or circumstances. Standards of measurement and performance made in reference to the goals, aspirations, and objectives referred to in our ESG Reporting are developing and based on protocols, processes, and assumptions that continue to evolve and are subject to change in the future, and no assurances can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in the ESG Reporting can or will be achieved.

For more information or to provide comments, please contact us at: [ESG\\_WMT@walmart.com](mailto:ESG_WMT@walmart.com).

## Summary of Critical ESG Calculation Methodologies and Data Definitions

The methodologies and data definitions outlined in this section represent the primary approaches used in the calculation and reporting of our key ESG metrics. While they cover the majority of our ESG data, they are not intended to be exhaustive. Additional ESG metrics may utilize different methodologies or data sources, and where applicable, those explanations are provided in the relevant sections of this report.

### Emissions Reporting

Walmart Inc. calculates its GHG emissions footprint estimates in alignment with the Greenhouse Gas Protocol’s Corporate Accounting and Reporting Standard as well as the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, collectively the “GHG Protocol.” Annually, Walmart engages with a third party to conduct assurance over its Scope 1 & 2 emissions calculations aligning with the ISO 14064-3 standard. See, [2024 Limited Assurance Statement](#). With guidance provided by the GHG Protocol, Walmart uses a hybrid approach for its calculation methodology: reported emissions are based on a combination of measured and estimated data.

For information about Project Gigaton—including estimated cumulative emissions reduced, avoided or sequestered, as well as land and ocean spatial area associated with supplier sustainability efforts—please refer to [Project Gigaton Accounting Methodology](#).

### Nature Reporting

#### Nature: Acres of Land Reporting

Walmart Inc. calculates the total acres of land engaged in more sustainable management, protection, and/or restoration. This total includes: (a) acres of land under more sustainable management for the production of priority commodities, as reported by suppliers; (b) acres of land protected and/or restored, as reported by suppliers; (c) total acres conserved through the Acres for America program; and (d) acres more sustainably managed, protected, and/or restored through Walmart Foundation grants, as reported by grantees. For (a), suppliers typically report commodity volumes/practices through Project Gigaton, which are converted to acres (where necessary) using spatial factors found in our Project Gigaton Accounting Methodology (see “Nature pillar table: Spatial conversion factors”). For additional information on sustainable management practices by commodity, please refer to our individual commodity reports.





Nature: Square Miles of Ocean Reporting

Walmart Inc. calculates the square miles of ocean engaged in more sustainable management, protection, and/or restoration. This total includes: (a) square miles of ocean under more sustainable management for seafood commodities, as reported by suppliers; and (b) square miles of ocean protected and/or restored, as reported by suppliers. For (a) above, where suppliers report seafood volumes through Sustainable Fisheries Partnership’s Seafood Metrics Platform, the volumes are converted to square miles using spatial factors found in our Project Gigaton Accounting Methodology (see “Nature pillar table: Spatial conversion factors”). For additional information on sustainable management practices by commodity, please refer to our individual commodity reports.

Waste Reporting

Operational and Zero Waste Reporting

Walmart Inc. calculates its operational waste and zero waste data and definition of “zero waste” in alignment with the business principles from **Zero Waste International Alliance** (ZWIA)—including achievement of 90% or more diversion of all discarded resources from landfills, incinerators, and the environment. Our Zero Waste goal and reporting scope includes waste materials and products generated in Walmart’s owned facilities and its operations (e.g., stores, clubs, warehouses, return centers, truck maintenance garages). Waste figures are based on review of materials handling and waste diversion processes, as reported by waste vendors, food banks, and facilities. In cases where certified or otherwise documented weights were not available, they have been estimated based on waste audits, historical data, and extrapolation for similar facilities in size and scope. The Zero De-Pack initiative supports waste diversion but not our food loss and waste (FLW) goal. Previously, some organic waste was used as cattle feed (counted as FLW reduction); it is now composted or anaerobically digested—no longer FLW reduction per the Food Loss and Waste Protocol’s **Food Loss and Waste Accounting Standard** (“FLW Standard”), but still diversion per ZWIA.

Food Waste Reporting

Walmart Inc. calculates its food waste intensity data in alignment with the FLW Standard. The intensity is calculated as food waste weight divided by food sales for the corresponding period. Packaging weight and associated inedible parts are removed from the waste calculations.

Packaging Reporting

Walmart Inc. calculates its private brand packaging measurement by weight based on supplier responses to a survey or submitted data through Walmart’s web-based packaging compliance system. Proxy data is used to estimate packaging for suppliers that did not complete the survey, did not enter data into the compliance system, or provided unusable data. These proxies are intended to approximate the amount of packaging those

suppliers or markets may use, helping to present a more complete view of Walmart’s overall packaging footprint. The proxy calculation is based on supplier participation in the survey as a percentage of private brand net sales, combined with known packaging data. Data pertaining to How2Recycle reporting is not influenced by or based on proxy data.

Private Brand Plastic Packaging

Walmart Inc.’s private brand plastic packaging calculations include all private brand plastic packaging and operational packaging, as well as single-use and reusable plastic bags. For the private brand packaging survey, suppliers were instructed to use their most recent 12-month period with available data. If they reported in the previous year, they were asked to use the same reporting period to avoid gaps or overlaps with prior submissions. Suppliers reporting through Walmart’s web-based packaging compliance system are asked to keep their packaging data up to date throughout the year. For suppliers that did not complete the survey or provided unusable data, proxy data is used to provide a complete estimate of global private brand packaging. A market-level approach was applied in developing these proxy calculations.

Recyclability and Design for Recycling

Walmart Inc. utilizes the Ellen MacArthur Foundation’s definition of recyclability for purposes of measuring progress against our goals and aspirations. Additional details on this definition may be found in our **Recycling Playbook**. We also engage suppliers on what constitutes “Design for Recycling” through supplier training and guidance materials.

Our People Reporting

**Global:** Aggregate of International and U.S. data. Data for the U.S. is as of January 24, 2025—the final pay period of the fiscal year. Data for international markets is on a calendar year-end basis. Global workforce demographic figures are based on the physical location of associates.

**United States:** All 50 states and Puerto Rico.

**International:** Africa, Canada, Central America, Chile, China, India, and Mexico.

Africa (Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Nigeria, South Africa, Uganda, and Zambia)

Central America (Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua)

Figures for periods prior to FY2025 exclude associates in India and corporate associates based in other countries.

Non-Management

• **U.S.:** All hourly associates, including temporary associates.

• **International:** Determined using Hay Points scale with non-management-level positions being those scored between 0–437. Roles would include but are not limited to administrative and frontline field associates. Excludes certain categories or locations of associates where comprehensive data was not available.

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 are not limited to Senior Directors, Directors, Managers, and field managers. Excludes certain categories or locations of associates where comprehensive data was not available.

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.

**Total Associate Count:** Associate data includes the number of Walmart associates supporting the listed retail markets. Additional Walmart associates outside the U.S. are encompassed in the total associate counts for Global and International.

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

**Minimum Age:** Minimum age for employment at Walmart Inc. or one of its subsidiary companies in the United States is at least 16 years old.

**Average Hourly Wage:** The average hourly wage data is as of the last pay period for FY2025, unless otherwise noted. This figure includes full- or part-time U.S. associates who are in an active or leave of absence employment status and working in stores, clubs, supply chain field locations, and/or call centers. The calculation excludes the following associate types: Home Office associates, pharmacists, optical/vision center managers, drivers, management trainees and, temporary associates and associates in non-store operations (central fills, specialty, and mail order). Wage numbers are rounded down to the nearest \$0.25.

**Average Hourly Starting Wage:** The average hourly starting wage data is as of the last pay period for FY2025. This figure includes full or part time, US associates who are in an active or leave of absence employment status and working in stores, clubs, supply chain field locations, and/or call centers. The calculation excludes the following associate types: Home Office associates, pharmacists, optical/vision center managers, management trainees and, temporary associates and associates in non-store operations (central fills, specialty, and mail order). The starting hourly wage is based on associates hired within the 6 months prior to 01/24/2025.





# Opportunity

Creating inclusive economic opportunity for associates and suppliers helps us better serve our customers and strengthen communities. We focus on offering our associates good jobs, opportunities for professional growth, and a culture of belonging. Through sourcing, we create opportunities for our suppliers to reach new customers, build their businesses, support jobs in their communities, and grow with us.

## In This Section

- 10 Our People: Associate Experiences and Paths of Opportunity
- 22 Supplier Opportunity

**75%**

Approximately 75% of our U.S. salaried store, club, and supply chain management started their careers as hourly associates

**90%**

90% of U.S. roles do not require college degrees, including salaried store, club, and supply chain management roles that pay over \$100,000 annually

**\$18/hour**

Average hourly wage is more than \$18/hour as of mid-year FY2026, nearly 28% higher than five years ago

**80%**

80% of Associates who participate in our Associate Stock Purchase Plan are hourly

**\$176B**

Sourced an incremental \$176 billion in products supporting American jobs since FY2021

**\$66B**

Spent \$66 billion with certified and verified U.S. small businesses in FY2025





# Our People: Associate Experiences and Paths of Opportunity

## Our Aspiration

We seek to make retail a place of opportunity where everyone, regardless of where they start, can build skills and gain experiences they need to advance in their careers. Doing so allows us to attract, develop, and retain the talent we need to meet our customers' needs and drive business performance in a competitive retail market.



## Relevance to Our Business and Society

Walmart is a people-led, tech-powered company. For Walmart to be the best place to shop, we also need it to be the best place to work. As of the end of FY2025, we employed approximately 2.1 million associates globally, with approximately 1.6 million associates in the U.S.

With a U.S. associate base that is 92% hourly and 39% under the age of 30, Walmart can provide a foundational entry point for people to develop critical skills relevant to careers at Walmart and beyond. Our investments in wages, benefits, skills training, and education can benefit not only our own associates, but also the customers they serve, their families, and the communities where they live. We believe our business and philanthropic efforts to promote a skills-based approach to workforce development beyond Walmart further enhances upward mobility and economic growth in communities.

## Our Approach

**Governance and Accountability:** Ensuring our efforts meet the needs of our associates and, in turn, our customers.

**Associate Well-Being:** Prioritizing the financial, physical, and mental well-being of associates.

**Associate Growth:** Supporting associate development through in-house training programs, industry-leading education benefits, and numerous advancement pathways.

**Associate Digital Empowerment:** Equipping our associates with digital skills and tools to improve their experience and enhance performance.

**Associate Belonging:** Striving for every associate to feel valued for who they are, rooted in our core value—respecting the individual.

**Advancing Career Mobility Within Retail and Related Sectors:** Partnering through business and philanthropy to promote a skills-based approach to hiring, development, and advancement.





## Governance and Accountability

Governance mechanisms for our people strategy include:

**Board and Board Committee Oversight:** The **Compensation and Management Development Committee** (CMDCC) of Walmart’s Board of Directors oversees Walmart’s workforce strategy, which includes the strategic priorities of belonging, well-being, growth, and digital transformation. Management regularly presents to the CMDCC and to the Board regarding workforce development, compensation, benefits, recruiting and retention, training and education, as well as culture at all levels of the company.

**Management Oversight:** Walmart’s Executive Vice President and Chief People Officer oversees Walmart’s People strategies. The President’s Belonging Council comprises Walmart officers, including Walmart’s President and CEO, and serves in an advisory capacity to Walmart’s Executive Council and the entire organization to help Walmart foster a culture where every associate feels like they belong. The members, who serve a two-year term, represent each of Walmart’s business segments.

**Building Leadership Accountability:** Our Leadership Expectations, which play a critical role in evaluating Walmart’s associates’ performance, are framed around our core values, including respecting the individual. Walmart managers are expected to ensure that everyone has the same access to growth, development, and advancement opportunities. They are also expected to foster a welcoming and safe workplace where everyone can respectfully share their unique perspectives.

**Measurement and Reporting:** We publicly disclose our workforce data to foster accountability and trust. In addition to this report, our **Belonging Report** and **EEO-1 Report** provide further transparency and context.

## Associate Well-Being

Through competitive compensation, benefits, and scheduling, we support associates’ financial, physical, and mental well-being. For example, Walmart provides comprehensive benefits—many of which start on the first day of employment—including health coverage, a 401(k) plan, and paid time off to part-time and full-time associates.

### Financial Well-Being

We aim to enhance the financial well-being of our associates by offering them competitive wages and benefits, paid leave, and predictable and flexible scheduling.

### Wage Structure and Pay

Our wage structure and pay practices are designed to recruit and retain talent in a competitive retail and employment environment. They reflect consideration of numerous relevant factors, including the skills necessary to do the job, business format (e.g., store, club, distribution and fulfillment centers), local market labor conditions (competitive compensation for similar work and cost of living), fairness relative to other roles in the company, and parity across race, ethnicity, and gender.

We continually review and invest in wages at all levels of our workforce. We have raised minimum starting wages for hourly roles by over 90% since 2015 and average hourly wages by nearly 28% over the last five years, reflecting increasing competitiveness in the job market and the creation of new roles to serve customers through an omnichannel offering. Additionally, we continue to strategically invest in total pay for key field leadership roles such as store manager and market manager, which we know are key for driving performance in our stores, clubs, and distribution and fulfillment centers.

More than two-thirds of our U.S. associates are full-time.

## FY2025 Average Hourly Wage and Total Compensation (U.S.)

Associate Population	Hourly Associates in Full-Time Roles	Average Starting Wage	Average Hourly Wage	Average Total Hourly Compensation <sup>2</sup>	Peer Comparison
Walmart associates in the U.S.	66.0%	\$15.75	\$17.75	\$22.50	Omnichannel, multi-format retailers
Walmart U.S. segment <sup>3</sup>	66.3%	\$15.75	\$17.75	\$22.25	Grocery chains, multi-category retailers, dollar stores
Sam’s Club U.S. segment <sup>4</sup>	61.7%	\$17.25	\$19.25	\$24.25	Warehouse clubs
Supply chain associates <sup>5</sup>	98.5%	\$24.25	\$27.00	\$36.25	eCommerce fulfillment



<sup>2</sup> Average total hourly compensation includes average hourly pay, other compensation, and benefits per hour for full- and part-time associates (excluding Puerto Rico).  
<sup>3</sup> This segment includes the Walmart U.S. stores and supply chain.  
<sup>4</sup> This segment includes Sam’s Club clubs and supply chain.  
<sup>5</sup> Supply chain includes associates who work in distribution and fulfillment centers but excludes drivers.





Pay Practices

Fair pay is foundational to Walmart’s culture and an important characteristic of how we respect the individual. Examples of pay practices include:

- **Pay Controls:** Market-based starting pay rates, limiting discretion on pay to promote consistency, and regularly reviewing pay and promotion decisions before finalization
- **Transparency:** Providing self-service tools for associates to view their pay details and range at any time, expanding pay range visibility on all U.S. job postings, supporting associate inquiries regarding pay, and providing confidential resources for raising concerns
- **Capability Building:** Providing learning opportunities for managers, people partners, and recruiters to ensure understanding of our pay programs, policies, and practices.



Pay Equity

Walmart is committed to fair pay for associates in all markets where we operate and has processes, tools, and systems in place to help ensure bias-free compensation for offers, movement, and promotions within the organization.

We conduct pay equity analyses annually and calculate adjusted and unadjusted pay gaps for our U.S. associate population.<sup>6</sup>

Adjusted Pay Gap

The **adjusted pay gap** (“equal pay for equal work”) is how much more one group earns compared to another group that does similar work, accounting for measurable neutral, job-related factors like experience, location, job, or job level that might explain why one group earns more.

Unadjusted Pay Gap

The **unadjusted pay gap** measures the raw difference in median or mean earnings between two groups without accounting for factors such as experience, location, job, or job level that may influence pay disparities.

Our review of pay and compensation practices, along with the reported results, is conducted and validated in consultation with expert third-party firms to confirm that we are following industry-leading standards. As part of our annual and ongoing rewards management, we adjust pay and practices, as necessary, to correct for unintended pay differences and market competitiveness.

**Adjusted Pay Gap:** The adjusted pay gap indicates whether associates performing the same work—accounting for job-relevant factors like position, experience, and location—are paid fairly relative to one another, regardless of protected status.

- **Disclosure History:** We first disclosed our adjusted gender and racial pay gaps in 2023.
- **Recent Analysis:** Our most recent adjusted pay gap analyses in 2025 in the U.S. confirm that female associates are paid \$1.00 for every \$1.00 that male associates are paid, and that associates who are people of color are paid \$0.99 for every \$1.00 that white associates are paid.

**Unadjusted Pay Gap:** While we believe that the adjusted pay gap is the most meaningful measure for determining pay equity, we also report on the unadjusted pay gap, which indicates median pay differences when not adjusting for factors like position, level, and experience (reflecting relative representation in higher- or lower-paying roles).

- **Disclosure History:** We first disclosed our unadjusted gender and racial pay gaps in 2024.
- **Recent Analysis:** Our most recent unadjusted pay gap analyses in 2025 in the U.S. confirm that female associates are paid 101% of the median pay for male associates, and associates who are people of color are paid 98% of the median pay for white associates.

We continue to review our processes and analyses beyond the U.S. so that we can consistently assess and report on our pay gap analyses and practices globally, and we remain compliant with all global pay equity regulations.

<sup>6</sup> Year-over-year changes may reflect normal statistical variance based on workforce population changes. Such variance is typical and does not necessarily indicate a material shift in pay equity practices.





Our People: Associate Experiences and Paths of Opportunity

Supplier Opportunity

Additional Financial Benefits

Beyond wages, we provide benefits aimed at promoting associates’ financial well-being, including:

**Discounts and Free Memberships:** Walmart U.S. associates receive a card<sup>7</sup> that provides a 10% discount at Walmart on fresh fruits, vegetables, and regularly priced general merchandise, plus select merchandise on Walmart.com; eligible field associates also receive a free Walmart+ membership. Sam’s Club U.S. associates working in clubs receive Sam’s Club Plus membership and a 10% discount on fresh fruits and vegetables.

**Retirement:** Our competitive retirement benefits<sup>8</sup> include a 401(k) contribution plan for all U.S. associates beginning on their first day of work and a match of up to 6% for full-time and part-time hourly U.S. associates credited with 1,000 hours of service during their first year. As of FYE2025, we had more than 860,000 associates with retirement savings in our 401(k) plan, and Walmart’s company match in the U.S. totaled \$1.82 billion.

**Stock Ownership Programs:** In FY2025, 43.6% of our active full-time and salaried U.S. field and Home Office associates participated in at least one of Walmart’s stock ownership programs:

- Eligible associates can participate in our Associate Stock Purchase Plan (ASPP), where Walmart matches 15% of the first \$1,800 U.S. associates contribute each year, up to \$270 per plan year.<sup>9</sup> In FY2025, 80% of participants were hourly associates. Since our three-for-one stock split early in 2024, associates who owned stock through ASPP increased by 11% by the end of the year.
- Associates eligible for stock incentive awards include certain field-based supply chain management, market managers, and store/club managers.<sup>10</sup>

**Financial Planning Tools:** We provide associates access to tools and apps to help them manage their money and plan for bills, savings, and spending. More than half of our U.S. associates are using these tools to help them with their finances. When unexpected expenses occur, associates can also access earned wages ahead of scheduled paychecks with no associated fees, penalties, or expense to them.

**Financial Education:** Walmart collaborates with external market leaders like Khan Academy to provide educational tools and resources on budgeting, credit scores, and investing. These collaborations help equip associates with the knowledge needed to make better-informed decisions about their money.

Paid Leave Benefits

**Paid Time Off (PTO):** Walmart’s PTO policy for U.S. full-time and part-time frontline hourly associates provides associates with flexibility by combining paid sick leave, vacation time, personal time, and holiday time, and associates begin earning PTO on day one.

**Parental Leave:** Walmart provides U.S. salaried and full-time hourly associates who become parents through birth, adoption, or foster care placement with maternity and parental leave benefits.

In FY2025, 33,100 Walmart parents utilized maternity leave or parental leave.

Majority Full-Time Workforce and Predictable Scheduling

More than two-thirds of our U.S. hourly associates<sup>11</sup> are full-time, including more than 137,000 associates who moved from part-time roles to full-time roles last year. We also offer part-time roles, which some associates prefer as a way to supplement household income and build new skills while managing other interests and obligations.

Walmart’s scheduling system is built around predictability, consistency, and flexibility:

**Scheduling control:** Using the MyWalmart app on their phones, associates can view their schedules up to two weeks in advance, pick up extra shifts, trade shifts with each other, view and request time off, and clock in.

**Consistent scheduling:** Walmart offers set schedules—up to 40 hours a week—for full-time associates, which provides predictability in who they will work with and what they can expect in their paycheck.



<sup>7</sup> Full- and part-time Walmart U.S. associates receive the discount card after 90 days of employment.  
<sup>8</sup> According to the **U.S. Bureau of Labor Statistics**, 74% of retail workers have access to employer-sponsored defined contribution retirement plans, whereas 100% of Walmart associates have access to such a plan through our 401(k).  
<sup>9</sup> All U.S. associates meeting age requirements are eligible to participate.  
<sup>10</sup> Award types and grant values are dependent upon the recipient’s pay band structure or position pay range as stated in the plan documents.  
<sup>11</sup> The calculation excludes the following associate types: Pharmacists, onsite clinics, drivers, management trainees, and temporary associates.





Physical Well-Being

We provide associates and their family members on our medical plans with access to affordable, high-quality care while also encouraging physical wellness. For discussion about Walmart’s associate safety program, see [Ethics and Compliance](#).

Medical Plans

**Affordable and Accessible Medical Coverage:** Full-time associates and eligible part-time associates have access to health coverage through Walmart. In 2024, medical coverage started at \$34.50 per biweekly pay period, one-third less than the average premium that employees pay at other companies nationally.<sup>12</sup>

**Centers of Excellence:** Walmart partners with leading health centers, including the Cleveland Clinic, Johns Hopkins, and the Mayo Clinic to provide associates enrolled in most Walmart medical plans access to some of the best specialists and hospitals for serious medical issues, often at no cost, based on plan enrollment and eligibility.

**Virtual Healthcare:** Most Walmart medical plans include affordable, virtual access to healthcare providers at no cost for services including mental health, urgent care, primary care, and physical therapy.

**Family-Building Support:** Walmart is committed to supporting associates as they grow their families. Benefits offered include:

- **Fertility Care:** Up to \$20,000 to support fertility treatment for associates and adult family members enrolled in most Walmart medical plans
- **Adoption and Surrogacy:** Up to \$20,000 reimbursement of eligible surrogacy and adoption services, open to all salaried management (upon hire) and full-time hourly associates (after 12 months of employment)
- **Doula Services:** Up to \$1,000 per pregnancy for doula services through our Life with Baby program, available to associates on most Walmart medical plans.

Encouraging Physical Wellness

**Fitness Pass:** Fitness Pass provides U.S. associates and their family members access to digital fitness content for \$5 per pay period or access to thousands of gyms nationwide plus digital content for as little as \$9 per pay period.

**myAgileLife:** A text-messaging-based coaching program supporting goals like weight loss, stress management, and chronic condition management. The tool is available to all associates and family members at no cost.

Mental Well-Being

Walmart provides associates and their family members access to counseling sessions, peer-to-peer support groups, and educational tools that are tailored to their unique needs.

**No-Cost Mental Health Services:** Walmart associates and their family members can receive confidential, cost-free counseling with a mental health coach or a licensed therapist 24/7. Associates get 20 no-cost sessions for themselves and their eligible family members through channels that fit them best—whether virtually or in person.

**Workforce Mental Health Training:** Walmart requires mental well-being awareness education for leaders to better equip them to recognize signs that associates might be struggling with mental health issues and coaches them on how to respond and connect associates with resources to help.

**Outreach:** Mental health clinicians proactively reach out to associates, providing support for a range of healthcare and psychosocial needs, including an early connection to care.

**Group Support:** Associates can access 100% anonymous peer support and group chat in moderated forums, allowing them to connect with people who understand their struggles.



<sup>12</sup> See [Kaiser Family Foundation 2024 Employer Health Benefits Survey](#), page 85 (figure 6.4).





## Associate Growth

Walmart has been an entry point to skill acquisition and a ladder of opportunity since our founding. Every day, we hire people who have yet to attain their high school degree or equivalency, those with multiple college degrees, people with years of relevant work experience, and those with none at all.

### Career and Growth Opportunities

We are growing our business in ways designed to ensure that customers can get the products and services they are looking for, with accuracy and speed. This evolution has led us to reshape roles and create new ones that serve our omnichannel business model. At the same time, we are developing better ways for associates to succeed in *any* role.

We want associates—regardless of skill level, position, or experience—to embrace continuous learning, adaptability, and curiosity. To support their growth, we have developed an internal learning ecosystem that enables them to build successful careers. Our programs, including training and skilling initiatives from Walmart Academy and educational opportunities through Live Better U, address skill gaps and help associates successfully move up, as well as into different parts of our business.

Our associates experience our career growth philosophy in practice:

- Two-thirds of associates responding to our Associate Engagement Survey (AES) believe they have career growth opportunities at Walmart and access to the experiences and opportunities that will help them achieve their career goals.
- Walmart U.S. associates receive their first promotion, on average, within nine months of joining the company.
- Over the last five years (FY2021–FY2025), an average of more than 160,000 U.S. associates received promotions each year.
- 84% of U.S. field roles above entry level were filled internally in FY2025.
- Approximately 75% of our U.S. salaried store, club, and supply chain management started their careers in hourly positions. Associates in these roles earned an average of more than \$117,000 in FY2025.

Our focus on associate training, education, and career growth strengthens our business:

- We believe that the ability to grow a career is a significant reason why many associates choose to stay with Walmart, and we believe that customers are more likely to keep shopping with us when they encounter experienced and knowledgeable associates. As of FYE2025; the average tenure for a Walmart associate in the U.S. was five years; more than 300,000 U.S. associates have spent more than 10 years with Walmart; and more than 60,000 U.S. associates have been with the company for 25 years or more.
- Associates who enroll in our Live Better U programs are twice as likely to be promoted and four times more likely to stay with the company.<sup>13</sup>
- The top third of Walmart U.S. stores in terms of training completion demonstrate increased customer satisfaction scores, associate engagement, and retention.



As of FYE2025, Walmart does not require college degrees for 90% of its U.S. roles.

### Access: Recruitment and Hiring

Walmart has evolved its recruiting and hiring processes to remove unnecessary barriers to both opportunities for growth, development, and advancement, and to recognizing the skills and experiences individuals bring to the job.

**Streamlined Application Process:** Frontline applicants can apply in-store, online, or from our associate-facing online hiring center.

**Hiring Principles:** To help ensure fair recruitment and hiring experience for our U.S. workforce, hiring managers and recruiters are trained to follow a set of principles, including sourcing a broad pool of qualified candidates and refraining from requesting salary history to set pay for external candidates.

**Valuing Skills and Knowledge:** As an employer, Walmart values skills and knowledge gained through work experience, volunteerism, military service, and education, as well as individual interests and aptitude. To enhance our hiring strategy and expand our talent pool, we are auditing roles and rewriting job descriptions to specify the skills required for each job. Additionally, we have removed degree requirements from many job descriptions, prioritizing skill recognition as a primary basis for hiring and promotion.

**Veterans and Military Spouses:** Veterans have skills that translate well to business. Since FY2014, Walmart has hired more than 500,000 U.S. veterans and military spouses. In FY2025, we hired 29,400 U.S. veterans and 17,100 U.S. military spouses.

**Fair-Chance Hiring:** We were at the forefront of the movement to “ban the box” that asks about prior criminal convictions on the initial job application. We conduct pre-employment background checks only after a conditional job offer, and our individualized assessment process offers candidates a meaningful opportunity to submit additional information to put a criminal record in context.

**Collegiate Recruiting:** We support early career college candidates across a broad portfolio of schools. Programs include mock interviews, résumé-writing workshops, career fairs, summits, and job simulations to expose students to the multiple career pathways at Walmart.

**Opportunity for Young People:** As the largest employer in the U.S., we believe Walmart and Sam’s Club are ideal places to build a career from the ground up. While people join us at many different stages in life, young people aged 16–29 represent an important part of the current and potential U.S. workforce. Since 2022, Sam’s Club has partnered with local schools and parents through a high school internship program, providing young people real work experience and a path to long-term careers. More than 1,300 high school juniors and seniors have completed the internship.

13 According to a 2021 Lumina Foundation [study](#).





Learning Ecosystem: Training and Education

Our learning ecosystem provides associates with access to training and education to help them meet their career goals while providing Walmart a ready source of top talent as our business grows and evolves. In July 2021, Walmart **committed** to invest nearly \$1 billion over five years in career-driven training and education. As of FYE2025, we have invested \$803 million.

We’re in the middle of a five-year, \$1 billion investment in skills training and education.

Training: On-the-Job Development and Walmart Academy Trainings

Walmart Academy was developed to train and develop part-time and full-time associates throughout the associate experience, starting on day one. Our approach to training and development includes:

**On-the-Job Training:** Associates are on teams with tiered positions where they are responsible for specific store areas and provided with cross-training and on-the-job development starting on their first day with the company. This model creates clear pathways for career progression as frontline associates build the skills to lead their own team.

**On-Demand Training:** Store associates use our MyWalmart app during the onboarding process and early in a new role to receive training on the fundamentals of success in their role—such as customer service, execution of core functions for their department, safety, and compliance. Store associates can also access the full training library for just-in-time training on specialized functions and to explore areas of personal interest. They can earn knowledge badges that signal to managers an associate's interest in growth and potential career paths.

**Walmart Academies:** Walmart has more than 200 physical Walmart Academies in the U.S., focused on training associates to be successful in their current role and developing strong people leaders. Academy-led training typically starts at the hourly supervisor level, the first rung of the leadership ladder at Walmart. New-to-role hourly supervisors receive a two-week, in-person Leadership and Operations training, focusing on Walmart

culture and values, key leadership skills, and functional role skills necessary for success in their role. New salaried managers receive more advanced training in a similar format. Our Manager Academy program is designed to help facility managers—those who lead stores, clubs, and supply chain facilities—be effective leaders and keepers of our purpose, values, and culture. We anticipate that all eligible U.S. store and club managers and supply chain general managers will go through Manager Academy by the end of 2025.

In FY2025, 279,000 associates in the U.S. received training via Walmart Academy, including in-person and virtual training.

Live Better U

While Walmart prioritizes upward mobility through on-the-job, digital, and in-person training programs, we also provide educational opportunities to help open even more career paths. Our Live Better U education benefit offers our U.S. associates access to Walmart-paid formal education opportunities, including high school completion, language learning, short-form programs, certification programs, and college degrees tailored to in-demand roles.

We curate Live Better U programs to focus on relevance to careers at Walmart and throughout the economy, offering programs from top-ranked colleges, universities, and institutions with proven track records of delivering results for working adult learners. We enhanced our Live Better U educational benefit in 2024 by offering thousands of certificates and courses with an emphasis on relevance for in-demand and higher-paying jobs like project management, software development, transportation, and logistics management. Associates earn these in an average of four months.

We have also tailored degree offerings for jobs where a degree is required or encouraged. For example, two of our top 10 in-demand career pathways require college degrees: product manager and software engineer. Walmart associates are able to earn the degrees required for those two jobs through Live Better U, paid for by Walmart.

Since launching the Live Better U program in 2018:

- 164,000 associates have enrolled in Live Better U, including 41,000 in FY2025.
- Associates have completed 29,000 programs, including diplomas, credentials, and degrees.
- Associates have saved an estimated \$812 million in tuition costs.

Live Better U Program Offerings

Degree and Certification Programs



- Business
- Supply Chain
- Software Engineering
- Supply Chain and Operations Management

Short-Form Programs



- Business
- Computer Systems
- Data Analytics
- Digital Marketing
- Human Resources
- Leadership
- Project Management
- Product Management
- Retail Management
- Supply Chain and Operations
- Technology

Foundational Programs



- Language Learning, including American Sign Language
- High School Completion
- College Start (credit-earning foundational college courses)





Preparing Associates for In-Demand Roles

Walmart aims to fill approximately 100,000 in-demand jobs by focusing on skills-based hiring and expanding opportunities for its associates through training and certificate programs. One example is our Associate to Technician (A2T) program, which trains frontline associates to move into entry- and advanced-level technician positions. Walmart identified the key skills needed for technician roles—such as understanding software programs and data analytics, proactively addressing safety and risk issues, and interpreting how-to documents for equipment—and built the A2T program to equip participating associates with the foundational skills that prepare them for success in those roles.

How Walmart Helps Prepare Associates for In-Demand Roles

Walmart supports associate and management development across the enterprise.



Development and Advancement

Relevant training and education—as well as knowledge of ways of working, customer and community needs, and company culture—are invaluable assets for roles of increased responsibility. We therefore prioritize promoting from within, guided by the belief that advancement should be based on skills, experience, and performance. Executing this philosophy in practice should naturally result in a broad variety of backgrounds and perspectives being represented at all levels of the company, leading to better decision-making and customer service.

**Mentoring Programs:** Mentor circles help accelerate talent development through access to the mentor’s insights and professional network, as well as support in setting and achieving development objectives. The benefits to mentors include strengthening coaching and interpersonal skills and gaining exposure to a broader talent population.

**Standardized Talent Management:** We also seek to ensure equal opportunity for advancement through objective and standardized talent management tools and processes. For example, leaders have access to a talent toolkit that helps them have career conversations with associates prior to performance. For promotion to officer roles, Walmart leverages validated psychometric tools that provide insights on leadership strengths, potential gaps, and readiness in addition to other information about the candidate, such as prior performance, qualifications, and experience. Over the last five years, an average of more than 161,400 U.S. associates received promotions each year. See related data in the [ESG Data Table](#).

Over the last five years, an average of more than **161,400** U.S. associates received promotions each year.

**Approximately 75%** of our U.S. salaried store, club and supply chain managers started their careers with us as hourly associates.

**84%** of U.S. Roles above entry level filled internally

Digital Empowerment for Associates

As customer expectations evolve, so do the roles, responsibilities, and skill requirements of our associates. We are investing in digital tools to enhance their productivity, efficiency, and overall experience at work. For example:

**MyWalmart and Me@Sams Apps:** These apps provide a one-stop solution for frontline associates to manage schedules, adjust personal benefits like their 401(k) or ASPP, submit feedback or Open Door concerns, and lodge concerns with Walmart Ethics.

**VizPick Technology at Walmart U.S.:** This tool uses augmented reality to map and track backroom inventory, speeding up a process that was previously manual.

**Own Your Inventory App at Sam’s Club:** This app uses computer vision technology to give associates real-time inventory insights, so that they can help members find products quickly and at the right price.

**MyAssistant Generative AI:** MyAssistant is a generative AI tool designed to enhance associate productivity by automating manual, repetitive tasks such as document creation, calculations, and project planning. It has now expanded into 14 countries.

**Digitizing Training:** Walmart Academy provides on-demand virtual learning on a variety of topics. For instance, job-related training is integrated into the MyWalmart app, with associates having completed 21 million nano-learning as of FYE2025.

**Preparing Associates for Tech-Powered Roles:** Associates in our supply chain facilities are shifting from manual roles like order fillers and loaders to tech-driven positions such as automation equipment operators, autonomous forklift operators, and reliability technicians. Walmart offers training to help associates transition into these new roles, teaching them system software and troubleshooting techniques.





## Associate Belonging

We make better decisions and build a stronger business when associates with different perspectives come together to meet our customers’ needs. Enabling this requires that associates have confidence that their perspectives matter—that they are seen, supported, connected, and heard. And because we believe that talent is widely distributed, but opportunity is not, we also need to ensure that there are no artificial barriers to joining and advancing in our company.

Our Belonging approach infuses this philosophy throughout our entire People strategy, from hiring in each of the unique communities where we operate, to how we support associate development through training and education, to how associates advance to roles of greater responsibility and pay.

Associate Well-Being	Associate Growth	Digital Empowerment
Supporting associates’ preferred ways of working through full- and part-time opportunities; offering predictability, consistency, and flexibility in scheduling	Broadening our recruiting pools and ensuring a fair recruitment and hiring experience	Providing associates with digital tools to enhance performance and improve digital acumen
Committing to fair pay for associates in all markets where we operate and disclosing any pay gaps to increase transparency	Valuing skills and knowledge for hiring and promotions, while providing access to training that helps associates grow and advance into multiple high potential career paths	Helping associates communicate and connect with colleagues via Walmart Translator app
Offering benefits that support financial, physical, and mental well-being of associates and their families, including parental leave	Providing access to educational opportunities for all associates, including two- and four-year college degrees paid for by Walmart	Offering associates just-in-time nano-learning options so that they are supported with learning assistance anytime/ anywhere, which builds confidence and comfort in their role

## Fostering Communities of Interest

One of the great strengths of our workforce is the ability of our associates to convene and connect with others who may share interests or backgrounds. Open to all office-based associates, associate-led Associate Resource Groups (ARGs) are designed to foster connections and provide valuable feedback on how Walmart can better serve our associates, customers, and stakeholders.

Walmart’s nine ARGs are:

- Asian Pacific Associates Network
- Black & African American ARG
- Disability Action Network
- Faith Network
- Latino Network ARG
- Pride ARG
- SERVES ARG (Military Connected)
- Tribal Voices Indigenous ARG
- Women’s Resource Community

More than two-thirds of associates responding to our annual Associate Engagement Survey in both 2024 and 2025 expressed that they felt like they belong at Walmart.

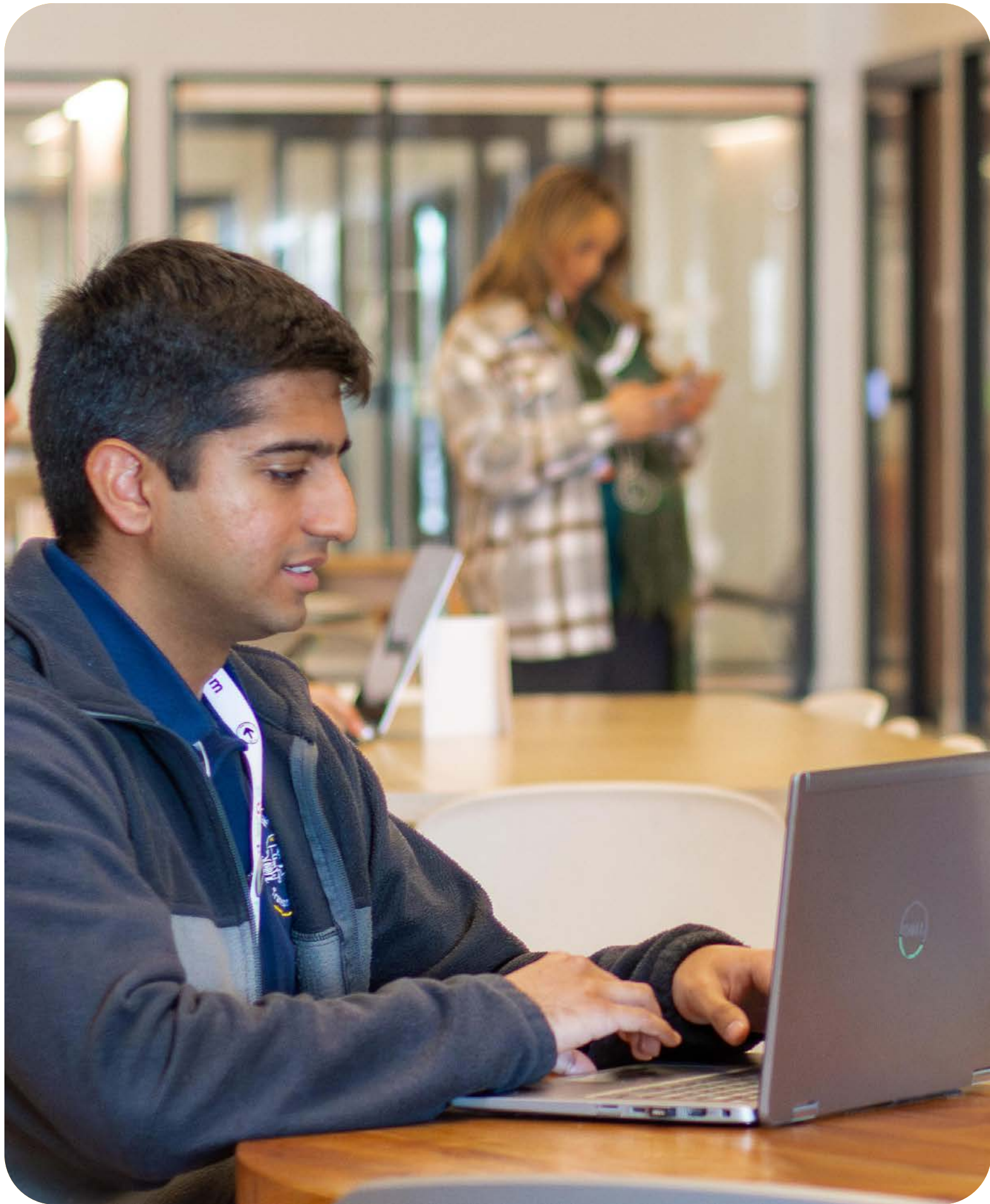






Walmart’s Workforce

Walmart’s workforce data provides valuable insights into the broad experience and growth of its associate base, highlighting the company’s commitment to creating a workplace where associates with different backgrounds can grow their careers.



14 All hourly associates, including temporary associates.  
15 U.S. management: All salaried, exempt associates.  
16 U.S. Officers: President, Executive Vice President, Senior Vice President, and Vice President positions.

Walmart U.S. Workforce FY2025

Total U.S. Workforce—Age	
16–19	10.2%
20–29	28.1%
30–39	18.6%
40–49	15.4%
50–59	14.0%
60+	13.3%
Average age of the U.S. workforce is 38 years old	

U.S. Workforce—Women	Hourly <sup>14</sup>	Management <sup>15</sup>	Officer <sup>16</sup>	Total U.S. Workforce
Women	51.5%	43.9%	37.0%	51.0%

U.S. Workforce—Ethnicity/Race	Hourly <sup>14</sup>	Management <sup>15</sup>	Officer <sup>16</sup>	Total U.S. Workforce
African American/Black	20.7%	11.5%	7.7%	20.1%
Asian	4.4%	14.9%	9.8%	5.1%
Caucasian	46.9%	56.3%	71.0%	47.6%
Latino	22.4%	12.0%	5.4%	21.7%
Native American/Alaskan Native	1.1%	0.8%	0.5%	1.1%
Native Hawaiian/Pacific Islander	0.4%	0.3%	0.0%	0.4%
2+ Races	3.1%	3.8%	5.2%	3.1%

We publish the full set of workforce demographic data in the [ESG Data Table](#).

Associate Feedback and Engagement

Great ideas come from everywhere. Listening and responding to associate perspectives is foundational for respecting the individual, helping ensure people are satisfied in their jobs, fostering a sense of belonging, and meeting customer expectations.

**How We Seek Feedback:** Hearing directly from associates is the best way to understand and act on opinions, feedback, ideas, and suggestions. Our primary method of communication will always be in-person, through associate-manager meetings, team huddles, and day-to-day interactions. Digital tools also facilitate real-time insights from millions of individual points of view.

Walmart provides multiple channels for us to hear our associates, including:

**Leadership Engagement and Listening Sessions:** Our leaders, including our CEO, frequently engage with associates in Walmart facilities around the world to hear directly from them. We also conduct listening sessions in connection with major associate gatherings like our year-beginning meetings, associates week, shareholders’ meetings, and holiday meetings.

**Formal Surveys:** Walmart’s annual, confidential AES measures associate sentiment on a variety of topics such as manager and team relationships, career growth and opportunity, belonging, and company culture, providing a platform for associates to share how the company can improve their work experience. In 2024, 1.2 million U.S. associates responded, and 677,000 provided open-text feedback.

**Associate Ideation:** U.S.-based associates can submit ideas at any time through MyIdeas, an associate-initiated listening channel. This platform considers a wide range of suggestions, including process efficiency improvements, workplace safety, customer service enhancements, technology innovations, and initiatives to improve work-life balance and job satisfaction. In FY2025, 31,000 ideas were collected through this channel. Each idea is reviewed and, depending on the submission, associates may be further engaged about their idea or receive feedback. Recent ideas acted on include adding label dispensers to carts used for gathering online grocery orders (helping associates save time while fulfilling customer orders) and Walmart covering \$100 of prescription safety glasses for Auto Care Center associates.





**Confidential Resources:** Often associates want to share feedback and concerns confidentially or anonymously, and we provide avenues for doing so:

- Our Open Door process allows associates to share ideas, ask questions, and raise concerns in good faith with their supervisors and other leaders at any time without fear of retaliation. Additionally, U.S.-based associates can use the MyFeedback Portal, a self-service site to access confidential channels.
- Associates can make anonymous and confidential reports via multiple channels. We annually survey associates on their knowledge of these channels.

**How We Take Responsive Action:** Regional and divisional leaders—as well as their People team partners—routinely review associate feedback and insights, track progress against goals and action plans, and adjust priorities in response. To drive responsiveness and accountability, Walmart is leveraging technology, including generative artificial intelligence (AI), to surface and interpret feedback across channels so it is more actionable. Read more in the [Ethics & Compliance](#) section.

Putting Associate Feedback Into Action

Associates shared that they wanted access to translation tools to better connect with one another and more effectively engage and serve our customers. As a result, the Walmart Translator app is now available in 44 languages to over 1.6 million associates across U.S. Walmart stores, Sam’s Clubs, and Walmart supply chain facilities. Walmart Translator supports both English-speaking associates and those who speak other languages, helping them communicate more clearly with customers and their fellow associates.

The Walmart Translator app is now available in 44 languages to over 1.6 million associates.

Freedom of Association and Collective Bargaining

Walmart’s Board-approved **Human Rights Statement** expresses a firm commitment to respect the basic rights of our associates as those rights are defined under applicable law in the countries in which we operate and from which we source the products we sell. Those basic rights include freedom of association and the effective recognition of collective bargaining. We recognize there are different views about freedom of association. Our view is, consistent with applicable law, that Walmart respects the rights of associates to join, form, or not to join an employee association or trade union of their choice without interference. We also believe that associates should exercise these rights in an informed manner and with the benefit of thoughtful consideration of available information, including the free exchange of ideas, opinions, and information, provided there is no interference.

We have a robust labor compliance program designed so that freedom of association is upheld and is consistent with Walmart’s policies, positions, and relevant laws. For example:

All supervisors receive training that includes information on respecting associates’ rights. Training is provided to newly promoted supervisors with regular follow-up.

Human Resources and Operations teams regularly conduct facility visits to ensure our policies and expectations are being upheld. These include impromptu visits as well as visits where there are indications that managers may not be effectively listening to their associates.

All associates have confidential access to Walmart Ethics and to Walmart’s Open Door to share concerns related to any treatment or policy-related matters.

Our associate relations team follows up on identified issues, including re-training associates and managers on their rights and obligations.

As of the end of 2024, certain populations of Walmart associates were represented by some form of third-party representation in 11 of the 19 countries in which Walmart operated, including Mexico, our second-largest market. As of the end of FY2025, our U.S. associates were not under any collective bargaining agreements.







# Advancing Career Mobility Within Retail and Related Sectors

Since 2015, through business and philanthropic initiatives, Walmart.org has collaborated with others to accelerate career mobility in retail and related sectors by facilitating a skills-based approach to hiring, development, and advancement.

For example, Walmart.org funds the Retail Opportunity Network, a community of practice comprising leading nonprofit organizations focused on upskilling and economic mobility for all people working in frontline roles across America. Additionally, Walmart engages with business coalitions like **Jobs For The Future’s Impact Employer network** to prioritize employee growth and well-being and the **Business Roundtable’s Multiple Pathways Initiative** to share best practices for equitable, skills-based hiring and advancement.

Over the last five years, Walmart and the Walmart Foundation have invested \$160 million in philanthropic grants to accelerate the advancement of frontline workers, including:

**Adoption of Skills-First Practices:** Arkansas LAUNCH, a skills-based career platform sponsored by the state of Arkansas, matches Arkansans to job opportunities aligned to their skills and professional background as well as employers to potential workers.

**Higher-Quality Data Regarding Workers’ Skills:** Education Quality Outcome Standards, a collaborative initiative between Jobs for the Future and the Burning Glass Institute (BGI), partners with the state of Arkansas and the National Governors Association to implement and integrate standards that help define and support quality non-degree credentials.

**Making the Business Case for Skills-First Practices:** Grads of Life is collaborating with employers to enhance their understanding and ability to measure and communicate the value of advancing skills-first initiatives to demonstrate the return on investment for these practices and support the business case of a skills-first philosophy.

**Data Mobility to Communicate Skills Between Tech Systems:** Jobs for the Future focuses on co-designing, testing, and scaling verifiable credentials for veterans to drive value in securing civilian employment opportunities by ensuring credential interoperability between tech systems.

## Skills-First.org: Creating Opportunity for American Workers

Building upon foundational work from our 2024 Opportunity Summit, Walmart is supporting efforts for skills-first hiring and creating more opportunities for all Americans through BGI's Skills-First Workforce Initiative. The Initiative is a collaboration of large employers (including Walmart) working to develop a common language, or taxonomy, of skills for nine common jobs that represent more than 11 million U.S. workers. Through this initiative, BGI recently launched **Skills-First.org**, which provides employers with a breakdown of the skills needed for those jobs. The common taxonomy aims to make job searches and job hiring easier for all. Walmart hopes this initiative will help inspire system-wide change that will create workforce opportunities driving job mobility, addressing labor shortages, and growing the economy.

For more information, please read our blog on the Skills-First Initiative **Creating Opportunity for All American Workers**.



## Challenges

- The economic and cultural environment favors traditional educational models over on-the-job education and skills development, and there is an immature market for cost-effective, practical tools to rapidly build skills among adult learners.
- NGOs and academics sometimes disagree on the most effective strategies for frontline workforce development and the definition of a good job and a fair and compelling associate value proposition.
- Stakeholders also have differing views on the relative importance of base hourly wages vs. other strategies to promote economic and career mobility such as benefits, upskilling, and mobility.
- There are stark and ever-changing differences in the expectations stakeholders have for how businesses engage in diversity, equity, and inclusion initiatives, and positions taken by many corporations, including Walmart, are tracked, monitored, and subject to heightened scrutiny from consumers, investors, advocacy groups and public figures. Walmart has to adapt, evolve, and maintain a balance that meets the acceptance of our customers, associates, shareholders, suppliers, and other stakeholders, but we may not always move as quickly or in the direction that various competing interests desire or demand.
- Walmart is subject to local, national, and international economic trends and realities. There is strong competition among employers for skilled workers, and labor surpluses and shortages can impact retail businesses.
- Walmart’s business is evolving rapidly. Customer trends toward omnichannel shopping, including pickup and delivery, change the skills necessary in Walmart’s frontline workforce and may outpace associates’ skills and readiness. Our training and upskilling strategies are intended to address this need but may not always keep pace.





# Supplier Opportunity

## Our Aspiration

We seek to source in ways that serve our customers around the world, promote economic growth and development, and create opportunities for our suppliers, the people they employ, and their communities.



## Relevance to Our Business and Society

Helping customers save money and live better starts with offering affordable, innovative, quality products. By sourcing locally from a diverse mix of suppliers, we not only strengthen local economies and support job creation but also expand access to market for emerging businesses. These efforts enhance the relevance, value, and resilience of our assortment for customers around the world.

## Our Approach

**Made in the U.S.:** Investments to strengthen American manufacturing, support small businesses, create new jobs, and provide more value to our customers and communities.

**International Sourcing:** Sourcing and building capacity of small businesses in the retail markets beyond the U.S., including increasing exports of goods from India to our other global businesses.

**Smallholder Farmers:** We source directly from smallholders, including in Central America, India, and Mexico, and also invest through philanthropy to facilitate market access and building capacity of smallholders across the sector.





## Made in the U.S.

Walmart’s commitment to U.S. sourcing is creating opportunities for small businesses, ensuring job stability, and boosting local economies, as well as strengthening our ability to meet customer demand for locally made products.

### Products Made, Grown, or Assembled in the U.S.

Building on a long history of sourcing American-made products—including completion of a 10-year, \$250 billion sourcing commitment—we have a goal to spend an incremental \$350 billion (over our FY2021 purchases) by the end of FY2031. As of FYE2025, we have increased cumulative U.S. spend by \$176 billion toward that goal. In FY2025, more than two-thirds of Walmart U.S.’s total product spend was on items made, grown, or assembled in the United States. See the [U.S. Manufacturing Initiative](#) for more information.

### Attracting New Suppliers: Open Call

Walmart’s annual [Open Call](#) event is one way we identify new suppliers of products made, grown, or assembled in the U.S. At Open Call 2024, 545 small and medium-sized enterprises (SMEs) from across the country pitched their products to Walmart U.S. and Sam’s Club merchants. More than 100 suppliers received a deal for businesses to sell their items through placement or through our stores and clubs or online. For example, Fire Department Coffee, a veteran- and first-responder-owned company, extended its reach to 2,700 stores in the U.S. after successful pitches at the 2023 and 2024 Open Call events.

### Developing Suppliers: U.S. Small Business Program

In FY2025, more than 60% of Walmart’s and Sam’s U.S. suppliers, accounting for \$65.0 billion of our spend, were small businesses verified as meeting the U.S. Small Business Administration’s Industry Size Standards.

Because many small suppliers need support when they’re starting out or when they’ve decided to take their business to the next level, our [U.S. Small Business Program](#) aims to create opportunities for small businesses and entrepreneurs to thrive as suppliers to Walmart. For example, [Grow with US](#)—one of our small business programs—is designed to provide U.S. small businesses with the training, mentorship, and resources they need to grow with Walmart.

Grow with US opportunities include:

- **U.S. Small Business Curriculum on Supplier Academy:** Walmart’s [Supplier Academy](#) offers a free, tailored curriculum designed to help small businesses succeed in Walmart’s U.S. stores and online Marketplace. The program includes 30 e-learning modules across four distinct learning paths including Welcome to Walmart 101, Retail Ready Capabilities, Business Fundamentals, and Advanced Learning.
- **Product Discovery: RangeMe** is a product discovery platform Walmart uses to source and manage product proposals. Aspiring suppliers can create and submit product listings directly to Walmart and Sam’s Club Merchandising for consideration.
- **Mentorship:** Select suppliers are matched with experienced mentors to help navigate the retail landscape.
- **Financing:** Eligible small businesses can apply for financial support through Walmart’s [Early Payment Program and Bridge Marketplace](#).

## International Sourcing

Walmart services customers through stores, clubs, and eCommerce in 18 countries beyond the U.S. We aim to attract and develop suppliers who help us offer the products our customers want.

### Sourcing Locally, Globally

We prioritize local sourcing in each of our retail markets. For example, 82.8% of merchandise sold in Mexico is purchased in-country, and in 2023, Chile increased spend on national providers by 21.2%.

### Attracting Suppliers: Growth Summits

In our retail markets outside the U.S., Walmart Growth Summits create opportunities for selected entrepreneurs to pitch their products to Walmart merchants. In addition to pitch meetings, these events include breakout sessions to educate business owners of all sizes on what it’s like to do business with Walmart. Events include those in [Canada](#), [Central America](#), [Chile](#), [India](#), [Mexico](#), and [South Africa](#), with each requiring that products be made, grown, or assembled in the designated event area in order to be considered for the event. Our [Marketplace Growth Summit](#) helps sellers grow their sales on Walmart’s online store.

### Developing Global Suppliers

Supporting the growth of suppliers in our retail markets helps build their abilities, preparing them to work with Walmart. It also creates a pipeline of new partners for our stores and clubs worldwide, helping us bring the goods our customers want to market.

### Crece con Walmart

Crece con Walmart is a supplier development program supporting the business and digital skills of micro-, small, and medium enterprises (MSMEs) in Mexico. It has three components:

- Development: Growing your business as a Walmart Mexico supplier
- Learning: Online learning through self-service modules, live webinars, personalized mentoring, and a dedicated SMEs toolbox
- Building Connections: Connecting with our team of mentors and Marketplace experts.

### Potencia Pyme para Chile

In Chile, we look to build the capacity of SMEs so that they can eventually join us as suppliers to our supermarkets and our digital platforms. The program includes:

- An online training platform for all SMEs;
- For those SMEs selected for further learning, a training and guidance program; and
- For high-potential SMEs, the opportunity to be selected as suppliers and receive dedicated support to continue developing their value proposition.







## Make in India for the World

Walmart has sourced goods from India for more than 20 years, exporting billions of dollars in products. Building on this foundation, Walmart seeks to increase its annual exports of goods from India to \$10 billion per year by the end of 2027.

This dedicated effort complements our ongoing Flipkart Samarth and Walmart Vriddhi supplier development programs, which aim to help small Indian producers bring their products to broader markets. The [Flipkart Samarth](#) initiative helps MSMEs register for and succeed in online sales. Walmart’s [Vriddhi Supplier Development Program](#), launched in 2019, aims to support 50,000 of India’s MSMEs by providing them free training, mentoring, and digital tools to help them grow, scale, and integrate into domestic and global supply chains. In FY2025, Walmart Vriddhi celebrated the graduation of [70,000 MSMEs](#) from the program.

## Smallholder Farmers

### Sourcing From Smallholder Farmers

Our smallholder farmer development programs have been a transformative catalyst for both local farmers and agricultural development in Mexico and Central America. Walmart Mexico’s Pequeño Productor market access program has helped participating agribusinesses increase their income up to 90% in their first year of sales. The program aims to provide tools and training to 50,000 farmers, digitally train 25,000 farmers, and empower 10,000 young people and women through agronomic training.

See the [2024 Walmart Mexico and Central America Annual Report](#) for more information.

### Market Access for Smallholder Farmers

Walmart complements sourcing from small producers with philanthropic programs to improve the livelihoods of smallholder farmers, with a focus on Central America, India, and Mexico. Between FY2021 and FY2025, the Walmart Foundation awarded grants of \$82.3 million with the aim to improve farmer livelihoods and value chains, encourage the adoption of sustainable agriculture practices, unlock access to finance, grow formal market linkages, strengthen Farmer Producer Organizations (FPOs), and empower women farmers in FPOs.

**India:** Since 2023, the Walmart Foundation has made grants designed to reach over 700,000 smallholder farmers, more than 50% of whom are women, putting us on track to achieve the goal to fund projects designed to build capacity and advance the economic livelihoods of 1 million smallholder farmers by 2028. This initiative builds on over \$39 million invested by Walmart Foundation in grants between FY2019 and FY2023 to strengthen smallholder farmer livelihoods in India.

Recent grants under this program include:

- **The National Entrepreneurship Network:** Working in Madhya Pradesh and Maharashtra to develop and deploy an AI-powered smartphone application to enable real-time produce quality assessment for approximately 200,000 smallholder soybean farmers.
- **ISAP India Foundation:** Aiming to increase the productivity and profitability of 15,000 smallholder farmers in Karnataka, India, through capacity building and market linkages.

Early results of these efforts are promising, with an [impact study](#) finding that women farmers who participated in programs funded by Walmart Foundation grants demonstrated increased participation, awareness, and decision-making as FPO office bearers.

**Mexico and Central America:** The Walmart Foundation has invested \$31.3 million in grants to strengthen smallholder farmer livelihoods in Mexico and Central America between FY2021 and FY2025, including:

- **Mercy Corps:** The program aims to support 2,000 smallholder farmers, 60% of whom are women, to adopt climate-smart, regenerative agricultural practices to improve their crop yields and resilience, on top of 4,000 smallholders reached through previous efforts.
- **International Development Enterprises:** IDE seeks to increase the productivity, income, and resilience of 2,500 smallholder farmers in Honduras, with a focus on the role women play as impact multipliers in their communities.
- **Catholic Relief Services:** The program seeks to support increased incomes and resilient livelihoods for 8,000 smallholder farmers across Guatemala, Honduras, and Mexico through strengthened business capacity and access to markets.

Program results include increases in farm productivity, improved access to finance, and enhanced market linkages.

## Challenges

- Systemic issues can inhibit the development of a broad supplier ecosystem, despite efforts from Walmart and others to enhance capacity, market readiness, and inclusion.
- Smallholders face substantial barriers to growth, such as limited access to finance, inputs, and technical assistance.
- Walmart’s size and scale can create challenges for small and local suppliers to be qualified to meet our needs and those of our customers.







# Sustainability

Walmart’s sustainability efforts focus on enhancing the resilience of our operations and product value chains to enhance surety of supply, catalyze innovation and growth, maintain everyday low cost, and build stakeholder trust. Our priorities include reducing GHG emissions, regenerating natural resources, reducing product and packaging waste, and supporting people who work in supply chains through responsible sourcing and the creation of inclusive economic opportunity.

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48.5%

48.5% of our global electricity needs are supplied by renewable sources of energy

43.3

43.3 million acres of land more sustainably managed, protected, or restored

-18.1%

Scope 1 & 2 emissions 18.1% lower than 2015 baseline

1.19 billion

1.19 billion MT CO<sub>2</sub>e avoided, reduced, or sequestered (as reported by suppliers through Project Gigaton) in product value chains since 2017

83.5%

83.5% of our global operational waste diverted from landfills and incineration

82.6%

82.6% of global Walmart private brand plastic packaging is designed for recycling

95.1%

95.1% of Walmart U.S. fresh and frozen, wild-caught and farmed, seafood was reported by suppliers as more sustainably sourced





# Climate Resilience, Energy, and Emissions

## Our Aspiration

We seek to enhance energy access, cost, and reliability for our business, strengthen our resilience to physical and transition risks related to a changing climate, develop new clean energy businesses, and draw down emissions in our operations and value chains.



## Relevance to Our Business and Society

As an omnichannel retailer operating in 19 countries with a global supply chain and millions of customers, a strong energy and climate strategy helps Walmart manage risk and creates competitive advantage. This strategy contributes to a cleaner and more reliable electrical grid; offers innovative products; helps suppliers reduce costs, and improve operations and products; and builds trust with stakeholders.

## Our Approach

**Governance and Transparency:** Ensuring our climate resilience, energy, and emissions strategies are appropriately managed and overseen.

**Assessing Climate and Energy-Related Risks and Opportunities:** Assessing physical and transition risks that may impact our business.

**Mitigation—Energy and Emissions:** Enhancing access to clean energy, innovating to lower operational emissions, and engaging stakeholders to lower our value chain emissions.

**Adaptation:** Fortifying our assets and addressing climate-related risks.

**Advocacy:** Responsible engagement in public policy to mitigate risks, bolster opportunities, and support decarbonization.





## Governance and Transparency

Walmart’s climate action strategy is developed and led by our CSO and Head of Energy, and their teams, working with teams across the company to ensure it is embedded in relevant business strategies (e.g., sourcing, operations, merchandising, real estate, finance, and public policy).

Various Board and management committees oversee and advise on our climate strategy. Walmart’s Executive Council receives an update at least annually on the company’s strategies and performance related to climate and energy. The Board’s Nominating and Governance Committee (NGC) has oversight responsibility for matters related to the company’s sustainability initiatives, including those related to climate change. Additionally, climate-related risks are assessed at least annually as part of the company’s enterprise risk management (ERM) program, and ERM outputs are discussed with the Governance Risk Committee. The Board’s Audit Committee oversees overall risk identification, monitoring, and mitigation processes, and the results of the annual ERM process are shared with the Audit Committee. Read more in the [Corporate Governance](#) section.

## Assessing Climate and Energy-Related Risks and Opportunities

Climate change creates physical and transition risks for business. Physical risks include acute events like extreme weather and chronic shifts in climate patterns, which can disrupt operations and supply chains. Transition risks arise from evolving policies, regulations, technologies, and market dynamics.

Walmart periodically conducts scenario-based climate risk assessments to help identify those risks that may impact our business today and in the future, as well as the expected nature and magnitude of those impacts. These assessments can also help surface business opportunities.

We conducted our first scenario-based climate risk assessment in 2017, updating it in 2020 to consider climate-related risks over various time horizons, including risks to our operations and specific commodity value chains. In 2024, with the assistance of a global accounting firm, we reassessed physical and transition risks, reflecting the evolution of our business and climate science. The focus of this latest assessment was to identify risks that, under commonly accepted scenarios, could reasonably be expected to affect Walmart’s prospects or otherwise be strategically and operationally relevant for our business.

The assessment proceeded in three phases:

- **Screening and Prioritization:** We examined approximately 40 unique industry-relevant climate risks that could impact Walmart’s operations and value chain under any scenario, to a degree that would be strategically and operationally relevant.
- **Analyzing Quantitative Climate Scenarios:** We analyzed a subset of relevant risks using a high-emissions scenario for physical risks and a net-zero scenario for transition risks to assess the potential likelihood and magnitude of impacts on Walmart’s business. Notably, these scenarios do not lead to significantly different outcomes over the primary periods relevant to our strategic and financial planning (one and five years). However, differences do materialize in the later years of the assessment.
- **Assessing Impact:** This assessment aimed to determine potential impacts to Walmart’s operating income using detailed internal financial and business information. This included financial statements, disaggregated net sales, location-specific revenue, operating income margin, SG&A expenses, business interruption costs, utility consumption and costs, procurement spend by country of origin, building replacement value, inventory value for physical operations, and cost of goods sold. The assessment concluded with the application of qualitative and quantitative factors consistent with those generally used to determine financial materiality for financial reporting purposes.

The strategically and operationally relevant risks for our business are outlined below. Two of these risks could reasonably be expected to affect Walmart’s prospects over the medium-term (five-year) horizon due to their likelihood and potential impact on operating income: (1) operational disruptions from extreme weather events, and (2) product and commodity sourcing disruption from extreme weather events.<sup>17</sup> Of these risks, the two which could reasonably be expected to affect Walmart’s prospects are widespread in nature and do not present any single risk exposure with the potential to produce losses large enough to threaten Walmart’s ability to maintain its core operations.

### Regular Monitoring of Climate-Related Risks and Opportunities

Management oversees the annual ERM process and the day-to-day management of strategic, reputational, financial, legal, regulatory/compliance, and operational risks. Climate-related risks, including the outputs of our 2024 risk assessment, are integrated into this process. Additionally, relevant business segments consider climate-related issues in their annual and long-term strategic and operating plans.

Walmart also monitors and seeks out climate-related opportunities—for example, introducing new products (e.g., more efficient air conditioners) and expanded services (e.g., the [expansion of our electric vehicle \(EV\) charging network](#) to serve existing customers and draw in new ones).

### 2024 Climate Risk Assessment Summary

- Scope:** Physical and transition risks with the potential to significantly impact Walmart’s business, including retail operations, warehouse operations, corporate support, transportation, manufacturing, sourcing, and customers
- Horizons:** One year (short-term), five years (medium-term), 15 years (long-term), with short-term and medium-term risks aligned with Walmart’s annual and long-range planning cycles
- Thresholds and Factors:** Qualitative and quantitative factors used to determine likelihood and impact aligned with general company practices for assessing risk and financial materiality, using the most recent relevant financial data for the aspect of our business being assessed
- Scenarios:** [Intergovernmental Panel on Climate Change \(IPCC\) AR6](#) Shared Socioeconomic Pathway 5-8.5 for physical risk; [NGFS Net Zero 2050](#) for transition risk



<sup>17</sup> Any quantitative financial disclosures will be made in Walmart’s public filings with the SEC if and when public disclosure criteria are met.





Key Findings and Example Mitigation Strategies

1-8 Physical Risk9-13 Transition Risk

Primary Potential Financial Impact <sup>18</sup>	Example Mitigation Strategies
<b>1. Operational disruption from extreme weather events</b>  Reduced revenue and increased costs from facility damage caused by extreme weather events, as well as interruption of Walmart transportation routes. For example, potential damage from tropical storm-driven wind and flooding, and associated interruption of store, club, and distribution and fulfillment operations.	<ul style="list-style-type: none"><li>Investments in asset hardening and disaster planning</li><li>Implementing technology to expedite supply chain rerouting</li><li>Operation of a 24/7/365 GSOC, including weather forecasting capabilities</li></ul>
<b>2. Product and commodity sourcing disruption from extreme weather events</b>  Product shortages and increased costs from supplier business disruptions. For example, increased temperatures and drought may impact where certain commodities can be grown, and ports and other critical infrastructure can be impacted by extreme weather.	<ul style="list-style-type: none"><li>Diversifying suppliers and sourcing countries/regions</li><li>Local sourcing in each of our markets</li><li>Investments in product innovation and more resilient commodities</li></ul>
<b>3. Store access and mobility issues for customers and associates from extreme weather events</b>  Reduced associate and customer access to Walmart facilities during and after extreme weather events. For example, flooding or debris from storms may limit access to our stores.	<ul style="list-style-type: none"><li>Investments in asset hardening and disaster planning</li><li>Regular communication with customers and associates ahead of and during extreme weather events</li></ul>
<b>4. Rising sea level impacts to operations in coastal areas</b>  Reduced revenue and increased costs from facility damage and long-term relocation. For example, chronic sea level rise could exacerbate acute coastal flooding, requiring regular building repairs and resulting in loss of sales during such events.	<ul style="list-style-type: none"><li>Integrating long-term sea level forecasting considerations in new site selection/development process</li></ul>
<b>5. Grid outages from extreme weather events</b>  Revenue loss from downtime and closures, and loss of products due to grid outages. For example, stores and clubs cannot serve customers without power; distribution and fulfillment centers cannot run at capacity; and fresh and frozen food may spoil.	<ul style="list-style-type: none"><li>Identifying sites at heightened risk and installing backup generators or quick-connection ports</li><li>Expanding onsite power generation and battery storage</li></ul>
<b>6. Chronic rising temperatures impact on operational energy demand, workers, and grid reliability</b>  Increased costs and reduced grid reliability from heat-related power surges, increased cooling expenses, and reduced associate productivity. For example, stress on the grid may lead to higher rates, buildings may require more energy to cool, associate productivity may be negatively impacted by chronic rising temperatures, and blackouts may occur.	<ul style="list-style-type: none"><li>Investing in advanced cooling systems</li><li>Expanding onsite power generation and battery storage</li><li>Identifying sites at heightened risk and installing backup generators or quick-connection ports</li><li>Investing in technology to monitor and predict energy needs and moderate consumption</li><li>Contributing to improved grid reliability through offsite generation and storage</li></ul>

Primary Potential Financial Impact <sup>18</sup>	Example Mitigation Strategies
<b>7. Chronic changes from drought-related impacts to facilities and assets</b>  Increased costs for water utilities and loss of revenue associated with water-reliant inventory. For example, retail units reliant on quality water for food preparation, restrooms, and garden centers could face business disruption and loss of sales in certain product categories.	<ul style="list-style-type: none"><li>Investing in technology to monitor and control water usage</li><li>Integrating water access considerations in new site selection process</li></ul>
<b>8. Decrease in Gross Domestic Product (GDP) and consumer spending from long-term physical climate impacts</b>  Reduced sales from overall drag on the economy. For example, higher utility costs, insurance costs, and costs of consumer goods resulting from physical climate phenomena, as well as costs of maintaining and repairing structures as a result of extreme weather events could result in decreased discretionary spending.	<ul style="list-style-type: none"><li>Maintaining everyday low prices</li><li>Increasing product assortment to meet customers' preferences and financial abilities</li></ul>
<b>9. Carbon pricing mechanisms on operations from increased climate-related regulations</b>  Increased costs of doing business due to embedded or additional prices on carbon. For example, direct and indirect taxes on fuels, refrigerants, and GHG emissions, or regulations mandating the adoption of higher-cost technologies, could increase operating costs.	<ul style="list-style-type: none"><li>Accelerating Scope 1 &amp; Scope 2 emissions reduction strategies</li><li>Regulatory monitoring and advocating for policies that promote innovation and consumer choice</li></ul>
<b>10. Carbon pricing on purchased goods from increased climate-related regulations</b>  Increased costs from taxes, fees, and/or cap-and-trade schemes impacting our supply chain. For example, Walmart's suppliers, including those involved in manufacturing, packaging, and distribution, could be subjected to direct taxes, carbon border adjustment mechanisms, and higher embedded costs of product inputs.	<ul style="list-style-type: none"><li>Accelerating Scope 3 strategies, including engaging suppliers through Project Gigaton</li><li>Regulatory monitoring and advocating for policies that promote innovation and choice</li></ul>
<b>11. Electricity cost volatility from the transition to a low carbon economy</b>  Increased operating costs from higher-priced electricity. For example, the development of clean energy sources and necessary enhancements to grid infrastructure could dramatically increase utilities' operational costs, with pass-through to rate-payers like Walmart.	<ul style="list-style-type: none"><li>Expanding onsite and offsite power generation and battery storage</li><li>Investing in technology to monitor and predict energy needs and moderate consumption</li><li>Negotiating long-term, staggered energy pricing agreements</li></ul>
<b>12. Decreased demand for products related to internal combustion engines</b>  Reduced revenue from sales of products that will become less prevalent over time. For example, shifting market and consumer preferences toward EVs and battery-powered equipment could reduce the demand for traditional fuels and parts.	<ul style="list-style-type: none"><li>Diversifying or expanding product assortment to meet customers' preferences and changing needs</li><li>Building customer-facing EV charging business</li></ul>
<b>13. Long-term climate transition impacts on GDP and consumer spending</b>  Reduced sales from overall drag on the economy. For example, implementation of carbon pricing regimes could result in decreased discretionary spending.	<ul style="list-style-type: none"><li>Maintaining everyday low prices</li><li>Increasing product assortment to meet customers' preferences and financial abilities</li></ul>

18 Potential financial impacts are all based on a medium-term (five-year) time horizon.





## Mitigation: Energy and Emissions

Walmart’s emissions mitigation strategy reflects our need for cost-effective, resilient operations and product value chains as well as our ambition to lead on emissions reduction.

### Expanding Access to Affordable, Resilient, Clean Energy

As we invest in new technologies, our operations increasingly rely on access to reliable, affordable energy. Our energy strategy seeks to optimize for access, cost, resilience, and emissions. Ensuring energy access and resilience prevents disruptions that could impact business continuity and customer service. Implementing energy-efficient measures, reducing emissions, and investing in clean energy helps control costs and strengthen our competitive position. We have prioritized initiatives that enhance energy efficiency, increase energy resilience, enable new capacity, and build value-creating new energy businesses.

#### Energy Efficiency

Walmart has focused on energy efficiency for more than 20 years. Building on this legacy, some of our current strategies include:

- Real-time monitoring and optimization of systems using installed meters at thousands of our facilities (including most U.S. stores)
- Designing and constructing new and remodeled facilities with more efficient lighting, HVAC, and refrigeration, as well as replacing and upgrading older equipment with more efficient technology.

#### Energy Resilience

We aim to limit customer service disruptions and product waste caused by electric grid outages due to severe weather events, stress, aging infrastructure, or other factors. Our approach includes:

- **Energy Monitoring and Response:** We are working to improve the accuracy and detail of our energy use data. By tracking and analyzing consumption across numerous centers and stores, especially those undergoing an automation transition, we can better understand future energy demand patterns, optimize operations, right-size infrastructure, and reduce costs.

- **Power Quality Analysis:** Our operations require stable power. We are studying how today’s grid challenges impact power quality to mitigate risk to sensitive systems. These insights help us proactively upgrade equipment and improve grid connections as needed.
- **Building Onsite Energy Generation:** We are investing in onsite solutions such as solar panels, wind turbines, and energy storage systems to reduce dependency on external power sources. Many of these solutions include cost advantages as well.

Read more in the [Adaptation](#) section.

#### Enabling New Capacity

The grid needs more reliable, high-quality power, and we are in a position to help enable it in ways that directly benefit our energy needs and help save Walmart and our customers money. Between 2024 and the end of 2030, we aim to enable up to **10 gigawatts (GW) of new clean energy projects**, building on strategies that have helped us meet 30.6% of our electricity needs through long-term renewable energy contracts (as of 2024).

Clean Energy Projects	Goal: By the end of 2030, enable up to 10 GW (10,000 MW) of new clean energy projects into service onsite and offsite <sup>19</sup>	
Metric	CY2024	
Total MW of clean energy projects enabled since January 1, 2024, through current investments <sup>20</sup>	1,886 MW	
Total MW of contracted clean energy portfolio	4,402 MW	

### Building Value-Creating Clean Energy Businesses

Walmart is investing in a diverse portfolio of clean energy solutions that benefit our customers and complement our existing businesses. These include solar and wind energy projects, energy storage systems, and advanced energy management technologies. By the end of 2024, our U.S. operations included:

- 1,300 third-party managed EV fast charging stations available at 280 stores and clubs
- 166 MW of onsite solar capacity across 325 facilities
- 10 MW of onsite energy storage capacity across 44 facilities



<sup>19</sup> The majority of new clean energy envisioned by this commitment is expected to be delivered through third-party offsite generation agreements. Achieving this goal by 2030 is therefore dependent upon the availability of commercially viable clean energy projects.  
<sup>20</sup> Includes MW anticipated to be enabled through current investments.





### Innovating to Lower Operational Emissions (Scope 1 & 2)

Operational emissions reduction is a foundational stakeholder expectation and helps us mitigate certain transition-related risks (e.g., efficiency standards, carbon pricing, regulated transitions toward lower-emissions technologies). In retail, operational emissions include emissions from onsite refrigeration, transport fuels, stationary fuels (Scope 1) and from purchased electricity (Scope 2). We aspire to achieve zero emissions in Scope 1 & 2 by 2040.

In 2024, our emissions intensity continued to decline, dropping 3.7% year-over-year even as our annual year-over-year operational emissions (Scope 1 & 2) increased by 1.1%. Our 2024 emissions performance was primarily impacted by:

- Increased U.S. transportation-related emissions due to continued business growth
- Increased emissions in our Mexico and Central America markets due to rapid business growth and declining renewable energy output due to heat- and drought-related effects.

As a result, 2024 global Scope 1 & 2 emissions are 18.1% lower than our 2015 baseline, while emissions intensity is 47.4% lower (meaning dollar for dollar, our business is roughly half as emissions intensive as it was in FY2016).

We expect that operational emissions progress will continue to be uneven year over year. While we manage factors within our control, additional factors include global energy policy and infrastructure (e.g., the unavailability of new private renewable energy projects in Mexico), the availability of cost-effective energy solutions (such as solar panels, low global warming potential (GWP) refrigeration, and HVAC solutions), and the timely emergence of cost-effective technologies for low-carbon heavy tractor transportation (which is unlikely until the 2030s). As a result, we continue to anticipate delays in achieving our interim emissions reduction targets of a 35% reduction by 2025 and a 65% reduction by 2030.

### Powering Our Operations With Renewable Sources of Energy

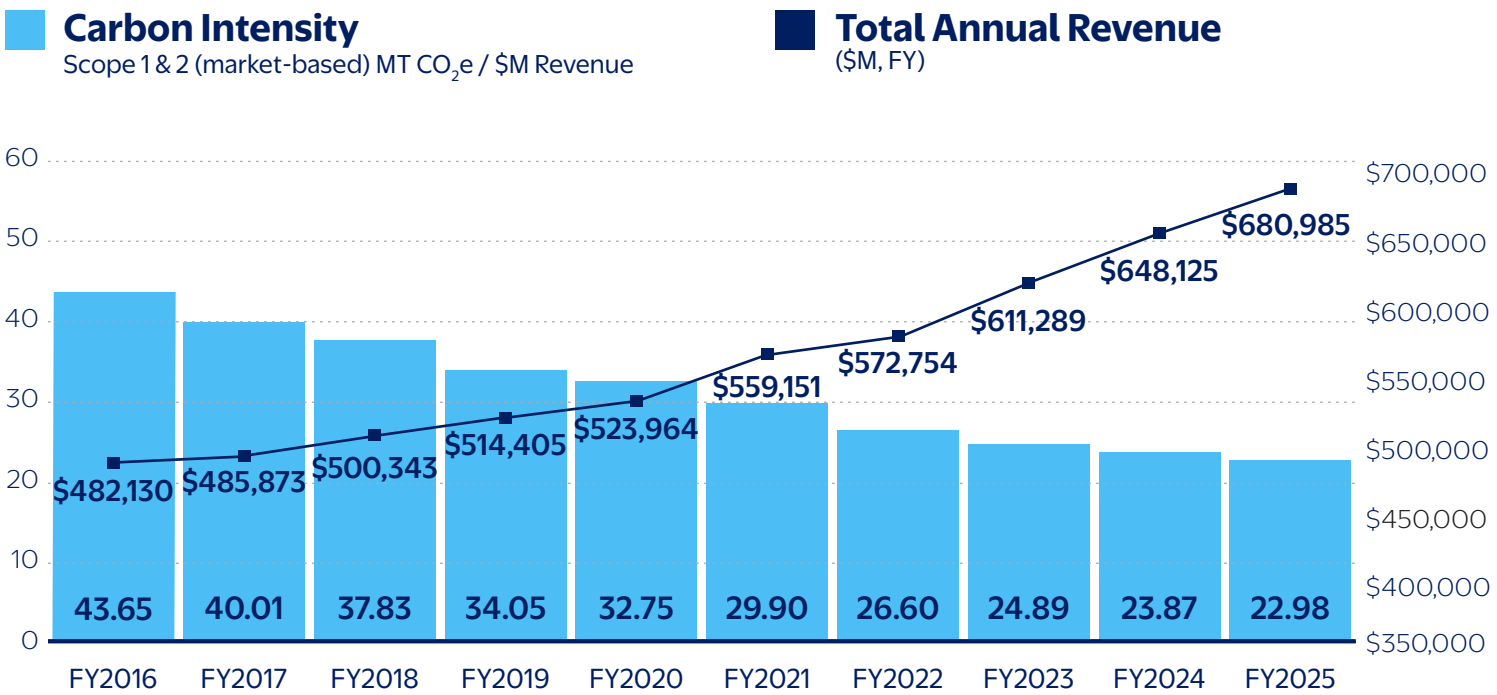
We aim to power 50% of our global operations with renewable sources of energy by 2025 and 100% by 2035. In 2024, 48.5% of our global electricity needs were supplied by renewable sources and 30.6% of our global electricity needs were procured through renewable energy contracts.<sup>21</sup>

While our goals are currently on track, regulatory challenges and market dynamics may slow our progress in certain countries where we do business. We are pursuing strategies to unlock capacity, but we cannot predict with certainty when or if we will succeed. For a discussion on our public policy approach supporting clean energy efforts, read the [Responsible Engagement in Public Policy](#) section.

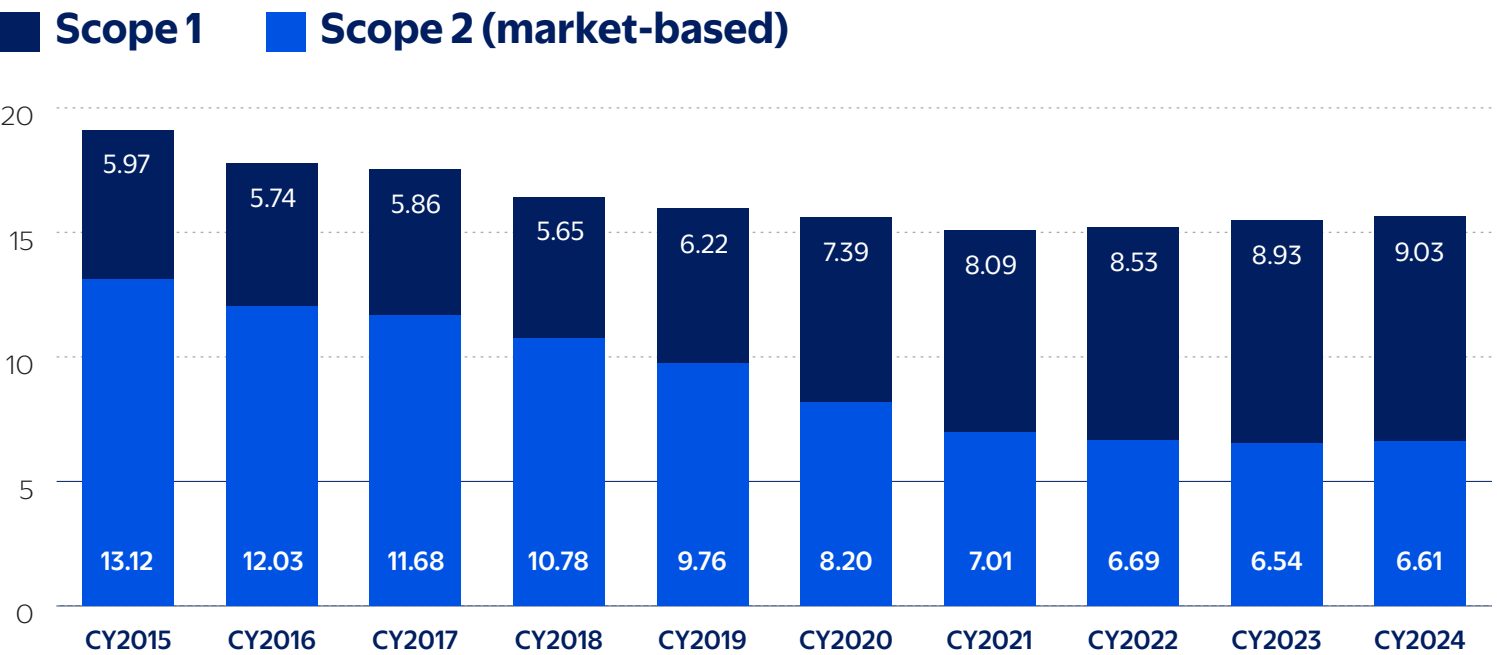
Emissions	Goal: Achieve zero emissions across global operations by 2040 (Scope 1 & 2)		
	<ul style="list-style-type: none"><li>• Reduce absolute global Scope 1 &amp; 2 GHG emissions 35% by 2025 and 65% by 2030 from 2015 baseline<sup>22</sup></li><li>• Power 50% of our global operations with renewable sources of energy<sup>23</sup> by 2025 and 100% by 2035</li></ul>		
Metric	CY2024	CY2023 <sup>24</sup>	CY2022 <sup>24</sup>
Annual Scope 1 & 2 GHG emissions million metric tons carbon dioxide equivalent (MMT CO <sub>2</sub> e)	15.65	15.47	15.22
Scope 1 MMT CO <sub>2</sub> e	9.03	8.93	8.53
Scope 2 (market-based) MMT CO <sub>2</sub> e	6.61	6.54	6.69
Percent change in annual Scope 1 & 2 market based emissions (vs. CY2015 baseline)	-18.1%	-19.0%	-20.3%
Percent change in annual Scope 1 & 2 market-based emissions (vs. previous year)	+1.1%	+1.7%	+0.7%
Estimated percentage of global electricity needs supplied by renewable sources <sup>25</sup>	48.5%	47.6%	46.6%



### Emissions Intensity MT CO<sub>2</sub>e per \$M revenue



### Annual GHG Emissions MMT CO<sub>2</sub>e, adjusted



<sup>21</sup> Calculated in accordance with the RE100 technical criteria. **RE100 defines renewable electricity consumption** as the ability to make unique claims on the use of renewable electricity generation and its attributes.

<sup>22</sup> In 2020, we raised our aspiration to reduce emissions in our operations (Scope 1 & 2) by realigning our science-based target to a 1.5°C-aligned trajectory. Our goal is to achieve zero emissions across Walmart’s global operations by 2040, reducing absolute Scope 1 & 2 GHG emissions 35% by 2025 and 65% by 2030 from our 2015 base year (interim targets approved as science-based and classified as 1.5°C-aligned by Science Based Targets initiative (SBTi)).

<sup>23</sup> As used herein, “renewable sources of energy” means renewable sources of electricity and is not intended to cover other sources of energy.

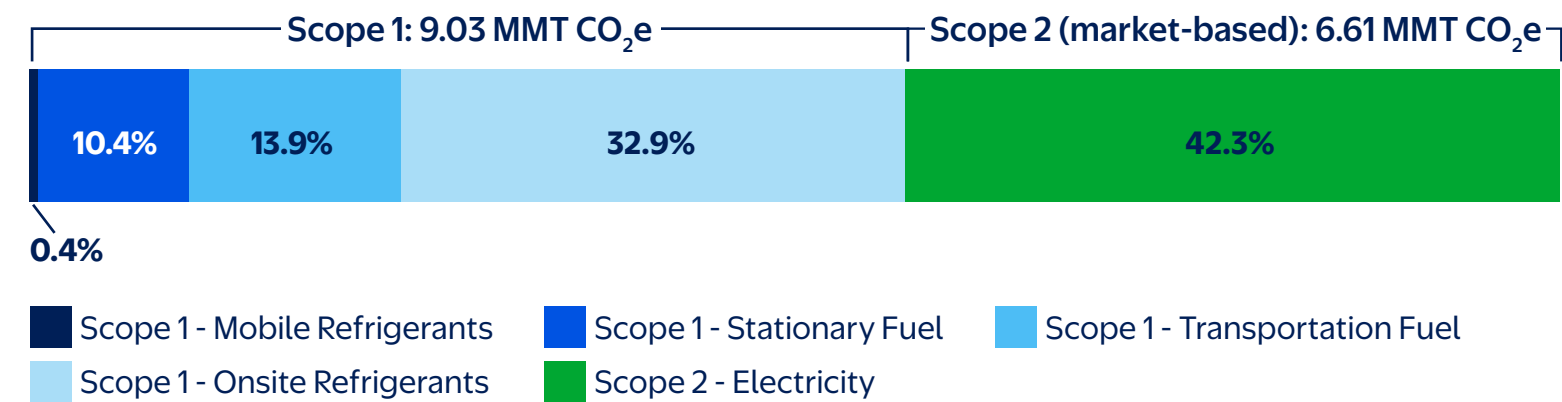
<sup>24</sup> CY2022 and CY2023 GHG emissions have been restated.

<sup>25</sup> This includes generation from active renewable and low-carbon projects. It considers the combined contribution of power generated from onsite and offsite projects as well as renewable energy generation feeding into the grids where our sites are located. The electricity procured from our renewable energy projects and the most recent grid fuel mix information obtained from the International Energy Agency for the regions where we operate.





Walmart’s CY2024 Operational Emissions  
Percent of Total Scope 1 & 2 GHG Emissions



Transportation

In 2024, our fleet (transport fuel and mobile refrigerants) contributed 24.9% of our Scope 1 emissions (14.4% of overall operational emissions). While we [aspire to achieve zero emissions](#) from our vehicles and transportation network, relevant technologies for the highest-emitting sources—including Class 8 tractors, refrigerated trailers, and yard trucks—are nascent, and meaningfully addressing transportation-related emissions will take many years. Additionally, business growth and bringing former third-party miles into the Walmart network has pressured our transportation-related emissions (7.0% increase in 2024; 19.6% increase on a two-year stack). Although it is unlikely that our transportation-related emissions will decline over the next few years, Walmart is [employing several strategies to make headway](#). For example:

- **Operationalizing New Technologies:** We are piloting innovative technologies, including heavy-duty battery EVs and hydrogen fuel cell vehicles (e.g., transitioning to liquid hydrogen-operated [forklifts](#) and opening the first industrial-scale [renewable hydrogen plant](#) in Latin America which aims to power our hydrogen-powered forklifts in Chile).
- **Class 8 Heavy-Duty and Yard Truck Innovations:** We support the development of new technologies like renewable diesel,<sup>26</sup> battery-electric, and hydrogen fuels through feasibility testing and collaboration with manufacturers to ensure vehicle technology meets industry needs. For example, we are piloting electric semi-trucks in our fleet and currently use electric yard trucks at some facilities, which have demonstrated over a 75% emissions reduction, per hour of operation, compared to diesel-powered vehicles.

Stationary Fuels

In 2024, stationary fuels (e.g., fossil fuels used for heating, cooling, and backup power) contributed 18.1% of our Scope 1 emissions (10.4% of our overall operational emissions). Emissions related to stationary fuel use increased 4.9% in 2024 (15.1% increase vs. 2015 baseline).

Onsite Refrigerants

Delivering fresh and frozen food safely to millions of people in pleasant shopping environments requires refrigeration and air-cooling equipment that uses refrigerants. While onsite refrigerant emissions contributed 57.0% of our 2024 Scope 1 emissions (32.9% of our total operational emissions), our global onsite refrigerant emissions decreased by 2.4% in 2024, primarily due to the continued rollout of lower-GWP systems. Strategies to reduce refrigerant emissions include:

**Managing Refrigerant Gas Leaks:** Managing refrigerant leaks is critical for reducing operational emissions, particularly while we continue to deploy lower-GWP refrigerant systems across our stores, clubs, and distribution centers. Walmart’s refrigerant leak rate has been significantly lower than industry averages (per the [EPA GreenChill Program](#)) over the past few years, and we are employing several strategies to bring it down even further:

- Enhancing preventive maintenance (all Walmart U.S. stores are now undergoing a preventive maintenance review annually)
- Improving technician training and resources, including hiring and bringing in-house more than 600 HVAC/refrigeration technicians
- Leveraging AI tools and machine learning for early leak detection and predicting potential leak events
- Implementing solutions for reuse, including banking used gas for reuse.

**Investing in Lower-GWP Systems:** Most of our facilities still use higher-GWP systems prevalent at the time of initial construction. We support policies that promote phasing out high-GWP refrigerants and have earmarked capital toward replacing aging U.S. refrigeration equipment with lower-GWP alternatives (including ultra-low GWP systems) and installing lower-GWP systems in new builds where commercially available. As of 2024, we operate 408 U.S. facilities that fully or in-part utilize ultra-low-GWP refrigerants including CO<sub>2</sub>, glycol, and ammonia. Our U.S. conversion schedule is based on equipment end-of-life and local commercial availability of new technologies.

We have committed capital to replace aging equipment in the U.S. at an accelerated pace and anticipate curbing leaks as newer equipment is brought online. However, these technologies require time to mature and scale. The market and regulatory environment may evolve, and unforeseen events could arise. Additionally, we expect deployment across our business to fluctuate year-to-year as our business grows and transforms.



26 For further information, visit the U.S. Department of Energy’s [Alternative Fuels Data Center](#)





## Engaging Stakeholders to Lower Value Chain Emissions (Scope 3)

Addressing indirect—Scope 3—emissions is a foundational stakeholder expectation and helps us mitigate certain transition-related risks (e.g., embedded carbon costs and increased costs of production associated with the products we source and sell, as well as shifting customer preferences). Value chain initiatives that reduce emissions can also deliver business benefits such as surety of supply, cost efficiencies, and new growth opportunities.

For more than a decade, Walmart has engaged suppliers to take actions that deliver real and significant reductions in retail value chain emissions and reporting transparently on outcomes. These efforts continue today, with our ongoing Project Gigaton engagement acting as a key lever for reducing the overall intensity of Scope 3 emissions across our business.



### Retail Scope 3 Emissions

#### What Are Retail Scope 3 Emissions?

Scope 3 emissions come from activities upstream and downstream of a retailer’s direct operations:

- Upstream: Suppliers and production activities such as raw material processing, energy used in manufacturing facilities, agricultural emissions, and transportation.
- Downstream: Customer use of products, such as appliances (e.g., emissions from household electricity) and food (e.g., off-gassing of disposed, uneaten food).

Significant reduction in indirect emissions requires transformation of energy, materials, transportation, and food systems through the efforts of many across the public sector, civil society, and the private sector. Such emissions are also difficult to estimate (let alone measure) because of the extensive scope and complexity of supply chains across hundreds of thousands of items.

#### What Has Walmart Been Doing to Address Scope 3 Emissions?

Although the emissions associated with the production and use of products are beyond our direct control, Walmart has engaged suppliers in efforts to reduce emissions and enhance the resilience of product value chains for more than a decade.

In 2010, Walmart set a target to eliminate an estimated 20 million metric tons of GHG emissions from our global supply chain and announced achievement of this target in 2015.

In 2016, Walmart became the first retailer to set a Scope 3 target approved by SBTi through Project Gigaton, committing to engage suppliers to reduce, avoid, or sequester 1 billion metric tons of GHG emissions in their product value chains from 2017 to 2030. We announced achievement of this goal in February 2024.

#### How Does Walmart Report on Scope 3 Emissions?

Walmart reports on Scope 3 emissions and activities in two distinct—but related—ways:

- **Project Gigaton:** Walmart engages suppliers to pursue projects having a measurable reduction on GHG emissions anywhere in their value chains. We report on the cumulative emissions impact of these projects (as reported by our suppliers) using science-based “calculators” to estimate the emissions impact of each project.
- **Scope 3 Footprint:** A broad estimate of indirect emissions associated with our business, primarily relating to the production and consumption of the products we sell globally. The footprint is primarily determined based on high-level category sales data and industry average emissions factors.

Data gaps and nascent Scope 3 estimation methodologies mean that supply chain efforts and results cannot be fully reconciled with our Scope 3 footprint. Nevertheless, we expect our Scope 3 footprint to be positively impacted as Walmart continues to engage our supply chain to address key sources of Scope 3 emissions, and as we get supplier data that more accurately reflects real-world circumstances.

#### Project Gigaton

In 2016, Walmart became the **first retailer** to set an SBTi-approved target for emissions reduction, which included a goal to help reduce, avoid, or sequester 1 billion metric tons (a gigaton) of CO<sub>2</sub>e in global product value chains by 2030.

We worked with **World Wildlife Fund** (WWF), **Environmental Defense Fund** (EDF), and **CDP** to develop programs to engage suppliers, NGOs, and others in reducing major emissions in global value chains. Through this engagement, Walmart encourages suppliers to take immediate action on six key action areas that are the most significant sources of emissions for their operations and value chains: energy, transportation, product design, waste, packaging, and nature. Project Gigaton engagement and resources include:

- **Setting Action Plans:** We encourage suppliers to sign on to action plans to reduce emissions across the six action areas noted above. Support includes:
  - **Providing calculators** to help suppliers identify relevant opportunities to mitigate emissions
  - **Setting product standards and requirements**, including certification requirements
- **Supporting Actions and Interventions:** We engage our suppliers to understand and design interventions to help mitigate emissions generally and in challenging GHG-intensive product categories. Actions and interventions include:
  - **Hosting webinars and summits** to provide training and share best practices
  - Offering programs to help accelerate impact, such as the **Gigaton PPA** and **Circular Connector**
  - Providing tools and playbooks, such as the **Place Based Projects Map**
  - Helping suppliers secure financial support by **working with CDP and HSBC** to provide an early-payment program for qualified suppliers.
- **Reporting and Recognition:** We encourage suppliers to increase their engagement, **publicly recognizing** them with “Sparking Change” or “Giga Guru” status based on increasing levels of ambition in goal-setting and reporting. To further facilitate reporting and transparency, Walmart allows suppliers to leverage their CDP disclosures to report to Project Gigaton.

In February 2024, we shared the successful completion of our initial Project Gigaton goal more than six years ahead of our target date—**announcing** that our suppliers had reported projects that are expected to exceed 1 billion metric tons of cumulative emissions reduced, avoided, or sequestered by 2030.

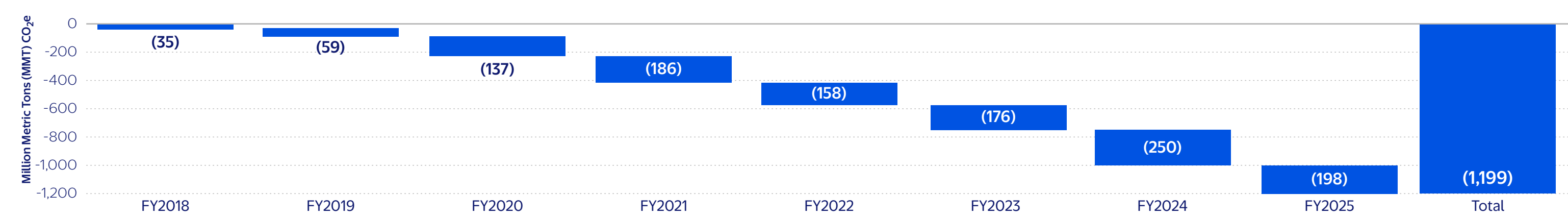
Although we achieved our 1 billion metric tons goal, we are continuing to engage suppliers under the Project Gigaton banner to further accelerate emissions reduction across the value chain in ways that are positive for our customers, suppliers, farmers and other producers, and communities.





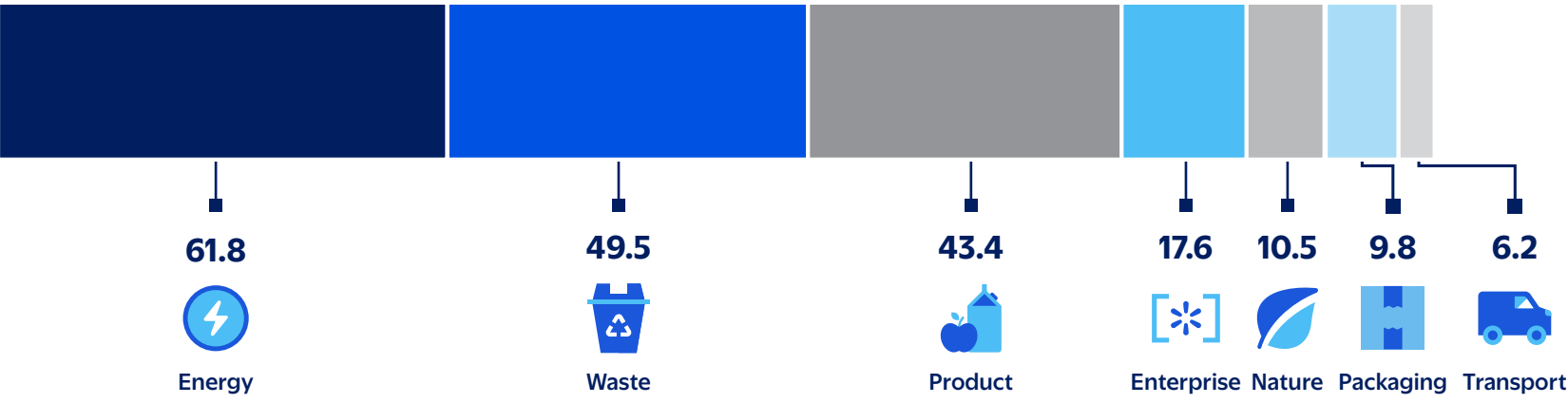
Project Gigaton Progress

MMT CO<sub>2</sub>e expected cumulative emissions reduced, avoided, or sequestered by supplier actions (supplier reported)



Project Gigaton Action Areas (FY2025)

MMT CO<sub>2</sub>e expected to be reduced, avoided, or sequestered by action area



Project Gigaton Pillars and Action

Pillar	Relevance for GHG Reduction	Supplier Actions Encouraged	Example Support
<div>Energy</div>	Energy generation and procurement is often a key source of a business’s GHG emissions.	Avoid energy-related emissions by reducing energy demand through optimization and efficiency and transitioning to renewable energy sources.	<div><ul style="list-style-type: none"><li>Calculators to understand impacts of specific changes on GHG emissions</li><li>Tools/playbooks (e.g., Factory Energy Efficiency tool)</li></ul></div> <div><ul style="list-style-type: none"><li><b>Gigaton PPA</b></li><li>Advocacy and engagement in consortia (e.g., <b>Better Buildings Alliance</b>, <b>Clean Energy Buyers Association</b>)</li></ul></div>
<div>Nature</div>	Scientists estimate that restoring, renewing, and replenishing nature can provide one-third of the solution to climate change.	Help protect and restore forests, grasslands, and seascapes; adopt sustainable agriculture practices such as cover crops and manure management.	<div><ul style="list-style-type: none"><li>Calculators to understand impacts of specific changes on GHG emissions</li><li>Product specifications and standards (e.g., Forest Policy, Pollinator Health Position)</li></ul></div> <div><ul style="list-style-type: none"><li>Best practice forums (e.g., Beef Summit, Row Crop Summit, Seafood Summit)</li><li>Philanthropic investments (e.g., forest traceability/monitoring tools)</li></ul></div>
<div>Waste</div>	Reducing and diverting waste can have a significant impact on GHG emissions.	Address food, product, and material waste from factories, warehouses, distribution centers, and farms.	<div><ul style="list-style-type: none"><li>Calculators to understand impacts of specific changes on GHG emissions</li><li>Advocacy and engagement in consortia (e.g., “<b>10x20x30</b>” initiative, Consumer Goods Forum Food Waste Coalition)</li></ul></div> <div><ul style="list-style-type: none"><li>Philanthropic investments (e.g., World Resources Institute training and technical assistance on reducing food waste and loss, Closed Loop Infrastructure Fund)</li></ul></div>
<div>Packaging</div>	The creation of packaging generates emissions; reducing packaging and using more efficient materials can reduce emissions.	Reduce unnecessary packaging, use better packaging materials, and increase packaging reuse and recycling.	<div><ul style="list-style-type: none"><li>Calculators to understand impacts of specific changes on GHG emissions</li><li>Packaging standards and specifications</li><li>Best practice forums (e.g., Packaging Innovation Summit)</li></ul></div> <div><ul style="list-style-type: none"><li>Tools and playbooks (e.g., <b>Walmart Recycling Playbook</b>, <b>Plastic IQ</b>)</li><li>Programs (e.g., Circular Connector)</li><li>Advocacy and engagement in consortia (e.g., Consumer Goods Forum’s Plastics Coalition, Polypropylene Recycling Coalition)</li></ul></div>
<div>Transportation</div>	Fossil-fuel-powered vehicles produce GHG emissions during their operation and are typically a major source of value chain emissions.	Improve fleet efficiencies, optimize routes, and introduce zero-emission vehicles.	<div><ul style="list-style-type: none"><li>Calculators to understand impacts of specific changes on GHG emissions</li></ul></div> <div><ul style="list-style-type: none"><li>Advocacy (e.g., collaboration with PepsiCo on <b>public policy principles</b> for zero-emissions commercial transportation fleets)</li></ul></div>
<div>Product Use &amp; Design</div>	Customer use of energy-consuming products and care and disposal of sold products results in the generation of GHG emissions.	Design products to reduce emissions throughout the product lifecycle, from use of raw materials in manufacturing the product (e.g., incorporating recycled content) through consumer use (e.g., LED lightbulbs).	<div><ul style="list-style-type: none"><li>Calculators to understand impacts of specific changes on GHG emissions</li><li>Tools and playbooks (e.g., <b>Sustainable Packaging Playbook</b>, <b>Golden Design Rules</b>)</li></ul></div> <div><ul style="list-style-type: none"><li>Advocacy and engagement in consortia (e.g., Consumer Goods Forum principles on Extended Producer Responsibility)</li><li>Philanthropic investments (e.g., Accelerating Circularity—reduce textile waste)</li></ul></div>





Scope 3 Footprint

Walmart has reported broad estimates of our Scope 3 emissions footprint since 2017, using evolving and increasingly more comprehensive methodologies over time.

Since 2022, the Walmart global Scope 3 emissions footprint estimate has been aligned with the current **GHG Protocol Corporate Value Chain (Scope 3) Standard**. The metric represents a very broad, order-of-magnitude estimate, based on aggregate product category sales and publicly available emissions factors for the production and consumption of our assortment, including (based on the accounting protocol) the lifetime emissions of energy-using products based on the electricity grids powering customer households around the world.<sup>27</sup>

The scope of our calculated and reported footprint includes Walmart Inc. markets that individually account for at least 5% of overall Scope 3 emissions and the GHG Protocol categories most relevant for a multi-category retailer: Category 1 (purchased goods and services), Category 2 (capital goods), Category 11 (use of sold products), and Category 12 (end-of-life treatment of sold products). Cumulatively, these four categories represent more than 95% of Walmart’s global Scope 3 emissions.

Scope 3 Metrics	CY2024	CY2023 <sup>28</sup>	CY2022 <sup>28</sup>
Estimated Scope 3 footprint (MMT CO <sub>2</sub> e) <sup>29,30</sup>	636.57	625.30	609.82
Scope 3 intensity (MMT CO <sub>2</sub> e / \$ billion fiscal year net sales) <sup>31</sup>	0.94	0.97	1.00
Scope 3 intensity change (vs. CY2022 baseline)	-6.2%	-3.3%	—

Building on the success of our Project Gigaton initiatives, we seek to reduce the emissions intensity of our product assortment (Scope 3 CO<sub>2</sub>e per net sales dollar) through the following initiatives:

- Engaging suppliers through the continuation of Project Gigaton, through which suppliers pursue efforts to decarbonize their supply chains
- Advocating for the adoption of policies intended to reduce emissions; expand availability of clean, renewable energy; and scale innovations
- Defining commodity sourcing expectations to help reduce/eliminate deforestation and land conversion. Read more in the **Regeneration of Natural Resources** section and our **Forests Policy**.
- Supporting innovations in product design and packaging. Read more in the **Waste: Circular Economy** section.
- Supporting industry supply chain innovation and traceability tools through Walmart and Walmart Foundation grants. Read more in the **Regeneration of Natural Resources** section.
- Offering our customers an assortment of products and services that enable them to reduce energy usage and save money.

We expect that our Scope 3 footprint will vary year-to-year and will depend on:

- Factors beyond our control, including changes in energy grids (e.g., emissions to produce electricity) in regions from which we source and where our customers live, availability of emissions data, agricultural production methods, transportation methods and technologies, waste handling infrastructure, customer purchasing decisions and use patterns, inflation or deflation, government policy, and supplier ability to make meaningful changes;
- Composition of Walmart’s net sales (e.g., changes in product category mix, growth in net sales from strategic initiatives);
- The availability of high-quality data—Walmart’s Scope 3 estimates currently depend largely on industry average emissions factors; estimates may improve as more suppliers provide reliable information about their production methods, item attributes, and/or emissions allocations for Walmart;
- Changes to the GHG Protocol.



27 For additional information on the complexity of Scope 3 measurement, accounting and reporting challenges, please see **Retailers’ climate road map: Charting paths to decarbonized value chains**.  
28 CY2022 and CY2023 GHG emissions have been restated.  
29 Estimated Scope 3 emissions for GHG Protocol Categories 1, 2, 11, and 12 include key markets and represent more than 95% of Walmart’s comprehensive Scope 3 footprint. Key markets include Canada, Central America, Chile, China, India (Flipkart), Mexico, and U.S.  
30 Changes in disclosure regulations, carbon accounting methodologies (e.g., GHG Protocol), and data availability may impact our footprint and progress toward our target. GHG Protocol Category 11 includes the total lifetime emissions from products sold in the reporting year, not just the emissions from their use in that year.  
31 Scope 3 carbon intensity (reported Scope 3 MMT CO<sub>2</sub>e emissions per \$B net sales for Walmart Inc.) calculation is based on calendar year emissions (January 1–December 31) and normalized by total annual net sales as measured by Walmart’s fiscal year (February 1-January 31).





## Adaptation

Adapting our operations and sourcing to enhance resilience against extreme weather events, extreme heat, and other factors stemming from a changing climate helps us address our most significant climate-related physical risks and ensure we’re well-positioned to serve associates, customers, and communities when they need us most.

### Strengthening Operations

Disruptions from floods, hurricanes, or other severe weather can force store closures, damage inventory, and disrupt supply chains, directly impacting our ability to serve customers. We are enhancing our ability to avoid risk, maintain business continuity, and quickly restore operations in areas most likely to experience disruptions through:

#### Site Planning

- Flood mitigation: Raising foundation heights; installation of redundant utility connections and critical systems above potential flood levels
- Grading and runoff: Improving drainage systems around stores and distribution centers; installing storm water retention basins

#### Materials Selection

- Hurricane resilience: Reinforcing roof structures to withstand high winds; installing hurricane-rated glass; reinforced concrete exteriors
- Flood mitigation: Waterproofing critical infrastructure and storage areas

#### Transportation and Supply Chain

- Network design: Implementing backup power systems, including generators at distribution centers and select stores
- Geographic redundancy: Ensuring distribution network can compensate if one facility is compromised by extreme weather

#### Electricity and Utilities

- Preventing disruptions: Installed backup power systems, including generators

Additionally, we continuously enhance coordination between our Global Emergency Management team, which operates our 24/7 GSOC, and local facilities to prepare buildings ahead of forecasted events. Our team includes associates with expertise in law enforcement, meteorology, emergency management, and resilience planning. Using data from the National Hurricane Center and Weather Prediction Center, we assess risks from developing events to prepare the most impacted areas. We use data from previous events to anticipate customer and community needs, help us determine where we may need to direct necessary supplies and personnel, prepare associates in the field with knowledge about available resources, and help inform plans to maintain or quickly restore operations if similar situations arise in the future.

### Supply Chain Resilience

Walmart has implemented strategies to increase supply chain resilience and ensure continuity of product availability. For example:

**Supplier Diversification and Country of Origin Strategies:** While more than two-thirds of our U.S. product spend is on products made, grown, or assembled domestically, we depend on globally sourced products to complete our assortment. This geographic spread helps mitigate risks from localized disruptions like natural disasters, political instability, or regional transportation issues. Walmart also maintains relationships with multiple suppliers for critical products to reduce dependencies on single sources and invests in supplier capacity development to create a more diverse supplier ecosystem. Read more in the [Supplier Opportunity](#) section.

**Local Sourcing Initiatives:** Walmart has increased local and regional sourcing for certain products to reduce transportation dependencies. For example, for fresh produce, we work to establish direct relationships with local farmers. This “farm-to-store” approach means fresher products with less transportation time and reduced vulnerability to national distribution disruptions. In our international markets, Walmart maintains country-specific sourcing teams that help develop local supply networks.

**Advanced Inventory Management Systems:** We utilize forecasting technology to predict demand patterns and adjust inventory levels accordingly. For certain product categories, Walmart has moved into production and manufacturing to maintain greater control over supply and availability.

**Sourcing Innovation:** We utilize AI-driven agriculture platforms and advanced data on crop health, yield predictions, and seasonal changes to identify new products, unique commodity varieties, and innovative manufacturing methods that are less susceptible to extreme weather. This is intended to help ensure a consistent supply of high-quality products and enhance our resilience in the future.

**Transforming Product Supply Chains for Long-Term Sustainability:** Because agricultural commodities can be especially susceptible to severe weather events, Walmart has prioritized strategic initiatives to enhance commodity supply chain sustainability and resilience. Walmart’s efforts include setting sourcing requirements and product specifications for suppliers, engaging suppliers in measurement and best practice sharing, supporting industry collaboration, engaging our customers, public policy advocacy, and philanthropy.

Read more in the [Regeneration of Natural Resources](#) section.







## Advocacy

We believe the transition to a lower-emissions world is necessary to avoid the worst physical impacts of a changing climate. But how we get there matters. Public policy significantly influences both the creation and mitigation of transition risks: Poor public policy can create unnecessary burdens and stifle innovation and action, but well-designed policy creates strong economic incentives to mitigate and adapt in ways that benefit our company and our stakeholders.

Walmart’s Board-approved [Statement on Climate Policy](#) guides our advocacy efforts relating to energy and emissions. We advocate for a range of policies (e.g., clean-energy transportation innovation, technology-neutral approaches for hard-to-decarbonize sectors and industries) to accelerate emissions reductions while supporting business and economic growth. For further discussion on our approach to advocacy, read more in the [Responsible Engagement in Public Policy](#) section and see our [Key Trade Associations and Other Business Coalitions](#) for more information.

## Challenges

- While Walmart can play a substantial role through our own operations, supply chain, and beyond, achieving the IPCC goal of reducing global GHG emissions to net-zero by 2050 requires action from all parts of society. Walmart’s ability to reduce emissions is dependent on the collaboration, cooperation, and performance of third parties (including governments, civil society, and industry, as well as our own suppliers and customers).
- Factors beyond Walmart’s control impact our ability to achieve climate-related targets and aspirations, including changes to energy grids in every region where we operate or source; our physical presence in geographic areas without available necessary technology, equipment, or capabilities; and weather patterns.

- Achieving our aspirations will require innovation and technology that is not available, economically viable, or fully scalable today. This includes the evolution, accessibility, and/or adoption of renewable energy, lower-GWP refrigeration systems, vehicles powered by renewable sources of energy, and regenerative agricultural technologies. A critical mass of potential consumers of new technologies is a necessary precondition to their development, deployment, and scaling.
- The capital and operating costs of implementing projects (e.g., transitioning to low-GWP refrigerants, vehicles powered by renewable sources of energy) will remain a challenge for the foreseeable future. Low market prices and volatility of the price of fossil fuels can influence the cost/benefit analyses.
- Walmart’s business will continue to evolve and grow. Growth and changes in our strategies and/or model may require us to include additional facilities and new sources of GHG emissions in our inventory, which creates additional challenges for absolute emissions reduction targets.
- Several factors can make it challenging to estimate emissions, present a consistent view of progress over time, and/or achieve our targets, including: standards for target-setting and calculating GHG emissions are not settled and change from time to time (which may cause calculations to shift dramatically although no changes to underlying practices have taken place—e.g., the recent introduction of forest, land, and agriculture guidance; regulatory calculation and reporting standards may be introduced and may differ from commonly used voluntary standards; and emissions factors and industry averages used to calculate emissions may change and lag, leading to updates and restatements.
- Public policies may not support actions aligned with Walmart’s targets and aspirations, including by not encouraging the development and deployment of low-carbon or low-emissions technologies at scale and/or that negatively impact the supply or cost of renewable energy projects at scale.
- Uncertainties around mandatory climate-related disclosures and shifting stakeholder expectations toward greater action and commitment create tensions that are difficult to reconcile and may leave some stakeholders unsatisfied.

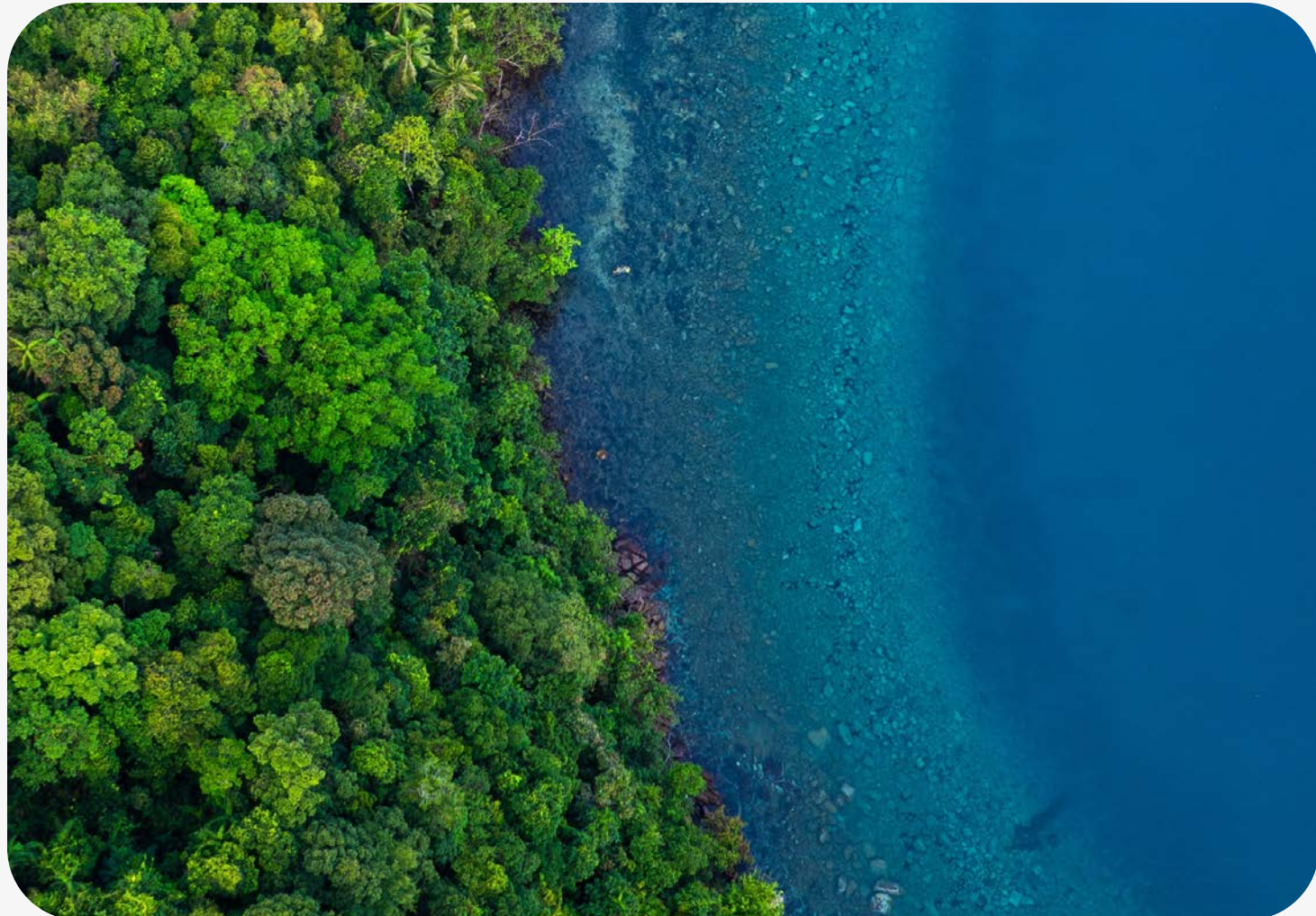




# Regeneration of Natural Resources

## Our Aspiration

We aspire to operate our business in a **regenerative** way, helping to more sustainably manage, restore, and conserve the landscapes and seascapes that sustain our product supply chains and customer communities.



## Relevance to Our Business and Society

Many of the products we sell—from produce and seafood to sheets and shampoo—come from or depend on nature, and others may impact nature through their use. Communities, and our physical operations, also depend on nature for climate regulation, fresh water, storm and flood protection, soil regulation, and energy. Stakeholders—including governments, customers, communities, and shareholders—expect Walmart to run our business in a way that contributes to positive nature outcomes and sustains critical resources for the future.

## Our Approach

**Governance and Transparency:** Ensuring our nature strategy is appropriately managed and overseen.

**Assessing Nature-Related Business Risks:** Identifying impacts, dependencies, and opportunities that may impact our business now and in the future.

**Fostering More Sustainable Production of Commodities:** Meeting consumer demand while helping ecosystems thrive.

**Supporting Conservation and Restoration:** Protecting critical ecosystems through efforts in our own operations, partnerships, and philanthropy.

**Fostering an Enabling Environment:** Activating public policy, multi-stakeholder initiatives, and philanthropy.





## Governance and Transparency

Walmart’s nature strategy is developed and led by our corporate sustainability team, in collaboration with operators, sourcing, merchants, and others to ensure strategies are business-relevant and embedded in ways of working. Walmart’s Executive Council receives periodic updates on the company’s strategies and performance related to nature. The ESG Disclosure Committee—a subcommittee of the company’s Disclosure Committee chaired by our CSO—oversees Walmart’s public disclosures related to nature. Additionally, certain nature-related risks are evaluated annually as part of the company’s ERM framework, and ERM outputs are discussed with the Governance Risk Committee and other standing company committees.

Within the Board of Directors, the NGC has oversight responsibility for matters related to the Company’s sustainability initiatives. The Audit Committee of the Board oversees overall risk identification, monitoring, and mitigation processes, and the results of the annual ERM process are shared with the Audit Committee. Read more in the [Corporate Governance](#) section.

Nature		Walmart and Walmart Foundation Goal: Help more sustainably manage, protect and/or restore at least 50 million acres of land and 1 million square miles of ocean 2030.		
Metric		FY2025	FY2024	FY2023
Total acres of land engaged in more sustainable management, protection, and/or restoration		43.3 million acres	33.6 million acres	30.5 million acres
Acres of land engaged in more sustainable management (as reported by suppliers) in the production of priority commodities		Basic: 28.7 million acres Better: 7.60 million acres Best: 690,000 acres Total: 37.0 million acres	Basic: 20.6 million acres Better: 7.62 million acres Best: 1.81 million acres Total: 30.0 million acres	—
Acres of land protected and/or restored (as reported by suppliers)		4.18 million acres	1.28 million acres	—
Total acres of land conserved through Acres for America since 2005		2.00 million acres	2.10 million acres	2.00 million acres
Acres more sustainably managed, protected, and/or restored via Walmart Foundation grants (as reported by grantees) <sup>32</sup>		127,300 acres	256,462 acres	29,153 acres
Total square miles of ocean engaged in more sustainable management, protection, and/or restoration		1.93 million square miles	1.92 million square miles	1.46 million square miles
Square miles of ocean engaged in more sustainable management (as reported by suppliers)		Basic: 0.76 million square miles Better: 1.07 million square miles Best: 21,000 square miles Total: 1.85 million square miles	Basic: 1.02 million square miles Better: 880,000 square miles Best: 22,700 square miles Total: 1.92 million square miles	—
Square miles of ocean protected and/or restored (as reported by suppliers)		74,000 square miles	2,100 square miles	—

32 Walmart Foundation grants made from FY2021-FY2025 did not cover the protection, more sustainable management, and/or restoration of square miles of ocean.





## Assessing Nature-Related Business Risks

Many of the products we sell come directly from nature or are derived from nature. Shifts in weather patterns, as well as human behaviors, affect natural ecosystems, creating risks for business, including disruption of supply chains and our ability to source certain products.

Walmart periodically conducts nature risk assessments to help identify those risks that may impact our business today and in the future, as well as the expected type and magnitude of those impacts. These assessments also help us surface business opportunities.

In 2020, we collaborated with Conservation International to evaluate our key nature-related dependencies, impacts, risks, and opportunities. The assessment focused on high-value landscapes and seascapes, our estimated product sourcing footprint,<sup>33</sup> and opportunities for Walmart and the Walmart Foundation to positively impact nature by reducing and reversing nature loss. As a result, we prioritized the sustainable management, protection, and restoration of ecosystems (e.g., forests, grasslands, freshwater, and oceans) related to the production of 13 commodities estimated to be produced across 50 million acres of land and 1 million square miles of ocean.

Based on our nature assessment, and in support of our ambition to become a regenerative company, Walmart and the Walmart Foundation set a goal to help more sustainably manage, protect, and/or restore at least 50 million acres of land and 1 million square miles of ocean by 2030.

### 2024 Nature Risk Assessment

We updated our nature risk assessment in 2024 to align with the TNFD framework and consider nature-related business risks that could reasonably be expected to be strategically and operationally relevant for our business over various time horizons and scenarios.

#### The nature risk assessment considered:

- **Scope:** Physical and transition risks with the potential to significantly impact Walmart’s business, including retail operations, manufacturing, and sourcing
- **Horizons:** One year (short-term), five years (medium-term), 15 years (long-term), with short-term and medium-term risks aligned with Walmart’s annual and long-range planning cycles
- **Thresholds and Factors:** Qualitative and quantitative factors used to determine likelihood and impact aligned with general company practices for assessing risk and financial materiality, using the most recent relevant financial data for the aspect of our business being assessed

- **Scenarios:** Relevant scenarios for different physical and transition phenomena, including PRI Inevitable Policy Response Forecast Policy Scenario + Nature, WWF Water Risk Filter 2030 Pessimistic Water Scarcity Scenario, OCED Global Ambition Circular Plastics Scenario.

#### The nature risk assessment proceeded in three phases:

- **Locate:** A mapping and examination of approximately 160 unique activities associated with our business (upstream, operational, and downstream) that could have nature-related risks, dependencies, or opportunities, using Exploring Natural Capital Opportunities, Risks, and Exposure (ENCORE), a leading tool for assessing dependencies and impacts at the business level. For business activities rated as having medium, high, or very high impacts and dependencies, Walmart data was then used to further refine the activity, asset, or location, as relevant.
- **Evaluate:** Using Walmart’s business information and financial data—including data relating to more than 100 commodities and products<sup>34</sup> from across our assortment—we refined the analysis to identify specific impacts, dependencies, and opportunities that could be strategically or operationally relevant for our business. Climate-related impacts, dependencies, and opportunities were screened out at this stage, as they were covered by our separate climate risk assessment.
- **Assess:** Relevant impacts, dependencies, and opportunities were then translated into specific risk statements using TNFD’s risk register, and relevant scenarios were applied to better understand the potential financial magnitude of each. Results were validated for completeness and consistency with TNFD literature, Science Based Targets Network’s high-impact commodities list, and Walmart’s own historical experiences. Results were plotted based on likelihood and magnitude.

### Regular Monitoring of Nature-Related Risks and Opportunities

Walmart regularly monitors and identifies nature-related risks and opportunities across its business segments. Management is responsible for the annual ERM process and the day-to-day management of risks, including strategic, reputational, financial, legal, regulatory and compliance, and operational risks. Nature-related risks—including the outputs of the risk assessment discussed above—are included in this process. Relevant business segments (e.g., sourcing) also consider nature-related issues as part of their annual and long-term strategic and operating plan development. Walmart also monitors and seeks out nature-related opportunities—for example, the opportunity for suppliers to work with farmers to increase yields and resilience while reducing input costs through regenerative agriculture.

### Key Findings and Example Mitigation Strategies

We identified several nature-related risks that were deemed strategically and operationally relevant for our business. These risks largely align with strategies previously developed as a result of earlier assessments.

Nature-Related Risk	Example Mitigation Strategies; Current Approaches
Decreased water availability and resulting policy response	Implementing policies and positions that seek to address water concerns (e.g., Sustainable Row Crop Position Statement; place-based initiatives (PBI) for water-intensive commodities such as rice); responsible public policy engagement; maintaining broad product mix at everyday low prices
Decreased availability of agriculturally productive land	Engaging farmers and producers on regenerative practices across commodities (e.g., row crops, coffee, and cocoa)
Decrease in GDP and consumer spending	Engaging suppliers to more sustainably manage, protect, and/or restore 50 million acres of land and 1 million square miles of ocean; implementing our Forest Policy, Seafood Policy, Sustainable Row Crop Position Statement, and U.S. Pollinator Health Position; Walmart Foundation investments to help more sustainably manage, protect, and/or restore natural resources
Increasing regulation and/or litigation (e.g., pollution, land use)	Establishing standards (e.g., Standards for Suppliers, Code of Conduct, Forest Policy, Seafood Policy); supplier engagement in more sustainably producing products (e.g., emissions, packaging, nature initiatives); participation in industry coalitions (e.g., Consumer Goods Forum) to develop best practices (e.g., avoiding deforestation; packaging design); Walmart and Walmart Foundation grants to address systemic challenges; public policy advocacy (e.g., supporting well-designed Extended Producer Responsibility (EPR), renewable energy)
Shifts in consumer demand	Sustainability initiatives to address emissions, waste, and nature issues in the production of products; business and philanthropic initiatives to promote nature conservation and restoration; maintaining a relevant assortment that responds to consumer needs and preferences within and across categories

33 Through our work with Conservation International, we identified beef production as using the largest amount of land—primarily for grazing—followed by the commodity row crops of wheat, corn/maize, soybeans, rice, and cotton; forest products like cocoa, coffee, pulp/paper/timber, and palm oil; as well as seafood commodities like tuna, shrimp, and salmon.  
34 These commodities and products include avocados, bananas, tomatoes, lemons/limes, strawberries, eggs, beef, coffee, rubber, furniture (e.g., timber, living room furniture, bedroom furniture), household products (e.g., auto chemicals, pool and spa chemicals, air fresheners), plastics, palm oil, soybeans, cocoa, corn, dairy, poultry, nuts, pork, tobacco, cotton, sugarcane, fish.





## Fostering More Sustainable Production of Commodities

Because our potentially significant nature-related risks and dependencies relate to the products we source and sell, we seek to foster more sustainable production of commodities in key ecosystems.

**Forests:** Many of the products we sell include ingredients that come from forests and related ecosystems. Wildfires and agricultural expansion, among other factors, have contributed to deforestation in certain regions. Walmart’s forest-related initiatives aim to protect and restore high-value forests and related mixed vegetation ecosystems while fostering more sustainable agriculture and forest management practices.

**Grasslands and Freshwater:** Agricultural lands within grassland and freshwater ecosystems produce commodities like beef, corn, soy, rice, and cotton that go into products Walmart sells. Yet, grassland and freshwater ecosystems are under pressure from agricultural expansion, increased weather volatility, and degraded soils. Our grasslands and regenerative agriculture initiatives focus on encouraging adoption of regenerative agriculture practices to increase yields and enhance nature impact (e.g., soil health, pollinator health, and nutrient runoff), restoration of degraded lands, and avoidance of grasslands conversion.

**Oceans:** Oceans sustain a healthy planet, helping to regulate our climate, providing oxygen, supporting livelihoods, and providing food. Several commodities important to Walmart customers—including tuna, shrimp, and salmon—rely on healthy ocean ecosystems. Yet, oceans are at risk from illegal, unreported, and unregulated fishing, pollution, and climate change. Our ocean initiatives aim to foster more sustainable fisheries and aquaculture through supplier engagement, industry initiatives, and philanthropic investments.

We aim to foster more sustainable production of priority commodities in these ecosystems by:

- Setting **product sourcing standards**
- Engaging suppliers (and others) in **continuous improvement** to implement and report on more sustainable production practices in Walmart’s supply chains and beyond
- Supporting the development of **place-based initiatives** (also known as jurisdictional or landscape-level initiatives).

### Setting Product Sourcing Standards

Walmart has articulated expectations regarding supplier production of certain commodities derived from nature. Expectations include avoidance of deforestation and land conversion, adherence to certain farming or fishing practices (including the use of certain certifications), and reporting.

Standard	Explanation	Commodities Covered
<b><u>Forests Policy</u></b>	Outlines specific expectations of our suppliers to source priority commodities (whether as finished goods, raw materials, or ingredients) free from deforestation and conversion (target date no later than December 31, 2025; cutoff date no later than December 31, 2020) and our reporting requirements (including certification and verification).	Palm oil, beef (South American), soy (South American), pulp, paper, and timber
<b><u>Sustainable Row Crop Position Statement</u></b>	Describes best practices that we ask our suppliers to adopt in their value chains, including soil health (e.g., cover crops, “4R” nutrient management), Integrated Pest Management, water and irrigation efficiency, regenerative land management (e.g., riparian corridors), and prevention of conversion of priority wetland and peatlands, grasslands, and forest ecosystems.	Soy, corn, wheat, rice, and cotton
<b><u>U.S. Pollinator Health Position</u></b>	Outlines our expectations of supplier practices to promote pollinator health, including adopting integrated pest management practices, protecting pollinator habitats, and our reporting requirements (including certifications and verifications accepted by Walmart).	Fresh produce and cut flowers
<b><u>Seafood Policy</u></b>	Outlines our expectations of supplier practices for wild-caught and farmed seafood, including accepted seafood certifications, standards for Fishery Improvement Projects, vessel monitoring requirements, and reporting requirements (e.g., Seafood Metrics System, managed by the <b><u>Sustainable Fisheries Partnership</u></b> (SFP)).	Fresh and frozen seafood, shelf-stable tuna
<b>Product certifications</b>	In addition to the requirements described in our Forests, Row Crop, Pollinator Health, and Seafood Policies and Positions, Walmart asks suppliers to use Walmart-accepted certifications for the sourcing of certain commodities.	Cellulosic fiber, coffee, tea, and cocoa
See additional <b><u>Walmart Policies and Guidelines</u></b> .		

Read about our sustainable sourcing approach and see commodity-level progress in relevant markets in our **FY2025 Walmart Sustainable Commodities Report** and read about **FY2025 Walmart Foundation Nature-Related Grants**.





Engaging in Continuous Improvement

To mitigate nature risk and achieve our goal of more sustainably managing, protecting, and/or restoring ecosystems associated with commodity production, we encourage suppliers and others to implement and report progress along a “basic-better-best” continuum.

**Products Sold by Walmart:** For priority commodities sold to Walmart, as a starting point we ask suppliers to adopt Walmart-approved certifications and report the certification status of those products to us. For assessing progress toward our DCF sourcing policy, we ask suppliers of priority commodities from priority regions to use specified certifications or—in some cases where certifications are not available (e.g., beef from Cerrado in Brazil)—to use other means such as reporting geospatial sourcing data for verification by a third party. For seafood commodities, we ask suppliers to report on certification metrics as well as vessel monitoring through the Sustainable Fisheries Partnership’s Seafood Metrics System. We also encourage suppliers to engage in, and report on, high quality “place-based” sourcing initiatives for Walmart products.

**Broader Value Chain Engagement:** To accelerate widespread adoption of regenerative practices across commodity value chains, we also invite suppliers to report on the implementation of certain practices and certifications (e.g., grassland management plans for grazing, soil health practices for row crops, high-quality forest management certifications) across acres of land and square miles of ocean throughout their value chains through our Project Gigaton Nature portal (1,062 suppliers reported actions in FY2025) and Seafood Metrics platform.

**Resources for Suppliers and Others:** We provide resources for suppliers and others to support progress along the “basic-better-best” continuum of more sustainable commodity production.

Example Resources for Suppliers and Others	
Walmart Sustainability Hub	<b>Features</b> guidance on setting targets, recordings of best practice webinars and commodity summits, background information on Walmart sustainability strategies, and access to other resources.
Place-Based Initiatives Site	Provides information to help suppliers discover and join landscape-scale, on-the-ground collaborative efforts for commodity sourcing through the <b>Nature section of the Sustainability Hub</b> .
Project Gigaton Nature Calculators and Reporting Tools	Helps suppliers <b>identify improvement opportunities</b> and <b>translate actions</b> into emissions and spatial area impact (e.g., “basic,” “better,” and “best” practices over acres of land or square miles of ocean).
Commodity Best Practice Summits	Since 2020, we have held summits focused on tuna, beef, and row crops; oceans, <b>land and forests</b> ; and sustainable packaging.
Joint Sustainability Plans With Strategic Suppliers	Developed jointly each year by sustainability and business leaders from Walmart and strategic suppliers, plans set out priority actions to achieve sustainability goals, including nature goals.
Collaboration on Special Initiatives	<p>Collaborative efforts to pilot solutions to challenging nature-related issues. For example:</p> <p>In October 2023, General Mills, Walmart U.S., and Sam's Club U.S. <b>launched a collaboration</b> to advance regenerative agriculture across 600,000 acres of farmland by 2030<sup>35</sup> by supporting farmers in practices that aim to improve soil health, water quality, and carbon sequestration. As of April 2025, approved grants are anticipated to advance regenerative practices on more than 414,000 acres by crop year 2025/2026.</p> <p>In July 2023, PepsiCo and Walmart U.S. <b>launched</b> a collaboration to enable and accelerate the adoption of regenerative agriculture practices on more than 2 million acres of farmland. We estimate the initiative can deliver up to 4 MMT GHG emissions reduction and removals by 2030. For the 2024/2025 planting cycle, more regenerative soil health practices and/or water improvements have been implemented by 2,360 farms on 902,000 acres.</p>
Walmart and Walmart Foundation Philanthropic Investments	Walmart and the Walmart Foundation make philanthropic investments to promote more sustainable commodity sourcing (e.g., certification standards, place-based projects, and traceability tools). Between FY2021 and FY2025, the Walmart Foundation invested over \$90 million <sup>36</sup> (including \$25.4 million in FY2025) to help more sustainably manage, protect, and/or restore natural resources. See <b>FY2025 Walmart Foundation Nature-Related Grants</b> .

Encourage Continuous Improvement Toward Best Practices

Best

▲

Better

▲

Basic

Commodities originate from credible jurisdictional or place-based initiatives that integrate conservation and restoration, are aligned to landscape and seascape needs and local stakeholder goals, and deliver positive environmental, social, and economic outcomes.

**Example: Pacific Island Tuna**

Commodities are certified according to highest quality certification program or, where certifications are unavailable, are produced using sustainable practices that integrate conservation or restoration with positive environmental outcomes and positive social and/or economic impacts.

**Example: Marine Stewardship Council (MSC) Certification**

Commodities are sourced according to sustainable certification programs or produced using equivalent practices linked to positive environmental outcomes.

**Example: Fishery Improvement Projects**

For more detail, please see **FY2025 Sustainable Commodities Report** and **FY2025 Walmart Foundation Nature-Related Grants**.

<sup>35</sup> 600,000 acres represents the approximate number of acres General Mills engages to source key ingredients for its products sold through Walmart and Sam's Club.  
<sup>36</sup> The Walmart Foundation funded philanthropic grants to help more sustainably manage, protect, and/or restore nature of \$11.3 million in FY2021, \$13.6 million in FY2022, \$19.1 million in FY2023, \$21 million in FY2024, and \$25.4 million in FY2025.





### Supporting the Development of Place-Based Initiatives

Through supplier engagement and philanthropy, Walmart and the Walmart Foundation support the development of PBIs. We prioritize projects that:

- Promote conservation, restoration, and implementation of more regenerative farming, ranching, forestry, and fishing practices
- Complement on-the-ground actions with public policy, advocacy, and strengthened sourcing standards
- Engage producers, suppliers and community members in dialogue to define problems, implement solutions, and measure impact.

This table provides examples of Walmart sourcing from PBIs. We also invite suppliers to learn about and/or engage in PBIs in their value chains through the Project Gigaton Nature portal.

From FY2021 through FY2025, the Walmart Foundation funded grantees to support 31 PBIs that help protect, restore, and/or more sustainably manage landscapes and seascapes that produce priority commodities, such as palm oil from Indonesia, cattle from the U.S. Great Plains, tuna fisheries in the western and central Pacific Ocean, beef and soy in Brazil, seafood in Chile, and timber in Canada.

### Enabling Grants

Walmart and the Walmart Foundation seek to advance sustainable sourcing by supporting regenerative agriculture, responsible forestry and fisheries, landscape monitoring, traceability systems, and community inclusion. In FY2024–FY2025, 17 enabling grants were awarded to organizations to strengthen supply chain transparency, reduce illegal and unsustainable practices, support equitable participation of local and Indigenous communities, and improve environmental stewardship in priority production regions. For more information, see the [FY2025 Walmart Foundation Nature-Related Grants](#) report.

#### Examples of Walmart’s Sourcing From Place-Based Initiatives

Nebraska Beef Feedlot Pilot	Five-year pilot project covering over 8,000 acres of row crop production. Provides technical assistance to corn farmers to promote improved water quality and soil health, practices intended to reduce emissions, decreased net costs of production over time, and improved management practices.
Nebraska Beef Grazing Pilot	Pilot project covering over 748,000 acres of ranch land. Provides technical assistance to ranchers to promote regenerative grazing practices intended to drive positive outcomes including improved soil health, carbon sequestration, increased wildlife and pollinator habitats, improved water quality, and improved ranch productivity and resilience. For more: <a href="#">watch the video</a> .
Ecuadorian Shrimp	Project aspires to produce shrimp with lower carbon footprints using regenerative agriculture practices. Focuses on low-carbon feed ingredients, more sustainable farm management practices, and off-farm mangrove restoration and conservation.
Chilean Farmed Salmon	Project seeks to help improve salmon farming by engaging farmers on regenerative feed practices and on-farm pen-management technology.
Columbian Coffee Pilot	Pilot project supports 100 smallholder producers in Timaná, Colombia, with technical assistance to promote sustainable and climate-resilient practices. Focuses on certification, agroforestry, emissions tracking, traceability, and broader engagement within the Hylea Pact jurisdictional initiative.
Ivory Coast Cocoa	Project aims to support 5,000 cocoa farms in the Montagnes District, Ivory Coast, with training to help advance deforestation-free and sustainable practices. Focuses on certification, agroforestry, mapping and monitoring, as well as community engagement and support.
Arkansas Rice	Project covering more than 9,500 acres of Arkansas farmland. Farmers implement practices designed to improve land/water management (e.g., crop rotation, fertilizer management, zero-grade rice production, irrigation innovations to reduce water) and reduce emissions. The program supplies a portion of Great Value and Member’s Mark rice.
Nebraska Popcorn	Project seeks to encourage regenerative corn farming practices by sourcing Great Value brand popcorn from a farm that utilizes innovative, regenerative practices around soil and ecosystem health and water quality.
Red River Valley Sugar Beets	Project covering more than 4,000 acres of sugar beet fields. Growers implement more sustainable practices like cover crops, reduced tillage, fertilizer management, and extended crop rotation.





Water Stewardship

Water scarcity creates risk for Walmart facility operations, surety of supply of products that rely on agriculture, and livelihoods of suppliers and communities that Walmart serves.

**Water Stewardship in Our Operations:** We aim to reduce water usage and improve conservation practices in our operations.

- Using water-saving products: For example, a project involving no-rinse cleaners is estimated to reduce our annual global water consumption by more than 65 million gallons.<sup>37</sup>
- Installing water-saving technology: For example, as of February 2025, water-saving valves were installed in 51% of our Mexico and Central America stores.
- Rainwater harvesting: we have installed and maintain rainwater harvesting equipment at some Walmart U.S. stores, and our new **Home Office**, to handle onsite irrigation and to water plants and flowers in our Garden Centers.
- Removing water-intensive landscaping: As of February 2025, approximately 1,100 U.S. stores and clubs have transitioned to water-saving landscaping (e.g., AstroTurf, hardscaping).
- Going digital: For example, in our U.S. pharmacies, many prescription details are available via QR code, a program that is estimated to save 134 million gallons of water annually.

**Prioritizing Water in Our Value Chain:** We aim to positively impact water usage and quality across our value chain.

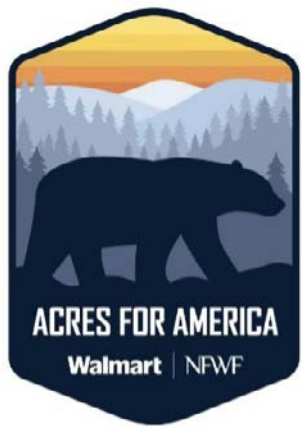
- Implementing policies that address water reduction and quality: For example, our **Standards for Suppliers** requires suppliers to design and operate systems to properly manage potable water, wastewater, and storm water; our **Sustainable Row Crop Position Statement** prioritizes the protection of water and recommends regenerative water management strategies.
- **Considering water in our PBIs:** Many of our PBIs incorporate regenerative water strategies including irrigation efficiency and improved water retention and infiltration through soil health practices (e.g., Arkansas Rice, Nebraska Popcorn, Red River Valley Sugar Beets).
- **Sourcing innovation:** We look for water reduction opportunities throughout our supply chain. For example, Walmart Canada has found a way to deliver Ontario-grown strawberries year-round by working with a local Canadian supplier to grown strawberries in greenhouses, which also reduces water usage compared to field-grown strawberries.

- Working with coalitions that prioritize water: For example, sourcing Better Cotton Initiative-certified cotton is estimated to have saved 2.8 billion gallons of water and 32,800 pounds of pesticides, while providing an estimated \$17.6 million in farmer profit.
- Philanthropic support for projects that incorporate water stewardship: For example, in 2024, the Walmart Foundation provided a grant to the Practical Farmers of Iowa to accelerate the adoption of cover crops on farms in Nebraska and Iowa, which can help mitigate erosion, reducing runoff and improving the quality of surface water.

Supporting Conservation and Restoration

**Acres for America:** A collaborative effort between Walmart and the National Fish and Wildlife Foundation (NFWF), Acres for America celebrated 20 years preserving crucial landscapes, natural areas, and wildlife habitats across the United States. Exceeding its initial goal of protecting one acre of habitat for every acre of land developed by Walmart stores, Acres for America has supported projects in all 50 states, the District of Columbia, and Puerto Rico—including over 120 projects nationwide in 2024—that have:

- Protected more than 2 million acres of critical wildlife habitat across the United States
- Turned Walmart’s \$70 million investment into an estimated \$1.2 billion in total conservation impact through participation of strategic co-funders
- Linked millions of acres of protected lands to support large-scale conservation and enable wildlife migrations essential to the survival of iconic species
- Provided nearly \$4 million in emergency funding to safeguard fish and wildlife threatened by natural disasters
- Revitalized urban lands and habitats, expanding equitable access to outdoor recreation—such as fishing, camping, and hiking—for communities nationwide.



Given its tremendous success, in November 2024, Walmart and the NFWF **announced** a 10-year, \$34.5 million renewal of the Acres for America conservation program. For more, visit the **NFWF Acres for America website**, **Storymap**, and **2024 Fact Sheet**.

**Wetland Conservation:** Walmart teams monitor and maintain wetlands that are part of over 330 Walmart U.S. properties (e.g., trash and debris removal, invasive vegetation management, and discouraging disturbance of protected areas). From FY2020 through FY2025, Walmart invested in more than 180 wetland improvement projects on these sites.

**Walmart Foundation Grants:** The Walmart Foundation’s Nature program complements and accelerates the work of our business to mitigate nature risk and promote regenerative agriculture, water stewardship, more sustainable fisheries, and forest conservation. Between FY2021 and FY2025, the Walmart Foundation invested over \$90 million (including \$25.4 million in FY2025) to help more sustainably manage, protect, and/or restore natural resources, of which:

- \$52.9 million was to support place-based initiatives in critical land and seascapes.
- \$37.6 million was to support systemic enablers intended to unlock new capabilities and accelerate progress, including research, piloting regenerative practices, development of traceability and measurement tools, and improvement of certifications and other standards.

In 2021, the Walmart Foundation joined the **LEAF Coalition**, a public-private initiative dedicated to accelerating climate action by protecting and restoring tropical forests. Since its inception, LEAF has mobilized over \$1.5 billion to help safeguard these vital ecosystems. We hold a leadership role on LEAF’s advisory council and have participated in various initiatives to support results-based financing for tropical forest conservation in regions such as **Ghana** and **Brazil**.<sup>38</sup>

For additional information on the Walmart Foundation, please visit **Walmart.org**.

<sup>37</sup> Estimated by our supplier.  
<sup>38</sup> Our philanthropic support for forest conservation in Ghana, Brazil, and our broader engagement in the LEAF Coalition helps ensure all relevant credits are retired with the jurisdiction. We do not take title or ownership of credits, and they cannot be applied to any of Walmart’s climate goals.





## Fostering an Enabling Environment

Protecting and restoring ecosystems in ways that sustain food production and the livelihoods of communities requires action by many.

We advocate for public policies and engage with others in initiatives to accelerate progress and mitigate nature risk. For example, we have engaged with:

- The U.S. Department of State in the lead-up to the 2022 United Nations Biodiversity Conference to advance Walmart’s position on the importance of a global biodiversity agreement
- The U.S. Department of Agriculture to protect and enhance resources for regenerative agriculture practices in food production
- The TNFD on their draft framework.

As well, our business and philanthropic initiatives described above aim to increase capacity in value chains for more sustainable commodity production, conservation, and restoration. Working with suppliers, NGOs, and others, we aim to increase traceability and transparency of commodity sourcing; test and scale the adoption of practices that improve livelihoods while sustaining nature; and support the development and expansion of jurisdictional initiatives that optimize social, environmental, and economic outcomes.

For a list of recent related Walmart Foundation grants, please see the [FY2025 Walmart Foundation Nature-Related Grants](#). See also, [FY2025 Walmart Key Trade Associations and Other Business Coalitions](#) and the [Responsible Engagement in Public Policy](#) section of this report.

## Challenges

- Environmental challenges in supply chains are highly complex and are often the result of systemic issues, including deeply entrenched economic practices and inconsistent regulation and enforcement. These factors make it challenging for any single organization to have an impact.
- The science underpinning solutions to nature-related problems can be inconclusive, and scientists may disagree about the causes or optimal solutions for such problems. Issues intersect, trade-offs may be required, and competing considerations balanced.
- As we work toward the achievement of our goals and commitments, the science, available data, methodologies for assessing risk and measuring impact, and reporting standards evolve. Policy approaches shift as well. As we continue to align to the latest scientific evidence, available data, reporting standards, and policies, our approaches and methodologies for measurement and reporting may change.
- More sustainable product aspirations are highly dependent on the maturity, rigor, and efficacy of third-party standards and initiatives, and there are limits to the efficacy of tools used to monitor compliance with expectations.
- The success of our product and commodity sustainability programs is dependent on our suppliers’ and manufacturers’ (and their ingredient suppliers’) willingness and ability to meet high-integrity standards (e.g., traceability and verification of DCF products), as well as their capacity and willingness to scale practices across their supply chains. Innovation in manufacturing, agriculture, and other product production technologies is also necessary.
- Nature-related issues in supply chains are often upstream and may be beyond the reach of traditional retailer oversight and monitoring tools. The use of technology to improve transparency and traceability (e.g., blockchain, vessel monitoring) can help, but adoption of these technologies takes time, and further innovation is necessary to meet these challenges.







# Waste: Circular Economy

## Our Aspiration

We aim to be part of the transition from a “take-make-dispose” approach to one that values the reuse, recycling, and regeneration of materials. We aspire to reduce waste in our global operations and work with suppliers, customers, and communities to accelerate the adoption of innovative packaging and products that meet our customers’ needs while minimizing waste.



## Relevance to Our Business and Society

Food, other products, and packaging are constantly moving through our facilities and networks and on to our customers. Wasting any of it ultimately drives up costs. Stakeholders want us to operate our business and provide our customers the products and services they’re looking for with a minimum of waste.

## Our Approach

- Eliminating Operational Waste:** Designing and executing programs to address key waste streams in Walmart’s store, club, and distribution and fulfillment center operations.
- Reducing Food Waste:** Ensuring food in our operations and value chain is used for its highest purpose and reducing disposal to landfill.
- Optimizing Packaging:** Preserving the benefits of packaging while reducing materials cost and waste, conserving resources, improving efficiency, and reducing emissions.
- Enhancing Product Circularity:** Reducing product waste through refill, refurbishment, and repurposing.





## Eliminating Operational Waste

We aspire to divert 90% of operational waste (considered “zero waste” by ZWIA) in our U.S., Canada, and Mexico operations by designing end-to-end circularity programs for the main sources of our operational waste: secondary packaging, receptacle waste, food loss and waste, automotive, and assets. We believe our waste initiatives in the U.S. put us on pace to achieve this goal; Canada and Mexico are delivering solid progress, but will likely not meet the 2025 timeline.

### Secondary Packaging

We aim to reduce, reuse, or recycle the cardboard, wood pallets, and plastics we and our suppliers use to move products to, from, and through our facilities. Examples include:

**Cardboard, Break Pack Boxes, Reusable Packaging:** In 2024, Walmart U.S. and Sam’s Club U.S. recycled 6.1 billion pounds of cardboard, a slight increase from the previous year. In addition to our cardboard program, we utilize reusable break pack boxes (containers for mixed, small-volume items), which reduces overall cardboard usage. For example, in 2024, more than 114 million cardboard break pack boxes were reused in our U.S. supply chain network and Sam’s Club fulfillment operations (up from 85 million in 2023). We also utilize reusable plastic containers (RPCs) for select produce, fruit, vegetables, meat, and eggs. In 2024, our vendor partners reported Walmart reused 270 million RPCs.

**Mixed Recycling (e.g., Mixed Recycling Bales (MRBs), Rigid Plastics, Films, and Shrink Wrap):** We contract with vendors to collect and recycle rigid plastics and plastic film from our operations and customers. In 2024, our vendors reported that Walmart recycled:

- 281 million pounds of rigid plastics, films, and shrink wrap globally
- 226 million pounds of MRBs in our U.S. operations.

In our supply chain facilities, we generate plastic film-only bales from Business-to-Business (B2B) pallet packaging (e.g., shrink wrap). To enhance recycling in our retail facilities, we train associates to gather and bale mixed recyclables, including customer-returned plastic bags, stretch films, hangers, and paper.

### Food

Food waste is a component of our operational waste footprint. Goals, key strategies, and initiatives to reduce and/or divert food waste are highlighted in the next section.

### Automotive

Much of the waste generated from our auto care centers (e.g., tires, motor oils, vehicle batteries) is recycled and/or diverted in accordance with state and federal regulations. Beyond compliance, we work to identify interventions and **pilot programs** to divert waste away from landfills.

Operational Waste	Metric		CY2024	CY2023	CY2022
Global operational waste diversion	Percentage of waste materials diverted from landfill and incineration		83.5%	83.5%	82.3%
Goal: Divert 90% of operational waste (considered “zero waste” by ZWIA) from landfill and incineration in Canada, Mexico, and U.S. markets by 2025	Percentage of waste materials diverted from landfill and incineration per country	U.S.	84.4%	84.2%	83.3%
		Canada	83.0%	83.3%	83.4%
		Mexico	83.2%	81.4%	80.4%







Facility Receptacles

Facility receptacles include:

- Open Top Dumpsters: These are intended to capture specific bulky waste for a limited time period, such as cleanup after storm damage, but also serve as backup when our compactors are non-operational.
- Customer Trash: These receptacles are placed in designated parking lots, restrooms, and sales floors in stores and clubs to capture customer waste.
- Compactors: These are used to capture various facility waste, including customer and tenant waste, as well as contaminated packaging.

The majority of our facility receptacle waste is unable to be diverted, primarily due to contamination issues. As a result, facility receptacle waste forms a substantial portion of our overall non-diverted waste.

Given the low ability to divert waste from receptacles, we aim to minimize their use. For example, we conduct ongoing associate training to ensure our teams understand how these receptacles should be used. We also perform regular compliance audits to identify challenging hot spots at our facilities and carry out periodic broader operational waste assessments to refine our strategy and execution.

Assets

With more than 10,500 stores globally, we own and manage a large number of operational fixtures, products, and materials not intended for purchase by our customers (e.g., **shopping carts**, registers, displays, and shelving). We aim to reuse, repurpose, and/or restore these assets, as well as unsold general merchandise. In 2024, we reused and/or restored 136 million wood pallets in the U.S.

In 2024, we announced an ambitious plan to remodel 650 stores across 47 states and Puerto Rico, and in April 2025, Sam’s Club announced that it will open **30 new locations** over the next five years, with plans to continue expanding by opening additional clubs. When expanding or remodeling, we strive to reuse and refurbish operational fixtures such as shelves, racking systems, and store displays, and during construction we aim to recycle and/or divert as much material as possible.

Reducing Food Waste

Walmart set a goal to reduce global operational food loss and waste intensity 50% by 2030 (vs. 2016 baseline) in support of the **CGF Food Waste Coalition of Action** and **U.S. Food Waste Pact** (previously **Pacific Coast Food Waste Commitment**) initiatives.

Reducing Operational Food Loss and Waste

Our objective is to ensure food is used for its highest purpose and to reduce food sent to landfill as much as possible.

In 2024, we reduced global operational food loss and waste intensity by 12.1% (vs. 2016 baseline), which means our food loss increased relative to 2023. The year-over-year increase is primarily due to: continued growth in our grocery business and expansion of our **Zero De-Pack initiative**. While our De-Pack initiative helps us divert food waste from landfill (and therefore contributes to our zero waste goal under **ZWIA standards**), the diverted food is mostly converted to compost and/or anaerobic digestion, which are considered a form of food loss and waste under the **FLW Standard**.

We remain focused on improving execution of our food loss and waste reduction programs at each stage of the food disposition pyramid through improved associate training and store-level performance management; expanded collaboration with Feeding America to optimize donations; and developing new outlets to reduce food loss (e.g., conversion into animal feed and nutritional additives).

Food Waste	Metric	CY2024	CY2023 <sup>39</sup>	CY2022 <sup>39</sup>
Goal: Reduce operational food loss and waste intensity 50% by 2030 (vs. 2016 baseline)	Global operational food loss and waste intensity reduction vs. baseline year (CY2016)	12.1% reduction	21.7% reduction	15.2% reduction
Food donated through our global operations	Food donations globally	855 million lbs.	767 million lbs.	760 million lbs.



39 The CY2022 and CY2023 global operational food loss and waste intensity reduction vs. baseline year figures have been restated. The CY2023 global food donation figure has been restated.





Food Disposition Pyramid



**Reduce (Strengthening Forecasting and Supplier Engagement to Reduce Food Spoilage):** We assess our food supply chain to identify interventions in collaboration with groups like the U.S. Food Waste Pact (e.g., fresh strawberry whole chain assessment). In the U.S. and Mexico we are piloting remote sensing and data analytical tools designed to help reduce fruit spoilage. In Canada we are piloting an AI system designed to identify food spoilage reduction opportunities.

**Repurpose (Converting Near-expiry Food Into New Products):** To reduce spoilage and waste, we repurpose select food to extend shelf life. For example, where it is near expiry, Walmart U.S. blast chills hot rotisserie and fried chicken, and repackages as a new product to extend its shelf life from four hours to three days. By rapidly chilling these chicken products, we are also able to offer food at a discount and unlock eligibility for donation and Supplemental Nutrition Assistance Program (SNAP) benefits.

**Discount and Educate (Selling Near-expiry, Damaged, or Imperfect Foods at Reduced Rates; Educating Customers):** We discount food nearing its expiration date or to otherwise reduce food loss. For example, in the U.S., our teams are assessing the ways in which we promote near expiry foods (e.g., signage, placement) to improve customer sales. In Chile and Mexico, our Imperfect but Good program was established to help customers overcome the stigma of buying foods close to expiration or with aesthetic defects. Walmart also participates in the #TooGoodToWaste initiative, a public-facing campaign by the CGF Food Waste Coalition of Action to reduce food waste. In 2024, we partnered with CGF to launch Sustainable Kitchen, an online hub showcasing industry best practice to inspire healthier cooking and less food waste.

**Donate (Providing Unsold Food to Local Communities):** When food goes unsold, Walmart works to get it to people and places that need it while it remains nutritious. We are working to increase food donations by improving store execution and removing barriers for local organizations that recover food from our stores, clubs, distribution and fulfillment centers. Read “Affordable, Healthy Food” in the Serving Communities section.

- Since FY2001, Walmart and Sam’s Club have donated nearly 9 billion pounds of food to the Feeding America network of local food banks and partner agencies.

- In FY2025, 97.7% of our U.S. facilities (including stores and clubs) participated in food donations to support Feeding America.
- In FY2025, Walmart invested \$12.7 million in Feeding America to enhance the capacity of U.S. food banks and their partner agencies (e.g., additional vehicles, refrigerators, and equipment to handle increased pickups), particularly in areas with low donation rates, and modernize national food donation data capabilities.
- Across all Walmart markets including the U.S., in 2024 we donated 855 million pounds of food. In China, for example, we created a surplus retail food donation program which donated the equivalent of nearly 9 million meals to local communities between July 2021 and June 2024.

**Recycle (Responsibly Manage Non-edible Food):** Where food is no longer edible, we convert it into other useful outputs (e.g., animal feed, compost, energy) by working with partners and piloting new technologies. For example, Walmart has deployed food de-packaging innovations at 3,560 U.S. stores and clubs (as of April 2025). Early testing of this technology indicates it has increased the volume of organic content recovered from participating stores and clubs by 60% while contributing to a 12% drop in compactor trash. This organic content is used for innovative new products (e.g., ReCirculate compost), anaerobic digestion, and animal feed. And in Costa Rica, we are piloting an onsite biodigester.

Recycled Food Waste: Destination Mix	
Pounds of global operational food waste by destination type in CY2024 (as reported by our third-party partners)	Animal feed: 409 million lbs.
	Anaerobic digestion: 167 million lbs.
	Composting: 332 million lbs.
	Biochemical processing: 67 million lbs.

**Dispose:** Where no other options exist, we dispose of food to landfill or incineration. In 2024, we disposed of 1,545 million pounds.





## Reducing Food Waste in Our Value Chain

In addition to implementing food waste reduction practices in our retail and distribution operations, we engage with suppliers and others in the food industry to reduce food waste in our value chain, primarily by engaging suppliers and driving systems change.

### Engaging Suppliers

**Improving Standardized Date Labeling:** In line with the CGF Date Labeling **Call to Action**, we encourage suppliers to standardize date labeling as an aid to improved customer decision-making (e.g., using the standard terms “Best If Used By” or “Use By” on packaged food labeling). In FY2025, 91.4% of Walmart U.S. private brand, food supplier-reported sales came from items carrying standardized date labels.

**Encouraging Action via Project Gigaton:** We encourage our suppliers to divert or reduce organic waste (including food waste) as well as measure and report progress through **Project Gigaton** as a means to reduce value chain emissions (in addition to reducing waste).

### Driving Systems Change Through Multi-Stakeholder Coalitions

- **Zero Food Waste Coalition:** Walmart is involved with **Zero Food Waste Coalition** and takes part in regular Coalition programming to engage policymakers on opportunities to reduce food waste, leveraging the knowledge, insights and best practices of a wide range of organizations.
- **U.S. Food Waste Pact:** Walmart was one of the first U.S. companies to sign onto the **U.S. Food Waste Pact**, which builds on the **Pacific Coast Food Waste Commitment** (a public-private partnership intended to reduce food waste by 50% by 2030), and is designed to drive meaningful progress on food waste reduction.
- **CGF Food Waste Coalition of Action:** Walmart is the Retail Co-Chair of the **CGF Food Waste Coalition of Action**, focused on contributing to the Sustainable Development Goal 12.3 of halving per capita global food waste by addressing waste in member companies’ value chains (by engaging with upstream suppliers, sharing best practices, and engaging in consumer education initiatives).
- **Food Loss and Waste 2030 Champions Program:** Walmart is a signatory to the U.S. Department of Agriculture and U.S. Environmental Protection Agency’s Food Loss and Waste 2030 Champions program.

## Optimizing Packaging

Packaging serves an important function, helping to ensure the safe transport of products and to keep food fresh and safe. Engaging stakeholders to optimize packaging can help preserve these benefits while also reducing materials cost and waste, conserving natural resources, enhancing transportation efficiencies, and reducing GHG emissions.

Nearly a decade ago, we designed strategies to optimize packaging and set ambitious goals to increase recycled content, reduce virgin plastic usage, and enhance packaging recyclability. While we have made significant progress, we expect to fall short of achieving these goals on time.

Walmart’s strategies include:

- **Optimizing packaging design**, working with suppliers to eliminate unnecessary packaging, design for recycling, and increasing recycled content
- **Facilitating a transition toward circularity** by enabling customer recycling and supporting improved recycling infrastructure and collection access
- **Promoting innovation and best practices in packaging**, including through supplier engagement, developing and sharing resources, and collaboration.

Packaging	Metric	CY2024	CY2023	CY2022
Goal: 20% private brand plastic packaging in North America made from post-consumer recycled (PCR) content by 2025	Estimated percentage private brand plastic packaging in North America made of PCR content	8.0 %	7.3%	7.2%
Goal: 17% global private brand plastic packaging made from PCR content by 2025	Estimated percentage of global private brand plastic packaging made of PCR content	7.6%	7.6%	7.5%
Goal: 100% of global private brand packaging recyclable, reusable, or industrially compostable by 2025	Estimated percentage of global private brand packaging that is recyclable, reusable, or industrially compostable	66.1%	68.2%	63.4%
Goal: Reduce virgin plastic in global private brand packaging 15% by 2025 (vs. CY2020 baseline)	Percentage reduction/increase in private brand virgin plastic packaging vs. baseline (based on supplier reports)	5.4% increase	8.1% increase	5.9% increase
	Percentage of global Walmart private brand plastic packaging that is designed for recycling	82.6%	80.6%	80.7%
	Percentage of Walmart U.S. food and consumables private brand, supplier-reported sales with How2Recycle® label <sup>40</sup>	93.1%	91.7%	92.1%

<sup>40</sup> How2Recycle is a leading product packaging labeling system, aiming to increase transparency, educate consumers, and improve recycling behavior and rates. Used by major U.S. retailers and consumer packaged goods companies, including Walmart, it provides standardized labeling based on applicable laws, technical recyclability, and the availability of curbside and drop-off recycling programs. The program’s labels are backed by nationally harmonized data and are designed to adapt to evolving U.S. Federal and State legislation.





Optimizing Packaging Design

We’re working to optimize packaging, engaging suppliers and addressing the assortment category-by-category and item-by-item, eliminating packaging where possible and making necessary packaging better. Our actions are guided by “**golden design**” principles and Walmart’s **Sustainable Packaging Playbook**. Although overall use of virgin plastic across our private brand assortment has increased as our sales have grown, our efforts have reduced virgin plastic packaging per net sales dollar across our private brand assortment.

Strategy	Example Progress Indicators	Example Actions	Example Challenges
Eliminate packaging that is not required by law or otherwise necessary for safe handling, labeling, transportation, or storage	<ul style="list-style-type: none"><li>• We have reduced our overall plastic packaging intensity (weight of plastic per net sales dollar) for the past two years</li><li>• Since 2020, Walmart has reduced the total annual weight of single-use plastic bags 21% across North America;<sup>41</sup> our Mexico and Canada stores are primarily single-use plastic bag-free</li><li>• As of May 2023, more than 400 U.S. stores have transitioned away from single-use plastic bags</li></ul>	<ul style="list-style-type: none"><li>• Made reusable bags readily available and inexpensive to make it easier for customers to opt out of single-use bags</li><li>• Co-founded <b>Beyond the Bag</b></li><li>• Implemented technology to right-size eCommerce packaging</li><li>• Eliminated plastic packaging for certain private brand items, for example furniture, power tools, lighting products</li></ul>	<ul style="list-style-type: none"><li>• Packaging is often necessary or useful for safe handling, food safety, proper labeling, transportation, or storage</li><li>• In some cases, packaging is required by law or regulations</li><li>• Significant transition away from single-use plastic bags will require changes in customer demand, enabling public policy, and/or materials innovation</li></ul>
Design for recycling: use packaging materials that are more recyclable	<ul style="list-style-type: none"><li>• 82.6% of global Walmart private brand plastic packaging is designed for recycling (2024)</li><li>• 66.1% of global Walmart private brand packaging is considered recyclable, reusable, or industrially compostable (2024)</li></ul>	<ul style="list-style-type: none"><li>• Private brand garment accessories: Replaced plastic blister packaging with paper-based packaging to realize cost savings, increase customer convenience and reduce use of virgin plastic</li><li>• Private brand home heaters and dehumidifiers: Replaced internal foam packaging with more recyclable HDPE and paper-based packaging</li><li>• Private brand lighting: Replaced plastic blister packs with recyclable paperboard</li><li>• eCommerce mailers: Transitioning from plastic to recyclable paper bags</li></ul>	<ul style="list-style-type: none"><li>• Limitations in recycling infrastructure prevent some materials from being considered “recyclable” and/or from being recycled</li><li>• Materials innovation required to develop recyclable or compostable packaging for some use cases (e.g., multi-layered films, food contact applications)</li><li>• Even with access to recycling, consumers do not always choose to recycle their packaging</li></ul>
Increase use of PCR content in products and packaging	<ul style="list-style-type: none"><li>• In 2024, an estimated 7.6% of global private brand packaging composed of PCR content</li></ul>	<ul style="list-style-type: none"><li>• Member’s Mark fresh squeezed orange juice bottles: 100% PCR<sup>42</sup> (launched: February 2025)</li><li>• Private brand multipack water bottles average 20.7% PCR<sup>43</sup></li></ul>	<ul style="list-style-type: none"><li>• Limited availability of high-quality PCR and <b>volatility</b> of PCR pricing inhibit adoption</li><li>• Laws and regulations <b>restrict</b> the use of PCR in certain product packaging (e.g., pharmaceuticals)</li></ul>

41 This includes the total weight of single-use plastic bags used at check-out, and for produce and meat across Walmart U.S., Sam's Club U.S., Canada, and Mexico.  
42 As of Q4 FY2025, Sam's Club U.S. uses 100% PCR content for its Member's Mark fresh squeezed orange juice bottles, according to supplier reports.  
43 In 2023, Walmart U.S. and Sam's Club U.S. increased PCR content in private brand 24- and 40-count multipack water bottles to a national average of 16%.





Facilitating a Transition Toward Circularity

We aim to enhance packaging circularity by promoting customer recycling through clear labeling and providing outlets for hard-to-recycle waste. We also advocate for enhanced recycling infrastructure while providing resources to drive systemic change.

Strategy	Example Progress Indicators	Example Actions	Example Challenges
Encourage customer recycling	<ul style="list-style-type: none"><li>In 2024, 93.1% of Walmart U.S. private brand food and consumables supplier-reported sales came from items carrying the <a href="#">How2Recycle</a> label</li></ul>	<ul style="list-style-type: none"><li>Engaging suppliers to provide consistent/transparent on-package disposal instructions</li><li>In-store plastic bag and stretch film collection bins distributed to all Walmart U.S. stores<sup>44</sup></li><li>Piloting community recycling units in Arkansas, Oklahoma, and Texas</li></ul>	<ul style="list-style-type: none"><li>Limitations in local infrastructure can make it difficult for customers to recycle some materials</li><li>Systemic shifts required to scale recycling, including public policy, municipal infrastructure, supplier innovation, and customer behavior</li></ul>
Advocate for effective policy approaches that strengthen systems and infrastructure	<ul style="list-style-type: none"><li>As of May 2025, <a href="#">several U.S. states</a> have signed EPR bills into law, with others considering similar measures</li><li>The United Nations Intergovernmental Negotiating Committee is continuing efforts to develop an <a href="#">international instrument</a> on plastic pollution</li></ul>	<ul style="list-style-type: none"><li>Walmart co-leads the CGF Plastic Waste Coalition of Action, endorsed the CGF principles on EPR, and co-founded the EPR Leadership Forum</li><li>Walmart is a member of the <a href="#">Circular Action Alliance</a> and serves on its board</li><li>Walmart is Chair of the <a href="#">International Chamber of Commerce</a> Plastics Working Group</li></ul>	<ul style="list-style-type: none"><li>Lack of alignment and competing interests at the local, state, federal, and international levels make it challenging to pass and implement effective policies</li></ul>
Provide philanthropic support to facilitate materials circularity	<ul style="list-style-type: none"><li>Since FY2021, Walmart and the Walmart Foundation have provided \$20.6 million to enhance recycling infrastructure and promote circular systems for plastic packaging</li></ul>	<ul style="list-style-type: none"><li>Supported <a href="#">The Recycling Partnership's</a> (TRP) Material Recycling Coalitions</li><li>Supporting TRP to deliver a five-year roadmap for improving recycling in Northwest Arkansas</li><li>Helped establish the <a href="#">Closed Loop Infrastructure Fund</a></li><li>Funded TRP's <a href="#">Center for Sustainable Behavior &amp; Impact</a>, which helps identify key trends, attitudes, motivations, and barriers to recycling</li></ul>	<ul style="list-style-type: none"><li>Systemic change depends on long-term support and collaboration among a diverse set of stakeholders, including government organizations, NGOs, educational institutions, and the private sector</li></ul>

Promoting Innovation and Best Practices in Packaging

Walmart promotes packaging innovation and adoption of best practices across our business and our value chain.

Strategy	Example Progress Indicators
Engaging suppliers to optimize packaging	<ul style="list-style-type: none"><li><b><a href="#">Project Gigaton</a></b>: We encourage suppliers to optimize packaging design, source packaging materials more sustainably, and reduce packaging</li></ul>
Developing, curating, and providing resources	<ul style="list-style-type: none"><li><b><a href="#">Plastic IQ</a></b>: Free, data-driven scenario modeling tool to help companies set effective circularity strategies (including reducing packaging)</li><li><b><a href="#">Walmart's Sustainable Packaging Playbook</a></b>: Provides best practices on eliminating packaging components or layers, and “right sizing” packaging, and considers reduced transportation miles via optimizing package design</li><li><b><a href="#">Walmart's Recycling Playbook</a></b>: Provides voluntary guidelines for streamlined packaging design</li><li><b><a href="#">Walmart's Circular Connector</a></b>: Designed to connect those who need more sustainable packaging solutions with those offering them, including <a href="#">testing materials and use cases</a></li></ul>
Raising awareness and ambition in the field	<ul style="list-style-type: none"><li><b><a href="#">Sustainable Packaging Summit</a></b>: In May 2023, Walmart hosted a Sustainable Packaging Summit to explore packaging solutions and innovations, including best practices on the elimination, reduction, and reuse of plastic packaging</li><li>Since 2018, endorsed Ellen MacArthur Foundation's global packaging <a href="#">initiative</a></li></ul>

44 On occasion, in-store plastic bag and film recycling bins may be unavailable for logistical reasons.





# Enhancing Product Circularity

Facilitating product circularity contributes to waste reduction and can create new business opportunities.

**Refillable Containers:** we sell a variety of products that can be refilled and that can help reduce single-use packaging (e.g., reusable water bottles that can help reduce single-use plastic bottles). We are also piloting innovative reuse platforms. For example, **Cleancult** allows customers to purchase **cleaning products** in refillable, reusable containers.

**Donating, Reselling, or Repurposing Unsold General Merchandise and Customer Returns:** When general merchandise goes unsold or is returned, our teams attempt to put them to the highest-value recovery channel, such as reselling to customers, stocking the clearance aisle, reselling to online platforms, liquidating to B2B resellers, and donating the products so that they do not find their way to landfills. If products cannot be donated or resold, in some cases we can recycle or repurpose components (for example, processing plastic components to **create new products** like pet containers, coolers, automotive, and seasonal items).

**Philanthropic Investments to Build Capacity for Circularity:** Walmart leverages philanthropy to increase circularity by investing to improve measurement tools, material innovation, infrastructure, and behavior change. Since FY2021, Walmart and the Walmart Foundation have provided \$20.6 million to enhance recycling infrastructure and promote circular systems. Walmart’s philanthropic efforts include supporting studies on traceability

and reuse strategies, such as a \$2 million study with **Goodwill Industries** to research and expand circularity and traceability in textiles.

## Piloting Reuse and End-of-life Solutions

- **Pre-owned and Refurbished Merchandise:** In **2024**, Walmart Marketplace introduced **Resold at Walmart**, with 5 million pre-owned items from more than 1,700 sellers, including luxury fashion, electronics, collectibles, sporting goods, and more. Resold at Walmart builds on the success of **Walmart Restored** (launched in 2022).
- **Trade In, Take Back Programs:** We are piloting various programs, such as:
  - **CEXchange:** We operate a technology trade-in program in the U.S. that allows customers to exchange qualifying technology (e.g., phones, tablets, laptops) for Walmart gift cards.
  - **ecoATMs:** We partner with ecoATM to offer technology trade-in kiosks in over 3,200 Walmart U.S. stores to make it more convenient for our customers to sell back used phones.
  - **Trashie:** We partnered with Trashie on a limited apparel take-back program (e.g., unwanted clothing, shoes, accessories, undergarments, linens) to learn about customer interest in repurposing textiles.
- **Device Repair:** As of December 2024, customers can access device repair and technology services in over 350 U.S. stores (offered through third-party partners) and **online**.

# Challenges

- Increased demand has led to a global shortage of recycled materials, making it difficult to source feedstock in the necessary quantities and at price points that support our packaging goals and everyday low prices. Consequently, without a breakthrough in the cost and availability of recycled content, we do not anticipate meeting our recycled content and virgin material reduction goals.
- Reducing waste requires engagement and behavior change across the product lifecycle. Factors such as product quality, shelf life, inventory management, customer preferences, and risk of product damage must be balanced when making packaging decisions. Suppliers must be willing and able to implement product design and packaging options consistent with Walmart’s objectives, and customers need to make choices in favor of circularity when purchasing products and properly handling packaging material (e.g., reducing, reusing, recycling).
- Significantly more resources are needed to meaningfully support waste management and recycling. A **report** by TRP noted that approximately 40 million U.S. households do not have recycling access that is on par with trash services, and \$17 billion in investment is needed to meaningfully close that gap. Given that customer behavior and recycling infrastructure vary across communities, recyclable materials (including recyclable plastics) may end up in landfills, regardless of our efforts to ensure technical recyclability. Additionally, facilities are not yet equipped to handle the growing amount of compostable plastic. Until infrastructure is enhanced, and policy incentives and municipal spending aligned, compostable plastic may continue to find its way to landfills.
- The local, national, and international policy environment is not moving quickly enough to support business efforts. For example, there is not currently global alignment to scale up critical investment, strengthen regulatory frameworks, and avoid regulatory fragmentation. Within the U.S., only some states have implemented well-designed EPR regimes.
- Variations in regional waste management infrastructure and consumer behavior make it challenging to design product packaging labels that educate and encourage consumers on how to handle packaging (e.g., what qualifies for recycling and how to prepare product to be recycled). Digital tools can help tailor messaging by region, but adoption requires local effort, investment, and behavior change.
- Breakthroughs require innovative materials and product designs. Currently, non-plastic alternatives often fall short in matching plastic’s safety, cost, and convenience for most use cases.







# People in Supply Chains

## Our Aspiration

We aim to source responsibly while acting as a catalyst of positive transformation for the well-being of people working in consumer product supply chains, working with others to realize the economic promise of supply chains and helping address systemic risks.



## Relevance to Our Business and Society

Walmart’s business relies on a reliable supply of responsibly made products. With a global network of tens of thousands of suppliers, the processes of growing, making, and moving products support jobs and economic opportunity in communities around the world. Responsible sourcing is essential to meeting customer expectations, strengthening the resilience of our supply chains, and upholding Walmart’s values. Our stakeholders expect us not only to source products responsibly but also to help drive positive change across the broader retail ecosystem.

## Our Approach

**Responsible sourcing:** Walmart sets high standards for our suppliers and holds them accountable for ensuring they operate responsibly and safeguard the well-being of their workers.

**Collaborating to address systemic risks:** Walmart works with others to tackle the root causes of systemic issues like forced labor and unsafe working conditions, focusing on 10 key retail supply chains.





## Responsible Sourcing

Our responsible sourcing program sets expectations for product suppliers, monitors supplier performance against those expectations, and works to continuously improve our product supply chains.

### Responsible Sourcing Policies

Walmart has developed and implemented associate-facing and supplier-facing policies to promote responsible sourcing.

Walmart also communicates more specific requirements to address acute human rights risks. For example, we have communicated specific expectations relating to supply chain transparency, worker and building safety in Bangladesh, and child and underage labor.

### Responsible Sourcing Compliance Teams

Walmart Compliance associates in 14 countries (as of FYE2025) support the responsible sourcing program by:

- Helping merchandising and sourcing teams understand and mitigate risk
- Training teams on responsible sourcing expectations, processes, trends, and tools
- Providing merchants with a profile of the social compliance status of suppliers and facilities relevant to their business
- Working with suppliers to help create an understanding of Walmart’s expectations
- Collaborating with stakeholders on industry and regional responsible sourcing issues.

### Training and Tools

Walmart merchandising and sourcing associates are trained on the Global Responsible Sourcing Compliance Policy, Standards for Suppliers, and responsible sourcing program expectations on an ongoing basis. This training introduces new associates to the responsible sourcing program while refreshing knowledge for experienced associates.

In addition to training these Walmart associates, we offer suppliers tools and resources through multiple channels, including our **corporate website**. When suppliers disclose facilities that fall within the scope of our responsible sourcing auditing program—as required—Walmart sends them communications reinforcing our Standards for Suppliers. These communications include references to resources to help them understand and meet our responsible sourcing requirements. Walmart associates are also available to answer supplier questions about our responsible sourcing expectations.

### Select Responsible Sourcing Policies

Policy	Description
Associate Policies	
<u>Code of Conduct</u>	The Code of Conduct applies to all Walmart associates globally and prohibits the use of underage or forced labor anywhere we do business, sets the expectation that all Walmart associates know and uphold our Standards for Suppliers, and obligates associates to comply with all other relevant policies.
<b>Global Responsible Sourcing Compliance Policy</b>	The Global Responsible Sourcing Compliance Policy establishes requirements for our merchandising and sourcing associates to buy and source from responsible supply chains, including by: sourcing from responsible suppliers; communicating expectations and holding suppliers accountable to the Standards for Suppliers and other requirements; and considering how certain buying practices might create pressures on suppliers and facilities that may increase risk.
<u>Global Forced Labor Prevention Policy</u>	The Global Forced Labor Prevention Policy sets requirements for all Walmart associates regarding the prevention of forced labor and conveys the expectation that our suppliers uphold the principles in the policy.
Supplier Policies	
<u>Standards for Suppliers</u>	Walmart’s Standards for Suppliers apply to all suppliers that sell their products to us for resale or for Walmart’s own use. Suppliers are expected to cascade these requirements throughout their supply chains, including raw material, component or ingredient suppliers, and subcontractors and agents. These foundational expectations address fundamental issues such as worker safety, forced labor, and harassment and discrimination in the workplace.
<u>Conflict Minerals Policy</u>	The Conflict Minerals Policy lays out Walmart’s expectations for product supplies to actively support Walmart’s conflict minerals disclosure requirements, consistent with corresponding OECD guidance.
Seller Policies	
<u>Standards for Sellers Prohibited Products Policy</u>	Walmart’s Standards for Sellers Prohibited Products Policy outlines requirements for goods sold on our online platforms such as Walmart.com, including noting that our global prohibition against forced labor also applies to Marketplace sellers.





## Monitoring for Compliance

We monitor supplier compliance with our Standards, including by assessing risks and requiring risk-based third-party audits of suppliers’ facilities. In FY2025, third-party audits took place in 77 countries.

Metrics	FY2025
Supplier-disclosed facilities in “active” status <sup>45</sup>	24,700
Number of third-party responsible sourcing facility audit reports assessed	13,300

**Assessing Risk:** Walmart has adopted a supply chain risk assessment process using continuously updated data from Walmart’s facility audits and investigations, along with publicly available data, to identify the prevalence of issues occurring in countries where Walmart has sourcing activity. This process helps determine risk level of various geographies and to determine how best to allocate resources.

**Disclosing Facilities:** Our [disclosure requirements](#) state that suppliers must disclose any facilities they are using to produce private and exclusive brands for resale; any Walmart-branded Goods not for Resale; and any product where Walmart is the importer of record. Additionally, in [high-risk markets](#) we require other facilities to be disclosed.

**Auditing Facilities:** We use a risk-based approach to auditing that focuses on disclosed facilities and allocates audit resources to those facilities that may pose a higher risk of non-compliance with Walmart’s Standards for Suppliers or where non-compliance poses a higher risk to the company.

Relevant risk factors include:

- Region/Territory Risk: Regions and territories are assigned risk levels based on British Standards Institution (BSI) indicators.
- Import Channel: New facilities that produce products where Walmart will be the importer of record must be audited and receive an acceptable result prior to beginning production for Walmart.
- Prior Audit Results: Upon audit, facilities are given a rating from Red to Green. Re-audit requirements are determined by prior audit results.

Walmart associates review each audit submitted and assign a rating to indicate its compliance and risk level.

See our [Audit and Assessment Policy & Guidance](#) for more information.

## Managing Non-Compliance and Risk

The vast majority of audited supplier facilities are found to be either fully compliant (receiving a Green rating) or largely compliant (receiving a Yellow rating) with our foundational expectations. In the most recent audit cycle, the increase in Green ratings was driven by enhanced remediation efforts.

Our [policy](#) requires suppliers to remediate any non-compliances identified in relation to our Standards for Suppliers. Re-auditing helps us monitor whether those issues have been resolved or persist. Many of our approved auditing frameworks also mandate the correction of identified issues as a condition for producing an audit.

Audits and investigations occasionally uncover more serious concerns. For example, in FY2025, 12.3% of audits resulted in a facility receiving an Orange rating. In such instances, Walmart’s compliance teams collaborate with merchants and sourcing teams to engage the supplier, communicate the findings and expectations, and offer a limited number of opportunities to improve the facility’s rating to Green or Yellow.

**Red ratings** are assigned in instances where we identify violations—such as fire or structural safety concerns—that justify suspending or permanently ending a facility’s ability to produce product for Walmart. When audit findings or allegations raise particularly serious concerns —or when we lack enough information to make a determination—Walmart investigators are dispatched to conduct onsite inspections or gather facts through other means. Serious allegations warranting further scrutiny may involve signs of forced labor, such as restricted freedom of movement and the charging of recruitment fees to workers.

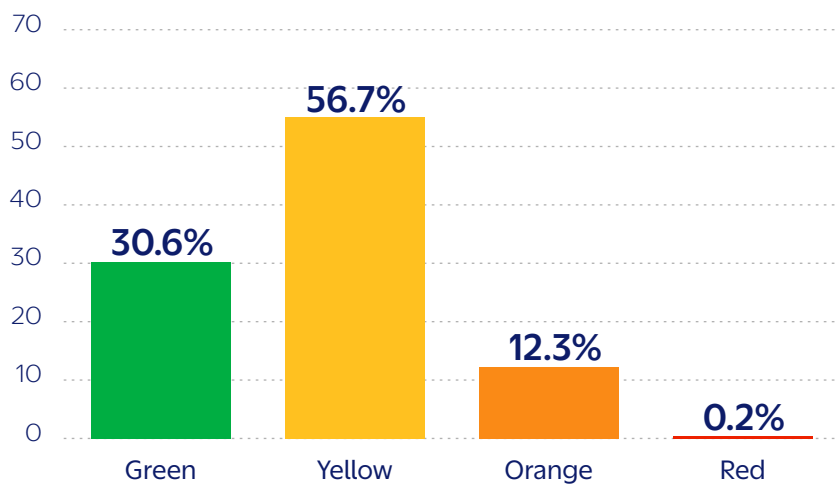
Between 2020 and 2024, Walmart stopped doing business with 20 suppliers due to serious violations of our standards.

### Assessed Audits by Color Rating

Ratings Breakdown

### 13,300 Third-Party Audit Reports Assessed

As facilities in regions/territories with higher levels of risk are subject to more frequent audits than facilities in lower-risk regions/territories, this data skews toward those facilities in higher-risk regions/territories.



## Worker Voice and Allegations of Non-Compliance

We open a case whenever we receive credible information alleging serious violations of our standards by a supplier or its facilities. This information may come through various channels, including our Walmart associates or audit findings. Whether an allegation qualifies for our formal case management process is determined using criteria informed by the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

Walmart offers several ways for workers—or anyone with relevant information—to report concerns directly to the company. These include a 24/7 global helpline available in 29 languages, a dedicated email address ([ethics@walmart.com](mailto:ethics@walmart.com)), and our ethics website ([walmartethics.com](https://walmartethics.com)). We also provide suppliers with [posters](#) that explain how workers can use these reporting channels. Suppliers of Walmart-branded product and product where Walmart will be the importer of record are [required](#) to distribute these materials throughout their supply chains to ensure broad awareness and accessibility.

## FY2025 Responsible Sourcing Allegations Received, by Allegation Category

Category	Number of Cases Opened
Safety Conditions	68
Involuntary or Underage Labor	128
Unauthorized Production	505
Employment Practices	114
Integrity	54
Working Conditions	53
Proactive Site Visits	114
Other	127
Total Cases	1,163

<sup>45</sup> Where a facility is required to be disclosed to Walmart, “Active” status denotes that the supplier can use the facility for Walmart production.





## Collaborating to Address Systemic Risk

As part of our human rights due diligence, Walmart and the Walmart Foundation collaborate with suppliers, NGOs, experts, and others to tackle the root causes of systemic risks to worker well-being. Together, we support innovative solutions and promote widespread adoption of best practices. Our efforts focus on responsible recruitment, safe and fair working conditions, and worker safety—especially within 10 priority retail supply chains.

To help prioritize key geographies and supply chains, we considered:

- **Internal Information:** Walmart’s salient human rights issues; Responsible Sourcing Compliance risk assessment results; sourcing and compliance data; and sourcing and sales data
- **External Information:** World Bank Worldwide Governance Indicators; Global Slavery Proportions Index; BSI Supply Chain Risks Reports; and government, NGO, and media reports.

While specific interventions vary based on the supply chain and issues involved, our work across the 10 retail supply chains generally includes the following approaches (with examples):

- **Engaging Suppliers to Reinforce Expectations, Build Capacity, and Continuously Improve:** Walmart’s Standards for Suppliers, Seafood Policy, Ethical Charter, Walmart Supplier Leadership Program for responsible recruitment
- **Collaborating With Stakeholders in Consortia or Task Forces to Develop and Share Best Practices:** Responsible Labor Initiative, Life and Building Safety coalition, Leadership Group for Responsible Recruitment, Seafood Task Force
- **Investing in Data and Technology to Increase Transparency Around Labor Practices:** Electronic vessel monitoring, improved working conditions data, development of a recruitment cost calculator, building a responsible recruitment register
- **Strengthening Capacity and Demand for Responsible Labor Practices:** Training for workers and local NGOs on worker rights, tools to help workers find and work with ethical recruitment agencies
- **Enhancing Worker and Community Voices:** Nirapon, LABS, and Polaris worker voice channels; Issara Institute
- **Engaging With Governments to Advocate for Laws, Regulations, and Enforcement:** Engaging governments on responsible recruitment and migration.

See [FY2025 Walmart Worker Dignity in Retail Supply Chains](#) for more information.

## Worker Dignity in 10 Retail Supply Chains

Collaborating to tackle the root causes of systemic risks



**Apparel**  
from Bangladesh



**Apparel**  
from Guatemala



**Apparel**  
from Jordan



**Electronics**  
from Malaysia



**Hard Home**  
from Malaysia



**Home Textiles & Apparel**  
from India



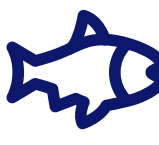
**Home Textiles & Apparel**  
from Vietnam



**Produce**  
from U.S. & Mexico



**Shrimp**  
from Thailand



**Tuna**  
from Thailand

## Challenges

- Human rights risks are complex and are often the result of systemic issues including deeply entrenched economic practices; workers lacking knowledge, support, or tools to safeguard their rights; and inconsistent government regulation and enforcement. These factors make it challenging for any single organization to have an impact.
- Progress in addressing human rights issues depends on the maturity, rigor, and efficacy of local and national infrastructure, supported by means such as third-party standards and initiatives. Due to differences amongst nations and cultures, there currently is no universal set of standards and best practices for responsible or sustainable production and/or certification beyond compliance with the law (e.g., responsible recruitment, hourly wages). Furthermore, there are limits to the efficacy of tools used to monitor compliance with our expectations.
- The success of Walmart’s programs is dependent on the performance, capacity, and willingness of our suppliers to meet high standards.
- Human rights risks are often localized and beyond the reach of traditional retailer oversight and monitoring tools. While the use of technology to improve transparency and traceability may help, further innovation is necessary to address risks and, even then, adoption takes time.
- The breadth of Walmart’s global product offerings and dispersed geographical reach of supply chains can present challenges for supplier engagement and risk identification and mitigation. Moreover, certain products can only be obtained from specific regions of the world, limiting options for alternative sources.







# Animal Welfare

## Our Aspiration

We aspire to meet demand for affordable protein while improving animal welfare, including the humane treatment of farm animals and responsible use of antibiotics.



## Relevance to Our Business and Society

Our stakeholders—including customers, suppliers, farmers, veterinarians, and others—share a common goal: meeting the growing demand for affordable protein while advancing animal welfare. They expect Walmart to work collaboratively with suppliers to address animal welfare concerns across our supply chains and to promote the responsible use of antibiotics. While affordability remains a top priority, our customers also count on us to offer products that reflect their values and support public health.

## Our Approach

**Animal Welfare Position:** Our Animal Welfare Position, which was updated in 2025, makes five asks of suppliers related to principles, reporting, transparency, standards, and solutions.





Walmart’s Animal Welfare Position

The [Animal Welfare Position](#), which was updated in 2025, makes five asks of suppliers:

**Principles:** Adopt and implement the principles of the Five Freedoms or Five Domains, and publish a policy on animal welfare

**Reporting:** Report to authorities and take appropriate action in any cases of animal abuse

**Transparency:** Promote transparency by providing an animal welfare report to Walmart and publicly report against their own animal welfare policies

**Standards:** Utilize species-specific industry welfare standards with assurance to promote standardized accountability on welfare approaches

**Solutions:** Find and test solutions to relevant issues by species.

Animal Welfare Metrics		FY2025	FY2024	FY2023
Percentage of Walmart U.S. and Sam’s Club U.S. cage-free shell eggs, as percentage of total shell egg net sales, based on supplier reports <sup>46</sup>	Walmart U.S.	27.7%	27.4%	21.0%
	Sam’s Club U.S.	65.0%	64.5%	40.5%
Percentage of shell eggs at Walmart U.S. and Sam’s Club U.S. meeting United Egg Producers animal welfare requirements or equivalent, based on supplier reports	Walmart U.S.	100%	100%	100%
	Sam’s Club U.S.	100%	100%	100%
Percentage of Walmart U.S. and Sam's Club U.S. fresh pork suppliers abiding by the standards of the National Pork Board’s Pork Quality Assurance Plus Program, based on supplier reports	Walmart U.S.	100%	100%	100%
	Sam’s Club U.S.	100%	100%	100%
Percentage of Member’s Mark poultry that is antibiotic-free <sup>47</sup>		76.5%	77.1%	—
Percentage of Walmart U.S. product net sales of fresh and frozen beef, pork, and poultry; shell eggs; and fluid dairy milk covered by suppliers reporting on antibiotic use through THESIS <sup>48</sup>		53.8%	47.2%	46.3%

Key Strategies, Progress, and Challenges

Animal/Protein		Walmart Policies and Positions	Relevant Third-Party Standards	Key Actions	Challenges
Housing and General Welfare	Shell eggs	<a href="#">Animal Welfare Position: Cage-Free Egg Supply Position</a>	<a href="#">United Egg Producers Animal Husbandry Guidelines</a>	<ul style="list-style-type: none"><li>Investing in price to encourage purchases of cage-free eggs</li><li>Allocating favorable shelf space and placement to favor cage-free eggs</li><li>Shifting 100% of Member’s Mark U.S. shell eggs intended for household consumption to cage-free<sup>49</sup></li></ul>	<ul style="list-style-type: none"><li>Avian influenza leading to higher egg prices and reduced availability of cage-free eggs</li><li>Higher cost of cage-free egg production and high cost of conversion to cage-free systems</li><li>Affordability of cage-free eggs, given higher production costs, and resulting lower demand</li><li>Despite our efforts, the supply chain and customer demand have not kept pace with our aspiration to transition to a full cage-free egg supply chain. Read more about our efforts: <a href="#">Our Journey Toward 100% Cage-Free Eggs Supply Chain: Progress &amp; Challenges</a>.</li></ul>
	Swine	<a href="#">Animal Welfare Position: Swine Assurance Position</a>	<a href="#">National Pork Board Pork Quality Assurance Plus Program</a>	<ul style="list-style-type: none"><li>Engaging suppliers in compliance with code of conduct for animal welfare</li><li>Engaging NGOs academics and industry groups in order to share best practices and trade offs in the use of sow gestation crates, e.g. timing and duration, and to pursue continuous improvement in animal welfare</li></ul>	<ul style="list-style-type: none"><li>Cost of transitioning production to minimize the use of sow gestation crates</li><li>Commoditization of supply, reducing transparency into welfare considerations and increasing the difficulty of changing practices</li><li>Differing perspectives on animal welfare outcomes of different housing systems</li></ul>
Antibiotics	All meat, seafood, deli, dairy, and egg suppliers	<a href="#">Antibiotics in Farm Animals Position</a>	<a href="#">American Veterinary Medical Association’s Judicious Use Principles of Antimicrobials</a>  <a href="#">U.S. Food and Drug Administration’s Voluntary Guidance for Industry #209</a>	<ul style="list-style-type: none"><li>Utilizing THESIS to engage suppliers on antibiotic practices, including tracking medically important antibiotic use</li><li>Conducting a landscape analysis on the use of antibiotics, including transparency measures and Judicious Use Principles</li><li>Engaging suppliers, scientists, and civil society on best practices</li><li>Engaging suppliers in support of Sam’s Club Member’s Mark <b>no antibiotics ever goal</b> for poultry</li></ul>	<ul style="list-style-type: none"><li>Flock disease requiring the use of antibiotics</li></ul>

46 Supporting the goal to transition Walmart U.S. and Sam’s Club U.S. to a 100% cage-free egg supply chain by 2025, subject to regulatory changes and based on available supply, affordability, and customer demand.  
47 Supporting Sam’s Club U.S. Member’s Mark goal of “no antibiotics ever” poultry (excluding pet food) by 2025.  
48 Suppliers report in THESIS on their use during the prior 12 months. Net sales figures include the product net sales for the previous four quarters prior to reporting (Q3 through Q2) and excludes deli meat or processed meat in frozen value-added items.  
49 Shell eggs categorized as ‘cage-free’ include those reported by suppliers as cage-free, free range, pasture-raised or both organic and cage-free. Organic non-cage-free eggs were excluded alongside other conventionally farmed eggs. Member’s Mark eggs are unavailable in our Hawaii Clubs, and as of June 2025, Sam’s Club U.S. operates in all U.S states except Alaska, Massachusetts, Oregon, Rhode Island, Vermont, and Washington.





# Product Supply Chain Sustainability

This section summarizes information discussed in other sections. For more comprehensive discussion of these topics, including our approaches, initiatives, and challenges, please read more in the [Climate Resilience, Energy, and Emissions](#); [Regeneration of Natural Resources](#); [Waste: Circular Economy](#); [Supplier Opportunity](#); [People in Supply Chains](#); [Human Rights](#); [Animal Welfare](#); and [Safer, Healthier Products](#) sections.

## Our Aspiration

We aim to accelerate and integrate sustainability across our products and supply chain, with a focus on climate, nature, waste, worker livelihoods, and affordable, safer goods. We advance this agenda through clear sourcing standards, supplier engagement, transparent measurement, cross-industry collaboration, customer education, advocacy, and complementary philanthropy.



## Relevance to Our Business and Society

Retail supply chains bring quality, affordable products to consumers around the world. Adopting more sustainable practices can create value for companies and for society by increasing supply chain resilience and efficiency, improving product availability and quality, mitigating risk, creating opportunities for workers, and sustaining license to operate.

## Our Approach

**Product Sourcing Standards:** Setting requirements and standards for Walmart product sourcing to facilitate progress toward aspirations.

**Supplier Engagement:** Collaborating with suppliers to drive action, share best practices, and encourage transparency.

**Industry Collaboration:** Participating in consortia and initiatives to accelerate industry-wide progress.

**Customer Education:** Helping customers make informed choices.

**Policy Advocacy:** Supporting public policies that align with sustainable supply chain priorities.

**Philanthropic Investment:** Funding efforts to enhance traceability, build capacity for regenerative practices, conserve high-value ecosystems, and support place-based commodity initiatives.





Select Priorities and Strategies by Product Category







Consumables		Food		Apparel, Fashion, and Home		Entertainment, Toys, and Seasonal and Hardlines	
Improvement Priorities							
	GHG <b>emissions</b> , packaging and product <b>waste</b> , DCF sourcing, addressing <b>systemic risks</b> to worker dignity in global value chains such as forced labor and worker safety						
	Sustainable <b>chemistry</b>	Biodiversity; soil health, water management, and agriculture inputs; animal welfare; food waste; food safety, healthier formulations		Improved <b>farming practices</b> and <b>chemical management</b> in production		Assortment of <b>energy efficient products</b> ; waste reduction through sustainable packaging	
Strategies and Initiatives							
<b>Climate</b>	<b>Engage</b> suppliers through Project Gigaton on energy, nature, waste, packaging, transportation, and product use and design; provide suppliers with <b>tools, resources, and solutions</b> ; participate in <b>consortia and advocate</b> for public policy in line with our Statement on Climate Policy						
<b>Waste</b>	Optimize <b>packaging design</b> , working with suppliers to eliminate unnecessary packaging, design for recycling, and increase recycled content; facilitate a transition toward circularity by enabling <b>customer recycling</b> and supporting improved <b>recycling infrastructure</b> and collection access commercially and through philanthropy; promote innovation and best practices, including through <b>supplier engagement</b> , developing and sharing resources, and collaboration						
	Provide <b>alternatives</b> to single-use products and pilot <b>reusable packaging and refillable</b> solutions	<b>Engage suppliers</b> ; participate in <b>consortia on food waste</b> ; and <b>report</b> on food waste reduction		Increase <b>recycled polyester</b> <sup>50</sup> in products; promote <b>reuse and upcycling</b> ; <b>factory emissions</b> ; waste reduction		Develop reuse and <b>end-of-life solutions</b> (pre-owned and refurbished, trade in, take-back, and device repair services)	
<b>Nature</b>	Identify, measure, and <b>assess nature-related dependencies</b> , impacts, risk, and opportunities; <b>set sourcing policies</b> and position statements, including improvement practices, product specifications, and certifications; foster <b>more sustainable production of commodities</b> through supplier engagement, industry initiatives, and philanthropic investments; support <b>conservation and restoration</b> through industry initiatives and philanthropic engagements; support <b>industry action</b> and foster an enabling environment, including through <b>advocacy for public policy</b> ; support <b>place-based partnerships</b> that combine conservation, restoration, and sustainable management, as well as supporting innovation, research, and practice adoption						
	Source deforestation and conversion free private brand pulp, paper and products containing <b>palm oil</b>	Source <b>certified commodities</b> (e.g., seafood, coffee); host sustainable food <b>summits</b> ; encourage <b>place-based sourcing</b> initiatives; engage suppliers in addressing deforestation and conversation, pollinator health, regenerative agriculture, sustainable seafood, and animal welfare		Source more sustainable <b>cotton and man-made cellulosic fibers</b> ; source from suppliers using HIGG FEM; source deforestation and conversion-free, <b>private brand timber</b> (Home)		Source deforestation or conversion-free <b>pulp, paper, and timber</b> private brand products; <b>Implement Forests Policy</b>	
<b>Responsible Sourcing/ Addressing Worker Dignity</b>	Promote responsible sourcing through standards, engagement, training, and monitoring; collaborate with suppliers, consortia, and NGOs to address systemic risks in retail value chains; philanthropically support strengthening demand for responsible labor practices, data and transparency, enhancing worker and community voice, and strong policy and regulation						
		Promote supplier enforcement of the <b>Ethical Charter</b> Implementation Program; engage produce and seafood suppliers to set goals and report on <b>responsible recruitment</b> ; engage in <b>industry initiatives</b> such as the Seafood Task Force and the Consumer Goods Forum		Leverage Nirapon and LABS to improve worker safety; engage apparel, fashion, and home suppliers to set goals and report on responsible recruitment		Promote information and communication technology supplier implementation of the Responsible Business Alliance Code of Conduct; engage electronics and home suppliers to set goals and report on responsible recruitment	
<b>Inclusive Economic Development</b>	Support local manufacturing through <b>local sourcing</b> efforts; promote supplier development through a focus on small and emerging businesses; enhance <b>capacity and market access</b> through <b>supplier development</b> , sourcing, and philanthropy						
<b>Safer, Healthier Products</b>	Enhance product safety through standards, testing, training, and collaboration, including alignment with the <b>Standards for Suppliers</b>						
	Encourage suppliers to reduce priority chemicals and disclose formulations	Enhance food safety through standards, auditing and industry collaboration; offer convenient access to affordable, healthy food; health and wellness solutions (specialty diets, made without)					
<b>20x2025</b>	Enhance sustainability of 20 commodities by 2025 through the initiatives described above. See special report on <b>FY2025 Walmart Sustainable Commodities Report</b> .						

50 At the time of this reporting, Walmart Canada does not expect to meet the 2025 commitment for recycled polyester, based on current data, assumptions, and external dependencies. This forward-looking statement is subject to change based on evolving conditions and should not be interpreted as a guarantee of future performance.





Product Supply Chain Sustainability—Select Metrics

Category	Metric	FY2025
<b>Climate</b> 	Expected emissions avoided, reduced, or sequestered carbon reported by suppliers in Project Gigaton	CY2024 1.19 billion metric tons CO <sub>2</sub> e
	Number of suppliers reporting to Project Gigaton	3,740
<b>Nature</b> 	Total acres of land engaged in more sustainable management, protection, and/or restoration	43.3 million acres
	Total square miles of ocean engaged in more sustainable management, protection, and/or restoration	1.93 million square miles
<b>Waste</b> 	Percentage of global Walmart private brand plastic packaging that is designed for recycling	CY2024 82.6%
	Estimated percentage of global private brand packaging that is recyclable, reusable, or industrially compostable	CY2024 66.1%
<b>Opportunity</b> 	Number of people expected to be supported by Walmart Foundation grants to help build capacity and advance the economic livelihoods of smallholders in India	700,000
	Dollars spent with certified and verified U.S. small businesses	\$65.0 billion
<b>Worker Dignity</b> 	Number of suppliers setting goals and/or reporting progress related to responsible recruitment through the Walmart Supplier Leadership Program	CY2024 1,000
	Percentage of suppliers rated Green or Yellow	87.3%
<b>Safer, Healthier Products</b> 	Priority Chemical Intensity (weight of priority chemicals relative to total product weight)	1.69%
	Percentage of Member's Mark food and beverage products that are free of ingredients on our <b>Made Without</b> list	96%

For updates on Walmart’s progress towards product supply chain sustainability see [FY2025 Walmart Report on Sustainable Commodities](#).

Challenges

- Achieving our sustainable supply chain aspirations necessitates progress across multiple dimensions, each with its own significant challenges.
- While Walmart can play a substantial role through our own operations, supply chain, and beyond, achieving the IPCC goal of reducing global GHG emissions to net-zero by 2050 requires action from all parts of society. Walmart’s ability to reduce emissions is dependent on the collaboration, cooperation, and performance of third parties (including governments, civil society, and industry, as well as our own suppliers and customers).
- As we work toward the achievement of our goals and commitments, the science, available data, methodologies for assessing risk and measuring impact, and reporting standards evolve. Policy approaches shift as well. As we continue to align to the latest scientific evidence, available data, reporting standards, and policies, our approaches and methodologies for measurement and reporting may change.
- Reducing waste requires engagement and large-scale behavior change. Factors such as product quality, shelf life, inventory management, customer preferences and risk of product damage must be balanced when making packaging decisions. Suppliers must be willing and able to implement product design and packaging options consistent with Walmart’s objectives, and customers need to make choices in favor of circularity when purchasing products and properly handling packaging material (e.g., reducing, reusing, recycling).
- Progress in addressing human rights issues depends on the maturity, rigor, and efficacy of local and national infrastructure, supported by means such as third-party standards and initiatives, which requires a critical mass of suppliers and other businesses to align on common standards and best practices. Due to differences amongst nations and cultures, there currently is no universal set of standards for responsible or sustainable production and/or certification beyond compliance with the law (e.g., responsible recruitment, hourly wages). Furthermore, there are limits to the efficacy of tools used to monitor compliance with expectations.







# Community

As an omnichannel retailer dedicated to helping people save money and live better, serving communities is core to our mission. We focus on providing convenient access to affordable, quality food, products, and services; contributing to the economic vitality of communities by providing good jobs, training and career paths; investing in local suppliers; helping prepare for and respond to disasters; and supporting organizations and causes that matter to our customers and associates.

## In This Section

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- 71 Disaster Preparedness and Response

**\$2B**

\$2 billion in cash and in-kind donations in FY2025

**855M**

855 million pounds of food donated globally in 2024

**97.7%**

97.7% of stores participating in food donation program

**93%**

Same-day delivery is available to 93% of U.S. households

**96%**

96% of Sam's Club Member's Mark food and beverage products meet 'Made Without' goals as of June 2025

**\$24.3M**

In FY2025, Walmart.org provided \$24.3 million in global cash and in-kind for disaster recovery and preparedness globally





# Serving Communities

## Our Aspiration

As a people-led, tech-powered omnichannel retailer, we aspire to strengthen the vitality and resilience of the communities we serve.



## Relevance to Our Business and Society

Walmart serves hundreds of millions of customers every week and employs approximately 2.1 million associates who live and work in thousands of communities around our stores, clubs, distribution and fulfillment centers, and offices. Contributing to these communities supports our customers and associates while providing a more productive and resilient operating environment for our business.

## Our Approach

**Access to Affordable, Quality Products:** Helping people save money and live better by providing convenient access to affordable, quality goods and services through our omnichannel retail model and everyday low prices.

**Contributing to Economic Vitality:** Providing good jobs, training, and career paths, sourcing from local suppliers, contributing to the local tax base, and investing in local infrastructure through remodels and new store builds.

**Fostering Community Engagement:** “Sparking good” by providing philanthropic support for local organizations and enabling associates, and to support causes that are important to them; supporting programs that foster meaningful connections; and engaging community stakeholders.





# Access to Affordable, Quality Products

Our purpose is to help people save money and live better. We provide customers with convenient, omnichannel access to affordable and quality food, apparel, household items, and other products and services. We provide access through eCommerce channels as well as through more than 10,750 stores and clubs globally (over 8,000 of which offer pickup and delivery). Approximately 90% of the U.S. population lives within 10 miles of a store or club. Same-day delivery is available to 93% of U.S. households.

## Affordable, Healthy Food

We aim to be the trusted partner for customers to get well, be well, and feel well through access to affordable, healthy food solutions. According to a recent study, close proximity to a Walmart supercenter improves household and child food security, particularly for low-income households and children.<sup>51</sup>

**Assortment:** We aim to provide everyday solutions for healthier eating while continuing to offer customer choice. We offer a broad assortment of fresh food, including organics. We support diverse dietary needs through specialty offerings, distinctive private brands like bettergoods and Member’s Mark, and digital tools to help customers discover the products aligned with their lifestyles.

**Affordability:** Saving people money on products they need, including healthy food, is core to our purpose. Our private brands typically offer a price gap relative to national brands and competitor retail brands. Throughout the year, we also aim to help customers save money and eat well through special campaigns, for example, **announcing** “inflation free” holiday meal kits. We provide options for SNAP (Supplemental Nutrition Assistance Program) so customers can use their benefits in Walmart stores, participating Walmart online pickup and delivery locations, and on Walmart.com in all 50 states; in select states we are piloting a **program** to bring WIC (Women, Infants, and Children) shopping online. Additionally, we are developing an initiative to enable qualifying Medicare customers to easily identify food products that are eligible for their personal purchasing plans.

**Supporting Community Food Security:** Beyond our omnichannel retail business, Walmart seeks to address food insecurity through donations of unsold food and philanthropic support for organizations serving food-insecure individuals and families.

Globally, Walmart donated more than 855 million pounds of food in 2024. In the U.S., Walmart donated more than 752 million pounds in FY2025,<sup>52</sup> 57.8% of which was fruit, vegetables, and meat, with 97.7% of U.S. stores and clubs participating in our food donation program. Read more [here](#).

Walmart, alongside our customers and suppliers, supports Feeding America and its network of food banks through our **Fight Hunger. Spark Change.** campaigns, which raise funds and awareness among customers. The 2024 campaign raised \$19.8 million in the U.S. for Feeding America and its network of food banks, and similar campaigns have raised more than \$125 million in the U.S. over the last five years.

We support initiatives to expand food access, including support for **Code for America’s Integrated Benefits initiative**, which works to address barriers to the use of programs like SNAP and WIC; mRelief, which provides an accessible online SNAP enrollment solution; and Share Our Strength, which helps low-income families buy groceries for their school-aged children during the summer. Additionally, we have supported Feeding America’s work to innovate in the charitable meal system by supporting OrderAhead, a grocery ordering platform that expands access to donated food through a convenient click-and-collect system.

## Health and Wellness Products and Services

In addition to healthy food, Walmart and Sam’s Club offer a wide range of products and services to support everyday wellness, preventive care, and active lifestyles, including vitamins, supplements, over-the-counter medications, personal care items, health monitoring devices, pharmacy, and vision care.

In the U.S., we operate more than 5,000 pharmacies and more than 3,500 Vision Centers in stores and clubs, with a focus on affordability and convenience. Notably, 4,000 of our stores are located in U.S. medical professional shortage areas.

We offer same-day pharmacy delivery to customers in 49 states and testing and treatment for flu, strep, or COVID-19 in 21 states, with 73% of 2024 treatments occurring on weekends or weekdays after 5pm. We also host Wellness Days, which provide free glucose, cholesterol, BMI, and blood pressure screenings; wellness resources; and affordable immunizations.

**Specialty Pharmacies** within select Walmart pharmacies nationwide treating long-term conditions that may be more difficult to manage, including autoimmune conditions like HIV, and other special needs. These pharmacies offer nationwide shipping.

## Financial Services

Walmart aims to support the financial well-being of customers, associates, and small businesses in our communities not only by lowering the cost of living but by providing access to affordable and accessible financial services. Designed with the underserved consumer in mind, our everyday low price services include:

- Convenient ways to pay bills with money orders and electronic bill payment for an estimated 15,000 types of bills, including the ability to use select health benefit funds to pay for designated critical-need expenses

- Check cashing for payroll, government assistance, and personal checks
- Low-fee money transfers to 200+ countries and territories
- Access to digital banking via Walmart’s affiliate OnePay, with no monthly account fees
- Tax preparation services available at 2,600 Walmart stores
- Installment lending solution available to millions of customers at the point of sale in-store and online.

Walmart shares knowledge with our customers to build trust and help keep them secure, for example, we provide customers and the public with **information about common digital scams and fraud situations** related to financial services, including gift cards and prepaid money cards.

Walmart’s 2024 campaign raised \$19.8 million in the U.S. for Feeding America and its network of food banks, and similar campaigns have raised more than \$125 million in the U.S. over the last five years.



51 See [Analysis Group white paper](#).  
52 Based on reports from Feeding America.





## Contributing to Economic Vitality

We invest in the economic vitality of communities by:

- Creating good jobs, training, and career paths that benefit our associates, their families, and the communities where they live
- Investing in local suppliers who employ members of the community
- Contributing to the local tax base, which supports community services and infrastructure
- Investing in our facilities in ways that expand local economic activity.

Economically vital communities provide a strong base of customers and associates that help our company thrive.

### Providing Good Jobs, Training, and Career Paths

We believe retail can be a springboard for economic opportunity. By providing quality jobs, training, and career paths, Walmart aims to meet our customers’ expectations while retaining great talent and contributing to local employment and workforce development.

Walmart offers market-attractive wages and benefits, on-the-job skill-building, other educational opportunities, and opportunities to advance in a wide range of career paths. Our investments in frontline retail workers also create value beyond Walmart: communities need good, low-barrier entry-level jobs at competitive wages to provide pathways for community members to acquire in-demand skills and knowledge. These jobs create pathways to jobs with higher responsibility and pay, supporting workforce development and strengthening local economies. Read more in the **Our People: Associate Experiences and Paths of Opportunity** section.

### Investing in Local Suppliers

By investing in our suppliers, Walmart aims not only to serve our customers but also to help support jobs and economic growth in local markets where we operate. Examples include initiatives focused on market access for smallholder farmers and small and medium-sized enterprises (SMEs), exports from India, and our \$350 billion, 10-year U.S. manufacturing initiative (estimated to catalyze more than 750,000 new jobs in communities around the country). Read more in the **Supplier Opportunity** section.

### Store and Club Expansion and Remodels

Walmart has invested tens of billions of dollars in thousands of store and club remodels, including \$5.55 billion in FY2025. These investments benefit local communities by creating employment opportunities for skilled labor, driving supply procurement, and generating increased tax revenue.

### Tax Contributions

Walmart contributes significantly to the tax base in the thousands of communities where we operate. Over the past three years (FY2023–FY2025), Walmart has paid more than \$15 billion in income-based taxes globally, including more than \$5.88 billion in FY2025.

In addition to income-based taxes, Walmart is taxed directly, for example, through payroll, use, and property taxes at the state, provincial, and local levels. These tax dollars provide revenue to fund services, projects, and programs such as fire, police, schools, libraries, and community health services.

Walmart also reduces the administrative burden on national, state, provincial, and local governments by collecting sales and value-added taxes on their behalf in compliance with relevant laws and regulations. In the U.S., we publish the amount of sales tax we collect and remit in all 50 U.S. states on our corporate [website](#).

And as an employer, Walmart compensates approximately 2.1 million associates at our stores, clubs, warehouses, and offices worldwide. These jobs enable our associates to participate in their local economies and communities and, in most jurisdictions, also generate tax revenue through income and social insurance taxes.







## Fostering Community Engagement

Walmart seeks to strengthen the communities we serve through philanthropic support and stakeholder engagement.

Community Engagement Metrics	FY2025
Global: Cash and in-kind donations from Walmart.org <sup>53</sup>	\$2 billion
Global: Cash donations	\$282 million
Global: In-kind donations	\$1.72 billion
U.S.: Number of volunteer hours reported by associates	295,000 hours
U.S.: Dollars donated by Walmart and the Walmart Foundation to match associate and customer donations made through the Spark Good platform	\$14.2 million
U.S.: Customer donations	\$111 million
U.S. and Canada: Local facility grants	\$54.6 million
U.S.: Associate donations and match funding	\$6.70 million

In FY2025, Walmart.org donated \$2.0 billion through cash and in-kind donations as part of our commitment to serving communities. Along with providing resources to community organizations, Walmart seeks to empower associates, customers, and facilities to support the causes that matter most to them. In the U.S., for example, our **Spark Good** program encourages associates, customers, and facilities to engage with community organizations. The Spark Good digital platform provides 55,400 community organizations with a full suite of local engagement resources in one place.

### Customer Engagement

In addition to enabling customer giving through Spark Good’s Round Up and Registry programs, we engage our customers through our fundraising campaigns: in FY2025, customers donated \$111 million to causes including Fight Hunger. Spark Change., Children’s Miracle Network, Operation Homefront, and the National Fish and Wildlife Foundation.

55,400 organizations enrolled on the Spark Good digital platform.



In the U.S., the Spark Good platform on Walmart.com provides community organizations access to resources.

### Customer Engagement

Connect customers with opportunities to support local causes

**Round Up**  
Customers shopping on the Walmart.com app can round up their purchase at checkout to donate to a charity or school they choose.

**Registry**  
Nonprofits and schools can create lists of needed items that customers can purchase and ship directly to the organization.

### Facility Engagement

Raise awareness and provide charitable donations to local organizations

**Local Grants**  
Walmart stores, Sam’s Clubs, and distribution and fulfillment centers award Spark Good local grants to support organizations in their communities.

**Storefront Requests**  
Organizations can request to use the storefront at their local Walmart to raise funds and drive awareness.

### Associate Engagement

Empower associates to support causes that are meaningful to them

**Giving**  
Associates can give to the causes they care about, and Walmart offers matching campaigns to extend the impact of their donations.

**Volunteerism**  
Associates can find volunteer opportunities in their communities and request Spark Good matching grants for eligible volunteer hours.

### Campaigns

Customers and associates are invited to support select nonprofits through fundraising campaigns.

### Facility Engagement

As an omnichannel retailer, Walmart’s physical presence in thousands of communities enhances our ability to support the local organizations that matter most to our customers. For example, in the U.S. and Canada, our stores and clubs, as well as distribution and fulfillment centers, select local organizations to receive grants—awarding \$54.6 million in local grants in FY2025 alone.

In the U.S., we also make our storefronts and parking lots available to select organizations, such as The Salvation Army for their iconic red kettle holiday campaign (which raised \$35.4 million in 2024). And when disasters strike a community, Walmart regularly activates its parking lots as resource hubs, allowing responding organizations to stage mobile response units and distribute information. Read more in the **Disaster Preparedness and Response** section.

### Associate Engagement

Walmart associates are passionate about giving back to their communities. We support their engagement with community organizations through:

- Periodic matching campaigns in the U.S., including Season of Giving, which in FY2025 matched \$3 million in U.S. associates’ donations, resulting in a total of \$6 million supporting 13,000 charities.
- Providing cash donations for each eligible hour that U.S. associates volunteer. In FY2025, 20,400 U.S. associates reported 295,000 volunteer hours at charitable organizations.
- Engaging our associates in group volunteerism activities; for example, in 2024, 35,200 associates in our Walmart Mexico and Central America business supported 2,330 volunteerism activities, including reforestation and public space cleanups.

53 Total global giving includes cash donations made by Walmart Inc and subsidiaries and related charitable entities, and estimated value of in-kind donations.





Building Caring and Connected Communities

In many communities, Walmart is a gathering place where families and neighbors shop and spend time with one another. We believe that connected communities are stronger and more resilient, so in FY2025, Walmart.org provided \$6.12 million in funding to organizations that are creating opportunities for people to come together.

**More in Common** has found that seven in 10 Americans want to connect with people whose backgrounds and viewpoints differ from their own, especially when working together toward a shared goal. We're excited about bringing people together in ways that foster greater understanding, connectedness, and positive impact in the communities we serve.

Building Strong Community and Constituent Relationships

Our stores and clubs serve as focal points for our engagement with local communities. As of FYE2025, 1,650 stores have trained Community Champions, associates who help strengthen relationships between their stores and local communities by engaging associates and customers through in-store activations, representing Walmart in community events, supporting Walmart's local charitable giving, and driving volunteer events.

When stores and clubs remodel, they often hold special community events in celebration of their re-grand openings. For example, they may award special community grants, celebrate local community organizations and nonprofits, or recognize associates and local suppliers who have contributed to the community.

The Walmart **Community Mural Program** celebrates the unique cultures of our communities. Artists create original artworks that grace our store walls, incorporating local cultural elements suggested by local associates and sparking connection and conversation. In FY2025, 599 additional murals were completed in Walmart stores for a total of 1,680 across the U.S.

We also engage community stakeholders to get feedback about Walmart's business and ways in which Walmart might contribute to constructive solutions for associates, customers, and communities. Our dedicated Constituent Relations team engages and facilitates collaborations among many stakeholder organizations, including those organizations close to underrepresented and underserved communities, such as the National Urban League, National Congress of American Indians, The Association of University Centers on Disabilities, International Women's Forum, OCA-Asian Pacific American Advocates, National Museum of the American Latino, and LGBTQ+ Victory Institute.

The Center for Racial Equity

Walmart.org's Center for Racial Equity was established in 2020 as a five-year, \$100 million special initiative to address the root causes of gaps in outcomes experienced by Black and African American people in the education, health, finance, and criminal justice systems. Over the past five years, the Center invested in initiatives that aim to uplift all communities, completing its investments and fulfilling the \$100 million commitment in June 2025.

The Center has focused on empowering communities by supporting research, advocacy, and innovative interventions to foster better outcomes for people. The Center's philanthropic investments have aimed to complement and extend the impact of Walmart's business efforts in sourcing from small businesses (helping entrepreneurs get access to capital and business development programs), health and wellness (expanding access to culturally relevant food and nutrition programs), economic mobility (supporting on-the-job upskilling and non-degree credentials to help working adults get a better start and advance in their careers; supporting youth training and employment programs to deter young people from involvement in the criminal justice system), and in creating a culture of belonging where all feel seen, supported, and able to achieve their full potential.

Challenges

- Walmart's ability to serve communities and strengthen community resilience depends on collaboration with many stakeholders, whose priorities and level of engagement may vary or change over time. Navigating the diverse and sometimes divergent perspectives of our customers and other stakeholders can lead to the alienation of one or more stakeholder groups.
- Economic factors (e.g., inflation, supply chain disruption) can also strain community resources relative to needs.
- Changes in government regulation or policy at local, state, and even national levels can enable or adversely affect community initiatives.
- Chronic underperformance of an individual store or club may compromise Walmart's ability to serve local communities. In some cases, this may even lead to closure of facilities, further impacting community support.







# Safer, Healthier Products

## Our Aspiration

We aim to improve the lives of people around the world by providing access to and facilitating industry innovation for safer, healthier, and affordable food and products.



## Relevance to Our Business and Society

Walmart’s ability to provide safer, healthier, and affordable food, products, and services to customers is core to our mission to help people save money and live better.

Our customers, suppliers, and other stakeholders expect us to offer a strong assortment of healthy and nutritious products, uphold high safety standards, and promote innovation to enable safer and healthier living.

## Our Approach

**Walmart’s Approach to Healthier Food:** Walmart aims to provide access to healthier food options through a strong assortment, pricing, customer experience, and philanthropic investments in programs that support food access and infrastructure.

**Food and Product Safety:** Walmart is dedicated to ensuring the safety and quality of food for our customers, as well as enforcing product safety and consumer protection policies, standards, and practices.

**Sustainable Chemistry:** We aim to reduce the use of priority chemicals by encouraging our suppliers to reduce and eliminate the production and use of them in existing products and introducing and curating brands that avoid those chemicals.





# Walmart’s Approach to Healthier Food

## Assortment

Walmart provides access to affordable, nutritious food in thousands of communities worldwide through our stores, clubs, and pickup and delivery services. In FY2025, 59.6% of our Walmart U.S. net sales were from grocery items, and 66.4% of our Sam’s Club U.S. net sales were from groceries and consumables. We aim to be the leading provider of everyday solutions for diverse dietary needs and preferences of our customers. Our offerings include a wide variety of fresh produce, meat, seafood, and dairy, as well as organics and prepared foods.

We seek to provide customers with products made with simpler, more familiar ingredients. For example, the Sam’s Club Member’s Mark brand has a **Made Without** commitment that focused on removing artificial colors and over 35 ingredients, including high fructose corn syrup, from its products.

## Price

Consistent with our everyday low price philosophy, we believe that cost should not be an obstacle to healthy eating. For example, in FY2025, we estimate that we saved our customers and members \$1.6 billion through price gaps on fresh fruits and vegetables.

## Experience

We want to enhance customers’ confidence and ability to live a healthy lifestyle by offering choice and helping them make decisions that are right for them. Examples include:

- The Walmart.com Recipe Hub contains more than 500 recipes developed in partnership with the American Diabetes Association; customers can order the ingredients for these recipes in one click.
- Walmart U.S. has successfully integrated SNAP and WIC payments into grocery pickup and delivery and has launched WIC Online in **select states**.
- We are innovating to find ways to improve customers’ ability to make healthy choices. For instance, we are rolling out **Everyday Health Signals**, an AI-driven platform for health plans and benefit managers that makes it easier for their members to opt-in and connect their Walmart account to receive nutrition insights for enhanced well-being.

## Expanding Access to Healthier Foods

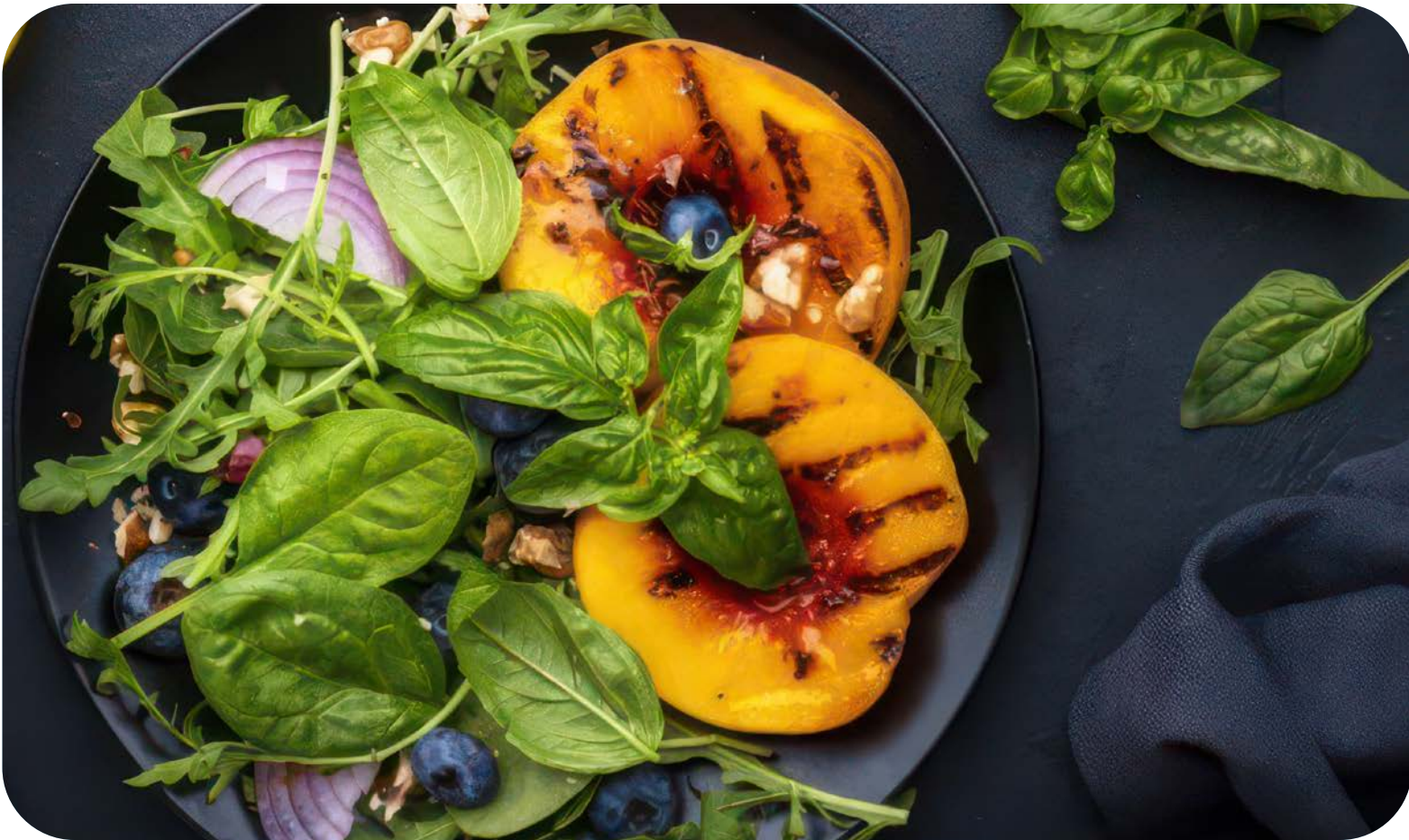
In addition to our business initiatives, Walmart and the Walmart Foundation support efforts to improve nutrition in the communities we serve. For instance, in our home state of Arkansas, we are bringing our business and philanthropy to improve access to healthier, affordable food, including by investing in the Arkansas Community Foundation to improve food security over the next five years.

Read more in the **Serving Communities** section.

## Food as Medicine

Proper nutrition is crucial for managing and reversing chronic conditions such as diabetes and heart disease. Our business offers access to food, as well as health and wellness products and services that can help customers manage these conditions.

Additionally, we seek to support third-party initiatives that more closely connect nutrition and healthcare for people with chronic illnesses, including a Walmart Foundation grant to the Urban Institute, seeking to make food as medicine programs more accessible and relevant to people.







## Food and Product Safety

Walmart is committed to delivering safe, high-quality food and merchandise to our customers.

Our Global Food Safety program is designed to ensure compliance with regulatory requirements and science-based standards. Rooted in Good Hygiene Practices and Hazard Analysis and Critical Control Points (HACCP) principles, the program emphasizes rigorous safety controls and monitoring across the supply chain—from farm to table.

In addition, Walmart promotes the safe use of merchandise through a risk-based Product Safety Program. This program supports associates in meeting federal, state, and local safety regulations, as well as company policies. Product safety teams in each market implement standards and procedures tailored to local laws and risks.

Our **Code of Conduct** and Global Product Safety Compliance Policy outline clear expectations for our associates regarding food and product safety.

Read more in the **Food Safety** and **Product Safety** sections.



## Sustainable Chemistry

Walmart aims to reduce priority chemicals across Walmart U.S. and Sam's Club U.S. consumable products. To track progress, Underwriters Laboratories screens over 40,000 priority chemicals in products covered by Walmart's Commitment on Sustainable Chemistry in Formulated Consumables. As of 2024, the program included 60,300 products.

We encourage suppliers to reduce or eliminate priority chemicals, increase ingredient transparency, and pursue certifications such as the U.S. Environmental Protection Agency's Safer Choice program, EWG Verified, or Cradle to Cradle (silver level or above).

In response, suppliers have shared their chemical reduction targets, and Walmart worked with them to reformulate private and national brand products.

While overall chemical intensity may fluctuate year to year, in 2024, we saw a 34-basis-point decline in priority chemical intensity (total weight of priority chemicals relative to total product weight) across in-scope products, reversing two years of increases. We attribute the progress made in 2024 to evolving customer shopping patterns, product reformulations, and the launch of new items formulated without priority chemicals.

Priority Chemical Intensity Metrics	CY2024	CY2023	CY2022
Priority Chemical Intensity (weight of priority chemicals relative to total product weight)	1.69% <sup>54</sup>	2.03%	1.93%

Walmart publicly discloses answers to the 19 questions in the Chemical Footprint Survey and our final score as part of the **Chemical Footprint Project**. Read more about our current approach in the **Sustainable Chemistry Implementation Guide**.

## Challenges

- Walmart's ability to scale healthier food options is dependent on customer preferences as well as demand (which can depend on the cost and convenience of such options) and the availability and cost of preferred products, ingredients, commodities, and inputs. Growth and changes in our business can challenge our ability to meet customer demands consistent with our aspiration of healthier food for all.
- Food and product safety programs are partially dependent on the maturity, rigor, and efficacy of third-party standards, initiatives, and laboratories and there may be limits to the efficacy of tools used to monitor compliance with expectations.



54 For CY2024 reporting, we used a new data source that provides more precise product weight measurements. The impact of this change is not material.





# Disaster Preparedness and Response

## Our Aspiration

We aim to be a reliable resource in times of crisis, helping communities prepare for and respond to disasters, with a focus on associate well-being, serving customer needs and providing relief to affected communities in coordination with others.



## Relevance to Our Business and Society

Disasters—including extreme weather events—impact our associates, customers, and communities, as well as potentially hindering Walmart’s ability to serve our customers. Through effective preparation and mitigation, we can strengthen our business resilience and help people respond and recover more quickly.

## Our Approach

**Advance Planning and Preparation:** Walmart invests in disaster preparedness, including risk assessments, business continuity and crisis management planning, and sharing best practices with stakeholders.

**Preparing and Supporting Associates:** We offer training, resources, and support to help associates prepare for and respond effectively in emergencies.

**Maintaining Operations for Customers:** We aim to maintain and restore operations to continue serving customers swiftly and safely.

**Supporting Communities:** We make philanthropic and operational investments to strengthen the resilience of disaster-prone areas and help communities respond to disasters.





# Advance Planning and Preparation

Recognizing that disasters could adversely affect our business performance,<sup>55</sup> Walmart invests in disaster preparedness, including risk assessments, business continuity and crisis management planning, and training.

**Disaster Risk Scanning:** Our GSOC is staffed by Walmart associates with a variety of backgrounds and expertise (e.g., security, law enforcement, meteorology, emergency management, and resilience planning, etc.). Using internal and external data, the GSOC proactively identifies, assesses, and manages risk events that could impact our associates, operations, or supply chain.

- Using data from key sources like the National Weather Service’s National Hurricane Center and Storm Prediction Center, we monitor and assess risks several days in advance of their occurrence to prepare and protect our people and operations.
- We analyze data from past events to understand trends and predict needs to improve how we prepare associates and operations, direct supplies and personnel, and build plans to maintain or quickly restore operations.

**Enterprise Resilience Planning:** Our enterprise resilience process aims to equip Walmart’s business units to respond to disruptions and crises. The GSOC team facilitates these efforts by engaging with and training business units to implement and update business continuity and crisis plans. We regularly test our plans through mock scenarios and tabletop exercises that help us learn and identify improvements.

**Stakeholder Convening:** We collaborate with and convene stakeholders to share learnings. For instance, in FY2025 government and emergency management leaders from across the country came to Bentonville to visit the GSOC and to discuss how to better coordinate planning and recovery efforts.



## Supporting Our Stakeholders When Disasters Occur



### Associates

Ensuring the well-being of our associates and their families



### Customers

Maintaining and restoring our operations to serve customers swiftly and safely



### Communities

Helping vulnerable communities build resilience before disasters and supporting impacted communities after disasters

# Preparing and Supporting Associates

Our associates receive role-specific training in crisis management and business continuity planning, including hands-on preparedness exercises, to ensure they’re equipped to respond effectively in disaster situations.

Walmart also offers training and resources to help associates prepare themselves and their families for emergency or crisis situations. Through OneWalmart.com, our associate-facing website, we provide recommendations and best practices for what to do before, during, and after a natural disaster or other business disruption. We also offer online training and resources on how to create a personal emergency plan, which includes establishing communication plans, building an emergency supplies kit, and setting a family meeting place.

In the event of a disaster, Walmart provides evacuation assistance for associates who must leave their homes due to mandatory evacuation. Our GSOC team works with our Facilities and People teams to check on the well-being of our associates and their families and connect them to resources they may need. In situations where multiple Walmart locations are impacted, this outreach can include thousands of associates. Real-time updates are shared with associates by email, OneWalmart.com, and through an associate hotline, which is automatically updated and tailored to the caller’s work location. For associates affected by temporary store or club closures, Walmart offers opportunities to work in nearby stores and clubs.

Walmart’s GSOC, operates 24/7, 365 days per year and serves as the central command center for preparation and response. The GSOC fields calls and reports of incidents every day from Walmart’s stores, clubs, and facilities worldwide, including natural disasters and other events that could impact Walmart associates, operations, and communities. GSOC team members assess and triage each situation, offer guidance to responding associates, and coordinate support.<sup>56</sup> The GSOC can respond to events virtually or physically, assembling support teams around the clock.

Team members are regularly deployed to local sites, embedded with local emergency managers, government responders, and other organizations to facilitate communication on the latest forecast and impacts, coordination of response and recovery efforts, priorities, and support needs.

<sup>55</sup> As stated in Walmart’s annual report on Form 10-K.  
<sup>56</sup> Adapted from FEMA’s [National Response Framework](#)





# Maintaining Operations for Customers

Customers turn to Walmart for essential products and services, especially in times of disaster. We engage in disaster preparedness and outreach and try to maintain or resume our stores and club operations swiftly and safely.

Preparatory activities for Walmart facilities include:

- Pre-shipping truckloads of water and other needed products to stores and clubs
- Changing TV broadcasts within stores in hurricane impact zones to show weather forecasts or disaster preparedness videos
- Conducting roof checks and facility walks to identify and address potential damage points
- Pre-staging refrigerated trailers and mobile generators at locations that are at risk of losing power.

Recovery activities include:

- Publishing on Walmart’s website which stores and clubs are open, closed, or have modified hours or services
- Assessing properties and buildings for water damage, flooding, roof damage, or other issues and then deploying restoration technicians to restore our facilities to operational status
- Assessing the safety and viability of transportation routes to facilities in the impacted area so that we can resume deliveries of products to stores and clubs, rerouting if necessary
- Connecting facilities to generator power when grid power is unavailable, helping to restore access to food, pharmaceuticals, and other necessary items
- Designating fuel lines for associates and first responders to be able to fuel vehicles and generators.

Mobile generators kept stores, clubs, and distribution centers powered for 65,100 hours in 2024.

# Supporting Communities

Our philanthropic and operational investments in disaster-prone areas contribute to the community’s ability to prepare for and recover from disasters.

**Investing in Community Disaster Resilience:** Since FY2023, the Walmart Foundation has invested \$5.7 million to help communities—particularly underserved areas less prepared for weather-related disasters—build their response capacities. Foundation grants have included:

- Equipping community leaders with the insights, education, and tools to help survivors access disaster assistance (for example a FY2025 Walmart Foundation grant to American Logistics Aid Network, National Low-Income Housing Coalition, and Tulane University)
- Helping local leaders and institutions strengthen the resilience of their most vulnerable communities. For example, an SBP fellow in Texas, funded by the Walmart Foundation, helped the Bolivar Peninsula Special Utility District receive a \$3.3 million hazard mitigation grant to replace aging water infrastructure and ensure resilient utility services pre- and post-disaster.

**Preparing Stores and Clubs to Support Communities:** While each disaster and each community is unique, Walmart takes action to prepare our local store and club operators to be ready to meet community needs in a broad range of disasters. Walmart’s Disaster Response (Guide) provides operators with foundational information about Walmart’s community disaster support resources, including donating products and gift cards to nonprofits involved in recovery efforts, parking lot activations, and customer and associate giving campaigns. The Guide also provides best practices for store and club operators to foster relationships with local emergency managers, public officials, and community nonprofits ahead of any disaster, ensuring that our operators already have lines of communication open with these organizations.

**Providing Disaster Relief:** Depending on the severity of the disaster, we coordinate with others to provide essential products and services to the communities we serve.

Because each disaster is unique, our Walmart, Walmart Foundation, and emergency management teams coordinate with response organizations on the ground and relay real-time information back to our GSOC regarding the local situation and needs. We use this information to determine the level and nature of support needed, which varies by situation and may include any of the following:

- Product donations, such as food and water and/or flexible-use Walmart gift cards to local nonprofits to enable them to immediately procure critical supplies
- Parking lot activities to provide basics like hot meals, warm water, showers, laundry facilities, Wi-Fi connections, and/or the ability to charge phones
- Major grants to relief organizations and community foundations.

In FY2025, Walmart.org provided \$24.3 million in global cash and in-kind donations for disaster recovery and preparedness globally.







### Responding to Hurricanes Helene and Milton

Hurricane Helene and Hurricane Milton hit within two weeks of each other in fall 2024, both making landfall in Florida. Helene caused widespread flooding and damage in hundreds of communities in Georgia, North Carolina, South Carolina, Virginia, and Tennessee. Walmart, Sam's Club, and the Walmart Foundation committed \$16 million to support relief efforts across communities impacted by both hurricanes. This support included donations of 178 truckloads of food, water, and essential items, as well as nearly \$10 million in grants to relief organizations. For several weeks, Walmart and Sam's Club parking lots across impacted communities provided access charging stations, laundry, showers and hot meals. Operation BBQ Relief and Walmart Private Fleet drivers served a total of more than 544,000 meals from Walmart parking lots. We also launched a customer matching campaign in Walmart and Sam's Club locations across the country, which raised more than \$14.5 million for the American Red Cross.

To learn more about our response, please see [Disaster Preparedness and Response in Action](#). For more examples of Walmart's response and recovery efforts, see [disaster recovery timeline](#).



### Challenges

- While we use available data to prepare for and anticipate severe weather and other disruptions, these events are inherently unpredictable. These may include extreme weather-related events such as hurricanes, tropical storms, typhoons, floods, wildfires, cyclones, tornadoes, winter storms, droughts, and extreme temperatures, any of which may be exacerbated by a changing climate.
- Stakeholders and communities have more needs than Walmart can meet alone, creating the need to focus on our core capabilities and collaborate to amplify impact.
- We depend on the engagement of associates, suppliers, and customers to successfully recover from disasters and disruptions.
- Disasters disproportionately impact underserved communities, often the least able to recover financially.







# Ethics & Integrity

Walmart works to create a culture that inspires trust with our stakeholders. We focus on promoting ethics and compliance, good governance and oversight, responsibly engaging in public policy activities, using data and technology responsibly, and respecting human rights in operations and for the people in our supply chain.

## In This Section

- 76 Corporate Governance
- 80 Ethics and Compliance
- 87 Responsible Use of Data and Technology
- 90 Human Rights
- 96 Responsible Engagement in Public Policy

97%

97% of assigned associates completed Code of Conduct training

13,300

13,300 third-party responsible sourcing facility audit reports assessed

68,400

68,400 food safety audits completed in stores and clubs

75%

75% of the Board of Directors members are Independent





# Corporate Governance

## Our Aspiration

We aim to create an environment of accountability, transparency, and trust in our business, fostering business integrity, financial stability, and responsible and long-term growth.



## Relevance to Our Business and Society

Strong corporate governance practices foster resilience, risk mitigation, long-term growth, and trust. We also believe our corporate governance practices exemplify our values, help us deliver quality service and results, and cultivate lasting shareholder value.

## Our Approach

**Board of Directors:** Maintaining a majority independent Board with distinguished leadership, a broad range of backgrounds and perspectives, and professional experience relevant to our business and strategic objectives.

**Board and Management Roles and Responsibilities:** Oversight of strategy, risks, and opportunities.

**ESG and Shared Value Oversight and Management:** Board committee oversight of matters relevant to shared value, including Walmart’s priority ESG issues.

See our most recent [Proxy Statement](#) for more information.





## Board Overview

Walmart’s Board oversees the company’s business strategy and strategic planning and monitors the company’s management of significant risks. We believe the Board’s oversight, along with management’s execution of our business strategy, helps promote **shared value**; namely, the creation of long-term shareholder value by effectively responding to opportunities and risks arising from stakeholder needs, including customers, associates, suppliers, policymakers, and communities.

The Board has adopted **Corporate Governance Guidelines** to assist the Board in effective exercise of its responsibilities including:

- Annual review of Board leadership structure
- Majority independent Board
- Separate Chair and CEO roles since 1988
- Lead Independent Director role since 2004
- Governance-related Board committees chaired by independent directors<sup>57</sup>
- Board obligation to follow Walmart’s **Code of Conduct** when they are acting in their capacity as Board members
- Incorporation of an overboarding policy to help ensure our Board members have adequate time and attention to devote to our business.

Our Board members possess a balance of distinguished leadership, diverse perspectives, strategic skill sets, and professional experience relevant to our business and strategic objectives.

Board Characteristics <sup>58</sup>	
Demographics	<ul style="list-style-type: none"><li>• 57 years average and median age</li><li>• 25% women</li><li>• 17% racially/ethnically diverse</li></ul>
Tenure	<ul style="list-style-type: none"><li>• 8 years median tenure</li><li>• 12-year term limit for Independent Directors, subject to exceptions by the Board</li><li>• 6 new Independent members since 2017</li></ul>
Highly Engaged Board	<ul style="list-style-type: none"><li>• Actively involved in Walmart’s strategy</li><li>• 99% overall attendance rate at Board and Board committee meetings during FY2025</li><li>• 5 Board and 24 Board committee meetings during FY2025</li></ul>
Independence	<ul style="list-style-type: none"><li>• 9 of 12 members are Independent, and 11 of 12 members are non-management</li><li>• All members of the Audit Committee, CMDC, and NGC are Independent</li><li>• Robust Lead Independent Director role</li></ul>
Experience and Skills Relevant to the Successful Oversight of Our Strategy	<ul style="list-style-type: none"><li>• Retail experience</li><li>• Technology or eCommerce experience</li><li>• Global or international business experience</li><li>• Marketing or brand management experience</li></ul>
Experience and Skills Relevant to Effective Oversight and Governance	<ul style="list-style-type: none"><li>• Senior leadership experience</li><li>• Regulatory, legal, or risk management experience</li><li>• Finance, accounting, or financial reporting experience</li></ul>



<sup>57</sup> The three committees that are considered governance committees are the Audit Committee, Nominating and Governance Committee (NGC), and the Compensation and Management Development Committee (CMDC). The Strategic Planning and Finance Committee, although not considered a governance-related committee, is also chaired by an Independent Director.  
<sup>58</sup> Metrics on our Board of Directors are current as of time of publication.





# Board and Management Roles and Responsibilities

Walmart continues to grow and transform its business as a people-led, tech-powered omnichannel retailer. Management defines the strategy and risk management principles for this transformation, while the Board and its committees oversee and guide management.

The Board and the Board committees also actively oversee and monitor the management of the most significant risks that could impact our company. The Board, Board committees, and management coordinate risk oversight and management responsibilities in a manner that we believe serves the long-term interests of our company and our shareholders through established periodic reporting and open lines of communication.



## Board Oversight of Risk



### Technology and eCommerce Committee

Oversees risks associated with:

- Integration of information technology, eCommerce, and innovation efforts with overall strategy
- Emerging trends in technology and eCommerce



### Strategic Planning and Finance Committee

Oversees risks associated with:

- Financial status and financial matters, including capital expenditures, annual financial plans, and dividend policies
- Long-range strategic plans
- Potential acquisitions and divestitures



### Audit Committee

- Responsible for oversight of overall risk identification, monitoring, and mitigation processes and policies, including the enterprise risk management process
- Reviews and assesses the company's risk disclosures included in the company's quarterly and annual reports filed with the SEC

Oversees risks associated with:

- Financial statements, systems, and reporting
- Legal, including significant litigation matters, ethics, and compliance
- Information systems, information security, data privacy, and cybersecurity
- Related person transactions
- Internal investigatory matters



### Compensation and Management Development Committee

Oversees risks associated with:

- Senior executive compensation
- Senior executive development, succession planning, and retention
- Human capital management, including pay, benefits, belonging, recruiting and retention, and culture



### Nominating and Governance Committee

Oversees risks associated with:

- Corporate governance
- Director succession planning
- Social, community, and sustainability initiatives, including those related to climate change
- Charitable giving strategy
- Legislative affairs and public policy engagement strategy





# ESG and Shared Value Oversight and Management

Leadership of our ESG and shared value initiatives starts with our CEO and executive leadership, with oversight from our Board committees, and cascades across our enterprise. Walmart’s CSO helps define the agenda and provides dedicated management and oversight of Walmart’s global ESG goals and initiatives through a team led by the Vice President, ESG.

- Walmart’s ESG Disclosure Committee—a management subcommittee of the company’s Disclosure Committee—oversees the preparation of annual ESG reports and ESG information for public disclosure and maintains information governance standards related to the production of ESG reports and information. Its members include officers from the company’s Corporate Affairs, Investor Relations, Controllershship, Legal, and Audit functions, and is chaired by our CSO.
- Walmart’s Executive Council receives regular updates from the CSO on the company’s strategies and performance related to our shared value priorities.
- The CSO updates and receives feedback from Walmart’s Board on the company’s shared value strategies and performance at least annually. During FY2025, management, including our CSO, discussed with the NGC external trends and regulatory activity related to our shared value initiatives; Walmart’s ESG governance, including ESG disclosure controls and procedures; and Walmart’s performance on key metrics. The Chair of the NGC provides a report of its discussions to the full Board.
- Risks, including those related to our shared value priorities, are assessed annually as part of Walmart’s ERM program, and ERM outputs are discussed with the Governance Risk Committee. The Board’s Audit Committee oversees overall risk identification, monitoring, and mitigation processes, and the results of the annual ERM process are shared with the Audit Committee. Additionally, Board committees have oversight responsibility for certain shared value priority issues. Committee meetings in FY2025 included the following shared value topics:

## ESG Priorities and Management Compensation

Performance on priority Walmart ESG issues is integrated into the annual performance objectives of relevant officers’ roles. Certain officers have also built ESG objectives into their individual goals and objectives, which form part of the basis on which their performance is evaluated. For example, certain People team leaders have goals and objectives centered on executing our human capital and associate opportunity strategies; certain Operations leaders have goals and objectives relating to energy transformation; and certain Merchandising and Sourcing leaders have goals and objectives relating to sustainable sourcing and packaging.

	ESG Issues Overseen	ESG Discussion Topics
<b><u>Audit Committee</u></b>	<ul style="list-style-type: none"><li>• Ethics and compliance</li><li>• Cybersecurity and data privacy</li></ul>	<ul style="list-style-type: none"><li>• Ethics and Compliance program</li><li>• Data privacy</li><li>• Cybersecurity and associated risks</li></ul>
<b><u>Compensation and Management Development Committee</u></b>	<ul style="list-style-type: none"><li>• Human capital management strategies, including:</li><li>• Associate well-being, growth, and digital transformation</li><li>• Workforce development, training, and education</li><li>• Compensation and benefits</li><li>• Belonging</li></ul>	<ul style="list-style-type: none"><li>• Compensation and benefits strategies and plans, including continued investments in wages, benefits, and skills training</li><li>• Senior leadership development and succession planning</li><li>• Culture and belonging</li></ul>
<b><u>Nominating and Governance Committee</u></b>	<ul style="list-style-type: none"><li>• Social, community, and sustainability initiatives, including climate change</li><li>• Charitable giving strategy</li><li>• Legislative affairs and public policy engagement strategy</li></ul>	<ul style="list-style-type: none"><li>• Goals and strategies for Walmart’s priority ESG issues, including human capital, belonging, climate resilience, waste and circularity, nature, human rights, responsible sourcing, and ethics and compliance</li><li>• Government affairs and policy priorities and engagement, political action committee strategies and activities</li><li>• Walmart charitable giving</li><li>• Stakeholder engagement</li></ul>



## Challenges

- Walmart must find directors with a strategic blend of skills, experiences, and expertise to provide effective oversight and serve as a strategic resource to management. Many other companies are seeking similar board candidates and executives.
- Walmart’s business is evolving rapidly, and oversight and management responsibility must evolve with Walmart’s omnichannel transformation. Moreover, major global events can disrupt our business operations, requiring rapid adjustments to business strategies. The Board and management must collaborate closely to navigate these challenges.
- Shareholders express divergent views on certain corporate governance practices, including Board independence, demographics, term limits, committee structures, and executive compensation.





# Ethics and Compliance

## Our Aspiration

Walmart strives to make trust a competitive advantage. Modeling the highest standards of ethics and compliance helps us maintain a culture of integrity, which builds trust in our business.



## Relevance to Our Business and Society

Businesses with high ethics and compliance standards ground their decisions in those standards, acting swiftly to identify and address issues to mitigate risk and cultivate trust. We believe trust is a competitive advantage—a reason associates, customers, investors, suppliers, and business partners choose to do business with Walmart. At every level of our company, we work to create a culture that inspires trust among the communities we serve.

## Our Approach

**Ethics and Compliance Program Foundations:** Promoting a corporate culture of integrity, creating the building blocks for an effective program, and fostering continuous improvement.

**Walmart Code of Conduct and Standards for Suppliers:** Defining our values, principles, and expected behaviors—including legal compliance, ethics training, and accountability—for all Walmart associates and extending these expectations to business partners and their supply chains.

**Effective Compliance Programs:** Building trust through compliance programs that reflect the size, complexity, and unique aspects of our business, including anti-corruption, antitrust, worker health and safety, prevention of discrimination and harassment, and food and product safety.





# Ethics and Compliance Program Foundations

Walmart’s ethics and compliance program is risk-based and tailored to address the needs of our global business. We design our program around a set of foundations, informed by the U.S. Department of Justice’s Evaluation of Corporate Compliance Programs framework, that enables consistency while being able to adapt to changes in our business and external environment.

## Corporate Culture

Management sets the tone for our ethics and compliance program. Our commitment to integrity is embedded in all business operations and performance expectations.

We conduct regular assessments using our AES and other feedback channels to assess our culture of integrity and identify opportunities to improve. In 2024, the AES measured the favorability of associate responses in six areas:

- I know how to report unethical behavior.
- My direct supervisor has communicated to me expectations around working the right way and complying with laws and company policy.
- My direct supervisor acts ethically and honestly.
- I can get my work done without feeling pressure to compromise the organization’s ethical or compliance standards.
- I am comfortable reporting unethical behavior without fear of retaliation.
- The company responds to issues or concerns involving unethical behavior raised by associates.

Results from the AES are shared with leaders across our company and, as needed, they work to develop action plans to address areas for improvement.

## Compliance Leadership and Personnel

Our effectiveness depends on having an adequately resourced team of experienced ethics and compliance leaders with appropriate authority and autonomy and direct access to our Board and executive leadership. Walmart’s Global Chief Ethics and Compliance Officer (CECO) oversees the overall ethics and compliance program. The CECO reports to our Chief Legal Officer (CLO) who oversees our Global Governance organization. This organization includes thousands of associates, including subject matter experts, investigators, compliance and risk assessment professionals, legal counsel, security specialists, and data analysts, among others, who support business teams and promote ethics and compliance practices across the company.

Governance leaders in each Walmart market are charged with designing and executing their compliance programs consistent with our program foundations and ensuring the overall program is operating efficiently and effectively. We also maintain ethics and compliance committees in our international retail markets that meet regularly to discuss issues related to ethics, compliance, and other enterprise-level risks.

The Audit Committee of Walmart’s Board plays a critical and active role in overseeing the company’s ethics and compliance program. The CECO reports to the Audit Committee at least annually on ethics and compliance matters and is independently empowered to request additional time with the Audit Committee to discuss ethics and compliance issues. As part of its oversight, the Audit Committee periodically holds private conversations with the CECO for candid discussion of ethics and compliance matters.

Walmart’s Governance Risk Committee comprises leaders including our CEO, CLO, and other members of executive management. This committee meets at least quarterly to discuss significant or strategic ethics and compliance matters, enterprise-level risk, and current issues.

### Integrity in Action

The Integrity in Action Award is Walmart’s global recognition program that celebrates associates who exemplify our values and champion a culture of integrity every day. Associates in each of our global markets are invited to nominate colleagues, and Walmart recognizes winners at our annual Associates Week events.



## Regular Risk Identification and Analysis

We continually review and assess our compliance-related risks. Among the areas that we analyze are:

- Walmart’s evolving business activities, including new business ventures and acquisitions, our interactions with third parties, and organizational changes within our company
- Trends in emerging risk areas, including relevant enforcement authorities and industry groups
- Our own ethics and compliance data and emerging trends from recent investigations.

## Policies, Procedures, and Controls

We provide clear, written policies outlining our business expectations, detailed in our **Code of Conduct**, topic-specific policies, and documented procedures. We design risk-based controls to ensure compliance. Regular risk reviews, including monitoring regulatory changes and control tests, confirm our policies cover relevant risks and are effective. We periodically update guidance to assist our associates and third parties in making appropriate decisions.

## Training and Awareness

Timely and effective training is essential for educating associates on our behavioral expectations, key policies and procedures, and controls. Walmart conducts regular ethics and compliance training for all levels, from frontline store associates to senior leaders, and provides periodic ethics and compliance briefings and education for the Board. Our training and awareness campaigns help ensure participants receive the right information at the right time through tailored training to specific audiences, proven educational methodologies, tracking completion, and evaluating participant comprehension.

## Internal Monitoring and Testing

We regularly monitor and test our controls to help ensure that our program is well-designed and operates effectively. Risk analysis, coupled with the monitoring and regular evaluation of key program elements and metrics, allows us to identify potential areas of concern and effectiveness. This forms the basis for further enhancements and continuous improvement. We use internal audit processes and external reviews from expert resources to test and refine our program’s design, execution, and effectiveness.





Confidential Reporting

We maintain reporting channels that allow for anonymous and confidential reporting of concerns from Walmart associates and third parties, including workers in our supply chain:

- Global and local phone numbers that anyone can use to ask questions and report concerns 24/7/365. The helpline is available in 29 languages
- The [WalmartEthics.com](#) website, which is globally accessible and available in 11 languages
- An email address, ethics@walmart.com
- A mailing address
- An internal employee portal for U.S. associates, myFeedback.

Investigation and Remediation

Prompt fact-finding, root cause analysis, and corrective action planning are central to our program’s effectiveness. When we substantiate a violation of our ethics and compliance expectations, we remediate the underlying issues, including through appropriate accountability for culpable associates and third parties, and needed adjustments in processes and controls.

Ethics contacts received through confidential reporting channels are assessed based on subject matter, risk to the company, and severity of the allegation. Depending on the case, it may be investigated by our Global Investigations team or another investigative unit, escalated to our Legal Investigations team for appropriate handling or referred to business units for further action.

Continuous Improvement

Walmart’s Global Governance team works to improve and adapt our ethics and compliance program to mitigate new and evolving risks, including partnering with other stakeholders to design and integrate compliance into new business initiatives and acquisitions. Through program reviews, benchmarking, and the incorporation of lessons learned, we assess and adjust our program to help ensure continued effectiveness.

Walmart Code of Conduct and Standards for Suppliers

Walmart’s **Code of Conduct** serves as our internal policy and external statement of our values, principles, and expected behaviors. The Code applies to all associates of Walmart and its subsidiaries, and to Walmart’s and its subsidiaries’ Board members, unless otherwise noted, when they are acting in their capacity as Directors. The Code is reviewed and updated periodically, with the latest update in 2023.

The Code makes clear that **all** Walmart associates are responsible for upholding our standards and complying with all relevant laws and regulations, and explains the consequences for failing to abide by the Code.<sup>59</sup> To complement and supplement the Code, Walmart maintains, and regularly updates, issue-specific ethics and compliance policies.

Walmart associates receive training on the Code during onboarding and regularly thereafter. All required Code of Conduct courses include an acknowledgment that associates must complete before finishing their training. Our Code of Conduct training was completed by more than 97% of associates who were assigned in FY2025.<sup>60</sup>

We also expect our suppliers, vendors, service providers, and other business partners to act with integrity and honor our values. Walmart’s **Standards for Suppliers** set forth our foundational expectations and apply to all suppliers that sell their products to us for resale or for Walmart’s own use. Suppliers are expected to cascade the requirements outlined in our Standards throughout their supply chains—including raw materials, component or ingredient suppliers, and subcontractors and agents.

Effective Compliance Programs

Walmart’s risk-based compliance programs cover a broad range of business activities and issue areas. Several of these programs are detailed within this section.

Prevention of Harassment and Discrimination

Walmart is dedicated to a workplace that is free of harassment and discrimination. We do not tolerate any behavior that creates an intimidating, hostile, or otherwise offensive work environment based on an individual’s protected status. We also do not tolerate retaliation against anyone who raises a concern about harassment or discrimination. These expectations are set out in our Code of Conduct and in our Global Discrimination and Harassment Prevention Policy.

Walmart’s approach is globally standardized and requires all salaried members of management to report suspected violations of our policies.<sup>59</sup>

Walmart’s annual Code of Conduct training covers discrimination and harassment prevention. Additional training on these topics, including sexual harassment, is provided to U.S.-based associates. In other markets, tailored training modules, leadership messages, and informational campaigns are used to raise awareness and help prevent harassment and discrimination.



<sup>59</sup> Associates may face discipline up to and including termination for a substantiated violation of our Code of Conduct or our ethics and compliance program policies. Other remedial actions may include reduction of associates’ annual cash incentive payment or additional assigned training or counseling.  
<sup>60</sup> Completion rate includes active associates as of the end of FY2025.





### Creating a Safe Place to Work and Shop

We prioritize the health and safety of our associates and customers as a business imperative and a reflection of our core values of respecting the individual and acting with integrity. Walmart’s Global Environmental, Health, and Safety Policy (EHS Policy) establishes a standard that is intended to ensure we protect human health and comply with all EHS laws and regulations. Violations of our EHS Policy may lead to disciplinary action up to and including termination. Additional detail on Walmart’s commitments and expectations for associates can be found in our [Environmental, Health, and Safety Statement](#).

Walmart employs a team of safety professionals who are responsible for developing and implementing safety initiatives for the different operational formats within the company. They focus on training, promoting a culture of safety compliance, and monitoring safety practices and compliance. We also contract with an independent third party to conduct assessments of our U.S. stores and clubs and to monitor the execution of specific elements of our EHS program (32,700 visits were conducted in 2024).

Training is a key component of our program. In the U.S., new-to-role store and club associates are required to complete our safety foundations curriculum as well as tailored training that addresses the particular risks within their area. In FY2025, more than 97% of U.S. store and club associates timely completed their assigned safety training curricula.<sup>61</sup> Additionally, associates can also access microlearning courses on safety topics, which are available on-demand and provide in-the-moment information in an easily digestible format.

Managers and hourly supervisors are required to complete specialized training designed to help them support associates within facilities and maintain a strong safety culture.

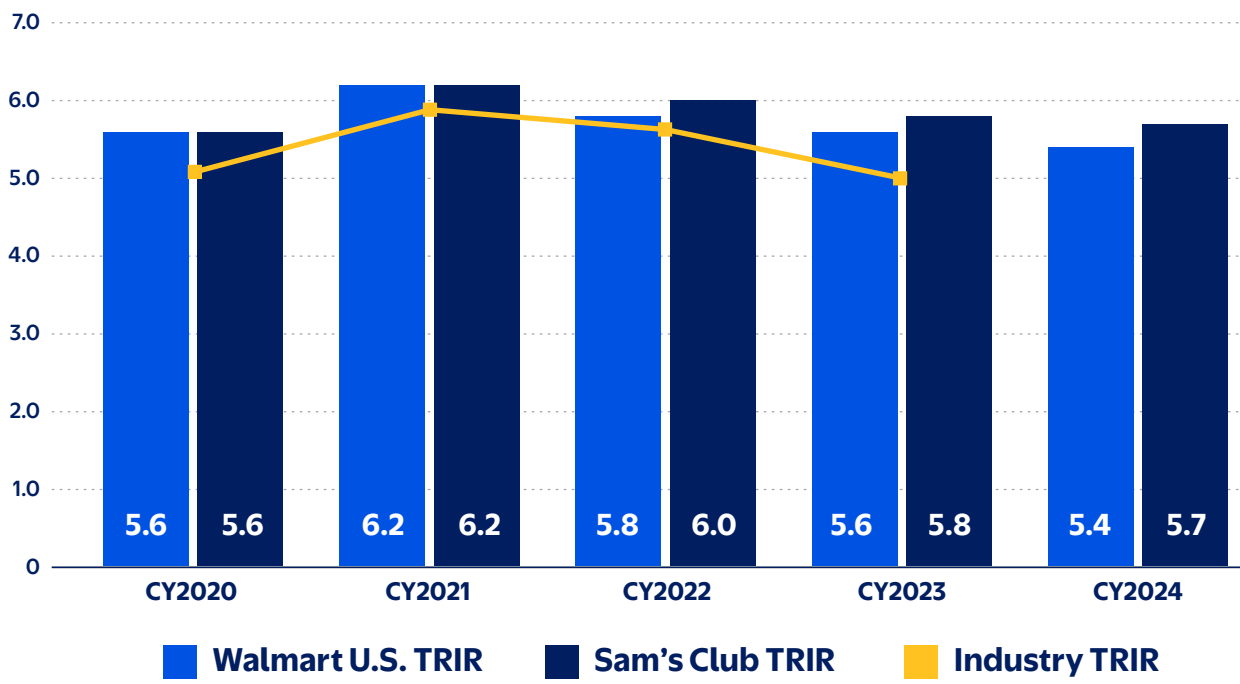
To help ensure a safe working environment for associates, we document and analyze associate incident and injury data. Our most common recordable incident types in the U.S. in FY2025 were:

- Fall/slip/trip
- Material handling
- Struck by object
- Caught in, under, between object
- Cut/puncture/scrape.

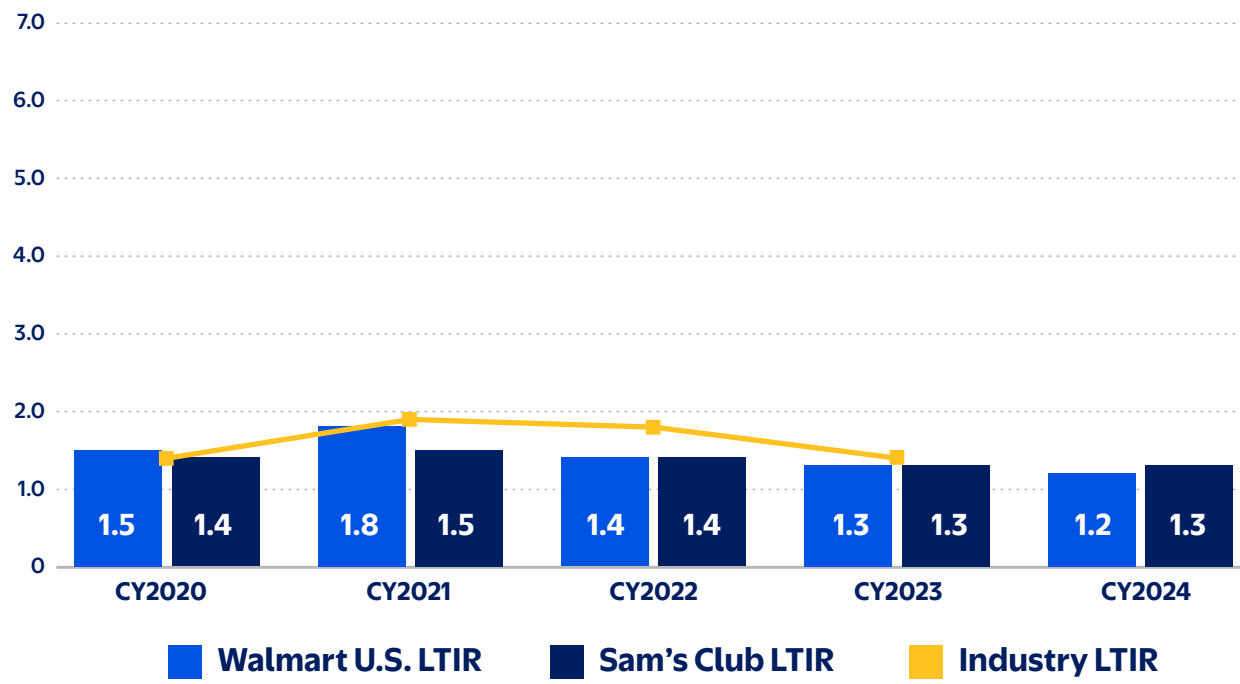
The U.S. Occupational Safety and Health Administration (OSHA) Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR) are calculations that describe the frequency of incidents per 100 full-time employees per year. The TRIR is based on all incidents that resulted in medical treatment beyond first aid; the LTIR includes only incidents that resulted in at least

one lost workday. Our most recent reported data to OSHA demonstrates that our distribution and fulfillment safety record is well below industry average and that our store and club safety record is comparable with the industry average. Our significantly lower LTIR compared to TRIR indicates that the majority of our recorded incidents were minor in nature.<sup>62</sup>

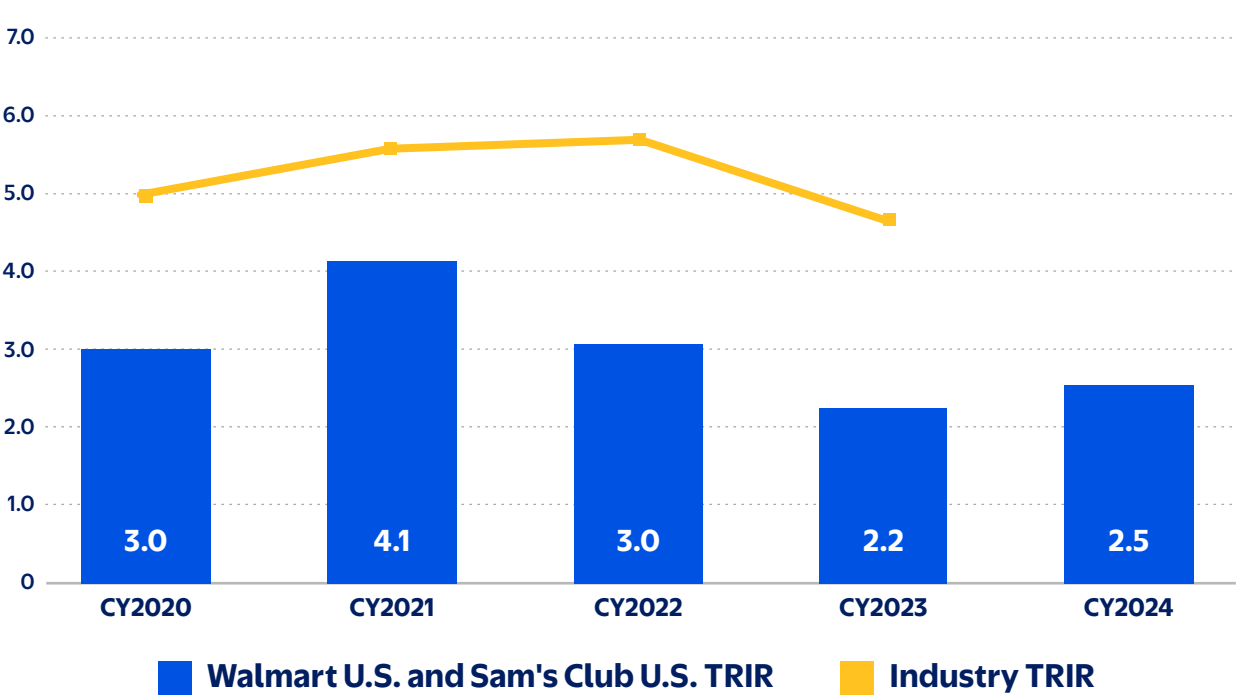
#### Retail TRIR Retail Operations



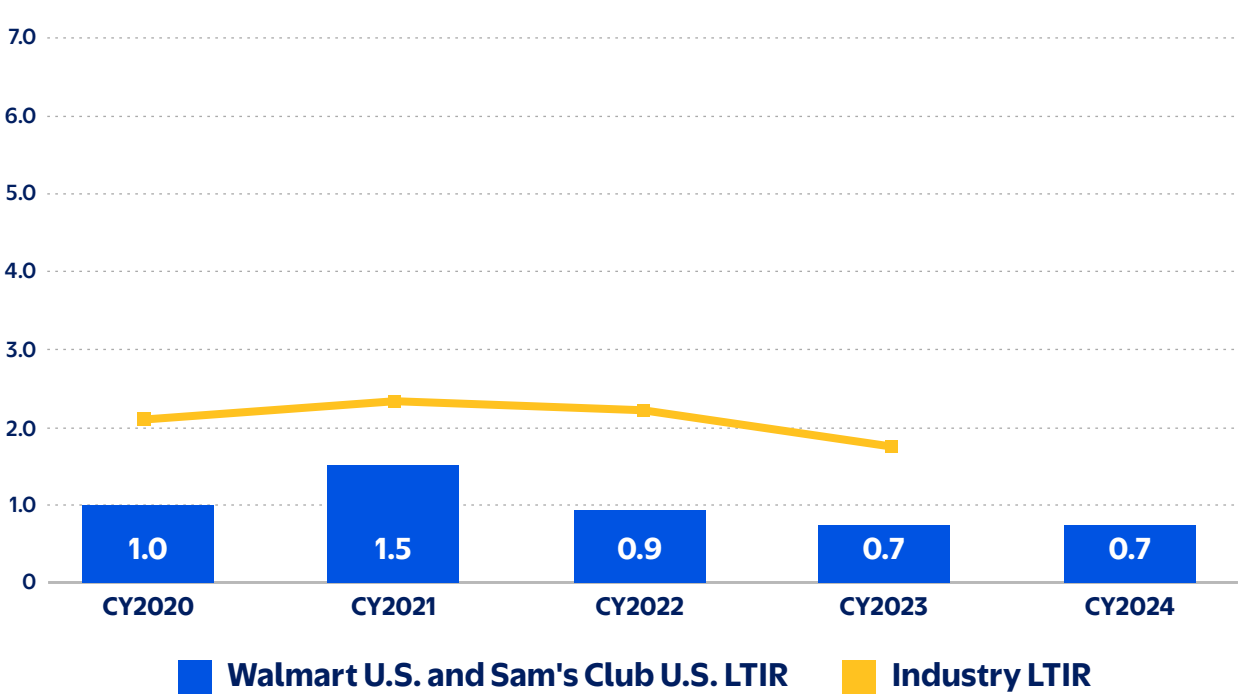
#### Retail LTIR Retail Operations



#### Supply Chain TRIR Warehousing and Storage (Fulfillment and Distribution Center)



#### Supply Chain LTIR Warehousing and Storage (Fulfillment and Distribution Center)



61 Completion rate includes active associates as of the end of FY2025.  
62 Data represents U.S. numbers. Rates subject to adjustments as claims are conciliated and resolved. Industry data for Retail charts is based on NAICS 452311—Warehouse clubs and supercenters. Industry data for Supply Chain charts is based on NAICS 49311—General warehousing and storage. Industry data have a one-year lag time and therefore do not appear in this chart for 2024.  
See <https://www.bls.gov/web/osh/table-1-industry-rates-national.htm>





### Combating Bribery and Corruption

Walmart competes fairly and honestly in the places we do business around the world. Both our Code of Conduct and Global Anti-Corruption Policy (A/C Policy) prohibit bribery in any form by Walmart associates and third-party intermediaries (TPIs) acting on Walmart's behalf. Our Standards for Suppliers require the same of Walmart's product suppliers.

Walmart dedicates significant resources to our Anti-Corruption Compliance Program, including:

- Appointing a Global Anti-Corruption Officer to provide strategic oversight and support to specialized Anti-Corruption Compliance teams in every Walmart market
- Conducting annual Anti-Corruption Compliance Program risk assessments, internal monitoring and testing, and TPI audits
- Designing system enhancements to globally manage corruption risks, as well as implementing our Anti-Corruption Compliance Program with acquired entities
- Screening our TPIs to identify corruption risks and ensure we are doing business with partners who follow our core values when representing us
- Training associates to identify corruption risks in our activities and to report suspected violations of our A/C Policy and procedures. Training assignments and cadence are customized based on role, tenure, and knowledge proficiency, with targeted anti-corruption training for associates more likely to encounter corruption risk touchpoints. Additionally, we deliver risk-based training to TPIs, clearly outlining their obligation to report suspected violations of our A/C Policy and the proper channels for seeking guidance.



### Competing Fairly

Walmart is committed to free and fair competition, which helps enable lower prices, maximize consumer choice, and promote innovation.

Our Global Antitrust and Competition Law Policy applies across all of Walmart's businesses. The Policy requires (among other things) that Walmart compete independently, protect competitively sensitive information, and work with suppliers and other parties in a manner that does not harm competition or consumers.

Walmart's Antitrust Center of Expertise (COE) is responsible for advising the company with respect to antitrust matters and for the development and implementation of a strong Global Antitrust Compliance Program. The program is led by a team of global and jurisdiction-specific specialists who identify market-based risks and design comprehensive training, as well as potential controls and monitoring to mitigate relevant risks. The COE works in close partnership with teams across Walmart to ensure that compliance controls, training, and awareness are embedded throughout the company and that the program is continually informed by relevant developments and evolving business activities.

Walmart trains associates on antitrust topics through our Code of Conduct. Associates in higher-risk business segments receive additional detailed computer-based antitrust trainings, and members of the highest-risk teams (e.g., merchandising, marketplace, and sourcing) receive live trainings conducted by members of the COE.







Food Safety

Walmart is dedicated to providing safe, quality food to customers. Our Global Food Safety program is designed to ensure compliance with applicable regulatory requirements and our science-based food safety standards. Our Global Food Safety and Compliance organization, which includes food safety professionals and scientists, designs and implements the program across our retail operations, fresh food manufacturing facilities, and supply chain.

**Policies and Standards:** Our program includes policies, standards, procedures, and controls designed to mitigate food safety risks and drive a culture of continuous improvement.

- Our **Code of Conduct** and Global Food Safety Policy require associates to follow role-specific food safety requirements.
- Our **Standards for Suppliers** requires suppliers to implement measures to ensure the food they provide is safe and meets all quality and regulatory requirements; it also sets the expectation that suppliers and sellers report any safety issues to Walmart immediately and initiate voluntary and mandatory product recalls where appropriate.

In the U.S., Walmart publishes a customer-facing [Food Safety page](#) that describes Walmart’s food safety programs and provides tips that customers can use to keep their food safe and fresh.

Food Safety in Walmart’s Operations

Walmart’s global food safety program emphasizes effective food safety controls and monitoring across the value chain, from farm to table. It is based on Good Hygiene Practices and Hazard Analysis and Critical Control Points (HACCP) principles.

Suppliers

- Walmart relies on suppliers to provide most of the food it sells, including national and private brands. Suppliers are required to follow applicable food safety laws and regulations. For private brand products and Walmart-imported products,<sup>63</sup> we require Global Food Safety Initiative (GFSI) certification.
- Walmart has implemented risk-based programs to supplement GFSI. For example, in the U.S., suppliers of raw ground beef and bison must disclose information about processing facilities and reducing pathogens through approved intervention processes. Suppliers of raw whole-bird chicken, raw chicken parts, and raw ground turkey products must comply with safety initiatives to reduce salmonella transmission.

Walmart-Owned Manufacturing Facilities

- In a few circumstances, Walmart owns and operates facilities that manufacture food products: as of FYE2025, Walmart operated 13 of these across seven countries. We also utilize the GFSI certification process for these facilities, which requires them to show that they have implemented food safety management systems to identify and control potential hazards in the production process. To date, 12 of our facilities have achieved this certification, and the company remains committed to certifying all of them.

Distribution Centers, Fulfillment Centers, and Transportation

- Where we operate distribution centers, fulfillment centers, and owned transportation channels, food safety controls include cleaning and sanitation, pest management, temperature monitoring, and cross-contamination prevention. Compliance with our internal standards and relevant regulations is measured through GFSI certification or other third-party audits.

Retail

- Our retail programs follow the Food Safety High Five framework, which addresses key retail food safety risk factors. Effective controls in these five areas help mitigate the risk of food safety incidents from retail food handling practices.
- Independent third parties conduct risk-based audits to verify that our retail facilities meet legal requirements and Walmart standards. In recent years, we enhanced our retail audit approach by improving and strengthening aspects related to sanitation, hazard analysis, and risk-based preventive controls. In FY2025, 68,400 such audits were completed.
- Additionally, we conducted more than 200 million food safety assessments (e.g., checking whether associates are following the cleaning process for food contact surfaces or whether associates are following hand washing procedures) using a paperless automated record-keeping tool that enables faster and more comprehensive assessments at scale.



63 Suppliers of other national brand products are responsible for complying with the law and all relevant standards, but Walmart does not actively monitor their compliance.





Product Safety

Walmart is committed to providing our customers with access to safe, compliant, and more affordable merchandise, as well as promoting the safe use of products. Walmart maintains a risk-based Product Safety Compliance Program to assist Walmart associates in complying with federal, state, and local product safety laws, requirements, and company policies. Our product safety compliance teams implement appropriate standards and procedures intended to further mitigate risk across our business, in accordance with local laws and policy.

**Product Safety Policies and Standards:** Our Code of Conduct and Global Product Safety Compliance Policy set high expectations for our associates regarding product safety. Associates are required to follow role-specific practices relevant to product safety; for example, merchandising associates help Walmart source safe products and respond to potential safety issues. The Product Safety Compliance Program includes training requirements tailored for merchandising teams, among others.

We reinforce these expectations with our suppliers through our Standards for Suppliers and with our sellers through our **Marketplace Prohibited Products Policy**. Suppliers and sellers must ensure the products they provide to us are safe, meet all regulatory, quality, and technical requirements, and conduct product recalls where appropriate.

**Holding Our Suppliers to High Product Safety Standards:** In the U.S., we expect our general merchandise suppliers to send their items to approved third-party testing laboratories so the items can be independently tested for compliance with all applicable laws, regulations, and standards. In addition to regulatory safety standards, Walmart has adopted certain industry consensus safety standards and utilizes a formal risk-based process to assess products for compliance with those standards.

When an item is deemed non-compliant, we alert the supplier so they can correct the issue and remove the item from sale, and we prohibit purchase in stores and online, when appropriate. We also participate in the U.S. Consumer Product Safety Commission’s (CPSC) Retailer Reporting Program and voluntarily provide CPSC with product incident data so that it can take better-informed actions to keep consumers safe.

For products that have already been purchased by customers, Walmart’s Product Safety Compliance Program includes a formal product recall process. This process, where necessary, supports efficient and effective product recalls, customer awareness communications, and the perpetual collection of recalled products to remove potentially unsafe products from consumer use at any time after a recall is announced.

Challenges

- Laws and regulations differ substantially across the countries where Walmart operates, and they are constantly evolving. This dynamic creates challenges for implementing comprehensive and global programs. See our most recent annual report on **Form 10-K** for more information on these factors.
- As Walmart’s business expands into new areas, we face new and unique ethics and compliance challenges, adding more complexity to our overall program framework.
- The success of our ethics and compliance programs depends, in part, on the engagement, participation, and cooperation of millions of our associates, suppliers, and other business partners.







# Responsible Use of Data and Technology

## Our Aspiration

We seek to build and maintain the trust of customers, associates, suppliers, communities, and other stakeholders with respect to our use of technology and data, in line with our values of service, excellence, integrity, and respecting the individual.



## Relevance to Our Business and Society

As an omnichannel retailer, Walmart’s business depends on data and technology to deliver excellent customer service and optimize the way our associates work. Customers, associates, and other stakeholders need to trust that we’ll use data and technology responsibly and in a manner consistent with our values.

## Our Approach

**Governance:** Empowering appropriate oversight of our data and technology through accountable management.

**Digital trust:** Shaping decisions regarding new technologies, services, and data use to align with our Digital Trust Commitments.

**Protecting privacy:** Safeguarding the use of customer and associate information to protect confidentiality and maintain trust.

**Cybersecurity:** Protecting our information and digital infrastructure.





Governance

Walmart’s Board has delegated risk management oversight responsibility for information systems, information security, data privacy, and cybersecurity to its Audit Committee. For further discussion of the Audit Committee’s oversight role, see [Walmart’s 2025 annual report on Form 10-K](#).

Walmart management teams, which include associates with expertise in digital values, emerging technology, cybersecurity, data privacy and governance, ethical AI and biometrics, and information management, help Walmart live up to our Digital Trust Commitments as we develop and implement emerging technologies, new services, and innovative ways to serve our customers. They also track relevant laws and regulations and oversee Walmart’s privacy policies and notices.

Our Chief Information Security Officer (who reports to the Chief Technology Officer) leads Walmart’s Information Security organization and oversees Walmart’s cybersecurity program, which is supported by dedicated teams of cybersecurity personnel and professionals that assess, identify, monitor, detect, and manage cybersecurity risks, threats, vulnerabilities, and incidents.

These teams provide recurring information security and data privacy training to our associates and certain third parties based on access, risk, roles, policies, standards, and behaviors. In FY2025, for example, 1.3 million U.S. associates completed training covering information security and digital citizenship.

Digital Trust

Walmart’s Digital Trust Commitments help guide our use of technology and data in line with our values, so that we continually build trust while enhancing the customer and associate experience.

We put these commitments into action through practices including:

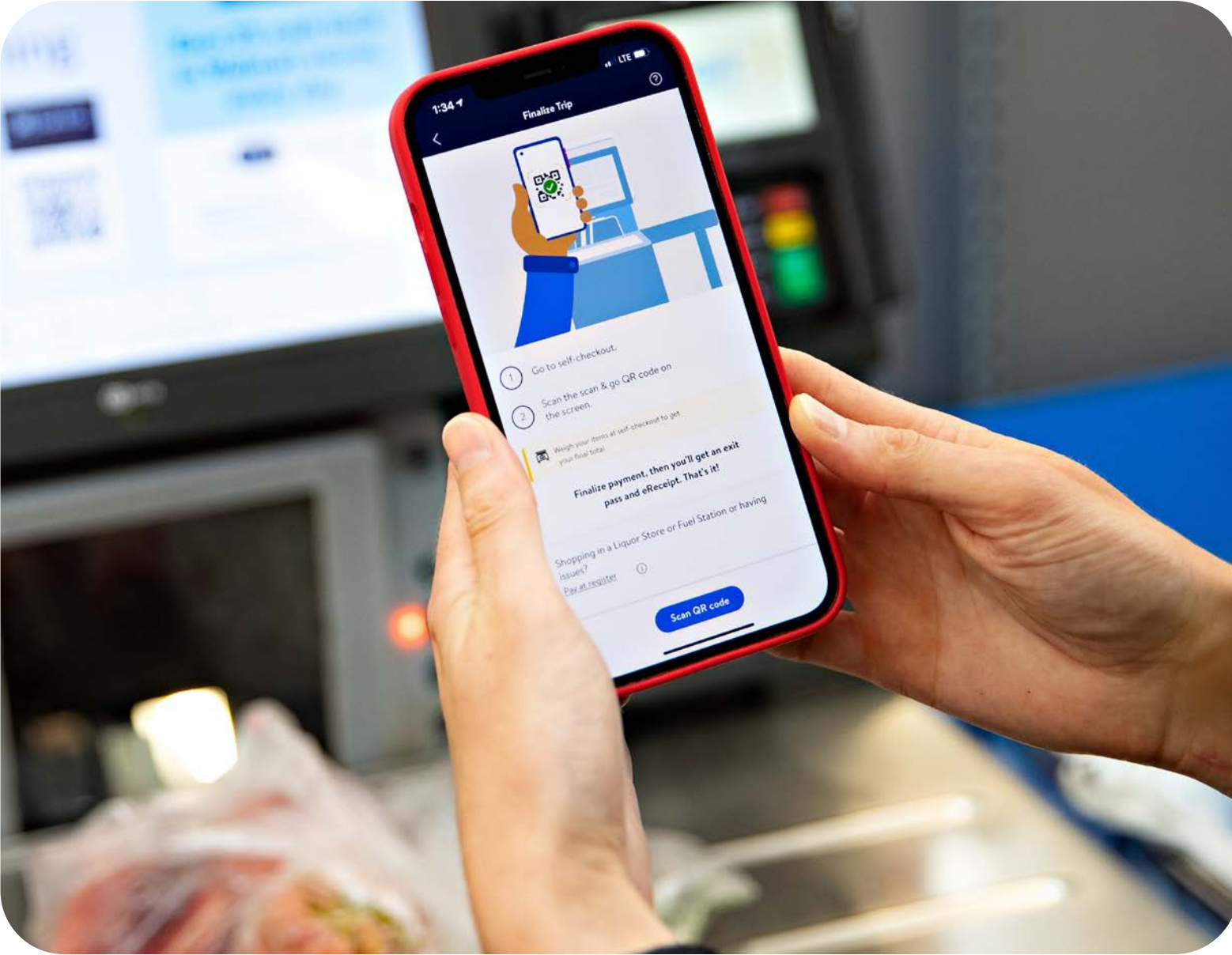
**Global Design With Local Deployment:** We aspire to deploy technologies and data practices that are scalable, flexible, and tailored to local needs and requirements. For example, we have adopted policies that guide our company in the design, implementation, and security of AI solutions, machine learning, and automated decisioning systems.

**Usability:** We seek to ensure our technology is intuitive and accessible, emphasizing customer and associate choice. We launched a number of AI-powered customer solutions, including a more personalized version of our **AI-powered Customer Support Assistant**, designed to create more convenient and engaging shopping experiences.

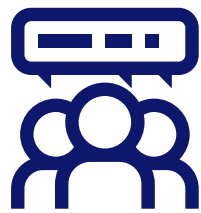
**Decreasing Bias and Increasing Transparency:** We aim to design systems where the outcomes produced by the technology are fair and transparent. We have developed frameworks to evaluate AI and machine learning models, aimed at mitigating risks such as unfair outcomes, lack of transparency, privacy concerns, and model robustness.

**Serving Our Associates:** We empower our associates through AI tools that enhance their productivity, efficiency, and overall experience at work.

Read more in the [Our People: Associate Experiences and Paths of Opportunity](#) section.



Walmart’s Digital Trust Commitments



Service

Our use of technology and data will be in service of people.



Excellence

We strive for excellence in our technology, making it simple, convenient, and secure.



Integrity

We will use data responsibly and transparently and always with integrity.



Respect

Our data practices and technology will treat people fairly, with dignity and respect.





## Protecting Privacy

To earn customers' and stakeholders' trust, we consider their privacy from the outset, starting with the design phase of any given project. Walmart's Global Privacy by Design Policy requires associates to build privacy controls into the initial design, ongoing operations, and management of a given technology solution, business process, or project.

**Communicating Privacy Information:** Our privacy notices provide stakeholders with comprehensive information about the collection, use, protection, and sharing of personal information. In addition to our [Walmart Customer Privacy Notice](#), we maintain other U.S.-focused privacy notices relevant to our associates and suppliers, and those that cover our specialized operations including [Health & Wellness](#) and [Financial Services](#). We also maintain jurisdiction-specific privacy notices in our international markets.

Walmart teams track privacy laws in the U.S., and other countries where we operate, assess their applicability and impact, and update our processes, practices, and notices as needed to address them. See our [Privacy & Security](#) page.

In addition, we maintain and implement Walmart's global data incident response policies and procedures for reporting and addressing actual or suspected data incidents as appropriate. The policies are supported by data incident notifications and regulatory reporting guidelines and standards.

**Engaging With Stakeholders on Privacy:** Walmart endeavors to shape the field with respect to digital trust, and we support policy that enhances consumer privacy in the physical, digital, and omnichannel world, including support for a national privacy law.

Read more in the [Responsible Engagement in Public Policy](#) section.

Walmart seeks to grow and support the talent pool in the cybersecurity industry through participation in and sponsorship of programs including the [National College Cyber Defense Competition](#) and [RSA Security Scholars program](#), which help develop the next generation of cybersecurity experts.

## Cybersecurity

Our cybersecurity operations run 24/7/365, focused on safeguarding business operations and information from cybersecurity threats and responding to incidents when they occur. Walmart's approach to cybersecurity, including governance, risk management, and incident response is discussed in [Walmart's annual report on Form 10-K](#).

Our cybersecurity program is grounded by policies and standards that cover topics including roles and responsibilities, security requirements, security awareness and training, and escalation processes that associates can follow should they notice something suspicious. Teams across the organization, for example store operations, marketing, and merchandising, are trained in cybersecurity best practices. Associates are required to report known or suspected violations of the policies, and policy violations may result in disciplinary action up to and including termination.

The size of Walmart's business, our geographic reach, the number of consumer transactions we make, and the nature of the information we collect to operate our business make us a target for threat actors, as discussed in more detail in Walmart's most recent annual report on Form 10-K. We use learning modules, phishing exercises, gamified security awareness, tech talks, and awareness campaigns to maintain an always-on, cyber-aware, shared responsibility culture.

**Helping Customers Stay Safe in the Digital World:** As the digital world grows more complex, Walmart shares knowledge with our customers to build trust and help keep them secure online.

For example, we publish a customer-facing [Cybersecurity Hygiene](#) page that describes steps that customers can take to keep their private information safe and reduce cybersecurity risk.

Walmart also maintains a webpage providing customers and the public with [information about common digital scams and fraud situations](#), particularly those involving the unauthorized use of Walmart's name or brand.

**Advancing the Cybersecurity Field:** Walmart is committed to sharing its expertise to strengthen the information security community and help develop the next generation of cyber professionals. We have made significant contributions to various open-source information security projects and malware information-sharing forums, and we have built strong partnerships to share intelligence about cybersecurity risk across retail and other business verticals.

## Challenges

- The size of Walmart's business, our geographic reach, the number of consumer transactions we make, and the nature of the information we collect to operate our business make us a target for threat actors.
- Walmart is subject to a broad scope of industry data protection standards and protocols. Walmart also has compliance obligations associated with new and changing privacy laws and regulations, which sometimes include obligations inconsistent with other jurisdictions.
- Fast-evolving technology, such as AI, poses challenges in terms of development, flexibility, and scalability. These technologies change rapidly, and we must continually assess their relevance to our business, risks, and alignment with our digital values.

### Gamified Cybersecurity Training

#### Virtual Escape Rooms

**Our escape rooms use creative methods to integrate cybersecurity concepts with everyday situations.**

During these immersive virtual experiences, associates must find their way through various threats and avoid security violations to "escape the room." We have multiple versions focusing on real-life cyber threat tactics.

#### "Born Secure" Escape Room

**The "Born Secure" Escape Room focuses on**

- Physical Security
- Social Engineering
- Phishing
- Security Habits

- Passwords vs. Passphrases
- Real World Threats
- Incident Response





# Human Rights

## Our Aspiration

We respect human rights and seek to use our scale, capabilities, and influence to help people and communities improve their lives, with a focus on our salient human rights issues.



## Relevance to Our Business and Society

Our business is a people business: we employ approximately 2.1 million people; approximately 270 million people shop with us weekly across 19 countries; and Walmart’s supply chain consists of tens of thousands of suppliers globally, many of whom have their own suppliers. Walmart believes business has a responsibility to respect human rights and that our business thrives when our associates, people in supply chains, customers, and our communities thrive.

## Our Approach

**Human Rights Commitment and Governance:** We assess actual and potential human rights impacts, integrate and act upon the findings of our assessments, track the effectiveness of our response to human rights impacts, and communicate how impacts are addressed.

**Management of Salient Issues in Our Operations:** We set expectations through policies, procedures, and standards; engage stakeholders and assess their feedback; and implement strategies to address issues and underlying systems.

**Management of Salient Issues in Our Supply Chain:** We set expectations through policies, procedures, and standards; engage stakeholders and assess their feedback; and implement strategies to address issues and underlying systems.





# Human Rights Commitment and Governance

## Human Rights Commitment and Salient Issues

We strive to use our position as an employer, retailer, and community member to promote respect for human rights. The U.N. Guiding Principles (UNGP) on Business and Human Rights recognize four essential components of an effective human rights due diligence program. Walmart’s approach to human rights due diligence reflects those components: We assess actual and potential human rights impacts, integrate and act upon the findings of our assessments, track the effectiveness of our response to human rights impacts, and communicate how impacts are addressed.

Our **Human Rights Statement** serves as the foundation of our human rights efforts. It confirms Walmart’s respect for human rights and articulates how our culture and values, as well as certain principles in international instruments—including the U.N. Universal Declaration of Human Rights, the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work and the UNGP on Business and Human Rights—guide our approach to human rights due diligence. Each of the salient issues set forth in the Human Rights Statement are addressed in our **Code of Conduct** (applicable to Walmart associates) and **Standards for Suppliers** (applicable to Walmart suppliers). Recent milestones in our approach to human rights governance are outlined below.

The Statement and Walmart’s list of salient human rights issues were developed by a working group consisting of leaders from teams including associate relations, communications, government affairs, legal, and responsible sourcing functions.

We first memorialized our approach to human rights due diligence in 2018. In alignment with UNGP guidance, in 2022–2023 we (with the support of a third party) reviewed our human rights due diligence approaches, including salient issues and focus areas, governance, policies, and practices. Our effort included internal and external stakeholder consultation, including NGOs, academics, intergovernmental agencies, and the investment community.

Walmart focuses our efforts on the human rights issues that we have assessed as the most salient to our activities or business relationships. Additionally, we collaborate beyond our business activities, as human rights issues are complex and are often the result of systemic issues, including deeply entrenched economic practices, inconsistent government regulation and enforcement, and workers lacking knowledge, support, or tools to safeguard their rights.

## Board and Management Oversight of Human Rights Issues

Our Board and Board committees actively oversee and monitor the management of the most significant human rights issues relevant to our company. The **NGC** is responsible for overseeing Walmart’s ESG initiatives, including our overall approach to human rights, and receives updates on these initiatives from Walmart’s CSO.

Salient human rights issues are often a topic of Board committee discussion. Recent examples include:

- Wage investments, benefits, training, and pay equity
- The company’s belonging strategies and programs
- Our ethics and compliance program
- Overall updates on our ESG priority issues, including human rights.

In order to support business teams in advancing respect for human rights, Walmart maintains a cross-functional human rights working group.

Additionally, Walmart identifies, assesses, and assigns responsibility for managing issues raised in its annual ERM process, which includes topics related to Walmart’s salient human rights issues.



## Salient Human Rights Issues



### Treating Workers With Respect

- Pay; working hours
- Freedom of association and collective bargaining
- Meaningful opportunities for workers to be heard



### Promoting a Safe and Healthy Work Environment

- Physical safety and security of work premises
- Workplace abuse
- Healthy work environments



### Providing a Fair and Inclusive Work Environment

- Anti-discrimination and harassment
- Belonging, including but not limited to race, gender, or protected status



### Combating Forced and Child Labor

- Forced, trafficked, child, and underage labor
- Vulnerability of migrant workers, responsible recruitment



### Using Technology and Personal Data Responsibly

- Data privacy and security
- Ethical AI and biometrics
- Transparent use of human-facing technology





Communicating Expectations

Walmart associates and suppliers are informed of our human rights positions and expectations through the dissemination of our [Human Rights Statement](#) and other core standards, incorporation of principles into our foundational policies and standards, and training and awareness on those policies and standards.

Associates—Basic Beliefs, Code of Conduct, Policies, and Training

Walmart’s [Code of Conduct](#) translates our [core values](#) into standards and expectations for our associates. The Code of Conduct:

- Sets foundational expectations on each of our salient human rights issues
- Explains when to speak up and how to speak up, and prohibits retaliation for speaking up
- Requires compliance with other applicable policies and our Standards for Suppliers.

Company-wide training on the Code of Conduct and targeted trainings on salient human rights issues like discrimination and harassment prevention, freedom of association and labor compliance, and responsible sourcing helps to keep our salient human rights issues top-of-mind.

Suppliers—Standards for Suppliers, Policies, Training, and Communication

Walmart’s [Standards for Suppliers](#), which are embedded in our supplier agreements, sets expectations of our suppliers on respecting foundational human rights issues like safe and respectful working environments and the prohibitions of forced, underage, or child labor. Suppliers are expected to cascade the requirements of our Standards for Suppliers to any parties involved in the process of providing products to Walmart. Walmart merchandising and sourcing associates are regularly trained on our Global Responsible Sourcing Compliance Policy, our Standards for Suppliers, and our Responsible Sourcing expectations.

Read more in the [People in Supply Chains](#) section.

Human Rights Focus Areas

Due diligence across our salient issue set is guided by three factors:

- Connection between the issue and Walmart’s core business activities
- The nature, severity, and prevalence of the issue and the current state of practices with respect to the issue
- Walmart’s opportunity to have an impact through the deployment of business and philanthropic assets and capabilities.

Factors and sources we use to assess the nature, severity, and prevalence of human rights issues include:

- Findings and data from our Responsible Sourcing program, including internal risk assessments, thousands of supplier audits, and hundreds of cases and investigations
- Internal analyses such as pay equity analyses
- Associate engagement data and insights, like our Ethics and Open Door programs, which can reveal gaps, trends, and emerging areas of focus

- Prevalence studies and external analyses, including studies produced by NGOs, governmental agencies, and industry groups such as the U.S. Department of State Trafficking in Persons Report, World Bank Worldwide Governance Indicators, Verité Forced Labor Commodity Atlas, [Leadership Group on Responsible Recruitment](#) findings, and Seafood Task Force data.

Stakeholder engagements help us obtain new insights, spot emerging issues, and confirm focus areas.

Where data or insights do not exist to help inform our approaches, we seek to fill gaps through philanthropy or our own studies. For example, the Walmart Foundation commissioned the first comprehensive study documenting the prevalence of forced labor on Thai fishing vessels.

Milestones in Walmart’s Human Rights Governance







# Management of Salient Issues: Walmart’s Operations

We focus on the following to foster respect for the individual within Walmart:

- Setting expectations through policies, procedures, and standards
- Engaging stakeholders and assessing their feedback, insights, and concerns
- Designing and implementing strategies to address individual issues and relevant underlying systems.

Read more in the [Our People](#) and [Ethics and Compliance](#) sections.



## Human Rights in Walmart’s Supply Chains

### Setting Expectations Through Policies, Procedures, and Standards

Walmart’s **Code of Conduct** translates our values and human rights priorities into expectations for our associates. Complementary internal and external policies help to clarify expectations regarding human rights, including:

- **Treating Workers With Respect:** (e.g., Associate Pay Policy, Family Care Pay Policy)
- **Promoting a Safe and Healthy Work Environment:** (e.g., Safety & Health in the Workplace Policy)
- **Providing a Fair and Inclusive Work Environment:** (e.g., Global Discrimination & Harassment Prevention Policy)
- **Combating Forced and Underage Labor:** (e.g., Global Forced Labor Prevention Policy, Minors in the Workplace Policy)



### Engaging Stakeholders

- **Associates:** Associate surveys, digital platforms (e.g., apps), townhalls, team huddles, operations listening sessions, grassroots sessions, Year Beginning Meetings, Associates’ Week discussions
- **Civil Society:** 1:1 dialogues, online engagement, participation in coalitions and conferences (e.g., Impact Employer Network, Multiple Pathways Initiative), investment in research, community public meetings, Walmart events (e.g., 2024 Opportunity Summit)
- **Customers:** Qualitative and quantitative research, pulse surveys, social media/digital engagement, focus groups, owned channels (e.g., email, call centers)
- **Investors:** Investment Community Meeting, 1:1 discussions, shareholder proposal process and proxy season engagement, Annual Shareholders’ Meeting and investor reception



### Designing and Implementing Strategies

- **Assessing the Nature, Severity, and Prevalence of Human Rights Issues:** Data and insights from our Ethics, Open Door, and associate engagement sources; stakeholder engagement; internal analyses and reporting; prevalence studies and external analyses (e.g., pay gap analyses)
- **Practices:** Associate well-being (pay, benefits, health and safety, anti-discrimination policies and procedures), growth (job design, career paths, upskilling through Walmart Academy, Live Better U), promoting belonging throughout the talent lifecycle, associate listening/engagement to receive and act on associate feedback
- **Public Policy Advocacy:** Issues relevant for our workforce (e.g., workforce development and healthcare)
- **Philanthropy:** Walmart’s Retail Opportunity program, investing over \$100 million since 2015 to advance upward mobility for frontline retail workers
- **Tracking and Disclosing Performance:** ESG and other reporting (e.g., starting and average wages, benefits availability and participation, full-time/part-time ratios, workforce statistics, third-party representation, OSHA safety statistics)
- **Grievance and Remedy:** Maintaining channels for raising concerns and grievances (e.g., Ethics channels, Open Door, MyFeedback)







# Management of Salient Issues: Supply Chain

We work across industries, geographies, and stakeholder groups to help advance respect for human rights in supply chains with a focus on our salient issues by:

- Setting expectations through policies and standards
- Engaging stakeholders and assessing their feedback, insights, and concerns
- Designing and implementing strategies to address the issue and relevant underlying systems.

Read more in the [Our People](#) and [Ethics and Compliance](#) sections.



## Human Rights in Walmart’s Supply Chains







## Embedding Respect for Human Rights in Supply Chains

### Walmart Sourcing Requirements and Supplier Engagement—Example Actions

- **Setting Foundational Policies and Standards:** Walmart Standards for Suppliers and supplier agreements; auditing program and case management; transparency standards
- **Responsible Sourcing Program:** Monitoring working conditions and compliance with Walmart’s Standards for Suppliers through audits and investigations and engaging suppliers in remediation
- **Product Certifications Supporting Human Rights:** including Fair Trade USA, Rainforest Alliance, and Roundtable on Sustainable Palm Oil
- **Encouraging Supplier Adoption of Enhanced Standards:** Seafood Task Force Code of Conduct and Vessel Auditable Standards; Responsible Business Alliance (RBA) Code of Conduct; Ethical Charter on Responsible Labor Practices
- **Small-Scale Sourcing:** Sourcing products from small and innovative suppliers and entrepreneurs
- **Cultivating and Disseminating Resources:** Responsible sourcing training
- **Walmart and Supplier Engagement in Industry Initiatives:** Alliance for Bangladesh Worker Safety; Nirapon; LABS; RBA
- **Promoting Supplier Measurement and Reporting:** Ethical Charter implementation and reporting; Supplier Responsible Recruitment initiative.

### Walmart and Walmart Foundation Supply Chain Capacity Building—Example Actions

- **Invest in Data, Technology, and Research to Promote Transparency and Understand Prevalence:** IJM study on migrant labor in Thai seafood industry; IOM study on migrant labor in Thailand and Malaysia; Wilson Center study on wages, working conditions, and recruitment; The Nature Conservancy seafood electronic monitoring; human rights impact assessments
- **Build Capabilities of Underrepresented Producers:** Market Access program to promote inclusive production in Central America, India, and Mexico
- **Enhance Market Participant Awareness:** Stronger Together awareness training for U.S. produce suppliers; CIERTO training for Mexico and U.S. produce corridor actors; FishWise awareness tools
- **Strengthening Demand:** Leadership Group for Responsible Recruitment; Seafood Task Force; Ethical Charter group; RBA; RBA Foundation program to incentivize ethical recruitment
- **Develop and Disseminate Worker-Facing Tools and Training:** Issara worker training; Avina worker training
- **Encourage Enforcement:** Engaging Southeast Asian governments on enforcement; Seafood Task Force government engagement; The Bali Process; engaging U.S. government agencies to encourage action to root out forced labor
- **Promote Worker and Community Voice:** Polaris tool for Mexican migrant workers; Issara hotline and Golden Dreams app.

Read more in the [FY2025 Walmart Worker Dignity in Retail Supply Chains](#).

## Challenges

- Progress in addressing human rights issues depends on the maturity, rigor, and efficacy of local and national infrastructure, supported by means such as third-party standards and initiatives, which require a critical mass of suppliers and other businesses to align on common standards and best practices.
- Due to differences among nations and cultures, there currently is no universal set of standards for responsible or sustainable production and/or certification beyond compliance with the law (e.g., responsible recruitment, hourly wages). Furthermore, there are limits to the efficacy of tools used to monitor compliance.







# Responsible Engagement in Public Policy

## Our Aspiration

Through policy advocacy, engagement with lawmakers, support for the political process, and collaboration with business coalitions and key NGOs, we aim to support public policy that is in the interests of our business and stakeholders.



## Relevance to Our Business and Society

Responsibly and transparently engaging in public policy helps Walmart create shared value while building trust with stakeholders.

## Our Approach

**Governance and Transparency:** Ensuring Walmart’s public policy strategies align with our business priorities and company values, promote transparency, and ensure legal compliance.

**Public Policy Advocacy:** Supporting and helping to shape policies that promote our business interests.

**Associate Political Action:** Through the Walmart Inc. Political Action Committee for Responsible Government (WALPAC), helping our associates advocate for issues important to our customers, fellow associates, suppliers, communities, and shareholders.

**Trade Associations and Other Business Coalitions:** Prioritizing and advancing key issues that strengthen our business and affect our stakeholders.





# Governance and Transparency

We govern our public policy activities to align with our business priorities and company values, promote transparency, and comply with relevant laws and our political spending policies. Governance includes Board committee oversight, management oversight, and regular, transparent reporting on policy activities. Read more in the [Corporate Governance](#) section.

## Management Oversight

Walmart’s management team designs and implements our public policy activities day-to-day, while our [Government Relations Policy](#) guides the company’s interaction with elected officials and legislative and regulatory bodies at all levels. Among other things, the policy delineates roles and responsibilities for engagement with public officials, sets parameters on corporate and political giving, governs fundraising and solicitation by our associates, and defines how we evaluate trade association memberships.

## Transparency

Walmart is committed to transparency regarding our public policy activities. We submit quarterly reports to the U.S. Congress that outline our federal lobbying activities, including lobbying expenditures and the specific legislative items and public policy issues that were the topics of communication, and identify the registered-lobbyist associates having the communications. We also submit lobbying reports in each state in which we employ a registered lobbyist; the contents of those reports vary depending on state requirements.

**Federal Lobbying:** Walmart employs federally registered lobbyists and retains lobbyist consultants.<sup>64</sup> We file quarterly lobbying reports with the U.S. House and Senate.

- Federal lobbying activities (LD-1 and LD-2 Reports): [U.S. Senate Lobbying Disclosure—Registrations and Quarterly Activity](#). For 2024, we disclosed \$7.24 million in lobbying expenses.
- Federal political contributions (LD-203 Reports): [U.S. Senate Lobbying Disclosure](#)

**State Lobbying:** Walmart also employs registered lobbyists for state-level engagements. See below for reports on state-level lobbying expenditures:

- [2024 State Lobbying Expenditures](#)
- [2023 State Lobbying Expenditures](#)
- [2022 State Lobbying Expenditures](#)

**Additional Transparency:** Walmart’s Government Relations Policy also provides that the company will report at least annually on our public policy priorities, strategies, and activities, as well as transparency in our trade association memberships and lobbying activities. To that end, Walmart has:

- Published a discussion on our public policy priorities, advocacy strategy, and external engagements
- Disclosed our philosophy on trade association memberships, including our approach to dealing with trade association policy misalignments
- Published a list of [FY2025 Walmart Key Trade Associations and Other Business Coalitions](#) to which Walmart contributes funds of \$25,000 or more per year and updates this list at least annually.



64 Walmart engages in lobbying contacts as defined under the U.S. Lobbying Disclosure Act (LDA).





## Public Policy Advocacy

Walmart engages in public policy discussions to promote the interests of our company and our stakeholders by focusing on issues that align with our shared value approach, without regard for the private political preferences of any associates (including senior leadership and executives). We determine whether and how to weigh in on these matters by considering the relevance to our business and brand, shareholder expectations, and our ability to be an effective, credible actor. The key issues on which we engage in public advocacy, listed alphabetically below, are central to our business.

<b>Corporate Tax Policy</b>
Walmart continues to be one of the largest corporate taxpayers and supports tax policy solutions that are competitive, fair, and pro-growth. Keeping the U.S. corporate tax rate competitive globally, ensuring U.S. companies are not subject to double taxation, and ensuring the U.S. tax code is reliable and consistent for all taxpayers helps businesses prioritize U.S. investment, build our communities, and support jobs.
<b>Energy and Climate Action</b>
Our energy and climate action strategy centers on ensuring access to sustainable energy, maintaining cost-efficiency, enhancing resilience, and reducing emissions. Guided by our Board-approved statement on Climate Policy, we advocate for initiatives that drive clean energy investments, promote efficient transportation solutions, and align with our goal of achieving zero operational emissions.
<b>Healthcare</b>
Walmart supports policies that enhance access to affordable healthcare for the communities we serve. With over 5,100 pharmacies and thousands of stores and clubs nationwide, the company is uniquely positioned to deliver health and wellness services to a broad population. Our priorities include expanding access to these services by advocating for pharmacists to operate at the full scope of their training—administering immunizations, conducting screenings and tests, providing treatment, and offering personalized counseling on medications, nutrition, and wellness. Additionally, we support initiatives that increase access to healthy and nutritious food.
<b>Nature, Biodiversity, and Sustainable Products</b>
Many of the products that we sell come from nature or depend on ingredients derived from nature. Degradation and/or loss of critical landscapes and biodiversity can compromise agricultural productivity, contribute to climate risk, and increase product cost. We support business organizations (e.g., CGF Forest Positive Coalition, Seafood Task Force, Better Cotton, U.S. Roundtable for Sustainable Beef) and public policies that <b><u>promote regenerative approaches</u></b> , increase funding for research and development, and improve technical assistance for farmers.
<b>Responsible Use of Data and Technology</b>
Our commitment to the ethical use of data and responsible use of technology helps build trust in our company, mitigate potential risks of improper practices, and align our actions with emerging law and regulation in the places where we do business. Through <b><u>business organizations</u></b> and direct advocacy, we support policies that enhance consumer privacy in the physical, digital, and omnichannel world and support a federal privacy law in the U.S.
<b>Retail Crime and Consumer Fraud Protection</b>
Walmart works with policymakers and public safety officials to ensure we are providing a safe workspace for our associates and a safe, enjoyable experience for our customers. The nature of retail crime varies from petty theft to organized retail crime and consumer fraud schemes. Walmart works with trade associations to support legislation (such as the <b><u>Combating Organized Retail Crime Act</u></b> ) that we believe will help stem the tide of both retail- and customer-facing organized retail crime.

<b>Trade and Resilient Supply Chains</b>
Walmart supports a stable, rules-based global trade system and advocates for policies that expand consumer choice, maintain affordability for our customers, enhance predictability, drive economic growth, reduce market access barriers, and promote worker safety and sustainable development. We engage directly and through business coalitions (e.g., Business Roundtable) to advance transparent trade frameworks, leveraging engagements with local governments and international summits to advocate for laws and norms that advance sustainable supply chains.
<b>Transportation</b>
Our supply chains are the backbone of our business, allowing Walmart to serve our customers and communities with essential and everyday products and services. We support public policies that promote <b><u>innovation and efficiency</u></b> , and that create an enabling environment for the development, adoption, and scaling of new technologies.
<b>U.S. Manufacturing</b>
Since Sam Walton first launched a “Buy American” initiative in 1985, Walmart has been committed to sourcing and selling products that <b><u>support American jobs</u></b> . In 2021 we committed \$350 billion toward U.S. manufacturing and American Jobs—building on our 2013 commitment to invest \$250 billion in products made, grown, or assembled in America. We support policies that promote U.S. manufacturing and address barriers to U.S. production, and work with domestic manufacturers, business coalitions, and the U.S. government to identify opportunities to enhance domestic manufacturing, particularly in critical sectors (e.g., food, pharmaceuticals, and textiles). We help amplify the voices of U.S. small businesses—which in FY2025 made up over 60% of all Walmart U.S. suppliers—by connecting small business owners directly to policymakers on Capitol Hill through our U.S. Manufacturing Fly-In. In 2025, we launched <b><u>Grow with US</u></b> to attract even more U.S.-based suppliers and further strengthen our domestic supply chain.
<b>Waste Reduction and Circular Economy</b>
We support policies that are in line with our aspiration to reduce needless operational and packaging waste, reduce food waste, develop and sell products designed for circularity, and improve recycling. For example, we have supported the development of model Extended Producer Responsibility (EPR) systems in the United States through the <b><u>Circular Action Alliance</u></b> and the EPR Leadership Forum and participate in business organizations that engage on waste reduction policy (e.g., Zero Food Waste Coalition).
<b>Workforce Development</b>
We support policies that enhance workforce training and education and engages in business collaboratives (e.g., Business Roundtable’s <b><u>Multiple Pathways Initiative</u></b> ) focused on building stronger career pathways.

Additional information on how we engage on these issues may be found throughout this report in the relevant sections.

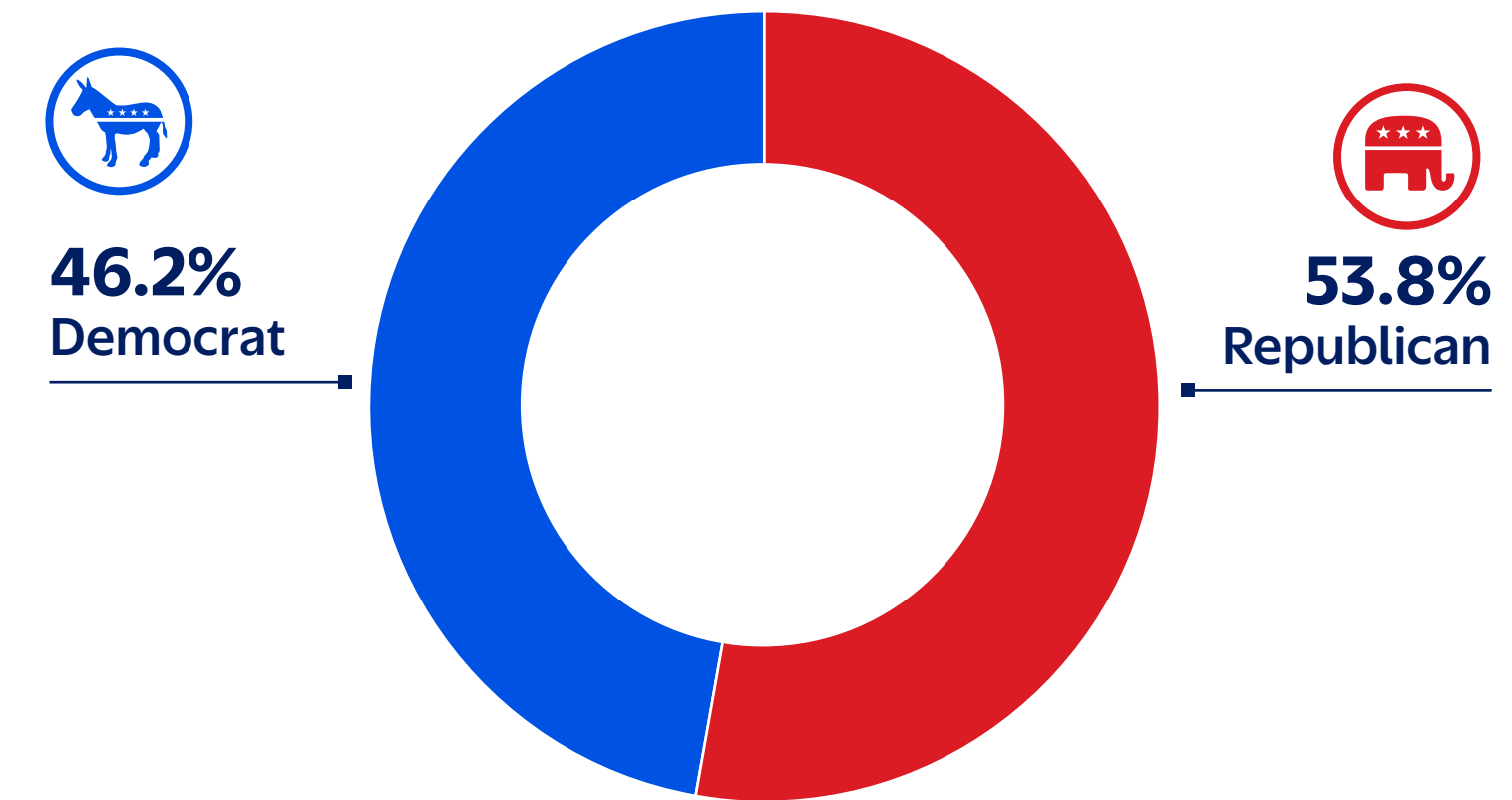




# Associate Political Action

In the U.S., campaign finance laws at the federal level and in many states govern the use of corporate funds in the election process. Eligible Walmart associates have formed and have the opportunity to support WALPAC, an employee-funded political action committee. WALPAC supports lawmakers who can help advance policy priorities important to our associates because they are critical to the interests of our customers, fellow associates, suppliers, communities, and shareholders.

## WALPAC Federal Donations 2023–2024



Contributions to state and federal candidates and committees are made considering a wide range of criteria such as voting records, leadership positions, committee membership, and legislative activity. WALPAC’s campaign contributions to elected officials are not an endorsement of their individual beliefs, voting records, or comments, and WALPAC may examine candidates’ public statements, social media posts, and other communications when making contribution decisions. In 2024, WALPAC made contributions to state-level candidates and committees in 23 states, as well as Washington DC and Puerto Rico.

See: [WALPAC Contributions \(FEC.gov\)](#)

**WALPAC Governance:** WALPAC’s activities are governed by its bylaws and the WALPAC Advisory Board, comprising Walmart officers and senior management. The WALPAC Advisory Board sets the overall budget each calendar year and reexamines and adjusts the overall WALPAC strategy at the close of each biennial election cycle. WALPAC senior management determines how to disburse annual WALPAC funds in alignment with this strategy. In accordance with federal election regulations, a report of WALPAC receipts and contributions is disclosed to the Federal Election Commission monthly.

# Trade Associations and Other Business Coalitions

Walmart maintains memberships in business coalitions that we believe can help us create long-term shared value. Memberships enable us to collaborate with others on issues that affect Walmart, our stakeholders, and the retail sector overall through best practice sharing, special initiatives, and/or advocacy.

The nature and level of our engagement varies from membership to membership, depending on relevance to Walmart’s objectives and the relative effectiveness and importance of the organization in helping us achieve those objectives. In some cases, we may be involved in multiple initiatives and serve on an organization’s board or key committees; in other cases, our involvement may be more targeted. We periodically review our memberships to determine whether and how we continue to engage.

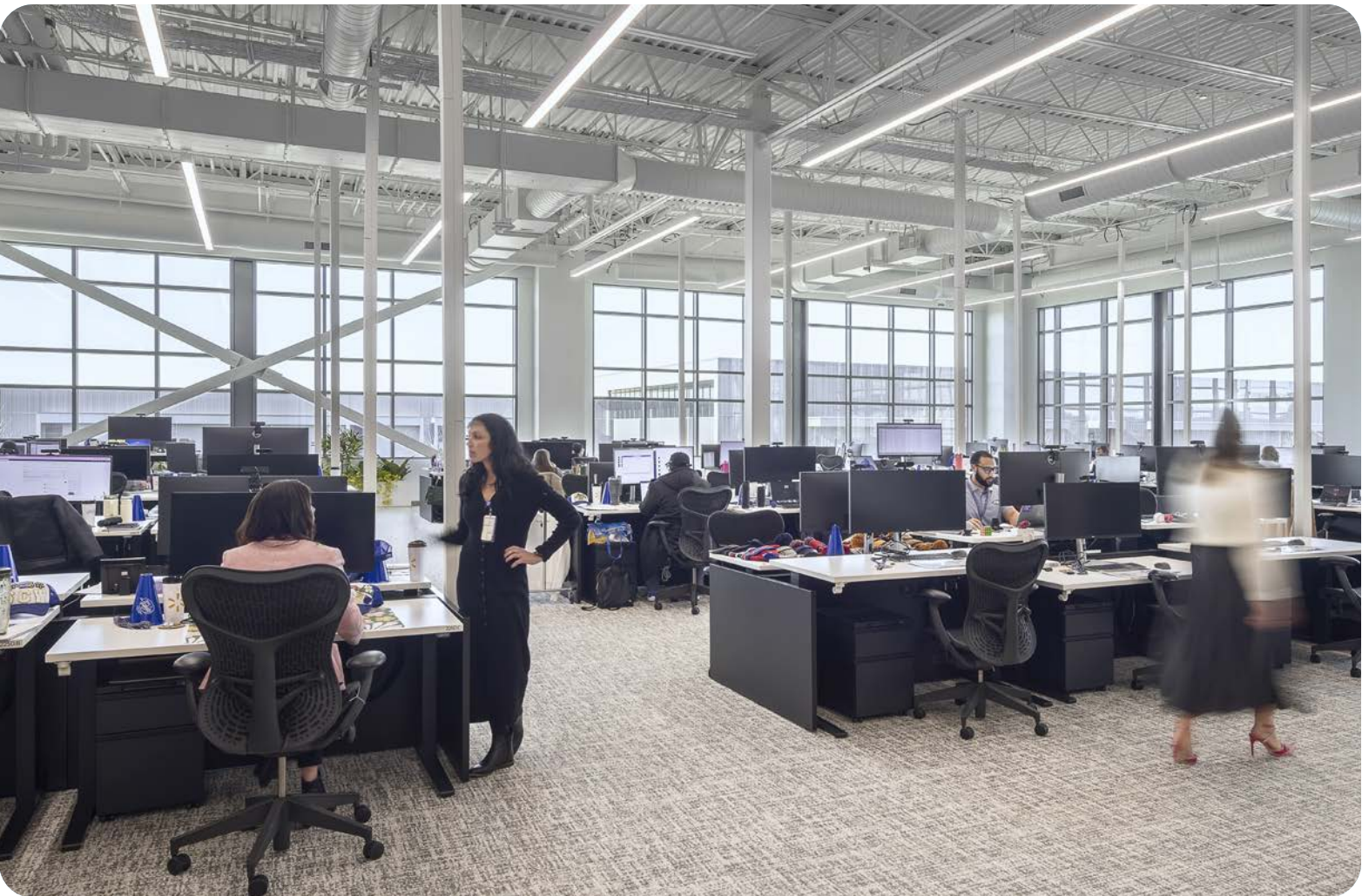
Certain stakeholders express interest in the company’s approach to trade associations (classified as 501(c)(6) organizations under the U.S. tax code) because trade associations can engage in public policy activities. While we directly communicate with policymakers and the public about company perspectives on key public policy issues, we may also engage through trade associations to amplify our voice.

A trade association’s stance on any individual issue may not align with Walmart’s, especially when an association has broad membership engaged in a wide range of issues. In such cases, we engage members and/or association leadership to resolve misalignment. When we cannot come to agreement, we may or may not maintain our membership in the trade association. If we generally agree with the trade association’s position on other important issues, we will typically remain members while continuing to seek to influence. If the disagreement is substantial across multiple policy issues, we will discontinue membership.

See [FY2025 Walmart Key Trade Associations and Other Business Coalitions](#).

# Challenges

- Walmart is a complex business, operating across multiple sectors to bring essential products and services to people who need them. There are many public policy issues that bear on our ability to deliver on our mission, and it can be challenging to optimize outcomes across all issues.
- The public expects a company’s political engagement to align with its values. At the same time, there can be pressure to weigh in on issues that are neither core to our business nor critical to a majority of our stakeholders. We have decision-making processes to determine whether and how to get involved in an issue, but we may not always meet all stakeholders’ expectations.
- The political process is subject to many influences. Walmart is but one actor and may not be able to influence public policy.
- Walmart is often in the position of supporting certain aspects of legislation or regulation while opposing other aspects. Stakeholders may not fully appreciate nor recognize these nuances.
- Walmart may not agree with every position or lobbying action taken by trade associations to which we belong. We work to influence these associations, but they ultimately set their own agendas and are subject to a wide array of member views. As discussed above, we have processes for handling any such misalignment, but we may not always meet all stakeholders’ expectations.





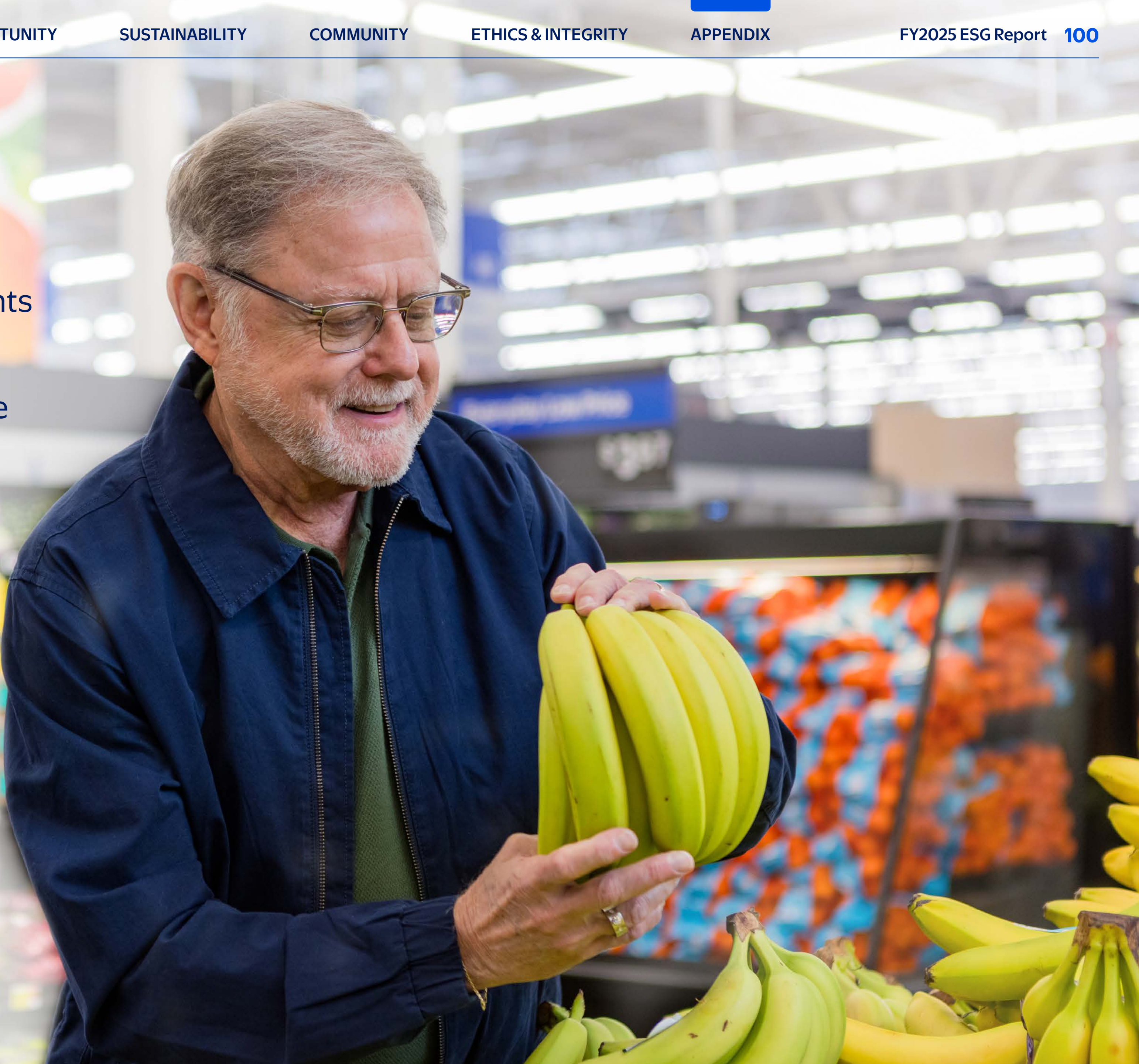


# Appendix

The following data tables provide detailed metrics and performance indicators organized by relevant shared value priority issue area. The report highlights key metrics, while the data tables provide a more comprehensive view of relevant performance indicators. For ease of use, this data is also available in an **Excel format for download**.

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Opportunity

Our People: Associate Experiences and Paths of Opportunity

Overall Workforce				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
People employed, worldwide	~2.1 million	~2.1 million	~2.1 million	GRI: 2-7
People employed, U.S.	~1.6 million	~1.6 million	~1.6 million	
People employed, outside U.S.	~0.5 million	~0.5 million	~0.5 million	
Percent of U.S. hourly associates in full-time jobs <sup>65</sup>	66.0%	66.5%	69.6%	
Average tenure for a Walmart associate in the U.S.	5 years	5 years	5 years	
Number of associates with more than 10 years of tenure	312,000	309,000	314,000	
Number of associates with more than 25 years of tenure	64,500	58,500	53,400	

Wages				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Average starting wage in the U.S.	\$15.75	\$15.75	\$15.25	SASB: CG-MR-310a.1, FB-FR-310a.1
Average hourly wage in the U.S.	\$17.75	\$17.50	\$17.00	
Average total hourly compensation in the U.S. <sup>66</sup>	\$22.50	\$22.00	\$21.75	

\* As of mid-year FY2026, the average hourly wage in the U.S. was more than \$18.00 per hour.

65 Hourly associates include full- or part-time U.S. associates (excluding Puerto Rico) who are in an active or leave of absence employment status and working in stores, clubs, supply chain field locations, and/or call centers. It excludes the following associate types: Home Office associates, pharmacists, optical/vision center managers, drivers, management trainees, temporary associates, and associates in non-store operations.

66 Average total compensation includes average hourly pay, other compensation, and benefits per hour for full- and part-time associates.

67 FY2024 and FY2023 numbers represent 401(k) average enrollment. This metric was updated in FY2025 to measure number of associates with retirement savings in Walmart’s 401(k) plan.

68 Data includes both hourly and management promotions and excludes Walmart Home Office promotions..

Associate Well-Being				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Associates with retirement savings in Walmart 401(k) plan	860,000	703,000 <sup>67</sup>	693,000 <sup>67</sup>	GRI 401-2, GRI 401-3
401(k) company match	\$1.82 billion	\$1.58 billion	\$1.48 billion	
Percentage of active full-time and salaried U.S. associates participating in at least one of Walmart’s stock ownership programs	43.6%	41.2%	40.3%	
Starting cost of medical plan per bi-weekly pay period	CY2025 \$36.10	CY2025 \$34.50	CY2023 \$33.00	
Number of Walmart parents utilizing parental leave benefits	33,100	29,200	32,400	

Development and Advancement				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Percent of U.S. roles not requiring college degrees	90%	>75%	—	
Number of U.S. associates promoted to jobs of greater responsibility and higher pay <sup>68</sup>	100,400	130,000	181,000	
Percentage of U.S. roles above entry level filled by internal candidates	84.9%	86.2%	88.9%	

Training and Education				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Amount invested toward nearly \$1 billion commitment over five years in career-driven training and education	\$803 million	\$560 million	—	Goal: By 2025, Walmart U.S. will put millions of associates through focused training programs to equip them with skills to improve career growth, from entry-level positions to jobs with more responsibility and higher pay GRI: 404-2a
Number of associates enrolled in Live Better U	41,700	25,900	34,700	
Number of Walmart U.S. store associates participating in Walmart Academy trainings since 2016	3.56 million	3.27 million	2.89 million	





Opportunity

Our People: Associate Experiences and Paths of Opportunity

Workforce <sup>69</sup>		
Metric	FY2025	Framework/Goal Alignment
Global Workforce—Associates by country		
Africa	1.4%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Canada	4.9%	
Central America	1.7%	
Chile	1.8%	
China	3.1%	
India	2.2%	
Mexico	9.2%	
United States	75.3%	
Additional Markets	0.0%	
Global Workforce—Women		
Africa	49.5%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Canada	52.4%	
Central America	51.3%	
Chile	54.0%	
China	61.3%	
India	24.1%	
Mexico	55.7%	
United States	51.0%	
Additional Markets	49.0%	
Global Workforce—Women by management level		
Total	51.2%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Non-management	52.4%	
Management	45.0%	
Officer	36.6%	

69 For historical data in these categories, please refer to the [Belonging Report Archives](#)

Workforce <sup>69</sup>		
Metric	FY2025	Framework/Goal Alignment
International Workforce—Women by management level		
Total	50.4%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Non-management	55.5%	
Management	46.6%	
Officer	34.0%	
U.S. Workforce—Women by management level		
Total	51.0%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Non-management	51.5%	
Management	43.9%	
Officer	37.0%	
U.S. Workforce—by ethnicity (total workforce)		
African American/Black	20.1%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Asian	5.1%	
Caucasian	47.6%	
Latino	21.7%	
Native American/Alaskan Native	1.1%	
Native Hawaiian/Pacific Islander	0.4%	
2+ races	3.1%	
U.S. Workforce—by ethnicity (total workforce)		
African American/Black	20.7%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Asian	4.4%	
Caucasian	46.9%	
Latino	22.4%	
Native American/Alaskan Native	1.1%	
Native Hawaiian/Pacific Islander	0.4%	
2+ races	3.1%	





Opportunity

Our People: Associate Experiences and Paths of Opportunity

Workforce <sup>70</sup>		
Metric	FY2025	Framework/Goal Alignment
U.S. Workforce—by ethnicity (management)		
African American/Black	11.5%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Asian	14.9%	
Caucasian	56.3%	
Latino	12.0%	
Native American/Alaskan Native	0.8%	
Native Hawaiian/Pacific Islander	0.3%	
2+ races	3.8%	
U.S. Workforce—by ethnicity (officer)		
African American/Black	7.7%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
Asian	9.8%	
Caucasian	71.0%	
Latino	5.4%	
Native American/Alaskan Native	0.5%	
Native Hawaiian/Pacific Islander	0.0%	
2+ races	5.2%	

Workforce <sup>70</sup>		
Metric	FY2025	Framework/Goal Alignment
U.S. Workforce—promotions (total management)		
Women	43.0%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
African American/Black	11.4%	
Asian	11.9%	
Caucasian	57.3%	
Latino	14.2%	
Native American/Alaskan Native	0.8%	
Native Hawaiian/Pacific Islander	0.2%	
2+ races	4.0%	
U.S. Workforce—promotions (hourly-to-hourly)		
Women	51.9%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
African American/Black	18.3%	
Asian	3.4%	
Caucasian	47.9%	
Latino	23.8%	
Native American/Alaskan Native	1.3%	
Native Hawaiian/Pacific Islander	0.3%	
2+ races	3.8%	

70 For historical data in these categories, please refer to the [Belonging Report Archives](#)





Opportunity

Our People: Associate Experiences and Paths of Opportunity

Workforce <sup>71</sup>		
Metric	FY2025	Framework/Goal Alignment
U.S. Workforce—promotions (hourly-to-management)		
Women	42.6%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
African American/Black	15.2%	
Asian	3.9%	
Caucasian	52.3%	
Latino	23.1%	
Native American/Alaskan Native	0.6%	
Native Hawaiian/Pacific Islander	0.1%	
2+ races	4.4%	
U.S. Workforce—promotions (management-to-management)		
Women	43.2%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
African American/Black	9.9%	
Asian	14.9%	
Caucasian	59.2%	
Latino	10.8%	
Native American/Alaskan Native	0.8%	
Native Hawaiian/Pacific Islander	0.2%	
2+ races	3.9%	

Workforce <sup>71</sup>		
Metric	FY2025	Framework/Goal Alignment
U.S. Workforce—new hires		
Women	47.1%	SASB CG-MR-330a.1 SASB CG-EC-330a.3 GRI 405-1
African American/Black	27.2%	
Asian	3.3%	
Caucasian	39.7%	
Latino	21.8%	
Native American/Alaskan Native	1.4%	
Native Hawaiian/Pacific Islander	0.5%	
2+ races	4.5%	

71 For historical data in these categories, please refer to the [Belonging Report Archives](#)





Opportunity

Our People: Associate Experiences and Paths of Opportunity

Workforce <sup>72</sup>				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
U.S. Workforce—Military-connected				
Number of veterans hired in the U.S.	29,400	30,900	47,000	
Number of veterans promoted in the U.S.	5,310	5,670	6,650	
Military spouses hired in the U.S.	17,100	18,200	27,200	
U.S. Workforce—by age				
Average age—overall	39 years	39 years	39 years	
Average age—hourly	39 years	38 years	38 years	
Average age—management	41 years	41 years	41 years	
16–19	10.2%			
20–29	28.1%			
30–39	18.6%			
40–49	15.4%			
50–59	14.0%			
60+	13.3%			

Opportunity

Supplier Opportunity

Purchases Supporting American Jobs				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Between 2021–2030, incremental cumulative total purchases	\$176 billion	\$99.5 billion	\$47.1 billion	Goal: Between 2021 and 2030, purchase an incremental \$350 billion in products supporting American jobs GRI: 204-1

Developing Suppliers				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Spend with certified and verified U.S. small businesses	\$65.0 billion	—	—	

Market Access				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Walmart Foundation grants to support smallholder farmers in Central America, India, and Mexico (previous five years)	\$82.3 million	—	—	
Number of people reached by grants made to help build capacity and advance economic livelihoods of smallholder farms	700,000	277,000	—	Goal: Fund projects in India designed to help build capacity and advance the economic livelihoods of 1 million smallholder farmers by 2028
Number of micro-, small- and medium-enterprises trained through the Vriddhi Supplier Development Program	70,000	50,000	—	

72 For historical data in these categories, please refer to the [Belonging Report Archives](#)





Sustainability

Climate Resilience, Energy, and Emissions

Operational GHG Emissions				
Metric	FY2025	FY2024 <sup>73</sup>	FY2023 <sup>73</sup>	Framework/Goal Alignment
Annual Scope 1 & 2 GHG emissions MMT CO <sub>2</sub> e	CY2024 15.65	CY2023 15.47	CY2022 15.22	Goal: Achieve zero emissions across global operations by 2040 Sub-goal: Reduce absolute global Scope 1 & 2 GHG emissions 35% by 2025 and 65% by 2030 from CY2015 baseline (approved as science-based and classified as 1.5°C- aligned, SBTi) GRI: 305-1, 305-2
Scope 1 MMT CO <sub>2</sub> e	CY2024 9.03	CY2023 8.93	CY2022 8.53	
Scope 2 (market-based) MMT CO <sub>2</sub> e	CY2024 6.61	CY2023 6.54	CY2022 6.69	
Scope 2 (location-based) MMT CO <sub>2</sub> e	CY2024 9.67	CY2023 9.28	CY2022 9.59	
Percent change in annual Scope 1 & 2 emissions (vs. CY2025 baseline)	CY2024 -18.1%	CY2023 -19.0%	CY2022 -20.3%	Sub-goal: Reduce absolute global Scope 1 & 2 GHG emissions 35% by 2025 and 65% by 2030 from CY2015 baseline (approved as science-based and classified as 1.5°C- aligned, SBTi) GRI: 305-1, 305-2
Percent change in annual Scope 1 & 2 market based emissions (vs. previous year)	CY2024 +1.1%	CY2023 +1.7%	CY2022 +0.7%	
Carbon intensity (Scope 1 & 2, Market-based, Calendar Year) (MT CO <sub>2</sub> e per \$M revenue, Fiscal Year)	FY2025 22.98	FY2024 23.87	FY2023 24.89	
Percent change in carbon intensity per revenue (vs. previous year)	CY2024 -3.7%	CY2023 -4.1%	CY2022 -6.4%	

Reducing Emissions in the Supply Chain				
Metric	FY2025	FY2024 <sup>73</sup>	FY2023 <sup>73</sup>	Framework/Goal Alignment
Estimated Scope 3 footprint (MMT CO <sub>2</sub> e)	CY2024 636.57	CY2023 625.30	CY2022 609.82	GRI: 305-3
Scope 3 intensity (MMT CO <sub>2</sub> e / \$B fiscal year net sales)	CY2024 0.94	CY2023 0.97	CY2022 1.00	
Reduced or avoided CO <sub>2</sub> e emissions reported by suppliers cumulatively since CY2017	1.19 billion MT	1 billion MT	>750 million MT	Goal: Reduce or avoid 1 billion MT CO <sub>2</sub> e in the global value chain by 2030 (Project Gigaton) GRI: 305-3
Reduced or avoided emissions reported by suppliers in reporting year	>198 million MT	>250 million MT	>175 million MT	

Energy				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Estimated percentage of global electricity needs supplied by renewable sources (including grid contribution) <sup>74</sup>	CY2024 48.5%	CY2023 47.6%	CY2022 46.6 %	Sub-goal: Power 50% of our global operations with renewable sources of energy by 2025 and 100% by 2035 SASB: CG-MR-130a.1
Estimated percentage of global electricity needs supplied by renewable sources (excluding grid contribution) <sup>75</sup>	CY2024 30.6%	CY2023 29.6%	CY2022 29.3%	SASB: CG-MR-130a.1
Number of electric vehicle charging stations available at Walmart stores and clubs across the U.S.	>1,300	1,281	1,281	

73 CY2022 and CY2023 GHG emissions have been restated.  
74 This includes generation from active renewable and low-carbon projects. It considers the combined contribution of power generated from onsite and offsite projects as well as renewable energy generation feeding into the grids where our sites are located. The electricity procured from our renewable energy projects and the most recent grid fuel mix information obtained from the U.S. Energy Information Administration for the regions where we operate.  
75 Calculated in accordance with guidance [RE100 technical criteria](#). RE100 defines renewable electricity consumption as the ability to make unique claims on the use of renewable electricity generation and its attributes.





## ISSB IFRS S2 Climate-related Disclosures Index

Our ESG Reporting is guided by a commitment to transparency, consistency, and alignment with globally recognized standards. This year, we have aligned with the International Sustainability Standards Board (ISSB) International Financial Reporting Standard (IFRS) Sustainability Disclosure Standards, specifically IFRS S2 for climate-related disclosures. IFRS S2 builds on and succeeds the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Disclosure Description	References and Remarks
<b>Governance IFRS S2 reference 6a-6b</b> The objective of climate-related financial disclosures on governance is to enable users of general purpose financial reporting to understand the governance processes, controls and procedures used to monitor and manage climate-related risks and opportunities.	<b>Climate Resilience, Energy, and Emissions</b> , see “Governance and Transparency”
<b>Strategy IFRS S2 reference 8, 9a-9e</b> The objective of climate-related financial disclosures on strategy is to enable users of general purpose financial reporting to understand an entity’s strategy for managing climate-related risks and opportunities.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “Key Findings and Example Mitigation Strategies” table
<b>Climate-related risks and opportunities IFRS S2 reference 10a-10d</b> An entity shall disclose information that enables users of general purpose financial reporting to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “Key Findings and Example Mitigation Strategies” table, “Adaptation”
<b>Business model and value chain IFRS S2 reference 13a-13b</b> An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “Key Findings and Example Mitigation Strategies” table
<b>Strategy and decision-making IFRS S2 reference 14a-14c</b> An entity shall disclose information that enables users of general purpose financial reporting to understand the effects of climate-related risks and opportunities on its strategy and decision-making.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “Key Findings and Example Mitigation Strategies” table, “Adaptation”
<b>Financial position, financial performance and cash flows IFRS S2 reference 15a-b 16a-d</b> An entity shall disclose information that enables users of general purpose financial reporting to understand the effects of climate-related risks and opportunities on its financial position, financial performance, and cash flows.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “Key Findings and Example Mitigation Strategies” table
<b>Climate resilience IFRS S2 reference 22a-22b</b> An entity shall disclose information that enables users of general purpose financial reporting to understand the resilience of the entity’s strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity’s identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity’s circumstances.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “2024 Climate Risk Assessment Summary,” “Key Findings and Example Mitigation Strategies” table

Disclosure Description	References and Remarks
<b>Risk management IFRS S2 reference 24, 25a-25c</b> The objective of climate-related financial disclosures on risk management is to enable users of general purpose financial reports to understand an entity’s processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity’s overall risk management process.	<b>Climate Resilience, Energy, and Emissions</b> , see “Assessing Climate and Energy-Related Risks and Opportunities,” “2024 Climate Risk Assessment Summary,” “Key Findings and Example Mitigation Strategies” table, “Regular Monitoring of Climate-Related Risks and Opportunities,” “Adaptation”
<b>Metrics and targets IFRS S2 reference 27, 28a-c</b> The objective of climate-related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity’s performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	<b>Climate Resilience, Energy, and Emissions</b> , see “Accelerating Progress Toward Zero Operational Emissions (Scope 1 & 2),” “Engaging Stakeholders to Lower Value Chain Emissions (Scope 3),” “Powering Our Operations With Renewable Sources of Energy”
<b>Climate-related metrics IFRS S2 reference 29a-29g</b> An entity shall disclose information relevant to the cross-industry metric categories of: greenhouse gas emissions, climate-related transition risks, climate-related physical risks, climate-related opportunities, capital deployment, internal carbon prices, and remuneration.	<b>Climate Resilience, Energy, and Emissions</b> , see “Innovating to Lower Operational Emissions (Scope 1 & 2),” “Mitigation: Energy and Emissions,” “Engaging Stakeholders to Lower Value Chain Emissions (Scope 3),” “Powering Our Operations With Renewable Sources of Energy” <b>Corporate Governance</b> , see “ESG and Shared Value Oversight and Management”
<b>Climate-related targets IFRS S2 reference 33a-33e, 34a-34d, 35, 36a-36e</b> An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets.	<b>Climate Resilience, Energy, and Emissions</b> , see “Innovating to Lower Operational Emissions (Scope 1 & 2),” “Engaging Stakeholders to Lower Value Chain Emissions (Scope 3),” “Powering Our Operations With Renewable Sources of Energy”





Sustainability

Regeneration of Natural Resources and Product Supply Chain Sustainability

Sustainably Managing, Restoring, and Conserving Landscapes and Seascapes				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Total acres of land engaged in more sustainable management, protection, and/or restoration	43.3 million acres	33.6 million acres	>30 million acres	Goal: Walmart and the Walmart Foundation have set a goal to help protect, more sustainably manage, or restore at least 50 million acres of land and 1 million square miles of ocean by 2030 GRI 304-3
Square miles of ocean engaged in protection, more sustainable management, or restoration	1.93 million square miles	1.92 million square miles	1.46 million square miles	
Total acres conserved through Acres for America since 2005	2.00 million acres	2.10 million acres	2.00 million acres	GRI: 304-3
Amount invested annually by the Walmart Foundation to help protect, restore, and/or more sustainably manage nature	\$25 million	\$21 million	\$19 million	
Spatial area protected, more sustainably managed, or restored (as reported by grantees) as a result of Walmart Foundation grants made from FY2021–FY2025	127,308 acres	256,462 acres	>29,000 acres	
Spatial area expected to be protected, more sustainably managed, or restored (as reported by grantees) as a result of Walmart Foundation grants made from FY2021–FY2025	8.28 million acres 1.65 million square miles	4.43 million acres 1.65 million square miles	3.74 million acres 1.65 million square miles	

Project Gigaton				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Percentage of U.S. product net sales represented by suppliers who reported to one or more of Walmart's Sustainability surveys	76.7%	78.4%	76.0%	
Number of suppliers reporting to Project Gigaton	3,743	3,500	>3,000	
Percentage of U.S. product net sales dollars represented by suppliers reporting to Project Gigaton	76.7%	76.9%	74.1%	

Information, Communication, and Technology				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Percentage of Walmart U.S. information, communication and technology net sales from suppliers implementing the RBA Code of Conduct <sup>76</sup>	73.1%	74.9%	78.7%	Goal: Increase information, communication, and technology sales from suppliers who implemented the RBA Code of Conduct

Apparel and Home Textiles					
Metric		FY2025	FY2024	FY2023	Framework/Goal Alignment
Percentage of polyester volume for Walmart U.S., Walmart Canada, and Sam's Club U.S. private brand apparel and home textile products sourced as recycled polyester, based on supplier reports <sup>77</sup>	Walmart U.S.	28.0%	28.6%	25.1%	Goal: 50% of polyester volume for Walmart U.S., Walmart Canada, and Sam's Club U.S. private brand apparel and home textile products sourced as recycled polyester by 2025
	Sam's Club U.S.	63.3%	64.6%	36.3%	
	Walmart Canada	12.6% <sup>78</sup>	21.7%	13.5%	

Animal Welfare					
Metric		FY2025	FY2024	FY2023	Framework/Goal Alignment
Percentage of Walmart U.S. and Sam's Club U.S. cage-free shell eggs, as percentage of total shell egg net sales, based on supplier reports	Walmart U.S.	27.7%	27.4%	21.0%	Goal: Transition Walmart U.S. and Sam's Club U.S. to a 100% cage-free egg supply chain by 2025, subject to regulatory changes and based on available supply, affordability and customer demand SASB: FB-FR-430a.2
	Sam's Club U.S.	65.0%	64.5%	40.5%	
Percentage of shell eggs at Walmart U.S. and Sam's Club U.S. meeting United Egg Producers animal welfare requirements or equivalent, based on supplier reports	Walmart U.S.	100%	100%	100%	
	Sam's Club U.S.	100%	100%	100%	
Percentage of Walmart U.S. and Sam's Club U.S. fresh pork suppliers abiding by the standards of the National Pork Board's Pork Quality Assurance Plus Program, based on supplier reports	Walmart U.S.	100%	100%	100%	
	Sam's Club U.S.	100%	100%	100%	

76 Based on Responsible Business Alliance (RBA) membership (regular or full category) or implementing the RBA Validated Assessment Program for each disclosed facility.  
77 Results are based on supplier survey responses and calculated as a percentage of supplier reported data. FY2023 results do not include estimated results of non-reporting suppliers.  
78 At the time of this reporting, Walmart Canada does not expect to meet the 2025 commitment for recycled polyester, based on current data, assumptions, and external dependencies. This forward-looking statement is subject to change based on evolving conditions and should not be interpreted as a guarantee of future performance.





Sustainability

Waste: Circular Economy

Operational Waste				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Global percentage of waste materials diverted from landfill and incineration	CY2024 83.5%	CY2023 83.5%	CY2022 82.3%	
Percentage of waste materials diverted from landfill and incineration per country	CY2024 U.S. 84.4% Canada 83.0% Mexico 83.2%	CY2023 U.S. 84.2% Canada 83.3% Mexico 81.4%	CY2022 U.S. 83.3% Canada 83.4% Mexico 80.4%	Goal: Divert 90% of operational waste (considered “zero waste” by ZWIA) from landfill and incineration in Canada, Mexico, and U.S. markets by 2025

Food Waste				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Global operational food loss and waste intensity reduction (vs. CY2016 baseline)	CY2024 12.1% reduction	CY2023 21.7% reduction	CY2022 15.2% reduction	Goal: Reduce operational food loss and waste 50% by 2030 (vs. CY2016 baseline)
Pounds of global operational food waste by destination type (as reported by our third-party partners)	CY2024 Animal feed: 409 million lbs. Biochemical processing: 67 million lbs. Composting: 332 million lbs. Anaerobic digestion: 167 million lbs. Landfill or incineration: 1.545 billion lbs.	CY2023 Animal feed: 578 million lbs. Biochemical processing: 64 million lbs. Composting: 153 million lbs. Anaerobic digestion: 156 million lbs. Landfill or incineration: 1.262 billion lbs.	CY2022 Animal feed: 524 million lbs. Biochemical processing: 106 million lbs. Composting: 163 million lbs. Anaerobic digestion: 113 million lbs. Landfill or incineration: 1.297 billion lbs.	
Estimated percentage of Walmart U.S. private brand food sales using “Best If Used By” or “use by” date label terminology unless a food safety or regulatory reason might prevent them from doing so, based on supplier reports	91.4%	90.1%	96.2%	

Recycling				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Percentage of Walmart U.S. food and consumables private brand supplier-reported sales with How2Recycle® label <sup>79</sup>	CY2024 93.1%	CY2023 91.7%	CY2022 92.1%	
Percentage of Sam’s Club private brand, supplier-reported sales with How2Recycle® label	CY2024 88.9%	CY2023 89.0%	CY2022 83.2%	
Pounds collected through customer recycling programs at Walmart in Africa, Central America, Chile, and Mexico	CY2024 3.04 million lbs	CY2023 2.99 million lbs	CY2022 1.86 million lbs.	

Packaging <sup>80</sup>				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Estimated percentage of global private brand packaging that is recyclable, reusable, or industrially compostable	CY2024 66.1%	CY2023 68.2%	CY2022 63.4%	Goal: 100% of global private brand packaging recyclable, reusable, or industrially compostable by 2025
Estimated percentage of global private brand plastic packaging made of post-consumer recycled (PCR) content	CY2024 7.6%	CY2023 7.6%	CY2022 7.5%	Goal: 17% global private brand plastic packaging made from PCR content by 2025
Estimated percentage private brand plastic packaging in North America made of PCR content	CY2024 8.0%	CY2023 7.3%	CY2022 7.2%	Goal: 20% private brand plastic packaging in North America made from PCR content by 2025
Percentage reduction/increase in private brand virgin plastic packaging (vs. CY2020 baseline, based on supplier reports)	CY2024 5.4% increase	CY2023 8.1% increase	CY2022 5.9% increase	Goal: Reduce virgin plastic in global private brand packaging 15% by 2025 (vs. CY2020 baseline)

79 How2Recycle is the leading product packaging labeling system, aiming to increase transparency, educate consumers, and improve recycling behavior and rates. Used by major U.S. retailers and consumer packaged goods companies, including Walmart, it provides standardized labeling based on applicable laws, technical recyclability, and the availability of curbside and drop-off recycling programs. The program’s labels are backed by nationally harmonized data and are designed to adapt to evolving U.S. Federal and State legislation.

80 Walmart private brand suppliers representing 91.7% of Walmart global private brand net sales reported packaging data in CY2024.





Sustainability

People in Supply Chains

Responsible Sourcing				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Supplier-disclosed facilities in “active” status <sup>81</sup>	24,700	25,900	26,900	
Number of third-party responsible sourcing facility audit reports assessed	13,300	13,900	13,100	SASB: CG-AA-430b
Facility color ratings for assessed audit reports, as a percentage of all assessed audits for the fiscal year	30.6% Green 56.7% Yellow 12.3% Orange 0.2% Red	24.7% Green 64.1% Yellow 10.7% Orange 0.4% Red	22.6% Green 68.5% Yellow 8.7% Orange 0.3% Red	
Number of cases opened related to allegations of supply chain misconduct	1,163	975	822	GRI: 414-2
Number of countries where assessed third-party responsible sourcing facility audits were conducted	77	91	66	
Number of suppliers Walmart stopped doing business with, in response to serious violations of our standards in prior five years	20	19	15	SASB: CG-AA-430b.2

81 Where a facility is required to be disclosed to Walmart, “Active” status denotes that the supplier can use the facility for Walmart production.





Community

Serving Communities and Disaster Preparedness and Response

Access to Affordable, Quality Products				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Number of pickup and delivery locations globally	>8,000 pickup and delivery	>8,000 pickup >7,800 delivery	>8,100 pickup ~7,000 delivery	
Percent of U.S. households within 10 miles of a Walmart store/club	~90%	~90%	~90%	
Annual sales of local fresh produce in Walmart U.S. Supercenters and Neighborhood Markets	\$1.49 billion	\$1.42 billion	\$1.29 billion	Goal: Double Walmart U.S. sales of locally grown produce between the end of FY2017 and the end of FY2026 (\$930 million baseline)

Contributing to Economic Vitality <sup>82</sup>				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Corporate income-based taxes paid worldwide	\$5.88 billion	\$5.87 billion	\$3.31 billion	
Effective corporate income tax rate	23.4%	25.5%	33.6%	
Investments in U.S. store and club remodels	\$5.55 billion	\$5.79 billion	\$4.99 billion	

Sparkling Good in Communities				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Global giving: total cash and in-kind donations <sup>83</sup>	\$2.0 billion	\$1.78 billion	\$1.71 billion	
Global giving: total cash donations	\$282 million	\$282 million	\$284 million	
Global giving: total in-kind donations	\$1.72 billion	\$1.49 billion	\$1.43 billion	
U.S. and Canada: Local Facility Grants <sup>84</sup>	\$54.6 million	\$46.9 million	\$44.0 million	
Dollars raised from U.S. customers for charitable organizations	\$111 million	\$93.3 million	\$92.6 million	
Number of U.S. associates that participated in Spark Good volunteerism	20,400	12,700	7,500 <sup>84</sup>	
Number of volunteer hours U.S. associates reported	295,000 hours	317,000 hours	182,000 hours	

Food Donation				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Food donations globally	CY2024 855 million lbs.	CY2023 767 million lbs.	CY2022 760 million lbs.	SASB: FB-FR-150a.1
Food donations in the U.S. <sup>85</sup>	752 million lbs.	661 million lbs.	666 million lbs.	
Percentage of U.S. food donations that are fruits, vegetables, meat or dairy	57.8%	57.7%	57.9%	
Percentage of U.S. stores and clubs participating in food donation	97.7%	91.5%	92.9%	

Disaster Preparedness and Response				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Total global cash and in-kind donations from Walmart and the Walmart Foundation for disaster recovery and preparedness	\$24.3 million	\$15.2 million	\$15.9 million	

Sustainable Chemistry				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Priority Chemical Intensity (total weight of priority chemicals relative to total product weight)	1.69% <sup>86</sup>	2.03%	1.93%	

82 As stated in Walmart’s annual reports on Form 10-K.  
83 Total global giving includes cash donations made by Walmart Inc and subsidiaries and related charitable entities, and estimated value of in-kind donations.  
84 Reporting for FY2023 reflects number of U.S. associates participating in the Volunteerism Always Pays program, which has been incorporated into Walmart’s new Spark Good platform.  
85 Based on reports from Feeding America.  
86 For CY2024 reporting, we used a new data source that provides more precise product weight measurements. The impact of this change is not material.





Ethics & Integrity

Corporate Governance and Ethics & Compliance

Board of Directors <sup>87</sup>				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Director independence—Independent directors as a percentage of all directors	75% Independent	73% Independent	64% Independent	
Director independence—Non-management directors as a percentage of all directors	91% Non-Management	91% Non-Management	91% Non-Management	
Percentage of Walmart Board of Directors who are women	25%	27%	27%	GRI: 405-1
Percentage of Walmart Board directors who are ethnically or racially diverse	17%	18%	18%	
Board and committee meeting attendance rate—meetings attended as a percentage of all meetings	99%	98%	99%	

Investor Engagement				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Shareholder engagement—percentage of public float engaged since preceding annual shareholders' meeting	38%	37%	39%	

Ethics and Compliance				
Metric	FY2025	FY2024	FY2023	Framework/Goal Alignment
Percentage of assigned associates completing Code of Conduct training <sup>88</sup>	97%	~95%	—	
Number of independent food safety audits conducted at Walmart stores and clubs globally	68,400	72,400	71,800	
Number of associates trained in at least one food safety course	1.16 million	1.21 million	>1.19 million	

<sup>87</sup> Metrics on our Board of Directors are current as of time of publication.  
<sup>88</sup> Walmart associates receive training on the Code of Conduct during onboarding and regularly thereafter; Walmart updated its training metric definition in FY2024 to show percentage of associates completing assigned Code of Conduct training rather than number of associates receiving the training.





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