



May 14, 2018

Dear Walmart CEO Doug McMillon,

Over a year ago, members of OUR Walmart and more than a dozen national women's and civil rights organizations wrote you and asked that the company take concrete steps to ensure everyone at Walmart has an equal opportunity to advance and thrive -- including working in an environment free of harassment.

We know directly from women who work at Walmart, that the company has a long way to go to end a culture where sexual harassment is at best inconsistently addressed, and at worst tolerated. In fact, a 2017 survey of 1,000 women at Walmart found that 48% said that they were concerned about women being sexually harassed or feeling unsafe at work. Like low wages, unpredictable schedules, reliance on part time work, and inadequate leave policies, harassment undermines economic stability for our families and our communities. According to sociologist Heather McLaughlin, cited in Harvard Business Review, 80% of women who've been harassed leave their jobs within two years ([The Insidious Economic Impact of Sexual Harassment](#), HBR 11/29/17). That sort of churn compromises women's earnings and limits their ability to advance at work.

The #MeToo movement is growing and more and more women are finding the courage to speak out. As the largest corporate employer of women in the U.S., Walmart can and should be a leader in establishing policies and protocols that enable women and men to reach their full potential at Walmart while holding wrongdoers accountable.

We the undersigned call on Walmart to publicly commit to adopting policies that ensure all associates are safe at work and that sexual harassment by management, associates, customers and vendors is not tolerated and complaints are consistently addressed. Specifically:

- Associates should be able to file complaints in various ways, including online.
- Walmart should provide associates with a copy of their complaints.
- Walmart should ensure that a copy of all sexual harassment complaints are also provided to the Ethics Office so that there is one office that tracks all the complaints and this will also help to track the number of complaints against particular individuals.
- Walmart should be required to start an investigation within 24 hours of receiving a complaint and inform the associate of the expected duration of the investigation.
- Walmart must provide associates the result of the investigation, and a summary of the actions taken during and as a result of the investigation within 30 days of the complaint.
- Walmart will impose discipline, up to and including dismissal, for those who have committed harassment, as well as managers if they fail to enforce the policy. Transfer or relocation may not be an appropriate form of discipline of those who violate or fail to enforce the policy and in no circumstance should it be the only form of discipline.
- Managers' enforcement of the company's sexual harassment policy will be considered as part of their performance evaluation.
- Walmart will enlist an outside entity to conduct regular audits of Walmart's sexual harassment policies and practices to assess their effectiveness and provide recommendations, and will make those recommendations available to associates.
- Walmart will also make an annual public report on the number of harassment complaints by region and how the complaints were resolved.
- Walmart will train its managers and all associates twice annually in person, and in a manner that addresses the specific nature of Walmart's workplaces and the most common forms of harassment complained of by associates.

Implementing these policy changes would be an important step in ensuring that those who work at Walmart have the economic stability that comes from working in an environment free of harassment, discrimination and violence.

Sincerely,

Dina Bakst and Shelly Lelwant, Co-Founders & Co-Presidents, A Better Balance  
Katie Bethell, Founder and Executive Director, PL+US  
Ellen Bravo, Family Values at Work  
Charlene Carruthers  
JoEllen Chernow, #WeBelieveYou  
Rosa Clemente, 2008 Green Party Vice Presidential Candidate, founder of PR (Puerto Rico) on the Map  
Eve Ensler, One Billion Rising  
Jennifer Epps-Addison, Network President & Co-Executive Director, Center for Popular Democracy  
Nikki Fortunato Bas, Executive Director, Partnership for Working Families  
Alicia Garza, National Domestic Workers Alliance  
Carrie Gleason, Director, Fair Workweek Initiative  
Olivia Golden, Executive Director, The Center for Law and Social Policy (CLASP)  
Fatima Goss Graves, President and CEO, National Women's Law Center  
Heidi Hess and Josh Nelson, Co-Directors, CREDO Action  
Saru Jayaraman, President, Restaurant Opportunities Center (ROC United)  
Feminista Jones, Author  
Carmen Perez, Women's March  
April Reign, #OscarsSoWhite  
Susan Sarandon, Actress  
Ciara Taylor, Poor People's Campaign



*Current and former Walmart associates & members of OUR Walmart*

Pilar Barragan, Saint Charles, MO  
Kristi Branstetter, Blue Springs, MO  
Joanna Chambers, Amory, MS  
Jennifer Cummings, Palestine, TX  
Carolyn Davis, Bayboro, NC  
Jasmine Dixon, Denver, CO  
Darla Gregory, Redbluff, CA  
Janie Grice, Marion, SC  
Gina Pitre, Jackson, MS  
Regina Mays, High Point, NC  
Cynthia Murray, Hyattsville, MD  
Keshandra Oates, Demopolis, AL  
Moronica Owens, Minneapolis, MN  
Mary Watkins, Seattle, WA

*Legal Disclaimer: Organization United for Respect (OUR) is a non-profit organization, organized under the laws of the District of Columbia. OUR brings together low-income workers, their families and communities to improve working conditions in the retail industry throughout the United States, promote human and civil rights secured by law, build strong and healthy communities, and end all forms of discrimination. OUR Walmart is a project of OUR. OUR does not intend or seek to represent retail employees over terms and conditions of employment, or to bargain with retail employers, including Walmart.*