

CAREER OPPORTUNITY FOR OUR ASSOCIATES

GRI 2-7



We recognize our associates' value for our company's success; therefore, we focus on them, by leveraging their own talent as a key enabler for our strategy.



Associate Flywheel

2022 continued to be a year of transformation; therefore, the People flywheel was created as a fundamental support to our business flywheel, creating a virtuous circle that connects our value proposition for our customers with the value proposition for our associates.



Our Flywheel puts the customer at the center



*GM: General Merchandise
AVP: Associate Value Proposition
CVP: Customer Value Proposition

Through our associate flywheel, and in order to support our commercial strategy, we have focused on the development of four main priorities:

Enterprise Agility

To have an organization focused on the four pillars of transformation, promoting new ways of working and simplifying processes to improve productivity and reinvest in the business

World-class talent

Develop a talent management and evaluation model that allows us to identify gaps in order to execute initiatives for the development, retention and differentiation of our talent

High-performance organization

Foster innovation and focus on results while offering a consistent, flexible and appropriate value proposition for our associates

Evolving our culture and well-being

Develop an impact monitoring model as employer of choice



In this way, we have been able to maximize our **Associate Value Proposition**, better known as **PRODI** (for its acronym in Spanish): **Purpose, Challenge, Opportunity, Enjoyment and Inclusion**, and offer them the best experience.

#Purpose

Continue to support our communities and engage our associates with the Walmart Foundation

#Reto (Challenge)

Drive change and business transformation

#Opportunity

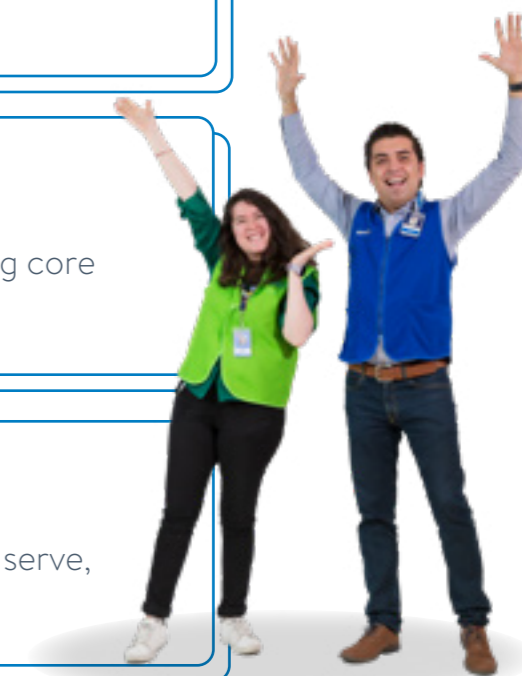
Involve and engage our associates through a strong culture, enhancing our rewards and talent strategy as we grow and attract talent for the future

#Disfrute (Enjoyment)

Agile, digital and inclusive culture, incorporating core values throughout the associate experience

#Inclusion

Diverse and highly capable associates who can serve, lead and grow the business



Our Talent

GRI 2-7, 405-1
SASB CG-EC-330A.3, CG-MR-330A.1

We are not a traditional retailer, but a solutions platform for our customers and our associates; that is why we are committed to attracting, retaining and including the best talent

6,313

jobs generated

TOTAL ASSOCIATES

233,594

BY GENDER



STAFF

12,158



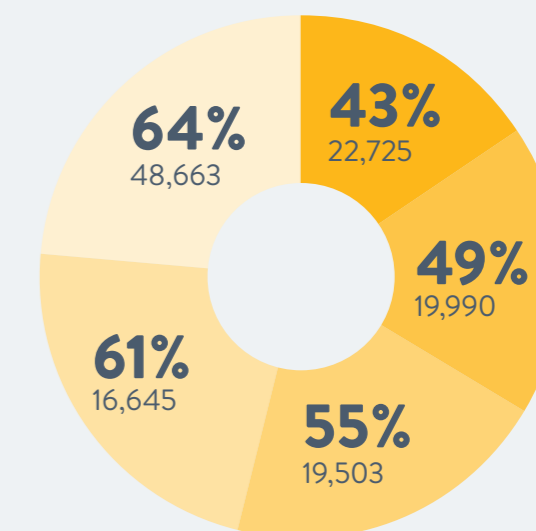
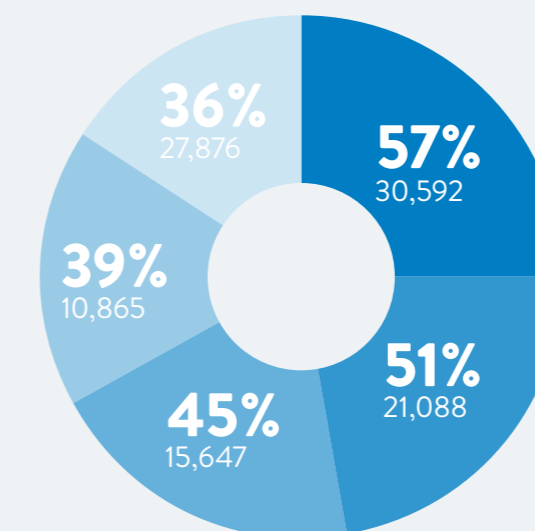
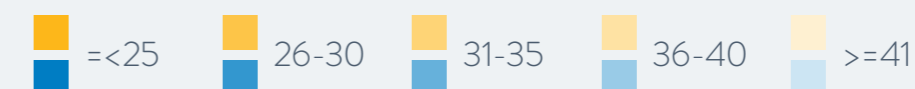
OPERATIONS

221,436



TOTAL ASSOCIATES BY AGE

Years



ASSOCIATES BY LEVEL

Mexico Central America Mexico and Central America

Vice presidents



Directors



Asst. Directors



Managers



Asst. Managers



Department Managers



Hourlies



ASSOCIATES BY GENERATION

Mexico Central America Mexico and Central America

Traditionalists



Baby Boomers



Generation X



Generation Y

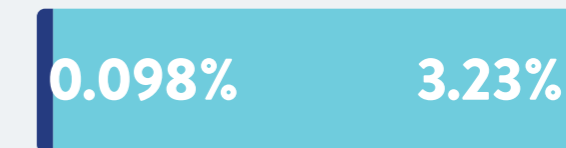


Generation Z



ASSOCIATES WITH FOREIGN NATIONALITY

1,388



AVERAGE SENIORITY OF ASSOCIATES

5.10 years



TURNOVER RATE

37.54%



Associates

Mexico

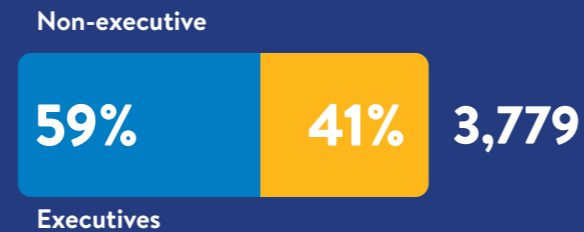
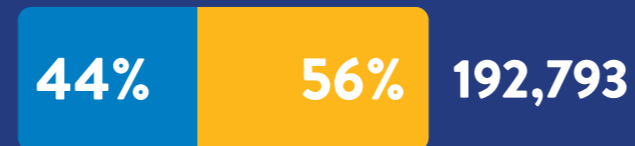
GRI 2-7, 2-8, 401-1
SASB CG-EC-330A.3

Men Women

TOTAL

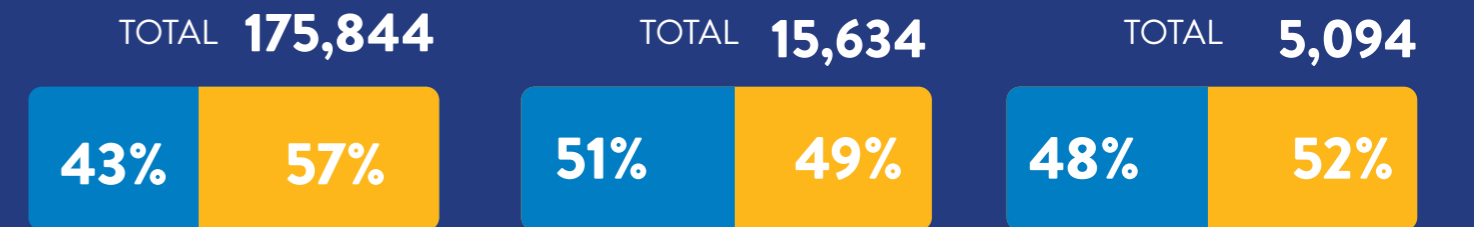
196,572

BY LEVEL



BY TYPE OF CONTRACT

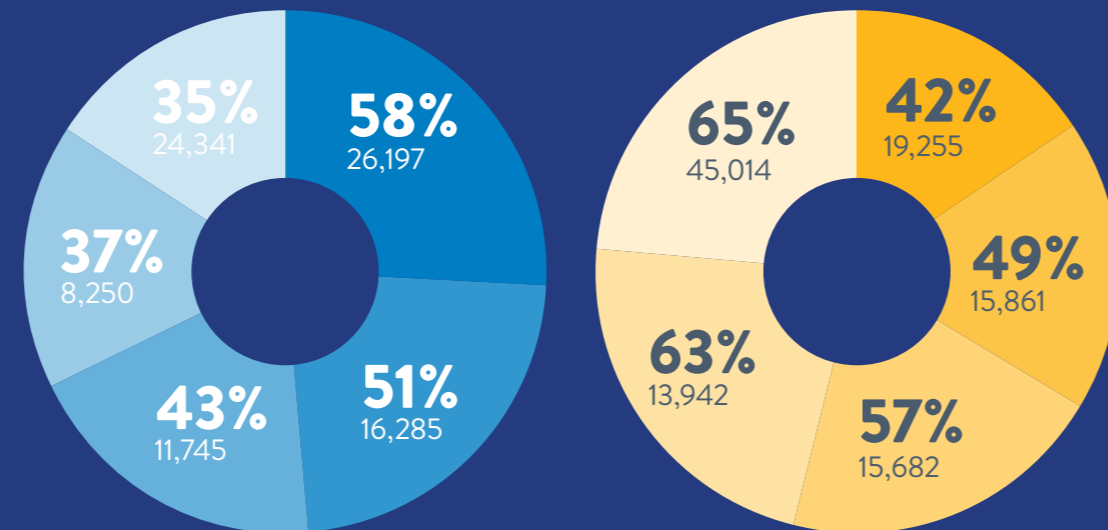
	Permanent			Eventual			Temporary*		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Part time	69%	31%	3,509	57%	43%	434	55%	45%	40
Full time	56%	44%	172,335	49%	51%	15,200	52%	48%	5,054



BY GENDER



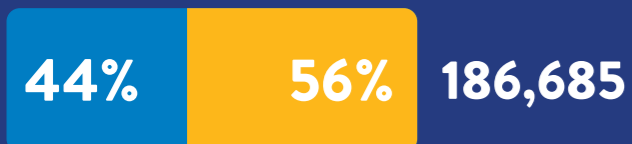
BY AGE
Years



STAFF



OPERATIONS



NEW AND TERMINATIONS

	New			Terminations		
	Women	Men	Total	Women	Men	Total
=<25	41%	59%	68,629	40%	60%	63,848
26-30	46%	54%	33,764	45%	55%	34,526
31-35	55%	45%	21,718	54%	46%	21,904
36-40	60%	40%	14,523	58%	42%	14,337
>=41	61%	39%	29,151	60%	40%	30,524



*Defined period of time, not necessarily 90 days



Associates

Central America

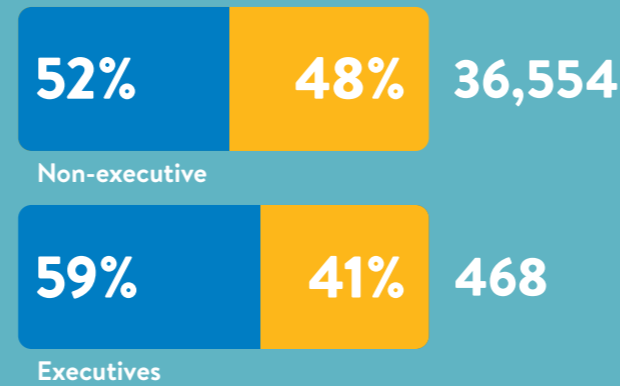
GRI 2-7, 2-8, 401-1
SASB CG-EC-330A.3

Men Women

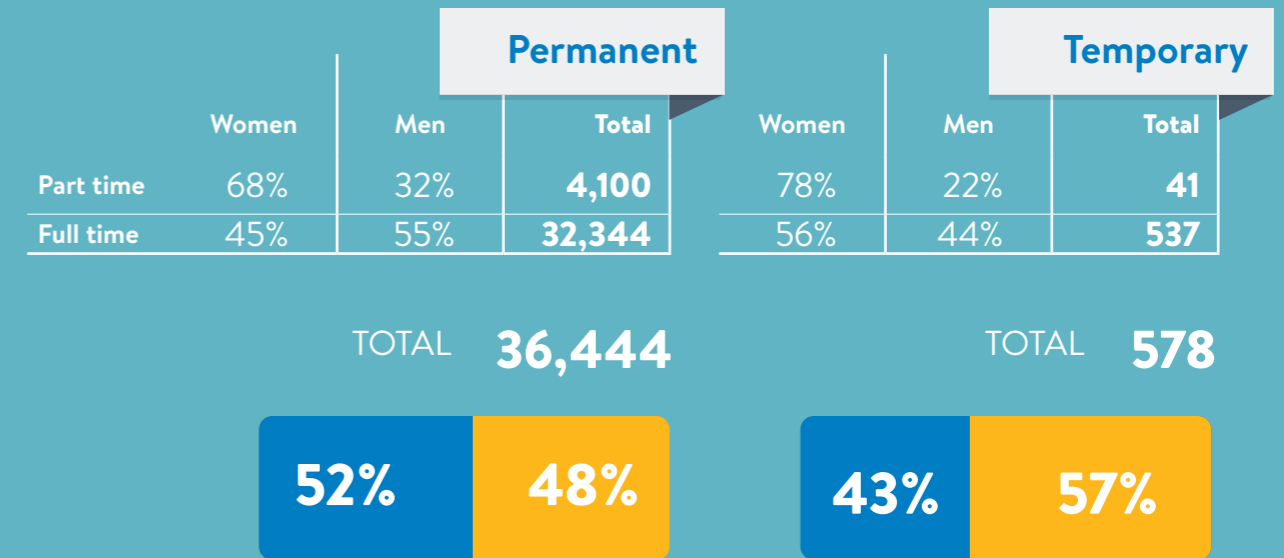
TOTAL

37,022

BY LEVEL



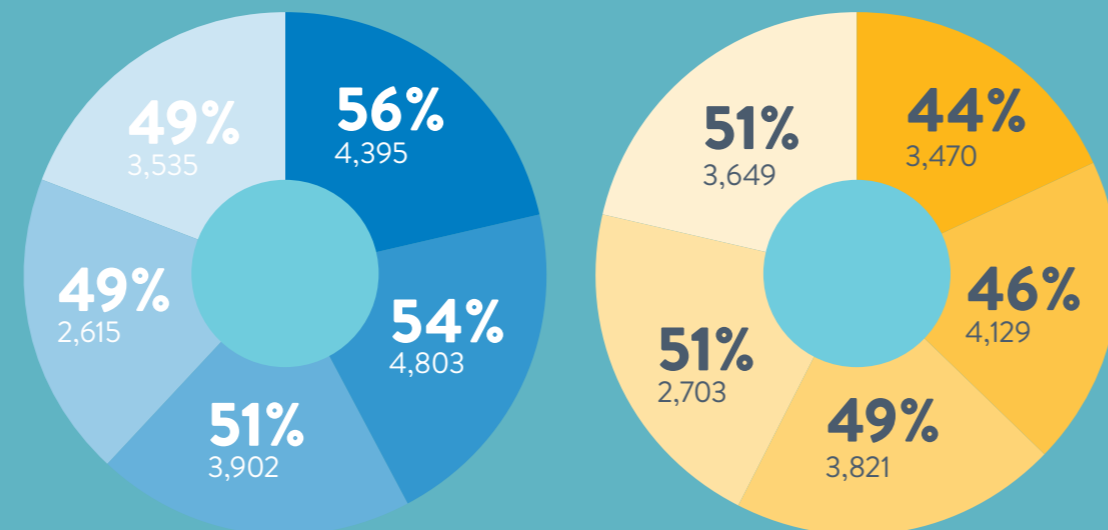
BY TYPE OF CONTRACT



BY GENDER



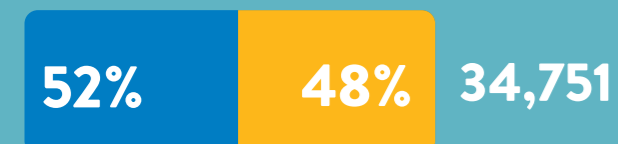
BY AGE
Years



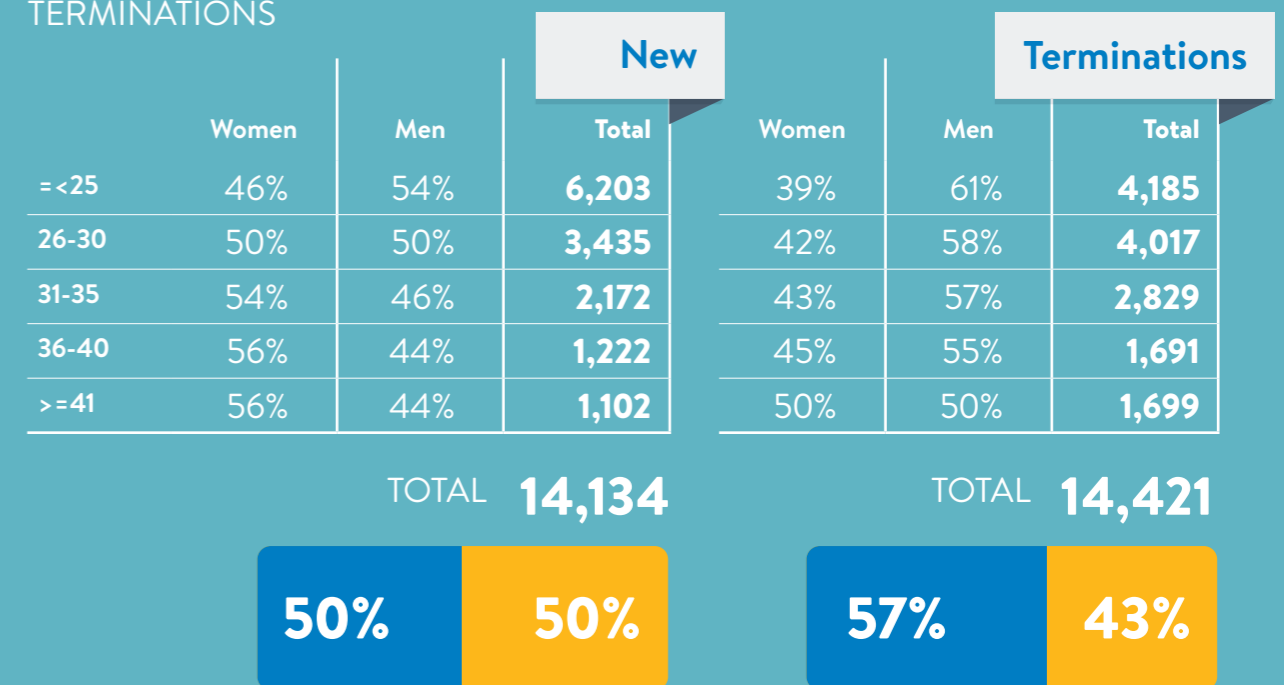
STAFF



OPERATIONS



NEW AND TERMINATIONS





Developing our Talent

GRI 404-1, 404-2

We maximize our associates' potential by offering them constant training to develop their skills.

We invested more than 5.1 millions hours of training to create growth opportunities



We integrate learning programs that generate spaces for individual and group development



Associates training

315,376
trained associates*

27,773
promotions

42.79
million pesos invested in training in Mexico and Central America

16.18
average training hours per associate*

135.68
pesos of average investment per associate*

25.97%
positions covered by internal candidates

TRAINING HOURS BY LEVEL*

	Man Hours	Mexico		Central America	
		Hours per associate	Man Hours	Hours per associate	
Vice presidents (Tribe leads)	291.03	7.46	9.30	9.30	
Directors (Tribe leads)	1,756.22	11.71	301.85	10.06	
Asst. Directors (Squad leads)	5,832.99	11.60	496.04	7.29	
Managers (Squad members)	69,777.92	20.41	2,538.96	5.82	
Asst. Managers (Squad members)	431,850.13	35.36	4,519.51	6.57	
Dept. Managers (Squad members)	383,233.86	16.58	8,441.99	3.42	
Hourlies (Squad members)	4,100,132.09	17.39	92,105.55	2.53	

*Considers active and non-active associates



Development Programs Mexico

- Quality Tools and Continuous Improvement
- Data Literacy
- Trainee Category Program
- Self-service Management Certification
- Up to Date with Memberships
- CER On Demand
- Talent with Disabilities
- Fraud Prevention
- Centricity Program
- CER Perishables
- My Walmart Experience
- Regenerative Company
- Leading High Performance Teams
- Onboarding for Telephone Advisor
- Onboarding for Executives
- Consultant Mindset
- CER Cashiers Desks (Consistency, Excellence and Results)
- SAP - Beta Test Talent
- DAR Maintenance
- DAR Operations (Discover and Learn Retail)
- Forklifts
- Evolve 2.0
- SIMA Indicator
- Ecosystems
- Operations Trainee

Development Programs *Central America*



Prometeo



eCommerce
(Superformats)



Openings



Analytical HR



Data Literacy



DAR
Perishables



Customer Experience CX
(Superformats)



LESCO



Logistics World



Digital platforms for training in Mexico and Central America



LINKEDIN LEARNING

This year we continued to use LinkedIn Learning, reaching a total of 8,694 associates trained through this tool

U LEARN

In 2022, we continued to offer training through this platform that allows our associates to have access to more than 1,000 courses



Development tools

70:20:10 Model

In 2022, we overcame significant challenges by promoting a purpose-driven culture to develop talent across all tribes of the company. Therefore, we implemented our **70:20:10 Model** for managing our associates' development.

The objective of this program is that our staff and operations associates can build a holistic development plan, based 70% in different projects or assignments that give them greater reach to their goals, 20% in social learning, connection with other people and mentoring, and 10% in formal learning, such as courses and certifications.

This model proposes

Learning by doing: participating in or leading a transversal project, facing real business challenges through lateral moves and being an active member of a committee

Learning from others: participating in mentoring circles or individual mentoring, conducting 1:1 meetings with key leaders, networking internally and externally, and finally, giving and receiving feedback

Formal learning: through the use of books, podcasts, movies, series or documentaries, and by participating in courses, workshops and certifications

Individual Development Plan (IDP): this is a tool for our associates to identify the aspects that need to be improved and how to do it. By building it, our associates can track their progress and thus identify the skills they are interested in, at the same time that an ally accompanies them throughout their career in the company. In this way, they turn their talents into strengths and work on their areas of opportunity.

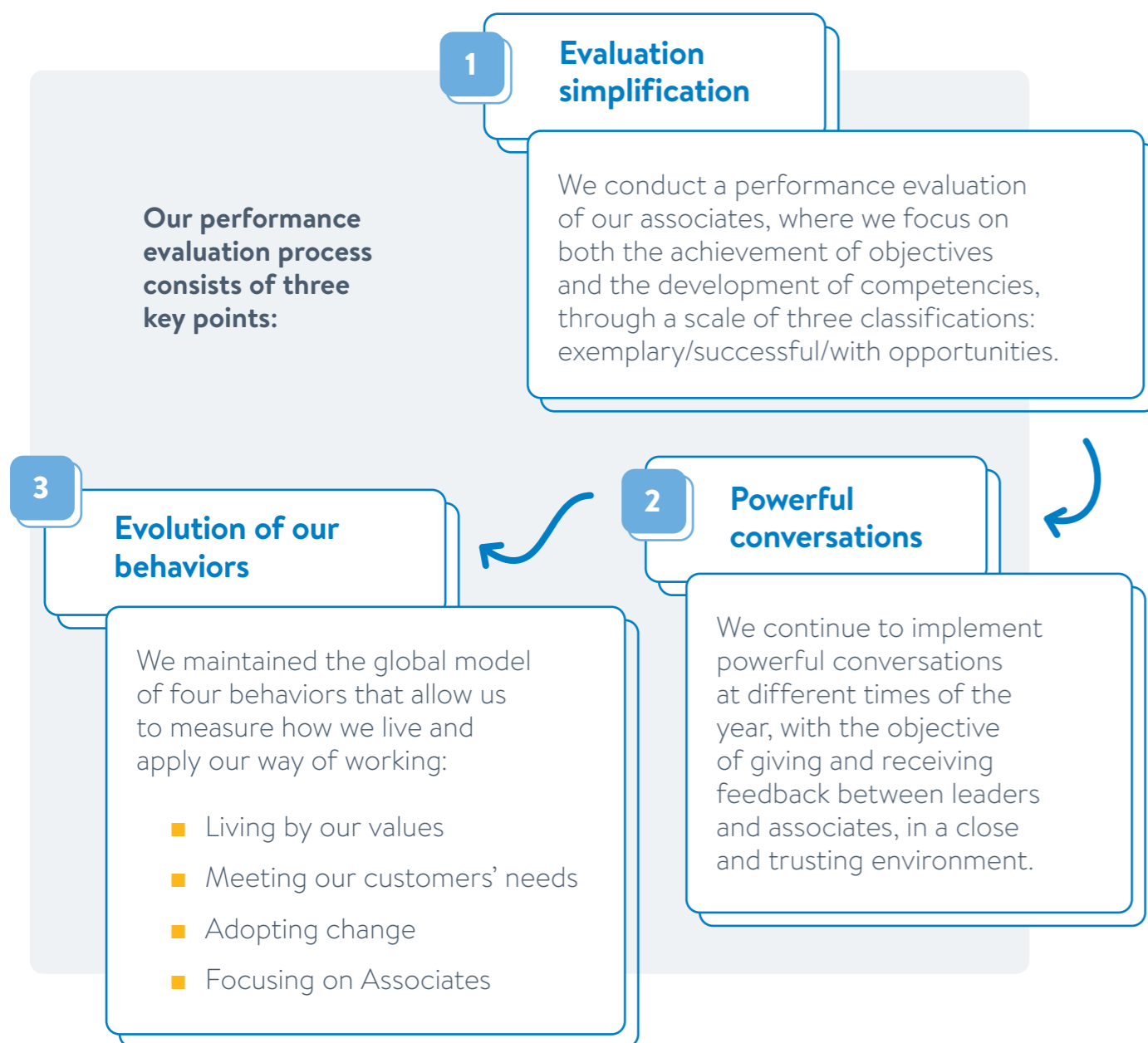
Mentoring: this is a learning program in which two people (individual mentoring) or more (mentoring circles) can share experiences and learnings in order to create actionable tools to improve an area of opportunity or to empower a talent.

This year, we celebrated in Mexico and Central America the Decide Week, in which some associates reflected on their career plans and the importance of having an Individual Development Plan (IDP)

Associate evaluation

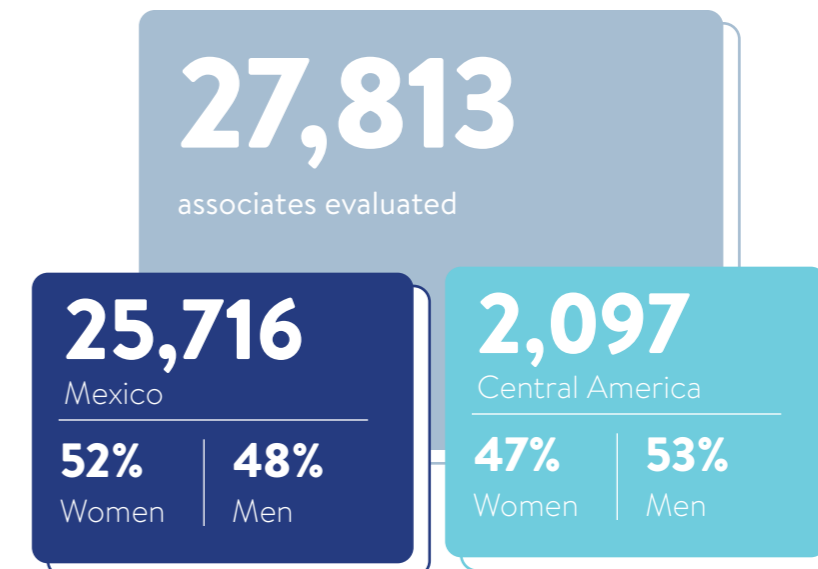
GRI 404-3

One of our enablers is to have the best talent within our company. In order to continue evolving, it is important to evaluate our associates' performance in Mexico and Central America.



It should be noted that the results and competencies have the same weight and change according to each associate's level.

On the other hand, in addition to performance evaluations, we have a calibration process that helps our associates to know how their behavior is perceived within the company. This implies betting on outstanding performance to have the talent required to fill positions where tasks are more challenging and complex.



Walmart DNA

As a complement to our associate evaluation program, and aware of the importance of fostering leadership behaviors among our team, in February 2022 we launched the Walmart DNA, leadership behaviors program in Mexico and Central America. This program consisted of more than 2,270 participants. Some of our actions were:

- Launch of the *Reconocer* program
- Launch of behavioral courses on ULearn and LinkedIn Learning
- Nine episodes of the Walmart DNA Podcast, where we had 18 leaders from Mexico and Central America as speakers and reached more than 15,000 reproductions

Dialogue with associates

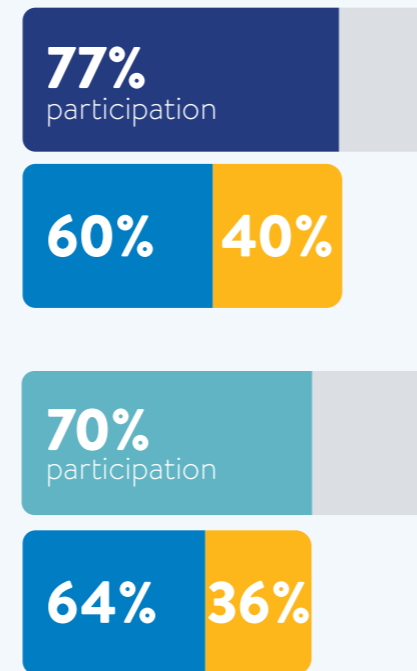
SASB CG-EC-330A.1

At Walmart, we understand the importance of listening to our associates and addressing their needs. For this reason, every year we implement two tools that allow us to know the opinion of our workforce. This process of active listening to our more than 233 thousand associates in Mexico and Central America allows us to design actions to improve their experience within the company.

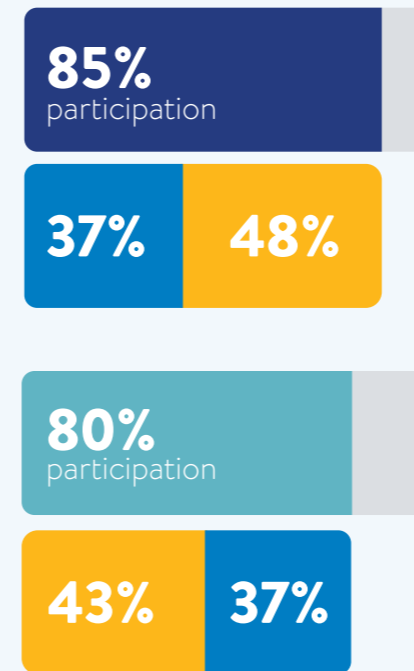
In this way, we conducted the Feedback Month, composed of different activities among which we invited 100% of our associates to answer the Engagement Survey and the Feedback Survey for Your Leader. It should be noted that both surveys are confidential and administered by a third party.

Men Women Mexico Central America Mexico and Central America

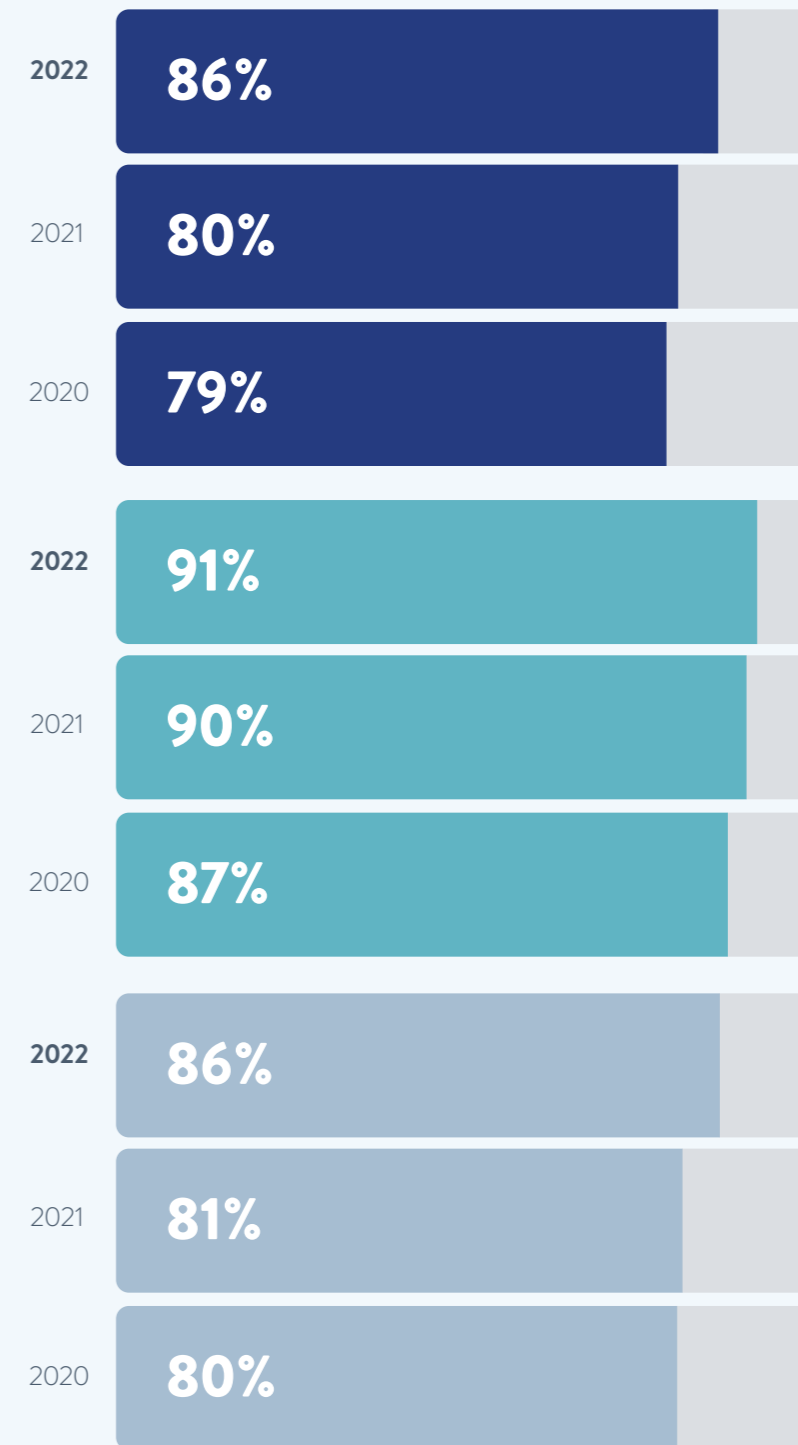
FEEDBACK SURVEY FOR YOUR LEADER



ENGAGEMENT SURVEY



ENGAGEMENT INDEX



The consolidated Engagement Index increased to

86%

vs. 81% in 2021



Working hours

GRI 409-1

We establish work schedules that contribute to the quality of life within the company, as well as a positive work environment.



[Download Policy](#)

Freedom of association

GRI 407-1

We permanently guarantee the labor rights of our associates so that they can freely choose the union organization to which they wish to belong.

Under our collective bargaining regime in Mexico, 61.6% of our associates are represented by a union or covered by collective bargaining agreements, that is, 100% of the associates eligible under the law.



[Download Policy](#)





Work-Life balance

GRI 201-3,403-3,403-6

Our associates are at the center of our company and their well-being is important for the optimal functioning of each of the areas that conform Walmart. For this reason, we are convinced that by providing competitive wages, benefits, and adequate quality of life conditions, we contribute to generating a positive environment for our associates.



With the objective of improving the quality of life of our associates in Mexico and Central America, we have implemented actions focused on providing support for their physical, emotional and financial well-being

PHYSICAL

Insurance coverage for COVID-19

PCR and antigen testing application

Continuous medical check-up

Remote work for staff associates

Free medical assistance for associates and family members

EMOTIONAL

Integral Assistance Program (PAI) which covers psychological, nutritional, legal and financial matters

Campaigns and webinars on emotional and psychological topics

FINANCIAL

A permanent 10% discount in our stores for all associates

Finance Webinars

Cash advance from savings bank

Weekly payroll for operations associates



Benefits for our associates

GRI 201-3

BREASTFEEDING ROOMS

6

breastfeeding rooms in corporate offices for staff associates in Mexico

133

breastfeeding rooms in our units for operations associates in Mexico

DOCTOR'S OFFICES

4

doctor's offices in corporate offices in Mexico

23

doctor's offices in our DCs in Mexico

+450

doctor's offices in our units in Mexico

VACCINATION CAMPAIGNS

2,126

flu vaccinations for our staff associates and 336 family members in Mexico

7,538

flu vaccinations for our operations associates in Mexico

23,752

tests performed to detect COVID-19 in Mexico

NUTRITION

4,037

appointments from our associates with our team of nutritionists in Mexico



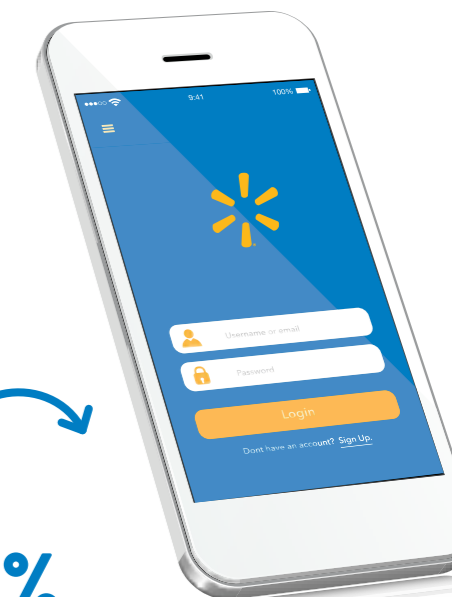
MEAL SUBSIDY

Subsidies of up to 100% of the daily cost of breakfast or 50% of the daily cost of lunch in Central American head offices



Agreements and benefits platform

We make available to all our associates in Mexico a platform of agreements and benefits that offers from 10% to 70% discount on automotive, beauty, food and beverage, technology and home products and services, among others. In Central America, specifically in Costa Rica, a new platform of agreements was implemented and will be replicated in the rest of the countries in the region in 2023.



Up to **70%**

discount for our associates in the agreements and benefits platform

Towards the new normal

This year, one of the most important challenges we faced was the adjustment of our hybrid way of working model to adapt to the new normal. In this context, we began the gradual return to the offices starting in March and today, we are proud to say that our associates are enjoying being back.



We have relied on technology as an enabler to make our associates' lives easier

Satisfaction index with the hybrid back-to-office experience was 84% in Mexico and 91% in Central America



The hybrid-flexible work model has brought benefits for our staff associates, such as strengthening a culture of trust and commitment, balancing work and family life and streamlining communication between work teams, among others.

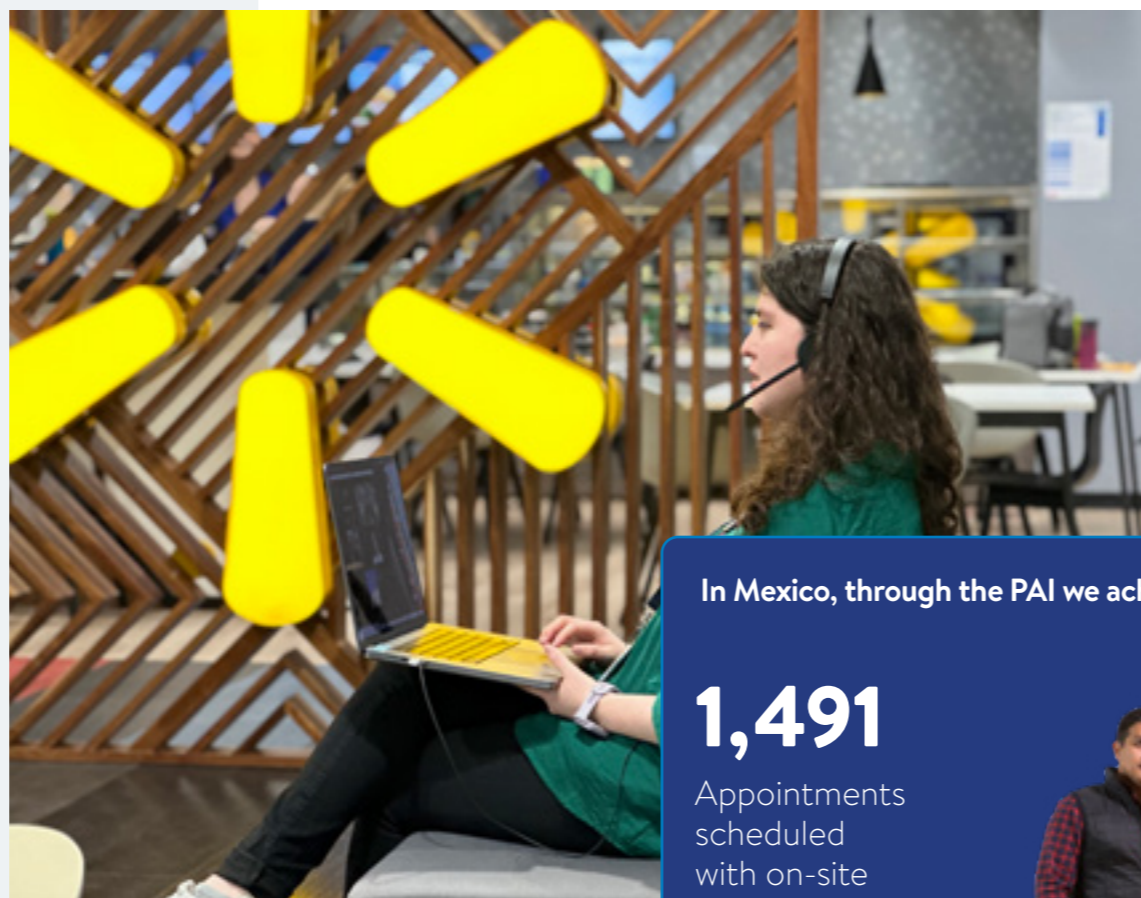




Integral Assistance Program (PAI)

For Walmart de México y Centroamérica, the well-being of all associates is our priority. Therefore, in 2022, our Integral Assistance Program (PAI for its acronym in Spanish) was renewed in services and contact numbers exclusive to Walmart. In addition to supporting our associates with tools or recommendations on emotional assistance, legal advice and family economics, new services were added, also available to their immediate family members:

- Medical assistance
- Veterinary assistance
- Nutritional assistance



The program has experts who can provide free and confidential guidance via toll-free telephone numbers. Assistance is available Monday through Saturday from 9:00 AM to 9:00 PM, with the exception of the medical and emotional specialties, which provide care 24 hours a day, 365 days a year.

In Mexico, through the PAI we achieved:

1,491

Appointments scheduled with on-site psychologists (offices and DCs)



During 2022, we received more than 8,800 calls in Mexico



In Central America, the telemedicine service was implemented for the first time in the five countries through the PAI at no additional cost, covering 100% of our associates (permanent and temporary) and their immediate family members: partners, parents, children and siblings.

Webinars

As part of this program, in Mexico and Central America, we provided 174 webinars about integral wellness topics, including the Emotional Health Week and the Financial Health Week. We had the participation of 40,000 staff and operations associates and their families.



86

PAI webinars

Work flexibility

GRI 401-3

We offer different initiatives to our associates in Mexico and Central America

MATERNITY EMERGENCIES

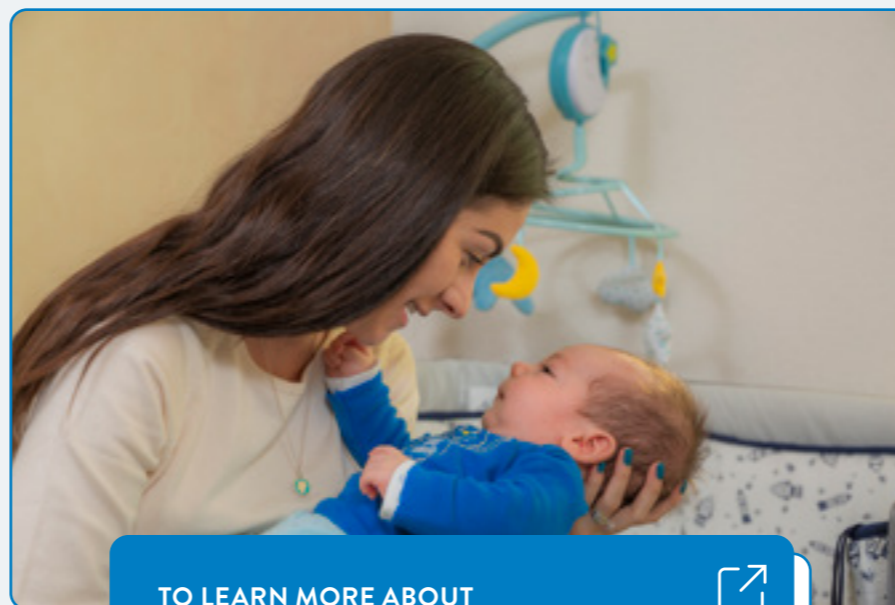
- In case of emergencies, such as the death of the mother in childbirth or hospitalization of the baby, fathers may take maternity leave in lieu of paternity leave in Mexico and Central America

ADOPTION

- In Mexico and Central America, when an adoption or surrogacy is performed, our associates have the opportunity to take a one-week break prior to the baby's arrival

MATERNITY AND PATERNITY LEAVE

- In Mexico, we have five months' maternity leave and two weeks' paternity leave
- In Central America, maternity leave is granted based on each country's social security system. We grant 12 working days for paternity leave



TO LEARN MORE ABOUT ALL THE **BENEFITS FOR OUR ASSOCIATES** [CLICK HERE](#)

FOR OUR OPERATIONS ASSOCIATES

- We have a fixed shift during breastfeeding periods, student schedules, quality of life transfers, fixed shifts for single mothers or fathers, as well as a monthly weekend off for managers and assistant managers of the units in Mexico and Central America

POSTNATAL LEAVE

- 20 weeks of additional leave in addition to Social Security maternity leave
- Paternity: flexible schedule with 6-hour workdays for one month after the 14 days of paternity leave
- In Central America, they can opt for 4 months of reduced hours or between 28 and 33 working days of leave depending on their work schedule

FLEXIBLE WEEK FOR STAFF ASSOCIATES

- In Mexico and Central America, our associates can arrange their working hours from Monday to Thursday, so they can have short Fridays

PRETERM BIRTH

- The baby's date of birth is taken as a reference to guarantee the 14 weeks of leave contemplated by the law in Mexico