

Retail Opportunity Network (RON) 2025

“Walmart is a people-led, tech-powered omnichannel retailer dedicated to helping people save money and live better”
--Doug McMillan



Session Outline



- Mission & Vision
- Skills-based Talent System
- FY26: From Theory to Practice
- Activity



We are a **people-led, tech-powered omnichannel retailer** dedicated to helping people **save money** and **live better**.

Actively live our values,
providing opportunity for
associates to grow and
belong



Delightful experiences,
intelligent operations, and
enabling the future
through innovation



Serve our customers and
members with the things
they want, when and how
they want them



We are a **people-led, tech-powered omnichannel retailer**
dedicated to helping people **save money** and **live better.**



Commitment to
everyday low price



Time savings, health services,
financial tools, and actions that
strengthen people, communities
and the planet

Walmart.org Retail Opportunity: *Our Mission*

**To accelerate equitable
opportunity and
advancement for frontline
workers.**



Accelerating Economic Advancement: *Skills-based Talent System*



A skills-based talent system will bring transparency, recognition and value to:

- the **skills** workers have
- the **skills** employers want
- where workers go to get the **skills** employers want and
- how workers show those **skills** to employers

Moving to a Skills-based Talent System

From a system with :

Unclear pathways to good, in-demand jobs



Vague job descriptions



Training programs not aligned to in-demand jobs



Resumes with job titles and degrees



Navigation & Job search tools yield bad matches



Uneven opportunities for advancement for workers



To a system where workers have:

Clear information on pathways to in-demand jobs

Jobs that have defined skills needed

Quality training programs that build skills needed for in-demand jobs

Digital profiles show all skills no matter how earned (on-the-job, service, degrees)

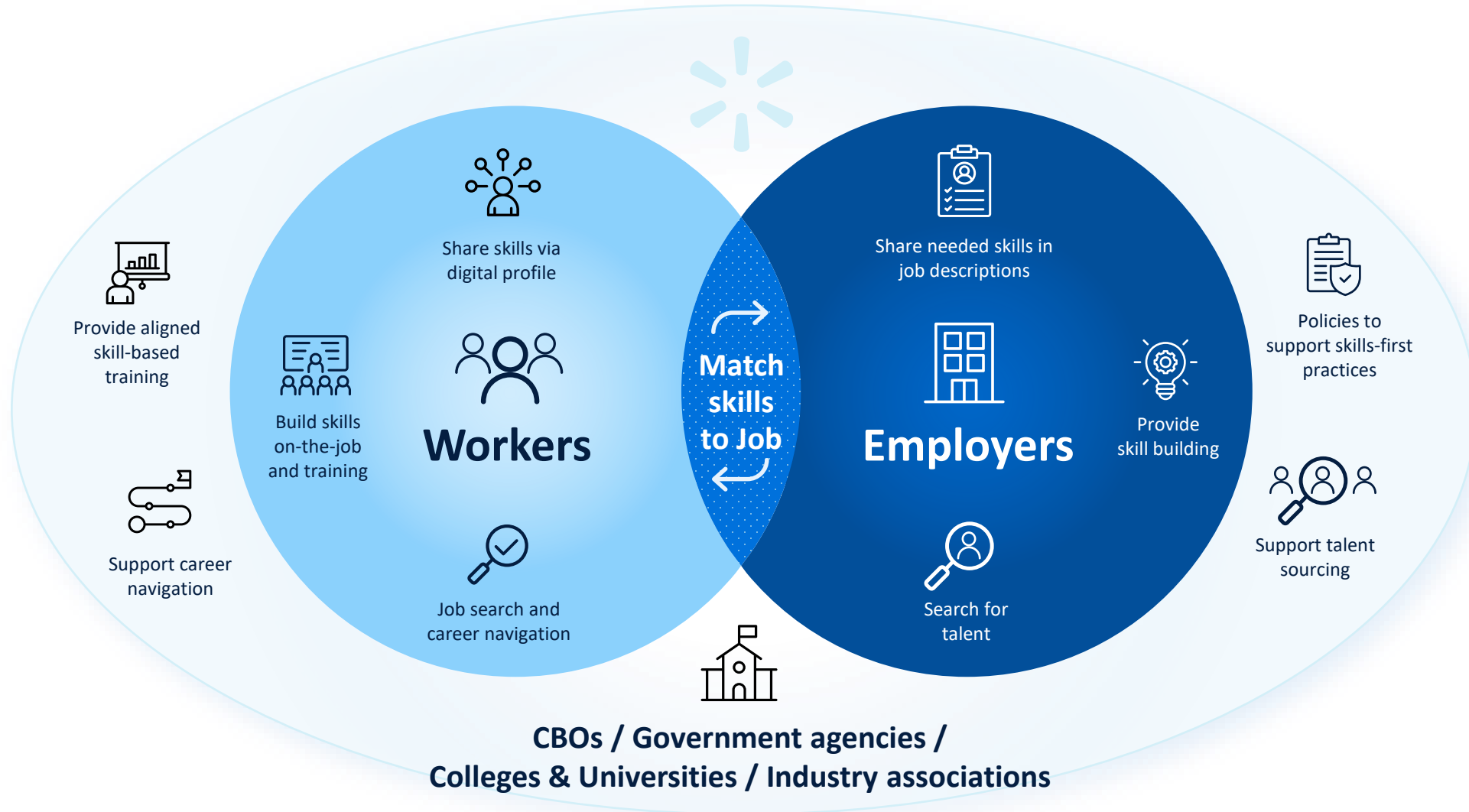
Navigation & Job Search tools yield jobs that match worker skills



Opportunities to advance into quality jobs that match their skills, interests and aptitudes

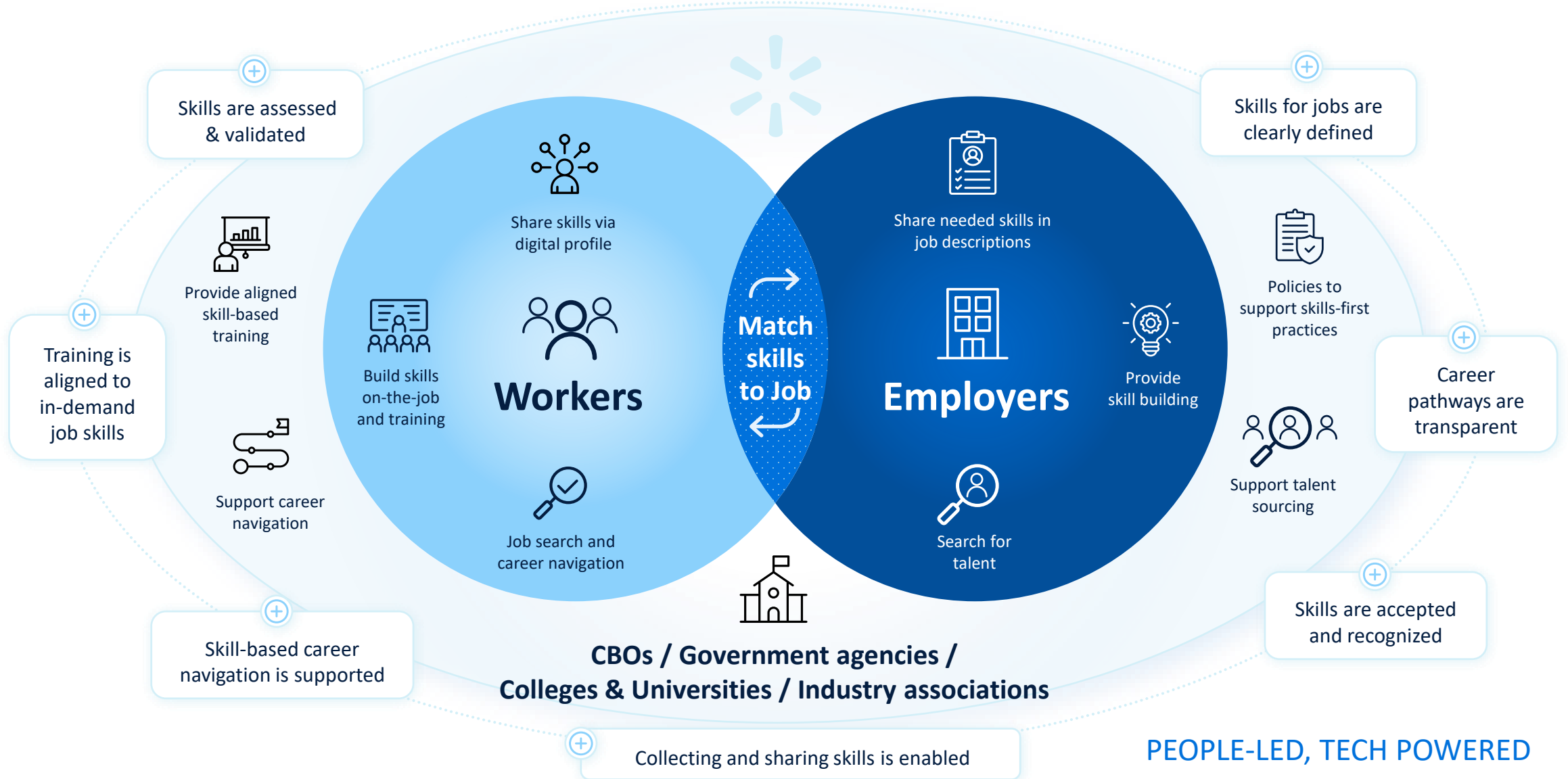


Skills-Based Talent System



PEOPLE-LED, TECH POWERED

Skills-based Talent System: System Unlocks



People practices + Tech practices = System change

Skill-based career navigation is supported

People Practices

- Career Navigators & Coaches
- Digital Skills coaches

Tech Enablement

- AI supported navigation tools
- Data driven pathway tools
- Digital Skills Credentials

Skills are accepted and recognized

People Practices

- HR/Hiring practices must recognize skills

Tech Enablement

- Data Standards
- Interoperability
- Skills taxonomies
- HRIS/ATS systems accept



Skills-based Talent System FY 26: From Theory to Practice

Adoption & Implementation

Driving stakeholder implementation of practices that put skills first

Quality & Validation

Developing innovative ways to assess and validate the skills and credentials workers have, no matter where learned.

Data Mobility

Enabling **flow** of skills data between tech systems to allow stakeholders to communicate information about the skills workers have.



Activity: People practices and/or tech enablement?

1. Move to table groups:
 - Adoption: Employers (x 6)
 - Adoption: Education Providers and Workers (x3)
 - Adoption: Policy (x2)
 - Quality & Validation: Assessment & Validation of Skills (x2)
 - Quality: Quality of Credentials(x2)
 - Data Mobility (x4)

2. Discuss and answer these questions at your table.
 - When you think about your work what about it is focused on people practices? What about it is focused on tech enablement?
 - Go around the table and create a quick count of which organizations are focused on people practices and which on tech enablement. Give an example of each.
 - What do you observe?
 - What would you need to ensure a good balance of both in your work?



Examples

Adoption & Implementation

People Practices	Tech Enablement
Employers <ul style="list-style-type: none"> • How-to resources/playbooks (e.g., job descriptions) • TA for HR practices change management • Pathway transparency 	<ul style="list-style-type: none"> • Data Insights – Labor Market & Skill needs • Taxonomies, Skills lists • Job Description generator & other tools
Education Providers <ul style="list-style-type: none"> • Alignment of credentials to skills employers need • Skills transparency for credentials 	<ul style="list-style-type: none"> • Skills data in machine readable format
Workers <ul style="list-style-type: none"> • Coaching & Career Navigation • Digital Skills development 	<ul style="list-style-type: none"> • AI supported navigation tools • Data driven pathway tools • Digital Skills Credentials

Quality & Validation

People Practices	Tech Enablement
Quality Credentials <ul style="list-style-type: none"> • Practices to collect quality data • Practices to improve quality • Policy impact 	<ul style="list-style-type: none"> • Outcomes data • Tools & dashboards with quality information
Assessment & Validation <ul style="list-style-type: none"> • Assessment and validation processes • Worker skills self-assessment 	<ul style="list-style-type: none"> • Assessment & validation tools

Data Mobility

People Practices	Tech Enablement
<ul style="list-style-type: none"> • HR/Hiring practices recognize skills • Workers digital skills 	<ul style="list-style-type: none"> • Data Standards • Inter-operability • Skills taxonomies • HRIS/ATS systems accept • Digital Profiles & Wallets

