

CRAIG ARNOLD

RIGHT
PROCESS

RIGHT
PEOPLE

"Nothing gets accomplished
that doesn't get measured."



Bentonville
'99

People
Strategic
Planning
Session

CRITICAL MASS

⇒ We Must BELIEVE!

EXHIBIT
4

10-30-02

142

WMHO363376

///



Store-Specific Assortments

A recurring issue for all of Wal-Mart's Divisions was implementing store-specific assortments based on customer differences. According to Wal-Mart Associates, customers' first impressions are key in generating loyalty, which means that having the right product assortment in each Wal-Mart and SAM'S Club is critical.

Solutions developed by the participants included:

- Identify centralized core items and decentralized demographic and market-based items
- Study the competition for best practice tactics
- Integrate merchandising and real estate with marketing so that in-store signing and special events match store profiles in terms of assortment and layout
- Leverage existing systems, including store pipeline, to collect and filter store-specific needs (what products are wanted and not wanted by stores)
- Develop an ongoing feedback loop for store-specific assortments: execute, review, reset

Associate Retention and Diversity

Perhaps the topic of most concern for every Wal-Mart division is Associate retention and diversity. Achieving success in this area, both at the store and home office level, will be critical to the success of Wal-Mart. Overall, the participants agreed that the strategy developed two years ago to achieve quality and diversity of Associates had not yet been achieved.

General solutions included communicating culture and career path opportunities consistently and clearly, with real examples; expecting and giving flexibility in the workplace; recruiting the best people who can step up quickly; and treating all Associates fairly.

At the Home Office level, several specific solutions regarding how to attract, retain, and motivate quality and diverse management included the following:

- Commit to having diverse management in order to attract diverse talent
- Commit to and communicate work/life balance
- Recruit and train the best talent available—even when new people do not want to relocate to Bentonville
- Leverage electronic tools to allow for flexible scheduling and location options

At the store level, specific solutions included the following:

- Give ownership to District Managers to encourage them to know more about their own people
- Match the diversity of management to Associates and customers
- Implement flexible scheduling to address work/life balance issues
- Identify "best" Associates to drive promotion and recruitment
- Reclass high turnover positions in terms of band, pay, and incentives



FYE 2000 STRATEGIES PEOPLE

OBJECTIVE	MEANS OF MEASUREMENT															
KEEP 1. Retention of Associates	- Continue to raise retention awareness through key associate meetings, written media, and WMTV - Identify retention issues through annual grass roots surveys <table border="1"> <thead> <tr> <th></th><th>FY 1998</th><th>FY 1999</th></tr> </thead> <tbody> <tr> <td>MGMT</td><td>5,313</td><td>14.0%</td></tr> <tr> <td>FT</td><td>255,796</td><td>53.7%</td></tr> <tr> <td>PT</td><td>206,329</td><td>117.5%</td></tr> <tr> <td>TOTAL</td><td>468,339</td><td>67.5%</td></tr> </tbody> </table> - Measure retention performance by key operating areas		FY 1998	FY 1999	MGMT	5,313	14.0%	FT	255,796	53.7%	PT	206,329	117.5%	TOTAL	468,339	67.5%
	FY 1998	FY 1999														
MGMT	5,313	14.0%														
FT	255,796	53.7%														
PT	206,329	117.5%														
TOTAL	468,339	67.5%														
KEEP 2. Field Pay Programs	- Make needed adjustments to Bonus/Stockholder Programs - Make needed adjustments to Job Classifications - Ensure competitiveness in hourly pay program - Effectively communicate changes - Improve grass roots survey results on pay															
KEEP 3. Work-Life Issues	- Define "work-life" issues for Wal-Mart Stores - Educate leaders on work-life issues - Identify two key strategies for FY 2000															
GROW 4. Simplified/Relevant Training	- Implement 17-week Management Training Program - Implement accelerated District Manager Training Program - Create Hourly Supervisor Training - Develop a Merchant Training Program - Retool Hourly Training															
GET 5. Staffing for Success	- Launch national recruiting campaign - Decrease time to hire - Expand job posting and placement programs - Improve college recruiting results - Accelerate diversity improvements - Automate succession planning process															

WAL ★ MART PEOPLE FYE 2000 Strategies

Strategies

1. Retention of Associates

Tactics

1. Provide management with the information needed to effectively address turnover issues (e.g. People P&L)
 - Track and report on turnover results for total company and each division in a timely and consistent manner.
 - Focus on high and low turnover areas and identify the factors, which impact these results
2. Ensure pay programs support and complement associate retention efforts.
 - Assess competitive position of current pay and benefit programs and make adjustments where needed
 - Reaffirm or revise pay strategies (e.g. Who are our key competitors? How do we want to position ourselves versus the competition?)
 - Design and implement pay programs, which support our pay strategies

2. Field Pay Programs

1. Maximize motivational impact of field pay programs.
 - Effectively communicate pay program changes and guidelines.
 - Develop and implement training programs for managers who have responsibility for pay administration (e.g. provide tools and materials necessary to effectively administer WRAP)
 - Assess effectiveness of current pay programs (e.g. Sam Share) in supporting key business strategies
 - Develop communication plans to clarify linkage between associates' actions and business results.

3. Work-Life Issues

- Define "work-life" issues for Wal-Mart Stores
- Educate leaders on work-life issues
- Identify two key strategies for FY 2000
- 1. Raise Execution Levels of Basic Training
 - Current, simplified, relevant content in tools
 - Right medium, right message

4. Simplified/Relevant Training

2. Impact Leadership Gaps
 - Redesign Leadership classes: Wallon Institute, Advanced Leadership Development and Leadership Foundation.
 - Increased testing for positions
 - Training delivered based on need vs demand
 - RLS 17 week (Management Training Program)
 - Hourly supervisor monthly video/testing
 - Expand Executive assessment to SR VP group
3. Enhance Clarity of Communication
 - Updated video library challenging the need of all future requests
 - Pipeline improved user friendliness
 - Grass Roots: Simpler, faster, cheaper
 - Simplified and consolidated surveys

5. Staffing for Success
 Recruitment
 Diversity
 Succession Planning

- Orientation 30 60 90 days
- 4. **Understanding our Customer**
 - Store visits, Field focus groups, piloting
 - Conduct buy-in meetings with key decision makers
- 5. **Utilize Result Measures**
 Graf's Roots, Consumer Trac, Performance Matrix, 90 day Turnover, Pre/Post Tests, 360 Before/After Shrinkage Results, Promotability Status, Customer Satisfaction, Class Fills, Percent Complete
- 1
-
-
-
- 2. **Improve Wal-Mart's College Recruiting results**
 - Launch effective national recruiting campaign in partnership with Marketing and Public Relations
 - Implement and test 1 800 number telephone pre-screening system for Wal-Mart Supercenters and Sam's Clubs
 - Revise and manage Wal-Mart Stores management job posting, assessment, and placement system
- 3. **Improve Wal-Mart's College Recruiting results**
 - Achieve company's needs objectives
 - Achieve company's acceptance percent objectives
 - Achieve College Relations diversity objectives
 - Meet MBA hiring objectives
- 4. **Revise and Implement effective succession planning and meet company diversity objectives**
 - Initiate and implement automated succession planning process and meet company diversity objectives
 - Research and plan with coordinator of African American and Hispanic public relations firm an effective diversity plan, including local and national advertising, key event representation, and monetary support
- 5. **Improve the results and efficiencies of the Hourly and Temporary Services departments.**
 - Successfully combine Hourly and Temporary Services departments
 - Meet placement, time to fill, and company monetary savings objectives

Maxie Carpenter/Andy Wilson
People VP's

People Development FYE 2000 Objectives

Objective	Means of Measurement
1. Retention of Associates	• Sponsor them-New Associate SWAS Orientation • Evaluate them on time. • Communicate with them-weekly store meetings, STAR follow up, Grass Roots implementation. • Evaluation revision for Management/Non-Mgmt.
2. Field Pay Compensation	• Start Rate Adjustments by market. • Wage Review Adjustment Process. • Pay Class Maximums & "At Max" payout. • Position Reclassification.
3. Work/Life Issues	• Resident Assistant Manager by job code. • Grass Roots Timeline and response followup.
4. Simplified Relevant Training	• 17 week management training program. • Accelerated DM training development. • Cost Manager Leadership training. • Walton Institute follow up and accountability.
5. Staffing for Success	• 3-year staffing plan. • Mentoring Partnership. • Rising Star succession plan.

EVIN R. HARPER
People Director

SPECIALTY GROUPS FYE 2000 Objectives

Objective	Means of Measurement
1. Retention of Associates	• Raise the level of awareness through a more consistent reporting process. Will be communicated monthly in Direct Report meetings. • Post turnover by Division monthly for all to see. • Communicate practices that work through entire Division. (Monthly) • Do analysis by Division to determine specific causes of turnover. • Rising Star program in all Divisions.
2. Staffing	• Needs identified by Division. Plans in place to hire all needs. Focus on specific areas, Pharmacists, Optometrist, Technicians, etc. • Improved College Recruiting. • Management Job Posting for District Manager positions in TLE, Shoes / Jewelry and One Hour Photo. • Diversity goals achieved. • Succession Management.
3. Pay practices	• Do a total review of the pay structure within all Specialty Groups. (Stores, Warehouses, and off site facilities) • Do a total review of the Home Office structure. • Identify associates below the minimum and develop plan to move them forward. • Pay strategy for Lease takeovers.

Kelly Harmon

SAM'S Club Field Personnel Director

People Development FYE 2000 Objectives

Objective		Means of Measurement
1. Where I Wanna Be Make SAM'S Club the place "Where I Wanna Be!"	• SAM\$HARE • President's Award • Recognition • Green Berets • Grass Roots Review/Doppler Clubs • Open Door/Culture	
2. Communication Improve the exchange of information and maximize the interaction between the Home Office and Field.		• Solution Based Teams • Communication Strategy
3. Success Management Build long-term success for the organization by keeping, growing and getting World Class talent.		• Retention • Recruiting • Diversity • Career Pathing • Succession Management
4. OSM Increase job knowledge and productivity through position certification in Operations, Sales and Merchandising.		• Hourly Partner Certification • Leadership Certification
5. Merchandising Support the Home Office to grow and develop World Class Item Merchants.		• Revision of Home Office Orientation • Leadership Development

Dwight Newsome
MERCHANDISING/MARKETING FYE 2000 Objectives

Objective	Means of Measurement
1. Merchandising/Marketing Career paths/pay programs	• Develop consistency in pay structure for like positions. • Create career pathing for Merchandising/Marketing positions (Distributor, Planner, Asst. Buyer, etc.) • Restructure Assistant Buyer to Associate Buyer and evaluate job responsibilities • Work with compensation on evaluating certain merchandise pay structures for Management and Hourly positions.
1. Identify possible opportunities for Work-Life Issues.	• Develop proposal for Merchandising/Marketing on work life issues. • Define what positions could be identified for work-life programs. • Task force currently working on program.
1. Develop "World Class" Merchant Training Programs to include 3 levels.	• Retool College Merchant Training Program. • Implement Merchant Training Program for "Buyer" new hires.
1. Develop "World Class" Recruiting for Merchandising/Marketing.	• Develop better relationships between DMM/GMM and retail centers. • Continue to attract top talent from downsizing retail industry. • Build relationships with Operations to identify top talent (Andy/Maxie).
5. Succession Planning/Diversity Initiatives.	• Continue development of Management/Hourly talent to meet the needs of future growth. • Increase diversity in Merchandising/Marketing to impact global needs. • Identify existing diverse talent for promotions. • Attract additional diverse talent to meet company objectives.



Breakout #1:

**"Weak Signals and
Emerging Trends"**

Weak Signals/Trends

CONFIDENTIAL

WMHO363385

Breakout #1

DIVISION NAME: _____

Weak Signals/Emerging Trends

Resources	Use the pre-work provided you in advance along with your own perceptions to discuss, as a team, the most significant signals and emerging trends that impact People issues. The research provided was developed by the 72 participants observing and journaling changes that they perceived in the environment around them.
Assignment	You have approximately 30 minutes for this assignment. At the end of this time, summarize your work on a single flip chart in your breakout space. Identify a presenter(s) to share your team's discussion in a <u>3-minute presentation</u> in the Always Room.

Flip Chart:

Signals/Trends	
1.	
2.	
3.	
4.	
5.	
6.	
7.	

Team Instruction	
10 Minutes	Read Individually
15 Minutes	Brainstorm; Collect Ideas from Entire Group
5 Minutes	Preparation for Presentation
Presentation	- List 5-7 Key Points - Write in Big Bold Letters

Wal-Mart Stores, Inc.

Bentonville, AR

Confidential

PEOPLE STRATEGY TEAMS

Team 1

Bryan Miller
Pat Curran
Charlyn Jarrells
Shawn Baldwin
Kathie Mc Whirter

Alfred Rodriguez
Becky Anderson
Dennis Reaves
Sharon Garmon
Mike Ward

Team 2

Kevin Harper
Andy Wilson
Brian Poland
Mary Smith
Larisa Valadez

Cindy Garland
Stephanie Selinger
Canetta Ivy
Kristi Lem Albrecht

Team 3

Maxie Carpenter
Chad Nora
Carla Flynn
Sharon Bilgischer
Arvetta Watson

Bill Rampy
Andy Carter
Scott Brown
Steve Dixon
Tom Emerich/Ramona H.

Team 4

John Bell
Curt Whitehead
Becky Carter
Sandra Beal
Bill Buford

Ethan Minkel
Mike Ward
Ken Eaton
Shannon Shoptaw
John Howard

Team 5

Fred Disch
Mike Merrill
Jerry Spencer
Tony Samples
Christina Huynh

Dennis Atnip
Bob Monfils
D. Davis Campbell
Mike Bennett
Mian Fielek

Team 6

Bill Buford
Alex Clarke
Carl Simpson
Jill Westbecker
Dwight Newsome

Betsy Reithmeyer
Chris Moses
Sue Brann
John Hughes
Mike Spear

CONFIDENTIAL

WMHO363387

TEAM #1 - Breakout #1

Team 1 Workforce impactors

• Family

- Concern for safety / Quality of education may lead to home schooling
- Elder care
- Increased focus on family vs money
- Single-parent families
- Increasing cost of child care

• Diversity

- Less mobility (by choice) in some ethnic groups (family focused)
- Urban markets
- Current leadership doesn't reflect the associate / customer base

• Loyalty

- Transient workforce

TEAM # 2 . Breakout # 1

Signals/Trends

① Workforce is Changing

- more women & minorities
- older people living longer

② Changing Family Structure

- Single parent household
- Elder Care

③ Cost of Attrition

- Avg. person has 8 jobs
- Short term vs Long Term

④ Less Job Loyalty

⑤ Lack of Educated workers

TEAM # 3 . Breakout # 1

Team 3

- 1- Market Value (Compensation)
- 2- Demographic Changes
- 3- Work Life Issues
- 4- Shrinking Labor Pool
- 5- Education/Development

TEAM # 4 - Breakout # 1

1. ERM 14

① CAREER PATHING
UNCLEAR

② EMPLOYER/EMPLOYEE
EXPECTATIONS CHANGING

③ DIVERSITY ISSUES

④ WORK/LIFE ISSUES

⑤ RETAILING LESS
ATTRACTIVE

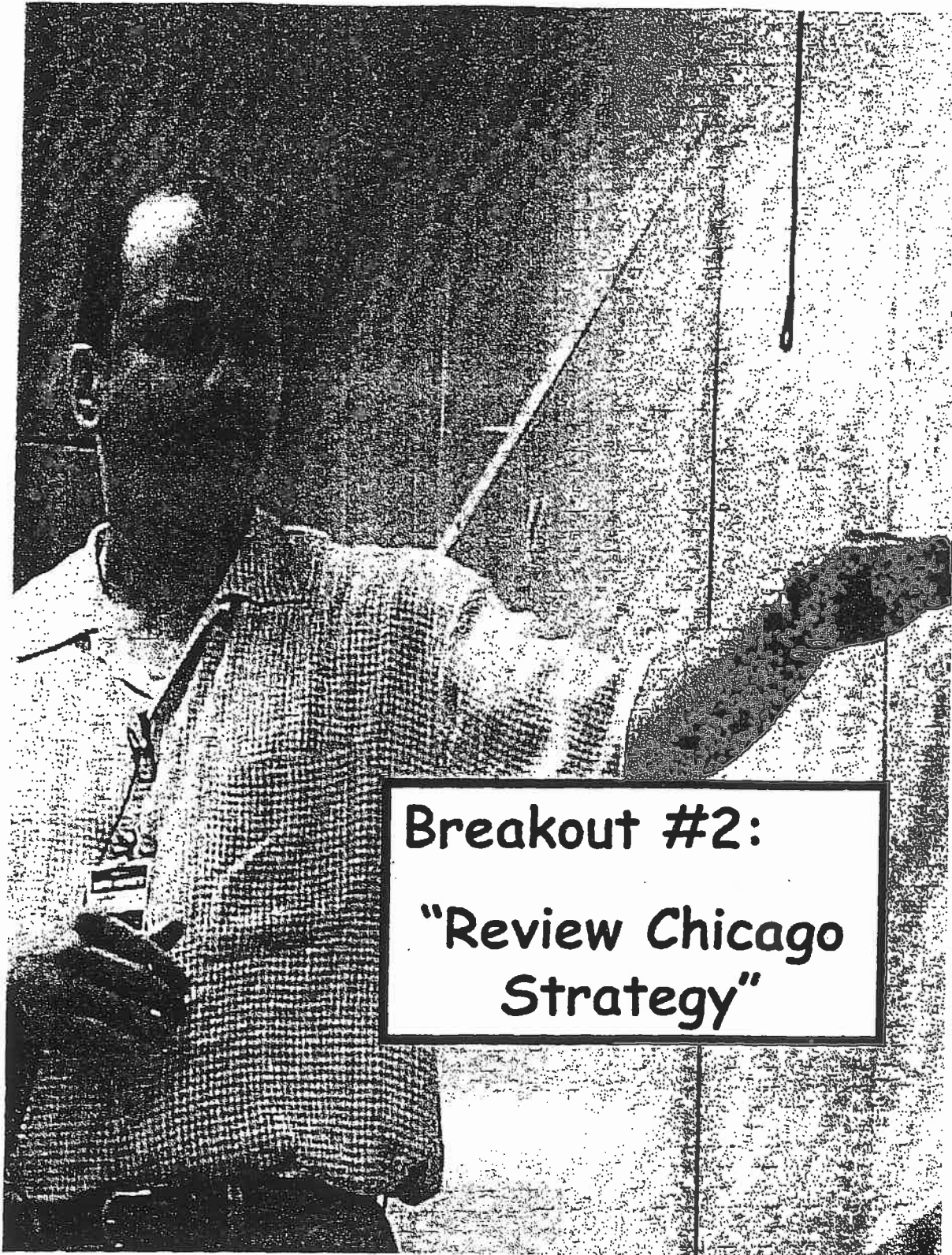
TEAM # 5 - Breakout # 1

- TEAM 5
- POPULATION MAKEUP
 - diversity
 - age increase
- COMPENSATION
 - field
- WORK / LIFE
 - balance / scheduling / hours / re/o?
- LOW UNEMPLOYMENT
 - labor pool shrinking
- E-Commerce

TEAM # 6 - Breakout # 1

SIGNALS / TRENDS

- 1.) Female w/children
- 2.) AT HOME WORKFORCE/learning
- 3.) QUEST for Quality Life
- 4.) Shrinking Labor Pod
- 5.) AGING Population
- 6.) Employee Accom.
- 7.) Whats IN IT for ME



Breakout #2:
**"Review Chicago
Strategy"**

Chicago Strategy

CONFIDENTIAL

WMHO363394

Breakout #2

DIVISION NAME: _____

Review the Chicago People Strategy

Resources	Use the <u>pre-work</u> provided you in advance along with the <u>strategies</u> provided in your breakout space to understand the foundation provided from Chicago. The object is to learn as much as you can about your specific division's strategies in order to present to the big group.
Assignment	The next step is to discuss how well they do/don't impact our two focuses: retention of our Associates and diversity. You have approximately 30 minutes for this assignment. At the end of this time, summarize the 5 or fewer strategies developed in Chicago on a single flip chart. Add gaps that you see need to be addressed in additional strategies. Identify a presenter to share your team's discussion in a 3-minute presentation in the Always Room.

Flip Chart:

Division Strategies	
1.	
2.	
3.	
4.	
Gaps	
1.	
2.	
3.	

Team Instruction	
10 Minutes	Read individually
15 Minutes	Brainstorm; Collect Ideas from Entire Group
5 Minutes	Preparation for Presentation
Presentation	- List 5-7 Key Points - Write in Big Bold Letters

Wal-Mart Stores, Inc.

Bentonville, AR

Confidential

PEOPLE STRATEGY TEAMS

Champion: Rose Reza

Wal-Mart Bryan Miller

Rose Reza	Bill Buford
Pat Curran	Alex Clarke
Andy Wilson	Brian Poland
Chad Nora	Carla Flinn
Curt Whitehead	Becky Carter
Mike Merrill	Jerry Spencer

Specialty Group Kevin Harper

Bill Rampy	Larisa Valadez
Betsy Reithmeyer	
Ken Eaton	Canetta Ivy
Mike Bennett	Andy Carter

Food Charlyn Jarrells

Maxie Carpenter	Tom ERamona H
Mary Smith	Cindy Garland
Sandra Beal	Sharon Bilgischer
Tony Samples	Ethan Minkel
Carl Simpson	John Howard

Logistics John Bell

Dennis Atnip	Scott Brown
Chris Moses	Sharon Garmon
RPM Alfred Rodriguez	
Kristi Lem Albrecht	

Sam's Fred Disch

Jill Wesbecher	Christina Huynh
Shawn Baldwin	Mina Fielek
Stephanie Selinger	Kathie McWherter
Arvetta Watson	Mike Ward

Home Office Bob Monfils

Sue Brann	D. Davis-Campbell
Becky Anderson	John Hughes
Dwight Newsome	Dennis Reaves
Steve Dixon	Mike Spear
Shannon Shoptaw	

Facilitators: Dennis Anderson/Sharon Hager

Integration Team: Valerie Mathews, Dennis Anderson, Cole Peterson, Rick Brazile, Charles Rateliff

CONFIDENTIAL

WMHO363396

DETAILS

Breakout #2 Review Chicago Strategy

Facilitator Instructions

Your next assignment is going to be on "Scan." We want you to understand the Chicago People strategy and tactics before we go very far. The strategies will be a platform for us to develop our final outcome.

As you evaluate the strategies, you will need to fully understand them along with being able to identify gaps that may exist. For example: How well does it impact

*Additional instructions along with your team assignment are now being passed out.

2 RESOURCES

- ~~UNDERSTAND~~
- CHICAGO STRATEGY
- EXEC COMPONENT (PROPOSAL)
- ADDL DETAIL INCL TACTICS
- PARTICIPANTS FROM CHICAGO
- SIGNALS / TRENDS THIS AM

3 ACTION

- EVALUATE STRENGTHS
- GAPS
- RETENTION ✓
- DIVERSITY ✓

→ HOME TEAM

- ADDL INSTRUCTIONS

REVIEW CHICAGO
PEOPLE STRATEGY

SCAN

3 ACTION
EVALUATE

Questions to Ask:

- ☐ Is it from the Chicago strategy?
- ☐ Does it impact the Diversity of our Company?
- ☐ Does it impact retention of our associates?
- ☐ Will it impact significantly to grow to 250 Billion by 2004?

Dist. d-2

4

Strategies

1. Review + adjust ^{pay} bands for high turnover positions.
2. Utilize shift premiums for high turnover positions.
3. Review + adjust benefits + scheduling systems to reflect work/life issues.
4. Develop world class recruitment ^{training} and development programs.
5. Increase diversity in mgmt. to reflect associat./community base.

Gaps

* Identify true turnover factors

- Communication (lack of)
- Compensation/development
- Assessment process

* Source internal talent of growth needs. (Global Job Posting)

- develop associates
- mentoring

* Diversity

- worklife issues
- recruiting/mentoring

GAPS

① STAFFING / RECRUITING FOR
FOOD BUSINESS

② CULTURALIZATION WITHIN
FOOD BUSINESS (Mentorship)

③ PERSONNEL PRACTICES W/ I
LARGER FACILITIES (24 Hr Issue)
Mentality

④ COMPENSATION / BENEFITS
Competitive w/ i Food Business

⑤ LACK OF EFFICIENCY
DO MORE WITH LESS
EDUCATION / DEVELOPMENT

⑥ PROACTIVE PLAN ON LEADERSHIP

SPECIALTY GROUPS STRATEGIES

1. Retention

- Recruiting
- Training
- Knowing your assets
- DM Focus

2. Diversity

- Recruiting
- Career path / Mentoring
- Service issues

3. Regional / Merch / Service

- Knowing + understanding customers

4. E-Commerce

- SALES
- Recruiting

3. Regional Merch/Service

• Knowing & understanding customer

4. E-Commerce

• SALES • Recruiting

5. Vendor Partnerships

• Support growth

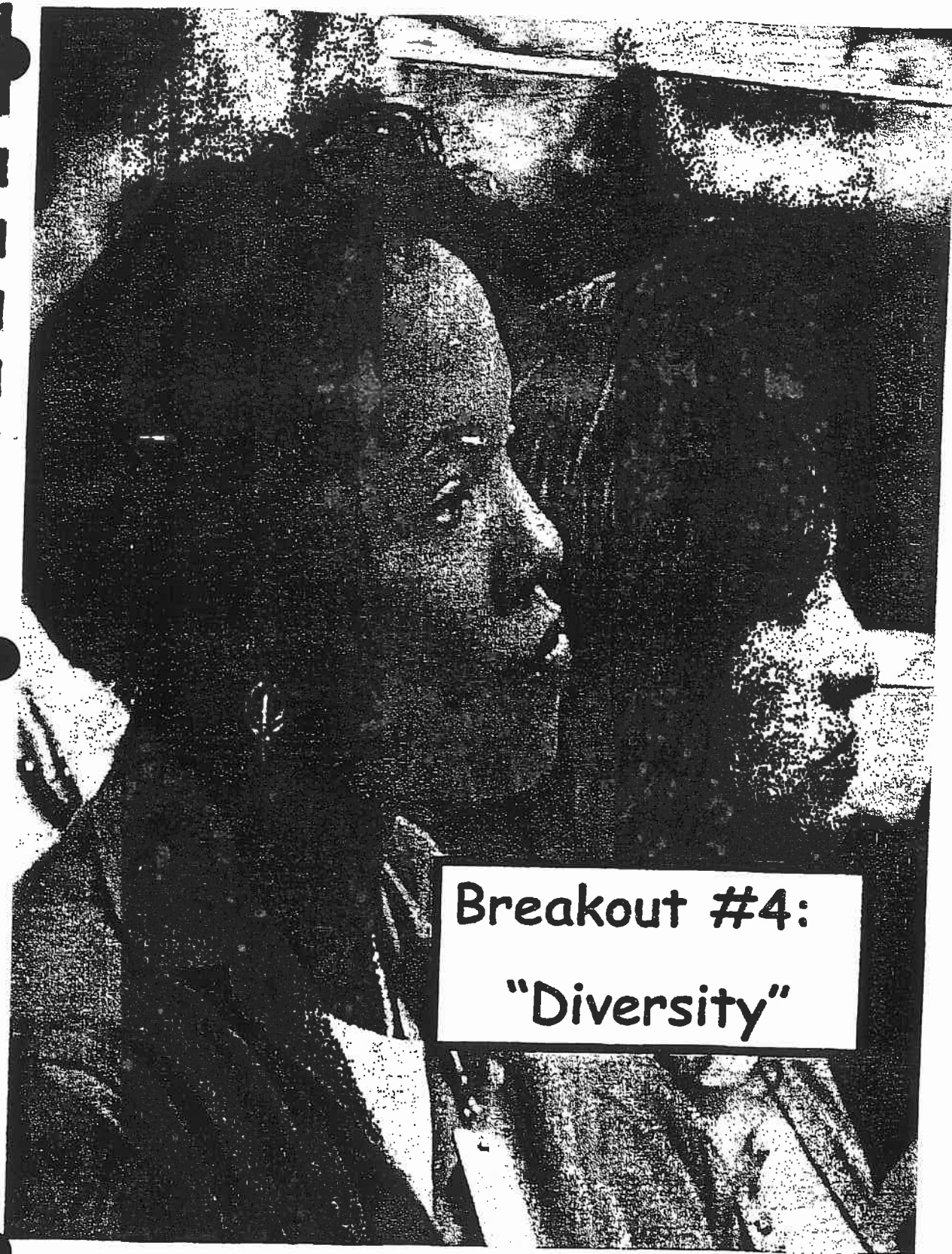
— Work life issues

— Compensation

— Identify Turnover reasons

GAPS

- ① GAP = ^{TEAM 2} MENT. DIVERSITY ^{SAM'S}
NOT REFLECTIVE PARTNER/
MEMBER BASE.
- ② GAP = CAREER PATHING FOR
PARTNERS AT ALL LEVELS
- ③ GAP = VIEW OF CAREER PATHING
MUST CHANGE / REEVALUATE
- ④ GAP = CONSISTENCY OF MESSAGE
→ PARTNERS, BLOG, MEMBERS
→ merchandise
- ⑤ GAP = Compensation for
Internal & external
→ RETAIN TALENT



Breakout #4:
"Diversity"

Breakout #4

DIVISION NAME: _____

Diversity Solutions Brainstorming

Resources	Use the pre-work provided and information located in your breakout space, along with your own thoughts.
Assignment	After you as a team have explored the materials provided, begin discussing and summarizing your ideas on flip charts. (Remember, in brainstorming, all ideas must be captured no matter how odd they may seem.) You have approximately 50 minutes for this assignment. At the end of this time, summarize the diversity solutions identified in your team on a single flip chart. Identify a presenter to discuss your summary in 5 minutes.

Flip Chart:

Division
Diversity Best Practices
1.
2.
3.
4.
5.
6.
7.

Team Instruction	
10 Minutes	Read Individually
35 Minutes	Brainstorm; Collect Ideas from Entire Group
5 Minutes	Preparation for Presentation
Presentation	- List 5-7 Key Points - Write in Big Bold Letters

DEBMS

Breakout #4 Diversity

Facilitator Instructions:

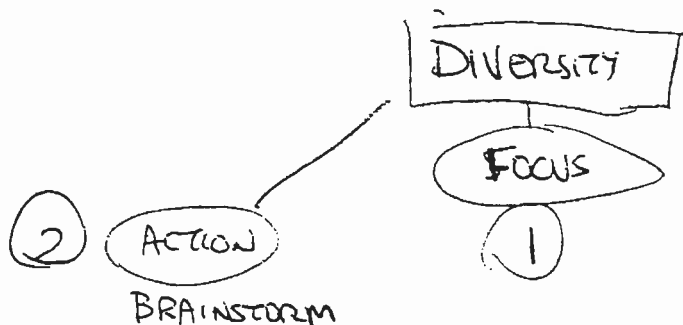
Your next session is going to be on "Focus" also. In this breakout, you will begin clarifying possible People strategies by brainstorming diversity solutions.

One of the support team will be coming around to let you know when it is your time to be served lunch. You have a little extra time built in this breakout; however, you will need to work through lunch.

USE - INFORMATION PROVIDED IN YOUR BREAKOUT SPACE

*Additional instructions are now in your breakout room.

- 3 **RESOURCES**
- PREWORK PEOPLE STRATEGIES
 - INFO IN BREAKOUT ROOM
 - PEOPLE STRATEGIES (PREWORK)
 - YOUR OWN BREAKTHROUGH IDEAS



- TIME 4
- EXPANDED TO ALLOW A WORKING LUNCH 50
 - WE WILL NOTIFY YOU WHEN YOUR TEAM IS READY

Logistics

Breakout #4 - Diversity

LOGISTICS DIVERSITY SOLUTIONS

- ① Build Diversity from bottom up
- ② Operations Input on Goals
 - hold accountable
- ③ Recruiting
 - diverse job fairs • JMO
 - diverse colleges
- ④ Sensitivity/Appreciation of Differences

204

Walmart * Diversity Solutions *

- * In-house training conducted by National Diversity Organization (NAAEP, etc) → Total Company

#1. General Statement
by Executives (David, Rob, etc.)
regarding our Diversity Strategy and
commitment (VEM, Shareholders, etc.)

* Reinforce stand to general masses *

* ROI - Did you know? - \$30M last year

* What's unmeasured, gets done
- community vs associate/mgmt base

* Multi-faceted Grass Roots approach

- Mentoring of internal candidates (Cross gender)
- College Recruiting - Total Recruitment Effort
- Educate what it is: race, gender, religion, sexual orientation

Breakfast #4 - Diversity

ACT

Strategy

What?

"Match diversity of mgmt. to
Customer base in 3 years"

Tactic

How?

"Hold mgmt accountable for
diversity results in their
evaluation & 10% of incentive"

Sam's

Breakout #4 - Diversity

SAM'S DIVISION

DIVERSITY BEST PRACTICES

1. Know demographics by club @ time
of GM/MGMT Selection as well as Henry
- Monitor future candidates
2. Diversity Outreach in recruiting
Efforts - USHCC - LULAC - LaRosa
3. Identify Diverse resources
- NWA - Has to start HERE (Front table)
Field
4. Culture - Home office and Field
- Pre-educate regarding differences
- Personal - Religious - Ethnic - Dress
5. Relocation
- If we always do what we've always done...
6. Age - Know me...
- Know how I'm different
- Activities / Lifestyle Differences
- Is Work fun for me?

Breakout #4 - Diversity

Questions to Ask

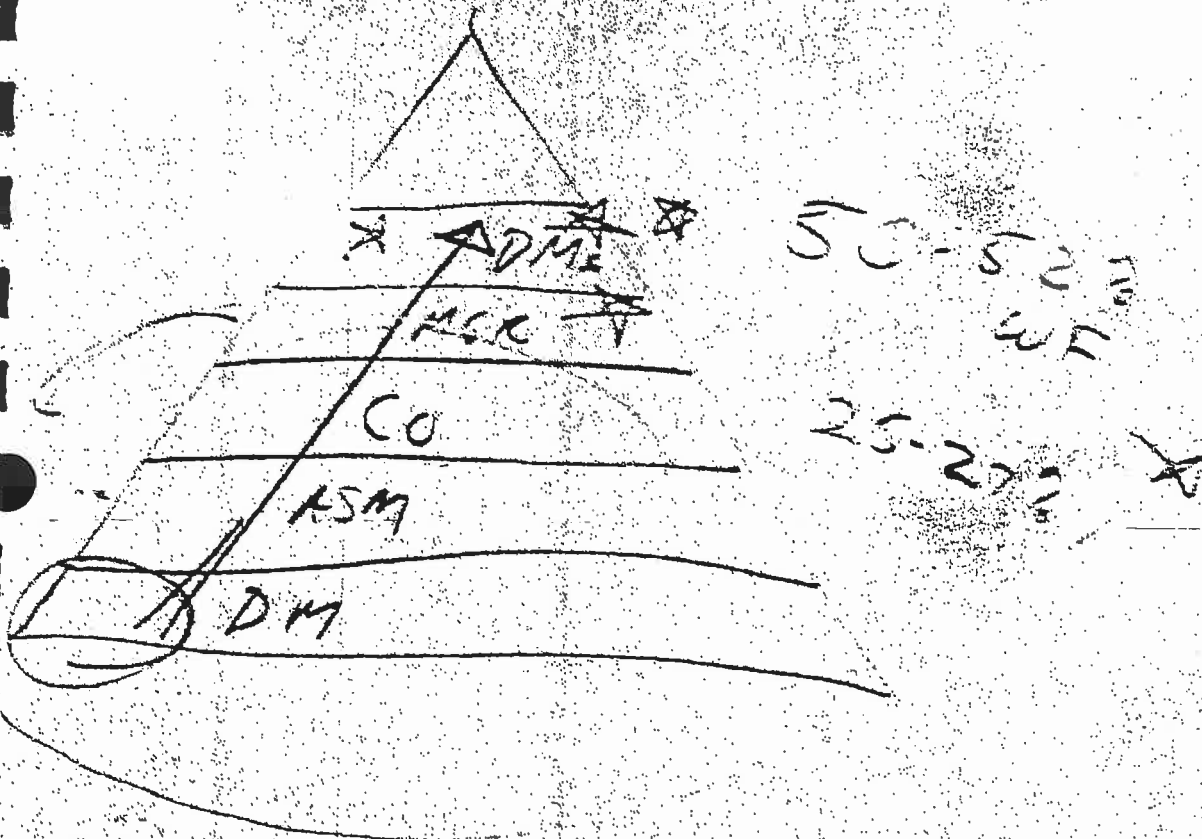
? Is it from the Chicago strategy?

? Does it impact retention of our Associates?

? Does it impact the Diversity of our company?

? Will it impact significantly to grow to \$250 Billion by 2004?

Coleman Peterson Diversity



Coleman Peterson
Diversity

"big picture"

discussion - business issues

goals

arbitrary / seeing
is
key

Coleman Peterson
Senior Vice President, People Group

I was in a store recently and ran into a seven-year associate. She informed me that she was leaving Wal-Mart to go to work for a university. When I asked her why she was leaving the company, her response was that she wanted a job with more of a sense of purpose, and with less stress.

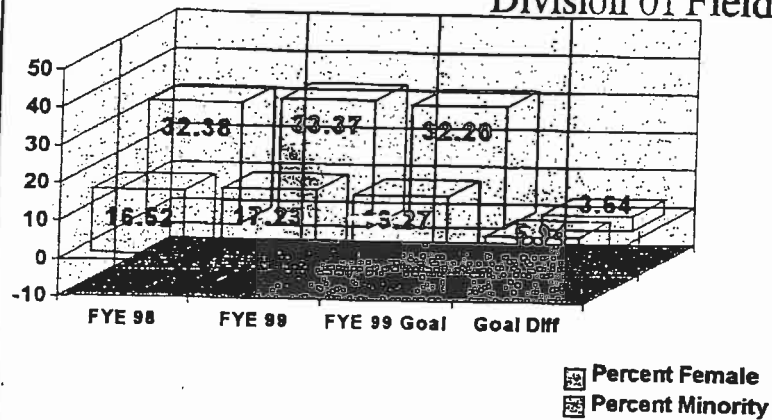
She had to make a decision.

One of the best People talents in the industry is an Hispanic gentleman who is currently in Chicago. He won't come to Northwest Arkansas because he "can't see himself" here. There is another great talent who is an African American who lives in Wisconsin who "can't see himself" here. We have a challenge in getting good talent to believe that they can find balance and success in the Home Office.

For the last three years, we've exceeded our own diversity goals, but are still 200 basis points behind the industry. We're behind the rest of the world.

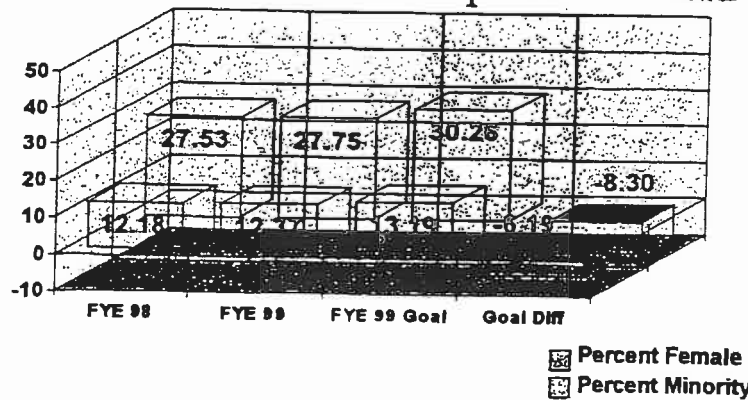
The Diversity reporting will change to reflect a comparison to the "real world", not just to what our own goals were.

Fourth Quarter Diversity Representation Division 01 Field



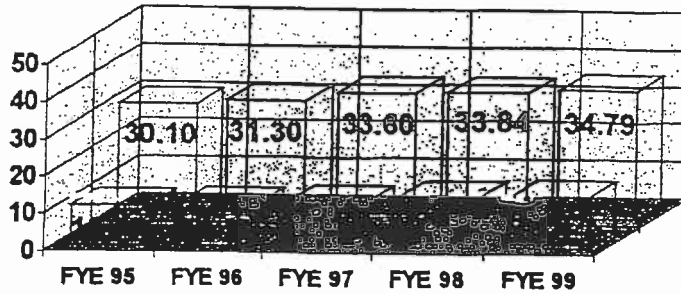
9

Fourth Quarter Diversity Representation Supercenter Field



10

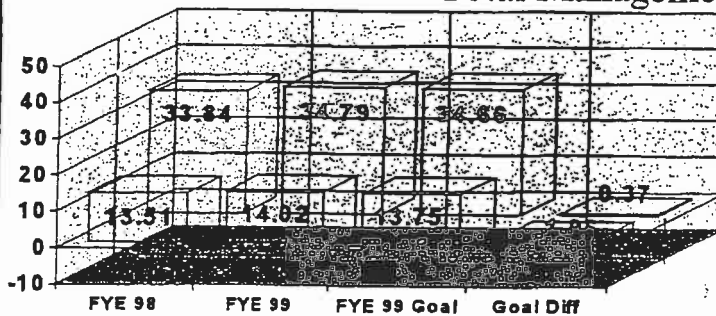
Fourth Quarter Diversity Representation Total Management



Percent Female
Percent Minority

7

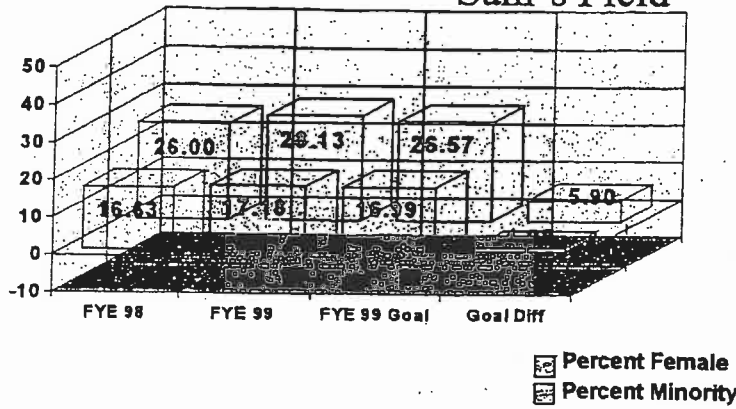
Fourth Quarter Diversity Representation Total Management



Percent Female
Percent Minority

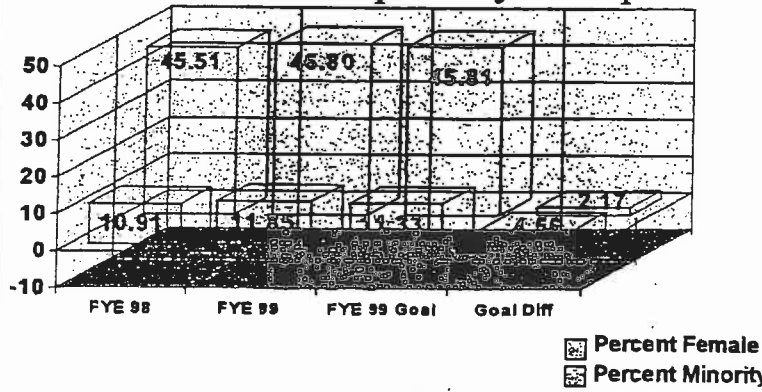
8

Fourth Quarter Diversity Representation Sam's Field



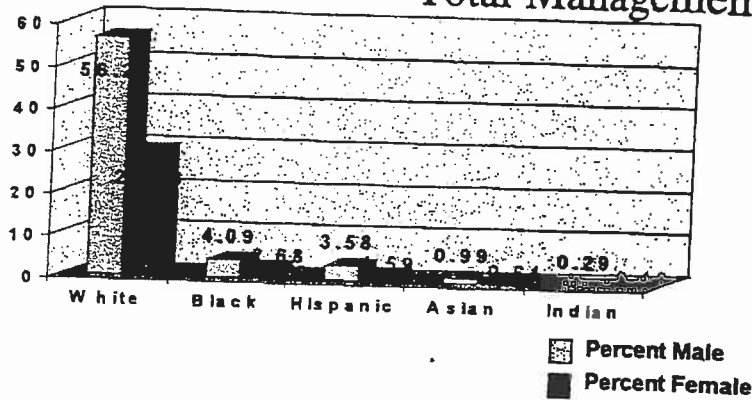
11

Fourth Quarter Diversity Representation Specialty Group Field



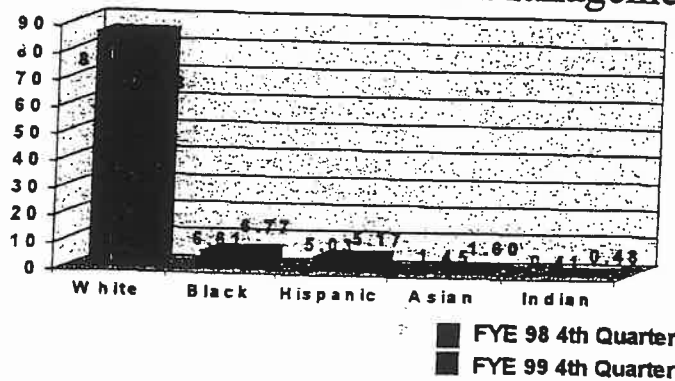
12

Fourth Quarter Diversity Representation Total Management



15

Fourth Quarter Diversity Representation Total Management



16

DIVERSITY

NOT ONLY OUR PEOPLE...

OUR STOCKHOLDERS

OUR BRANDS



MUST REFLECT YOUR DIVERSITY

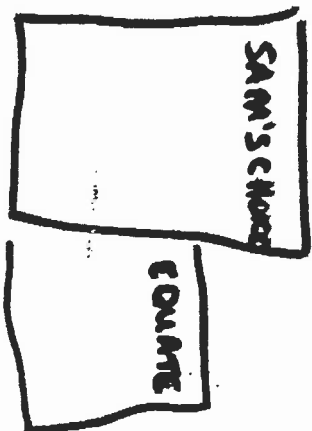
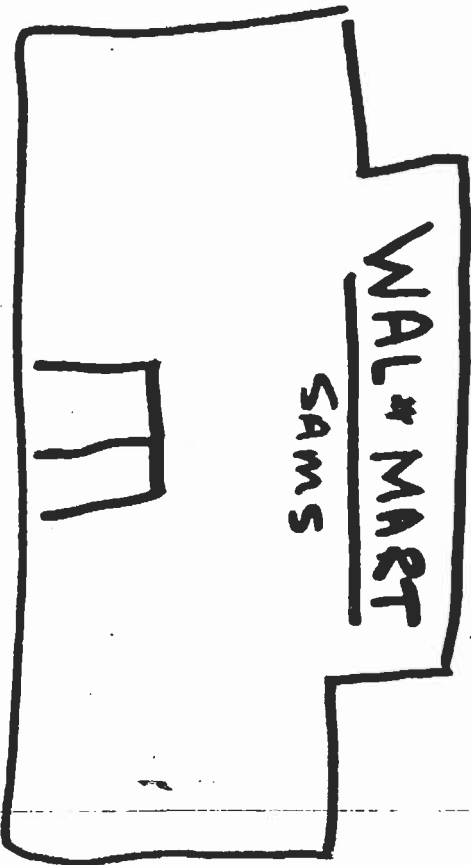
CONSTITUTION

Diversity

NOT ONLY OUR PEOPLE ...
OUR STORES/CLUBS

OUR BRANDS

CONSISTENCY



MUST REFLECT Y2K Diversity as well!

DIVERSITY

- Achieve ^{50%} female management minimum of 35%; minority management minimum of 25% by 2004 - FIELD

35%

- Ensure management base is reflective of our partner/member base by club no later than 2004

S
M
A
R
T

- Charge to Club P&L for turnover costs

Diversity Tactics

• Female mgmt to 50% by 2004

- ~~Female~~ ^{Female} Asst/Asst Mgr ranks by FY '01 to 40% vs 33.05
using internal promotes

• Minority mgmt to 35% by 2004

- ~~Implement~~ ^{implement use of} understanding of demographics by market ~~segment~~
~~and~~ in selection process

* Train RPMs by FY '00

- Inc Asst/Asst ranks by FY '01 to 25% vs 14.68
internal promotes

- 100% participation in ~~internal~~ ^{PO fairs/conventions} by '00
- Target diverse college campuses in recruiting
efforts to include ~~PO fairs~~ ^{PO fairs} by '00

SAM'S DIVISION

DIVERSITY BEST PRACTICES

1. Know demographics by club @ time
of GM/MGMT Selection as well as Hourly
- Monitor future candidates
2. Diversity Outreach in recruiting
Efforts - USHCC - LULAC - LaRosa
3. Identify Diverse resources
- NWA - Has to start HERE (Front table)
- Field
4. Culture - Home office and Field
- Re-educate regarding differences
- Personal - Religious - Ethnic - Dress
5. Relocation
- If we always do what we've always done...
6. Age - Know me...
- Know how I'm different
- Activities / Lifestyle Differences
- Is Work fun for me?

Breakout #6 strategy

Diversity Strategy:

1.) Increase Diversity
to Division's Needs
by ____ % by FYE 2004.

- Management Specific

- By 2000
- By 2001
- By 2002

B-5

LOGISTICS

Strategies

- 1) Increase Retention by reducing Turnover
for HRLY by 10% by VEZCO
- 2) Increase Retention by reducing Turnover
for MGT by 10%
- 3) Addressing Top 3 Associate
Work/Life Issues for high turn over
positions

Diversity

- 1) Increase Area Manager Diversity by 5.5% by % 2000
- 2) Increase Dispatcher Diversity by 7.6% "
- 3) Increase Minority Drivers by 10% "

WAL-MART

RETENTION

- Reduce turnover by 40% in three key positions (cashier, stocker, sales clerk) in 2 yrs.
- Increase retention of Asst. Mngrs by 20% by end of FYE 2001
- Increase retention of college trainees by 30% by end of FYE 2001

DIVERSITY

- Increase diversity in store management (Asst.ish) to reflect communities by 2004
- Increase knowledge & awareness of diversity for field management Within 1 year

Retention Strategies:

1) Reduce Turnover by
15 % by FYE 2000.

- ↓ 7,500 Associates ⇒ \$15 mil savings

2) Reduce Turnover ~~to~~

45 % by FYE 2004.

- Currently 63%

WAL-MART

RETENTION

- Reduce turnover by 40% in three key positions (cashier, stocker, salaried clerk) in 2 yrs.
- Increase retention of Asst. Mngrs by 20% by end of FYE 2001
- Increase retention of college trainees by 30% by end of FYE 2001

DIVERSITY

- Increase diversity in store management (Asst. Mng.) to reflect communities by 2004
- Increase knowledge & awareness of diversity for field management within 1 year

RETENTION

START

HOURLY

STRATEGY → Hourly Turnover
20%
FYE 2000

* Reduce Hourly Turnover by 30%
by FYE ~~2000~~ 2004

MANAGEMENT

STRATEGY → Mgt Turnover
20%
FYE 2000

* Reduce Mgt Turnover by 30%
by FYE ~~2000~~ 2004

DIVERSITY

MANAGEMENT

STRATEGY → Level of Female Mgt (%) at DM,
20%
FYE 2004
CO,
Store Mgt

* Increase Level of Female Mgt ~~at~~
at Co-Mgr Level to 30%, Store Mgr
Level to 25%, DM Level to 30%
by FYE 2004.

* Increase Level of Female Mgt
at Asst. Mgr. Level to 45% by FYE 2004

MINORITY

* Increase Level of Minority Mgt at
Co-Mgr. Level to 20%, Store Mgr. Level
to 15%, DM Level to 15%
Asst. Mgr. Level to 25% by FYE 2004
35%

DIVERSITY

- ⑤ make sure our mgmt. base reflects our ^{union} partner base per club

Examine comp. & impact on field to H.O. transfers

When recruiting externally/internally, make sure pool of ^{mgmt} candidates include diversity (25% by 2004)

- ④ minimum of
female mgmt. - 35% ; min. mgmt. - 25%
(by 2004) field

SAM'S DIVISION

DIVERSITY BEST PRACTICES

1. Know demographics by club @ time
of GM/MGMT Selection as well as Hourly
- Monitor future candidates
2. Diversity Outreach in recruiting
Efforts - USHCC - LULAC - LaRosa
3. Identify Diverse resources
- NWA - Has to start HERE (Front table)
- Field
4. Culture - Home office and Field
- Re-educate regarding differences
- Personal - Religious - Ethnic - Dress
5. Relocation
- If we always do what we've always done...
6. Age - Know me...
- Know how I'm different
- Activities / Lifestyle Differences
- Is Work fun for me?

DIVERSITY

- ① Make sure our mgmt. base reflects our ^{workforce} partner base per club.

Examine comp. impact on field to H.O. transfers

When recruiting externally/internally, make sure pool of candidates include diversity (25% by 2004)

- ④ Minimum of female mgmt.-35%, min. mgmt.-25% (by 2004) field

~~minimum of~~

LOGISTICS DIVERSITY SOLUTIONS

- ① Build Diversity from bottom up
- ② Operations Input on Goals
 - hold accountable
- ③ Recruiting
 - diverse job fairs • JMO
 - diverse colleges
- ④ Sensitivity/Appreciation of Differences

- Charge to Club P&L for turnover costs

Diversity Tactics

- Female mgmt to 50% by 2004
- ~~Increase~~ ^{Increase} Asst/Asst Mgr ranks by FY '01 to 40% vs 33.65
using internal promotes

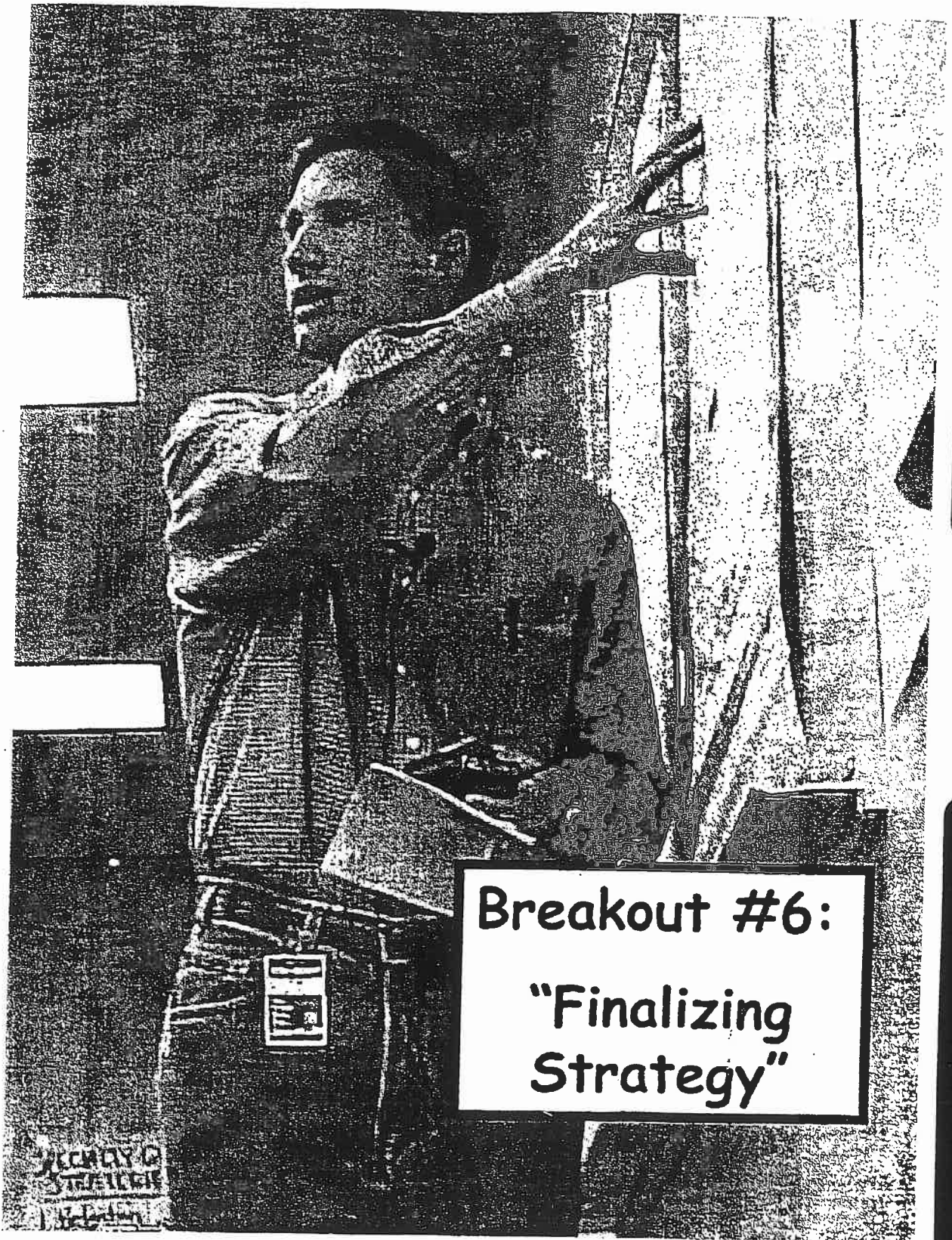
• Minority mgmt to 35% by 2004

- ~~Understand~~ ^{Implement use of} demographics by market ~~WVOD~~
- ~~in~~ in selection process
• Train RPTs by FY '00
- Inc Asst/Asst ranks by FY '01 to 25% vs 12.68
Internal promotes
- 100% participation in training
- ~~Force diverse college campuses in recruiting~~
~~efforts to include~~ ~~by~~ ~~by~~ '00

DIVERSITY

- Achieve ^{50%} female management minimum of 35%; minority management minimum of 25% by 2004 - FIELD
35%
- Ensure management base is reflective of our partner/member base by club no later than 2004

S
M
A
R
T



Finalizing Strategy

Breakout #6:
**"Finalizing
Strategy"**

CONFIDENTIAL

WMHO363437

Breakout #6

DIVISION NAME: _____

Finalizing Your People Strategy

Resources	Use your previous presentations, ideas that impacted you from other divisions' presentations, along with your thoughts.
Assignment	After you as a team have discussed the previous presentations, adjust any strategies that should be addressed. Then begin placing tactics (actions that will support delivery of a strategy) under each of your strategies. As you identify a strategy to be developed, further use this filter: 1. Is it from the Chicago strategy? 2. Does it impact retention of our associates? 3. Does it impact the diversity of our company? 4. Will it significantly impact our ability to grow to \$250 billion by 2004? You have approximately 1 hour and 45 minutes for this assignment. At the end of this time, summarize the People strategies and tactics, one flip chart page per strategy. Identify a presenter to discuss your summary in 5 minutes.

_____ Division		
Strategy (What) _____		
ROI (Why) _____		
Tactics (How)	Measures	Date
1.		
2.		
3.		
4.		
5.		

Team Instruction	
105 Minutes	Brainstorm; Collect Ideas from Entire Group
15 Minutes	Preparation for Presentation
Presentation	▪ List 5-7 Key Points ▪ Big Bold Letters

Improve	Breakthrough
Maintain	Eliminate

STRATEGY WEIGHTER

DIVISION	Food		
FYE 2001 STRATEGIES	Diversity		
STRATEGY (WHAT TO DO)	Improve management diversity within female and minority groups.		
	Female co-managers: currently at 19%; goal is to be at 30% by 2004		
	Store Managers: currently at 15%; goal is to be at 25% by 2004		
	District Managers: currently at 6%; goal is to be at 20% by 2004		
	Minority Co-Managers: currently at 13%; goal is to be at 25% by 2004		
	Minority Store Managers: currently at 8%; goal is to be at 20% by 2004		
ROI (WHY)	Utilize all available talent		
TACTICS			
• Create a Demographic Exception Report	WHO Operations	WHEN 3 rd Quarter	SUCCESS MEASURES Look at quarterly.
• Deliver Sensitivity Training	Training	2 nd Quarter	Increase acceptance of minorities in our stores.
• Create Fast Track Plan to identify candidates	SM/DM/RPM	3 rd Quarter	Diverse pool of Bench strength.
• Support of Resident Assistant Program for a 40-hour workweek.	SM/DM/RPM	3 rd Quarter	Retention of Diverse experienced managers.

STRATEGY WEIGHTER

WMHO363440

Improve	Breakthrough
Maintain	Eliminate

STRATEGY WEIGHTER

DIVISION	Specialty Groups	
FYE 2001 STRATEGIES	Diversity	
STRATEGY (WHAT TO DO)	Increase Diversity to fit Divisions' needs by FYE:	
WOMEN	MINORITY	
48% - 2001	16% - 2001	
50% - 2002	17.5% - 2002	
52% - 2003	20% - 2003	
55% - 2004	23% - 2004	
ROI (WHY)	Increased Sales, Reduction of Lawsuits, Reduced Turnover.	
TACTICS	WHO	WHEN
• Accountability to goals	RPM	June 1
• Education and Training	Division Heads	On-going
• Job Posting, Internal and External	People Group/RPM	FYE 2000
• Celebrating our Diversity: Your choice paid holidays, promoting involvement inside and outside the organization.	All	On-going
• Mentoring structure	Division Heads	Dallas Meeting
• Recruiting	RPM	FYE 2001
		Grass Roots
		Sales Growth Accelerates
		Less Lawsuits
		CBLs
		Better Understanding
		Actual versus Goals
		SUCCESS MEASURES

Improve	Breakthrough
Maintain	Eliminate

STRATEGY WEIGHTER

DIVISION		Wal-Mart	
FYE 2001 STRATEGIES		Diversity	
STRATEGY (WHAT TO DO)		Increase diversity in store management (Asst. / SM) to reflect communities within one year.	
ROI (WHY)			
TACTICS			
• Execute the "first In Line" Program	WHO DM	WHEN NOW	SUCCESS MEASURES More diversity at store level
• Bi-annual recruitment of hourly Associates	RPM, SM, DM	Sept. 1999	More diversity at store level
• Target diversity recruiting with local colleges and organizations	Ops, College Recruiting	Fall 1999	More diversity at store level
•			
•			
•			

STRATEGIC INITIATIVES

Specialty

STRATEGIC INITIATIVES

INCREASE DIVERSITY TO
FIVE DIVISIONS BY FYE

98% - 2001	4	16% - 2001
98% - 2002	4	17% - 2002
98% - 2003	5	20% - 2003
98% - 2004	5	23% - 2004

INCREASE Sales, Retention of Low Switz, Retain
Turnover

FACTORS

WHY

WHY

STRATEGIC INITIATIVES

Accountability to Goals
Education/Training
Job Posting
Internal Promotion
Retention
Turnover
Hiring
Recruiting

RPM
RPM
RPM
RPM
RPM
RPM
RPM
RPM

Line 1
FYE '00
ALL
FYE '01

Actual vs Goal
Better Understanding
CBL's
Less Low Switz
Sales Growth Increases
Gross Profits
Product Turnover

ULTIMATE
MEASUREMENT

**ATLANTA
OFFICE**

STRATEGY WRITER

DIVISION

SAM'S

FY 2001 STRATEGIES

DIVERSITY (Field)

STRATEGY (WHAT TO DO) Increase female management to 50% by 2004 and minority management to 35%

HOW/WHY Improve retention, sales and profits.

FACTORS	WHO	WHEN	SUCCESS MEASURES
- Increase female base of Area/Asst. Mgr to 40% by 2001			Goal Achieved
- Increase minority base of Area/Asst. Mgr to 25% by 2001			Goal Achieved
- 100% participation in 5 minority job fairs/coaches with 12 hires (goal).		by '00	Goal Achieved

- Charge to Club P+L for turnover costs

Diversity Tactics

- Female mgmt to 50% by 2004
- ~~Inc~~ ^{Increase} Asst/Area Mgr ranks by FY '01 to 40% vs 33.0
using internal promotes

- Minority mgmt to 35% by 2004
- ~~Understanding~~ ^{implement use of} demographics by market ~~WVOD~~
~~in~~ selection process
• Train RPIs by FY '00
- Inc Asst/Area ranks by FY '01 to 25% vs 19.68
internal promotes
- ~~100% participation in minority~~ ^{100% participation in minority} ~~efforts to include~~ ^{efforts to include} ~~by '00~~ ^{by '00}

**Our Mission is to create and
foster an environment in
which differences in people
and culture are respected and
reflected in every aspect of our
Company.**

**EXECUTIVES REPORTING TO DON SODERQUIST
FYE 99 4TH QUARTER DIVERSITY REPORT**

POSITION	1/31/99		10/31/98		1/31/98		Quarter		12 Month		FYE 99 # Required		Goal	
	#	%	#	%	#	%	#	%	#	%	Goal	To Meet	#	%
Peterson Reg #1	Total 133		133		131		0		2		134			
	Female 70	52.63%	70	52.63%	74	56.49%	0	0.00%	(4)	-3.86%	50.00%	67	3	4.48%
	Minority 18	13.53%	19	14.28%	16	12.21%	(1)	-0.75%	2	1.32%	12.69%	17	1	5.88%
Gorman Reg #6	Total 613		808		528		4		85		525			
	Female 99	16.15%	97	15.93%	80	15.15%	2	0.22%	19	1.00%	18.00%	98	1	1.02%
	Minority 75	12.23%	71	11.66%	60	11.36%	4	0.58%	15	0.87%	12.00%	74	1	1.35%
Molt Reg #7	Total 1,148		1,117		1,027		31		121		1,070			
	Female 331	28.83%	325	29.10%	304	29.60%	6	-0.26%	27	-0.77%	30.84%	354	(23)	-6.50%
	Minority 181	15.77%	174	15.58%	150	14.61%	7	0.19%	31	1.16%	15.70%	180	1	0.56%
Burghart Reg #9	Total 303		297		288		8		17		311			
	Female 108	35.97%	105	35.35%	105	36.71%	4	0.62%	4	-0.74%	38.98%	112	(3)	-2.68%
	Minority 18	5.94%	20	6.73%	17	5.94%	(2)	-0.79%	1	0.00%	7.72%	23	(5)	-21.74%
Allen Reg #16	Total 27		22		22		5		5		22			
	Female 14	51.85%	11	50.00%	13	59.09%	3	1.85%	1	-7.24%	63.64%	17	(3)	-17.65%
	Minority 3	11.11%	3	13.64%	1	4.55%	0	-2.53%	2	6.57%	8.09%	2	1	50.00%

400 (11) -2.75%
302 (18) -5.96%

48 1 2.08%
31 7 22.56%

17 (3) -17.65%
2 1 50.00%

**EXECUTIVES REPORTING TO DON SODERQUIST
FYE 99 4TH QUARTER DIVERSITY REPORT**

POSITION	1/31/99		10/31/98		1/31/98		Quarter		12 Month		FYE 99 # Required		Goal	
	#	%	#	%	#	%	#	%	#	%	Goal	to Meet	#	Difference
On Line														
Reg #18														
Total	10		10		13		0		(3)		13		4	1
Female	5	50.00%	5	50.00%	5	38.46%	0	0.00%	0	11.54%	38.46%		1	25.00%
Minority	0	0.00%	0	0.00%	1	7.69%	0	0.00%	(1)	-7.69%	7.69%		1	(1) -100.00%

Total Exempt Corporate will not equal Total Exempt on the Corporate Sheets (pages 3 and 4), because Other Management is not included on this sheet

Wal-Mart Stores, Inc. Workforce
1998 Summary

	Associate Total	Minority Total	MALE								FEMALE					
			Total	White	Black	Hispanic	Asian	Indian	Total	White	Black	Hispanic	Asian	Indian		
Managers/Professionals % of Row	42,065 100.00%	5,891 14.00%	26,917 63.99%	23,195 55.14%	1,782 4.24%	1,428 3.39%	396 0.94%	116 0.28%	15,148 36.01%	12,979 30.85%	1,185 2.82%	616 1.48%	294 0.70%	74 0.18%		
Technicians % of Row	1,796 100.00%	249 13.86%	1,124 62.58%	949 52.84%	80 3.34%	47 2.82%	65 3.62%	3 0.17%	672 37.42%	698 33.30%	37 2.06%	15 0.84%	14 0.78%	8 0.45%		
Sales Workers % of Row	475,019 100.00%	122,180 25.72%	128,373 27.02%	95,730 20.15%	17,198 3.62%	11,489 2.42%	2,921 0.61%	1,035 0.22%	346,646 72.98%	257,108 54.13%	53,786 11.32%	26,680 5.80%	8,051 1.27%	3,110 0.85%		
Office and Clerical % of Row	47,254 100.00%	8,911 14.63%	10,251 21.68%	8,768 18.56%	671 1.42%	623 1.32%	131 0.28%	58 0.12%	37,003 78.31%	31,575 66.82%	2,884 5.68%	2,057 4.35%	470 0.99%	217 0.46%		
Craft Workers % of Row	65,327 100.00%	12,155 18.61%	22,942 35.12%	17,988 27.54%	2,306 3.53%	2,119 3.24%	306 0.47%	223 0.34%	42,385 64.88%	35,184 53.88%	3,925 6.01%	2,635 4.03%	358 0.55%	283 0.43%		
Operatives % of Row	6,674 100.00%	1,496 22.42%	5,971 89.47%	4,535 67.95%	805 12.06%	533 7.99%	54 0.81%	44 0.66%	703 10.53%	643 9.63%	24 0.36%	30 0.45%	3 0.04%	3 0.04%		
Laborers % of Row	138,060 100.00%	40,120 29.06%	80,807 58.39%	55,047 38.87%	13,711 9.93%	9,603 6.86%	1,418 1.03%	828 0.80%	57,453 41.61%	42,893 31.07%	8,210 5.95%	4,912 3.56%	878 0.64%	560 0.41%		
Service Workers % of Row	17,298 100.00%	4,955 28.64%	10,977 63.48%	7,919 45.78%	1,517 8.77%	1,258 7.27%	201 1.16%	82 0.47%	6,321 36.54%	4,424 25.58%	876 5.64%	740 4.28%	120 0.89%	61 0.35%		
Total % of Row	793,493 100.00%	183,957 24.44%	287,162 36.19%	214,131 26.99%	38,050 4.80%	27,100 3.42%	5,492 0.69%	2,389 0.30%	506,331 63.81%	385,405 48.57%	70,827 8.93%	37,595 4.74%	8,168 1.03%	4,316 0.54%		

CONFIDENTIAL

WMHO363450

**EXECUTIVES REPORTING TO DON SODERAQUIST
FYE 99 4TH QUARTER DIVERSITY REPORT**

POSITION	1/3/99 #	10/3/98 %	10/3/98 #	1/3/98 %	Quarter Difference #	12 Month Difference #	FYE 99 # Goal	Required to Meet Goal	Goal Difference #	Goal %
Peterson Reg #1	Total 133 Female 70 Minority 18	52.63% 13.53%	133 70 19	52.63% 14.29%	0 0.00% (1)	2 (4) 2	134 50.00% 12.69%	87 17	3 1	4.48% 5.88%
Gorman Reg #6	Total 613 Female 99 Minority 75	16.15% 12.23%	608 97 71	15.83% 11.86%	4 0.22% 4	85 19 15	525 18.00% 12.00%	98 74	1 1	1.02% 1.35%
Molt Reg #7	Total 1,148 Female 331 Minority 181	28.83% 15.77%	1,117 325 174	29.10% 15.56%	31 -0.26% 7	121 27 31	1,070 30.84% 15.70%	354 180	(23) 1	-6.50% 0.56%
Burghart Reg #9	Total 303 Female 109 Minority 18	35.97% 5.94%	287 105 20	35.35% 6.73%	6 0.82% (2)	17 4 1	311 36.98% 7.72%	112 23	(3) (5)	-2.68% -21.74%
Allen Reg #16	Total 27 Female 14 Minority 3	51.85% 11.11%	22 11 3	50.00% 13.64%	5 1.85% 0	5 1 2	22 63.64% 9.09%	17 2	(3) 1	-17.65% 50.00%

**EXECUTIVES REPORTING TO DON SODERQUIST
FYE 99 4TH QUARTER DIVERSITY REPORT**

POSITION	1/31/99		10/31/98		1/31/98		Quarter		12 Month		FYE 99 # Required		Goal	
	#	%	#	%	#	%	#	%	#	%	Goal	to Meet	#	Difference

Reg #18	Female	5	50.00%	5	50.00%	5	38.46%	0	0.00%	0	11.54%	38.46%	4	1
	Minority	0	0.00%	0	0.00%	1	7.69%	0	0.00%	(1)	-7.69%	7.69%	1	(1)

25.00%
-100.00%

Wal-Mart Stores, Inc. Workforce
1998 Summary

	Associate Total	Minority Total	MALE									FEMALE					
			Total	White	Black	Hispanic	Asian	Indian	Total	White	Black	Hispanic	Asian	Indian			
Managers/Professionals % of Row	42,065 100.00%	5,891 14.00%	26,917 63.99%	23,195 55.14%	1,782 4.24%	1,428 3.39%	396 0.94%	116 0.28%	15,148 36.01%	12,978 30.85%	1,185 2.82%	616 1.46%	294 0.70%	74 0.18%			
Technicians % of Row	1,786 100.00%	249 13.86%	1,124 62.58%	948 52.84%	60 3.34%	47 2.62%	65 3.62%	3 0.17%	672 37.42%	598 33.30%	37 2.06%	15 0.84%	14 0.78%	8 0.45%			
Sales Workers % of Row	475,019 100.00%	122,180 25.72%	128,373 27.02%	95,730 20.15%	17,196 3.62%	11,489 2.42%	2,921 0.61%	1,035 0.22%	346,846 72.88%	257,109 54.13%	53,786 11.32%	26,580 5.60%	6,051 1.27%	3,110 0.85%			
Office and Clerical % of Row	47,254 100.00%	8,911 14.63%	10,251 21.69%	8,768 18.56%	671 1.42%	823 1.32%	131 0.28%	58 0.12%	37,003 78.31%	31,575 86.82%	2,684 5.68%	2,057 4.35%	470 0.99%	217 0.46%			
Craft Workers % of Row	65,327 100.00%	12,155 18.61%	22,942 35.12%	17,988 27.54%	2,306 3.53%	2,119 3.24%	306 0.47%	223 0.34%	42,385 64.88%	35,184 53.86%	3,925 6.01%	2,635 4.03%	358 0.55%	283 0.43%			
Operatives % of Row	6,674 100.00%	1,496 22.42%	5,971 89.47%	4,535 67.95%	805 12.08%	533 7.99%	54 0.81%	44 0.66%	703 10.53%	643 9.63%	24 0.36%	30 0.45%	3 0.04%	3 0.04%			
Laborers % of Row	138,060 100.00%	40,120 29.06%	80,607 58.39%	55,047 38.87%	13,711 9.93%	9,603 6.98%	1,418 1.03%	828 0.60%	57,453 41.61%	42,893 31.07%	8,210 5.85%	4,912 3.56%	878 0.64%	560 0.41%			
Service Workers % of Row	17,298 100.00%	4,955 28.64%	10,977 63.46%	7,919 45.78%	1,517 8.77%	1,258 7.27%	201 1.16%	82 0.47%	6,321 36.54%	4,424 25.58%	976 5.64%	740 4.28%	120 0.69%	61 0.35%			
Total % of Row	793,493 100.00%	193,957 24.44%	287,162 36.19%	214,131 26.99%	38,050 4.80%	27,100 3.42%	5,492 0.69%	2,389 0.30%	506,331 63.81%	385,405 48.57%	70,827 8.93%	37,595 4.74%	8,188 1.03%	4,316 0.54%			