Thanks for your email. I am out of the office on PTO returning Monday 18 July. I’ll be in areas where cell reception is poor however if your issue is urgent please mark that in the header of your email and I’ll do my best to respond.
Agenda

• Introduction from the Walmart team
• Program overview: background and how the program works
• What’s next—how you can get started
• Q&A
Introduction from Walmart

- We have set a goal to become a regenerative company, putting people at the center of everything.
- This program builds on core expectations.
- This is a new program—continuous improvement is important to us and so is your input and feedback.
- The Walmart Sustainability Hub is your main channel to participate and access program resources.
- Contact our team if you have any questions.

Look for our program announcement video on the People in Supply Chains, Worker Dignity & Safety page on the Walmart Sustainability Hub.
Stakeholder consultation helped shape the program

Why responsible recruitment?

What resources will be available to support participation?

What if I’m already working on responsible recruitment?

Why should I participate?

How will my information be used?

How did Walmart decide on program priorities?

How does this program relate to other responsible sourcing efforts?
Why has Walmart developed a Supplier Leadership Program on People, and why start with responsible recruitment?

- In 2016, Walmart and Walmart Foundation set an aspiration to make responsible recruitment the standard business practice throughout global supply chains by 2026.

- At the Supplier Growth Forum on March 10, 2022, Walmart announced the next phase of work to strengthen respect for human rights in supply chains.

- While we’ve developed a program to support supplier leadership on People and expect to add more focus areas over time, we are starting with responsible recruitment.

- Responsible recruitment is a significant challenge in many global supply chains. Recruitment fees and other unfair practices can lead to debt bondage, one of the most common forms of forced labor.
What is responsible recruitment?

- Responsible recruitment, also referred to as fair or ethical recruitment, means hiring workers lawfully and in a fair and transparent manner that respects and protects their dignity and human rights.¹

- Many workers, particularly migrants who move from one region or country to another for work, rely on labor brokers or other intermediaries.

- Unfortunately, many of these workers lack knowledge of their rights and are vulnerable to exploitation when they are not recruited responsibly.

According to the Internal Labour Organization (ILO), practices that put workers at risk may include one or more of the following abuses:

- Deception about the nature and conditions of work
- Retention of passports
- Illegal wage deductions
- Payment of recruitment fees leading to debt bondage
- Threats including to family members or expulsion from a country if they seek to leave their employers

¹Source: International Organization for Migration (IOM).
Building on core expectations

- Walmart’s Global Ethics & Compliance program forms the basis of the company’s requirements for suppliers and includes Walmart’s Responsible Sourcing Compliance program and core expectations around responsible recruitment.

- This program is separate, but complementary to Walmart’s Responsible Sourcing Compliance program.

- Whether or not suppliers participate in this program, they will be expected to continue meeting core expectations.
Program priorities

- Walmart launched this voluntary, supplier-facing program to inspire, support, and celebrate supplier leadership on responsible recruitment.
- This program focuses on three Priority Areas—each with three specific Leadership Practices.
- Participating suppliers will set goals and report progress in one or more areas.
Priority Area: 
Recruitment Practices and Capacity

<table>
<thead>
<tr>
<th>Set SMART Goal for a Leadership Practice</th>
<th>Report Progress on one or more of these Specific Actions</th>
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</thead>
<tbody>
<tr>
<td><strong>Strengthen Practices</strong></td>
<td>1. Directly hire migrant workers</td>
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<td>2. Use labor agencies/brokers/contractors that are certified as ethical and responsible or are clearly using an ethical recruitment business model</td>
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<td>3. Participate in multi-stakeholder initiatives committed to making responsible recruitment the standard business practice at the global, regional, or industry level</td>
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<tr>
<td><strong>Build Capacity</strong></td>
<td>1. Adequately screen and hire sending country recruitment agents and provide them with additional resources and support for the responsible recruitment of workers</td>
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<td>2. Use recruitment agents that are actively engaging in capacity building and awareness-raising initiatives focused on responsible recruitment</td>
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<td>3. Train personnel in management, human resources, and recruiting functions that have responsibility for workers and employment lifecycles on the importance of forced labor prevention and responsible recruitment</td>
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<tr>
<td><strong>Invest in Responsible Labor Systems</strong></td>
<td>1. Invest in responsible recruitment capacity-building resources and tools for recruitment agencies, brokers, and/or contractors</td>
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<td>2. Invest in the capacity building of CSOs in sending and destination countries that are working to ensure the responsible recruitment of migrant workers</td>
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## Priority Area: Worker and Community Empowerment

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<thead>
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<tbody>
<tr>
<td><strong>Strengthen Awareness</strong></td>
<td>Leverage CSO’s to strengthen migrant workers’ knowledge around safe migration</td>
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<tr>
<td>1. Train and improve migrant workers’ understanding of safe migration</td>
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<tr>
<td>2. Collaborate with CSOs and/or governments (in sending or destination countries) to provide education resources and training for migrant workers about their rights</td>
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<tr>
<td>3. Support program(s) or initiative(s) that provide pre-departure/post arrival training for all migrant workers, including information specific to working environment and nature of the work for which migrant workers are being recruited</td>
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<tr>
<td><strong>Strengthen Worker Voice</strong></td>
<td>Leverage worker-driven, ethical recruitment programs and CSO’s to implement channels for independent grievance and remedy</td>
</tr>
<tr>
<td>1. Use worker voice surveys, tools, or technologies that are independent, accessible, and culturally appropriate to understand the needs and concerns of migrant workers</td>
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<tr>
<td>2. Partner with CSOs to provide migrant workers access to independent grievance mechanisms and avenues for effective remedy</td>
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<tr>
<td>3. Support CSOs in sending and/or destination countries that offer counseling and other services to migrant workers</td>
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<tr>
<td><strong>Leverage Place-Based Projects</strong></td>
<td>Leverage regional/country level projectsto advance responsible recruitment</td>
</tr>
<tr>
<td>1. Support regional/country level, placed-based projects or partnerships that use risk-informed, impact assessments to identify potential solutions for responsible recruitment</td>
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<tr>
<td>2. Participate in worker-driven, ethical recruitment programs and initiatives at the local level</td>
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</table>
# Priority Area: Transparency

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<tbody>
<tr>
<td><strong>Report Efforts Publicly</strong></td>
<td>1. Publicly share commitments and actions that will/have been taken to advance responsible recruitment activities&lt;br&gt;2. Document outcomes, challenges, and successes of responsible recruitment activities and regularly share those outcomes publicly</td>
</tr>
<tr>
<td><strong>Map Supply Chain</strong></td>
<td>1. Assess entities involved in the recruitment, hiring, and employment of migrant workers in the sending and destination countries&lt;br&gt;2. Conduct human rights impact assessments focused on responsible recruitment&lt;br&gt;3. Leverage third-party, technology-based solutions for supply chain mapping to assess risk and inform responsible recruitment activities</td>
</tr>
<tr>
<td><strong>Validate Approach</strong></td>
<td>1. Engage third party to assess, audit, validate, or certify responsible recruitment activities, identify gaps in current recruitment practices, and develop a timebound action plan to address gaps&lt;br&gt;2. Engage third party to assess, audit, validate, or certify recruitment agents that are recruiting, hiring, and/or employing migrant workers&lt;br&gt;3. Source raw materials or ingredients that leverage third-party certification programs that are driving continuous improvement around responsible recruitment</td>
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Who can participate

• The program is open to all suppliers of Walmart US and Sam’s Club US

• Priority categories for 2022 include:
  
  Priority Category: Seafood
  
  Priority Category: Entertainment (Information, Communications, and Technology)
  
  Priority Category: Fresh Produce
Set SMART goal and report progress

**Year 1**

Set SMART goal
Select a Priority Area and set a SMART goal for a Leadership Practice within the Priority Area.

SMART goals are Specific, Measurable, Achievable, Realistic, and Timely. Setting goals that are SMART helps ensure goals are clear, are understood by others, and are likely to be achieved. You can set a goal for more than one Priority Area.

**Year 2 and annually going forward**

Report progress
One year later, you will be asked to report progress on a Specific Action that you took for the goal that you set.

You will be asked to report annualized data and specify the 12-month time period during which the data was gathered, whether it’s a calendar year or a specific 12-month period.

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Do you already have actions to report?

If you already have activities ("actions") that align with this program, you can report progress starting in Year 1. You do not need to create a new goal.
Scenario A: "We’re new to responsible recruitment"

- **2022**: Set 1st goal (target year: 2024)
- **2023**: Report progress on 1st goal
- **2024**: Report final results for 1st goal
- **2025**: Set 2nd goal (target year: 2025)
- **2026**: Report progress for 2nd goal

**A minimum of one goal should be set**

**Goals can have different start and target years**

**Goals can be set and achieved in as little time as one year**
Scenario B: "We’ve been taking action on responsible recruitment for some time"

- **2022**: Report progress on existing action
- **2023**: Report progress on existing action
- **2024**: Report final results on existing action
- **2025**: Report final results on existing action
- **2026**: Set goals and/or report across Priority Areas

**Progress on an existing action can be reported from Year 1**

**A new goal in a different Priority Area can be set**

**Set another new goal in the future to demonstrate greater ambition**
### Priority Category: Fresh Produce

<table>
<thead>
<tr>
<th>Recruitment Practices and Capacity</th>
<th>Build Capacity</th>
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<tbody>
<tr>
<td>Select a Priority Area</td>
<td>Choose a Leadership Practice</td>
</tr>
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</table>

**Set SMART Goal**

- **Scope**: Direct operations
- **Country/Region**: Mexico
- **Supply Chain**: Fresh Produce
- **Start Year**: 2022
- **Target Year**: 2026

**Report Progress on a Specific Action**

In/of our [SCOPE] in [COUNTRY/REGION] for [SUPPLY CHAIN], we implemented [FREQUENCY] training for personnel in management, human resources, and recruiting functions that have responsibility for workers and employment lifecycle on the importance of forced labor prevention and responsible recruitment, in/between [YYYY-YYYY]. A description of the training implemented is as follows: [FREE TEXT]. Training reached [Metric %#] of key personnel in [Metric #/%] of our site(s).
**Priority Category:**

**Fresh Produce**

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<td><strong>Scope</strong></td>
</tr>
<tr>
<td>Choose a Leadership Practice</td>
<td><strong>Specific action</strong></td>
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<tr>
<td>Confirm Scope</td>
<td><strong>Progress / result</strong></td>
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</table>

**Recruitment Practices and Capacity**

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<tr>
<th>Build Capacity</th>
<th>In our <strong>direct operations in Mexico for fresh produce</strong>, we implemented annually training for personnel in management, human resources, and recruiting functions that have responsibility for workers and employment lifecycle on the importance of forced labor prevention and responsible recruitment, <strong>between 2022 and 2026</strong>. A description of the training implemented is as follows: To raise awareness around responsible recruitment, we engaged Quizrr to implement their Ethical Employment learning module for our human resources and operations managers around indicators of forced labor and their responsibilities when it comes to responsible recruitment and employment. We trained 215 key personnel in 50% of our sites.</th>
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<td>• Scope: Direct operations</td>
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<td>• Country/Region: Mexico</td>
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<td>• Supply Chain: Fresh Produce</td>
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<td>• Start Year: 2022</td>
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<tr>
<td>• Target Year: 2026</td>
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How to get started

July through August

1. Review the Playbook and the FAQ’s on the People Page of the Walmart Sustainability Hub to gather more information about the program.
2. Engage key internal stakeholders to discuss whether to participate in the program.
3. Visit the Walmart Sustainability Hub to review the Supplier Goal Setting and Reporting Template.
4. Draft potential goals you would like to set for responsible recruitment.

September through October

1. Visit the Walmart Sustainability Hub to start the submission process.
2. Finalize your SMART goal(s) with your team.
3. Submit your goal(s) through the Walmart Sustainability Hub.
4. You may submit a SMART goal for one or more Priority Areas.
5. If you have already taken action on responsible recruitment, you can start reporting progress immediately—you do not need to create a new goal.

Next year onward

1. Visit the Walmart Sustainability Hub each year to report progress against your goal(s).
Additional resources can be found on the Walmart Sustainability Hub

- Playbook on Walmart’s Supplier Leadership Program on People—Responsible Recruitment
  - Program overview
  - Leadership guides
  - Additional resources and glossary
- Goal setting and reporting templates
- Program FAQs

Look for the People in Supply Chains tab at the top of the Walmart Sustainability Hub to access program resources.
Contact

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