

In 2015, Walmart announced a **\$2.7 billion commitment** to foster the growth and development of our associates. Through a combination of improved benefits, interactive training, more transparent scheduling and higher pay, we are working to better the lives of our associates and provide them with increased career paths – at Walmart and beyond.

A key feature of this initiative is an increased focus on comprehensive training, which combines computer-based learning with personal mentorship. Our new associate training platform, known as Pathways, is designed to create clearer career paths for associates at all levels of store operations, helping them gain the skills, confidence and clarity they need to advance.

The new Academy training program is a part of Pathways specifically designed for new hourly supervisors, department managers and assistant managers, teaching them advanced retail and leadership skills and preparing them to serve our customers in new ways.



By the Numbers



184

Academies open with approximately 15 more planned*



25-30

Stores served by each Academy



15-30

Associates in each training class



254,000

Associates trained so far*



140,000

Associates expected to complete training each year

The Academy Approach

Academies help Walmart's front-line supervisors build the skills they need to grow, develop, and successfully serve customers and lead associates. Most participants engage in a **two-week program**, which includes a combination of classroom and sales-floor training. The first week is dedicated to retail fundamentals and gaining core retail skills. The second week is dedicated to sales-floor training to help the associate effectively run the specific department where he or she works. In addition to the consistent, purposeful training they receive, associates gain a better understanding of the career paths available to them and how they can develop and **advance their career goals**.

Academies are located in high-performing stores that have undergone a rigorous auditing process to assess their ability to successfully implement the training program. Dedicated training staff are assigned to each location and are comprised of associates who have worked in our stores. Associates are compensated for their travel time to the facility, and all training is done on the clock.



*As of January 2018.

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The Academy training program is designed for new hourly supervisors, department managers and assistant managers, teaching them advanced retail and leadership skills and helping them better serve our customers. The training our associates receive at the Academy creates a better, more consistent customer experience; provides associates the skills they need to succeed and advance; and builds a stronger talent pipeline.



“Walmart has excellent opportunities to move up – the doors are wide open. There are many tools like Academies to help associates find their way to grow in this great company. Ultimately, I see myself moving up to assistant manager or co-manager one day with the skills I am learning.

Terry Jimenez, Jr. | Overnight Support Manager



“Academies are a great opportunity to work with our associates and take them through step by step on newest policies and procedures for their specific jobs and how to best take care of our customers. It’s a win, win, win for the company, our associates and our customers.

Angela Wilson | Regional Manager



“We learned so much in the Academy, but the thing that stuck out to me the most was appreciate your associates – using that 10 foot attitude with associates, not just customers. We have to make this a friendly team environment. That will lead to great customer service and a great shopping experience for our customers.

Jesse Silva | Meat Department Manager



“Academies are designed to inspire our associates and help them help our customers. Associates come here to learn – we call it igniting their spark – and they discover what they need to grow their careers and to go above and beyond every day serving our customers.

Tarra Cilluffo | Academy Facilitator