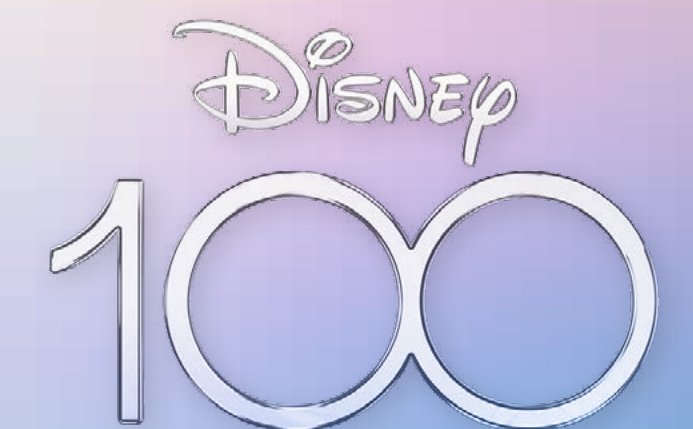


The *WALT DISNEY* Company

2023 Sustainability & Social Impact Report



Forward-Looking Statements

Certain statements and information in this communication may constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our plans; beliefs; expectations; continuation or future execution of initiatives, programs, activities, policies, or disclosures; strategies; goals; objectives; intentions; commitments; pledges; priorities; targets; and other statements that are not historical in nature. Any information that is not historical in nature included in this report is subject to change. These statements are made on the basis of management’s views and assumptions regarding future events and business performance as of the time the statements are made. Management does not undertake any obligation to update these statements. Actual results may differ materially from those expressed or implied. Such differences may result from actions taken by the company, including restructuring or strategic initiatives (including capital investments, asset acquisitions or dispositions, new or expanded business lines, or cessation of certain operations), our execution of our business plans (including the content we create and IP we invest in, our pricing decisions, our cost structure, and our management and other personnel decisions), our ability to quickly execute on cost rationalization while preserving revenue, the discovery of additional information or other business decisions, as well as from developments beyond the company’s control, including:

- the occurrence of subsequent events;
- further deterioration in domestic and global economic conditions or failure of conditions to improve as anticipated;
- deterioration in or pressures from competitive conditions, including competition to create or acquire content, competition for talent, and competition for advertising revenue;
- consumer preferences and acceptance of our content, offerings, pricing model, and price increases, and corresponding subscriber additions and churn, and the market for advertising sales on our direct-to-consumer services and linear networks;
- health concerns and their impact on our businesses and productions;
- global economy-wide transitions and availability of economically feasible solutions;
- international, political, or military developments;
- regulatory and legal developments;
- technological developments;
- labor markets and activities, including work stoppages;
- adverse weather conditions or natural disasters and environmental developments; and
- availability of content.

Such developments may further affect entertainment, travel, and leisure businesses generally and may, among other things, affect (or further affect, as applicable):

- our operations, business plans, or profitability;
- demand for our products and services;
- the performance of the company’s content;
- our ability to create or obtain desirable content at or under the value we assign the content;
- the advertising market for programming;
- construction;
- income tax expense;
- expenses of providing medical and post-retirement benefits; and
- performance of some or all company businesses either directly or through their impact on those who distribute our products.
- Additional factors are set forth in the company’s Annual Report on Form 10-K for the year ended September 30, 2023, including under the captions “Risk Factors,” “Management’s Discussion and Analysis of Financial Condition and Results of Operations,” and “Business”; quarterly reports on Form 10-Q, including under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations”; and subsequent filings with the Securities and Exchange Commission.

Table of Contents



4 Introduction & Our Approach

- 5 LETTER FROM OUR CEO
- 6 HIGHLIGHTS FROM THE YEAR
- 7 AWARDS & RECOGNITION
- 8 OUR BUSINESSES
- 9 STRATEGY & DISCLOSURE PRIORITIES
- 10 OVERSIGHT & ACCOUNTABILITY
- 11 STAKEHOLDER ENGAGEMENT & PARTICIPATION



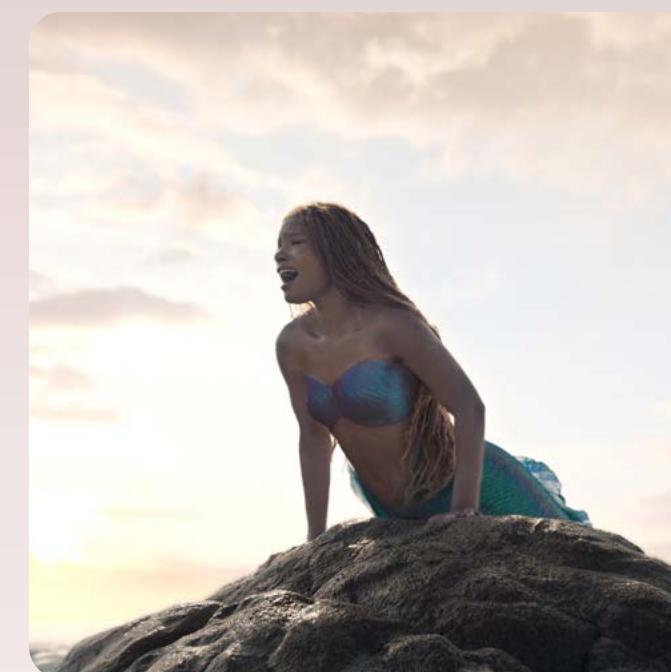
12 Operating Responsibly

- 13 CORPORATE GOVERNANCE
- 13 ETHICS
- 14 RISK OVERSIGHT
- 14 HUMAN RIGHTS
- 15 SUPPLY CHAIN
- 17 PRODUCT SAFETY
- 18 GUEST SAFETY
- 19 INFORMATION SECURITY
- 19 PRIVACY
- 19 DIGITAL WELLNESS & RESPONSIBLE CONTENT
- 20 RESPONSIBLE ADVERTISING & MARKETING
- 21 JOURNALISTIC INTEGRITY
- 21 ARTIFICIAL INTELLIGENCE
- 21 TAX STRATEGY



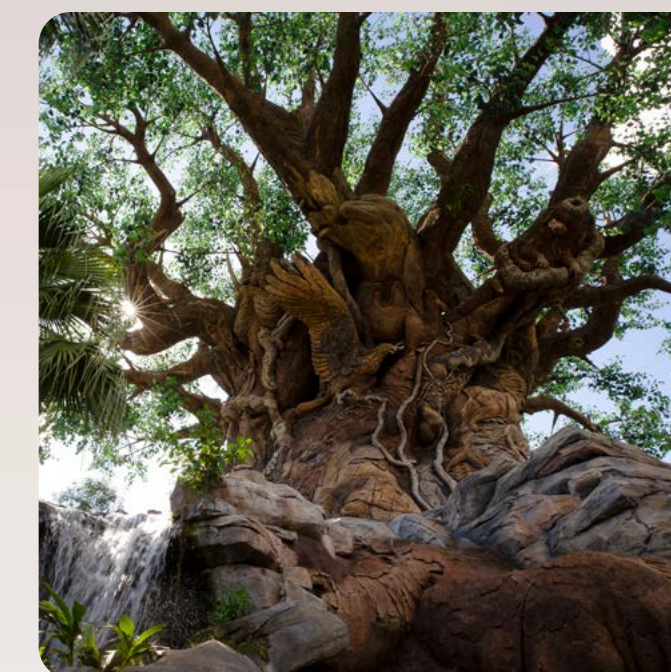
22 Investing in Our People

- 23 OVERVIEW
- 24 SUPPORTING OUR EMPLOYEES THROUGH CHANGE
- 24 EMPLOYEE SAFETY, HEALTH & WELL-BEING
- 25 COMPREHENSIVE TOTAL REWARDS
- 26 SPOTLIGHT: INVESTING IN OUR EMPLOYEES' FUTURES
- 27 EMPLOYEE ENGAGEMENT & RECOGNITION
- 28 TALENT DEVELOPMENT



29 Diversity, Equity & Inclusion

- 30 OVERVIEW
- 31 PEOPLE
- 33 CULTURE
- 34 CONTENT
- 37 SPOTLIGHT: MICKEY'S TOONTOWN AT DISNEYLAND RESORT REIMAGINED WITH ACCESSIBILITY IN MIND
- 38 COMMUNITY
- 39 TRANSPARENCY & ACCOUNTABILITY



40 Environmental Sustainability

- 41 OVERVIEW
- 42 EMISSIONS
- 46 WATER
- 47 WASTE
- 48 MATERIALS
- 48 SUSTAINABLE DESIGN
- 50 NATURE
- 53 SPOTLIGHT: DISNEY'S ANIMAL KINGDOM CELEBRATES 25 YEARS OF CONSERVATION AND INSPIRATION



54 Social Impact

- 55 OVERVIEW
- 56 WISH GRANTING
- 57 SPOTLIGHT: DISNEY AND MAKE-A-WISH CELEBRATE WORLD WISH DAY
- 58 CHILDREN'S HOSPITALS
- 60 DISNEY FUTURE STORYTELLERS
- 61 SUPPORTING COMMUNITIES AROUND THE WORLD
- 62 VOLUNTEERING

63 Data & Frameworks

- 64 OVERVIEW
- 65 FISCAL 2023 DATA TABLE
- 73 SASB INDEX
- 78 TCFD INDEX
- 79 SDG INDICATORS

This report contains links to websites that are not operated by Disney. The website owner's terms of use and privacy policy will apply. Unless otherwise specified, data and information in this report pertain to efforts in fiscal 2023, which began on October 2, 2022, and ended on September 30, 2023. For the most part, data and information reflect business operations as of the beginning of the fiscal year. The terms "company," "we," "Disney," and "our" are used to refer collectively to the parent company and the subsidiaries through which business is conducted.

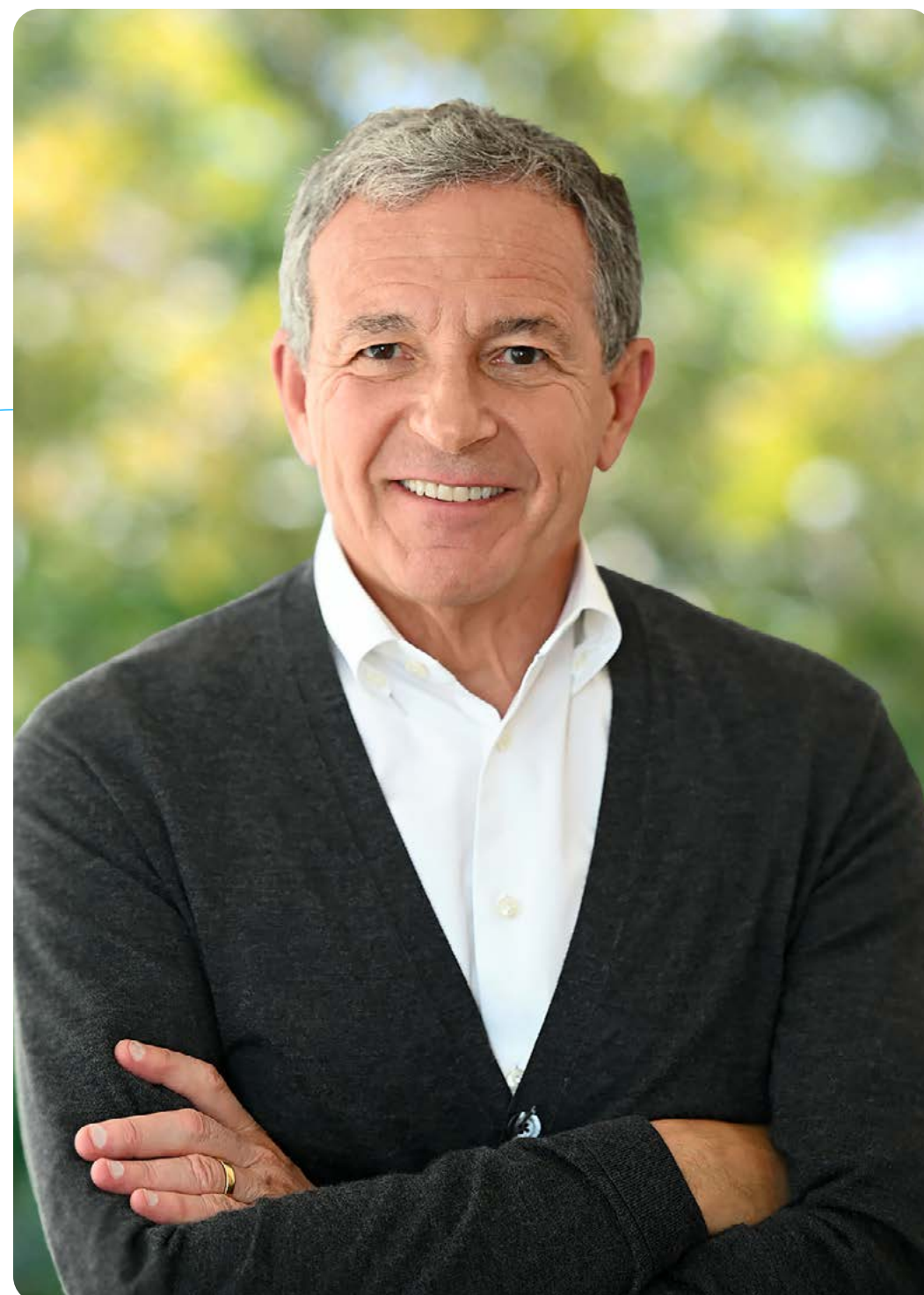
Introduction & Our Approach

In This Section

- 5 LETTER FROM OUR CEO
- 6 HIGHLIGHTS FROM THE YEAR
- 7 AWARDS & RECOGNITION
- 8 OUR BUSINESSES
- 9 STRATEGY & DISCLOSURE PRIORITIES
- 10 OVERSIGHT & ACCOUNTABILITY
- 11 STAKEHOLDER ENGAGEMENT & PARTICIPATION

Mickey Mouse is ready to welcome guests at Sleeping Beauty Castle at *Disneyland*® Resort

LETTER FROM OUR CEO



Robert A. Iger
Chief Executive Officer,
The Walt Disney Company

For more than 100 years, Disney has been dedicated to operating with clarity of purpose and a deep sense of integrity. That spirit helps inform the stories we tell, the experiences we provide, and the memories we create for fans and families around the world. And it forms the basis of the positive impact we strive to have in the communities in which we operate.

At Disney, we are united in our efforts to operate responsibly; invest in the development and well-being of our people; create unforgettable stories, characters, experiences, and products that capture the imagination of our global audiences; care for the planet and its resources; bring joy and inspire hope in communities around the world; and volunteer our time and energy to the causes we care about. This requires a balance between quickly responding to new challenges while also working toward long-term progress on issues that are important to our businesses. As we look back on our company's 100th year, we're proud of what we've accomplished, and are committed to continuing the work that supports our standing as one of the most admired companies in the world.

This work begins with how we do business. We strive to operate with integrity and support global organizations that have that same priority. In 2023, our Supply Chain Investment Program provided grant funding to organizations such as Open Supply Hub and Working Capital Fund in an effort to improve global working conditions and safeguard human rights. We also supported 20 global organizations working to educate children, families, and teachers on digital literacy and resilience through our Digital Wellness Grant Program.

As our company strategically reorganized this year, we worked to provide resources to help ease that transition, while continuing to invest in our employees and their

futures. For example, our Disney Aspire program, which fully covers tuition costs for eligible hourly full-time and part-time employees looking to pursue higher education, celebrated its fifth anniversary. More than 15,000 Disney employees were enrolled as of the end of fiscal 2023, and the program continues to evolve to meet the dynamic needs of our employee base and the ever-evolving job landscape. We're also proud of the many forms of recognition we received this year for investing in our people, such as recognition by the Dave Thomas Foundation for Adoption for being one of the Best Adoption-Friendly Workplaces.

Disney is committed to celebrating a fair, inclusive, and respectful world. To that end, in 2023 we continued to expand accessibility in our offerings, for example through reimagining Mickey's Toontown at *Disneyland*[®] Resort in Anaheim, California with accessibility in mind. We celebrated hiring more than 13,000 veterans since our Heroes Work Here initiative was launched in 2012. We also granted \$1 million to nonprofits working to encourage underrepresented youth to pursue creative and technological careers in celebration of the theatrical release of Marvel Studios' *Black Panther: Wakanda Forever*.

We received verification of our greenhouse gas emissions reduction goals from the Science Based Targets Initiative (SBTi) in calendar year 2023. We are working to reduce emissions from direct operations by designing our built environment to reduce or avoid emissions; promoting energy efficiency in our buildings and fuel efficiency for ships and fleet vehicles; replacing carbon intensive fuel sources with lower carbon alternatives; electrifying buildings and transportation; and expanding our use of renewable electricity. We also celebrated the 25th anniversary of Disney's Animal Kingdom, a park emblematic of our commitment to protecting wildlife,

habitats, and natural resources. The park has inspired countless guests to connect more deeply to the natural world. To commemorate the anniversary, the Disney Conservation Fund announced 25 grants to conservation organizations around the globe.

In 2023, we commemorated our decades-long collaboration with Make-A-Wish[®], granting our 150,000th wish on World Wish Day. We also made strides in our efforts to expand our children's hospitals work internationally. Our children's hospitals program has brought immeasurable comfort to children and families, and new patient experiences introduced this year in Korea, Japan, and beyond will expand our ability to deliver joy when it is needed most. And our Disney VoluntEARS program celebrated its 40th anniversary. Over the past four decades, VoluntEARS have collectively contributed more than 13 million hours of service to their communities around the world.

This report highlights many of these efforts and more in greater detail. We recognize that progress requires patience and adaptability, and this work is both challenging and meaningful. We remain grateful for the strong support of our employees, shareholders, guests, and customers, and we look forward to building on our progress in the years to come.

Sincerely,

HIGHLIGHTS FROM THE YEAR



Operating Responsibly

We are committed to operating responsibly and with integrity in our businesses

\$25M+ in grants

Contributed through our Supply Chain Investment Program since 2012

20 digital wellness grants

Given to support training, resources, and activities that promote digital literacy

Developed and disclosed a Priority Chemicals List

That identifies substances we are working to reduce from our branded products developed and sourced by Disney

\$1B+ spent with diverse suppliers

Achieved our goal to spend at least \$1 billion annually with diverse suppliers by the end of fiscal 2024

[Read more →](#)



Investing in Our People

We invest in the talent development, career mobility, safety, and overall well-being of our people to inspire and empower them to do their best

15K+ employees enrolled in Disney Aspire

Our career development program for eligible hourly employees that pays 100% of tuition at network schools

2K leaders

Completed the Disney Leadership Essentials experience to help better coach and develop their teams

\$17/hour base pay

For almost all eligible hourly full-time and part-time employees in our U.S. Disney Experiences business

99%+ adjusted pay ratios

For U.S. employees based on gender, race, and ethnicity

[Read more →](#)



Diversity, Equity & Inclusion

We foster a culture that enables our workforce to deliver stories, experiences, and products that reflect, and resonate with, global audiences

Reimagined Mickey's Toontown at Disneyland Resort

Opened with accessibility in mind, including sensory and interactive elements and storytelling that celebrates our differing abilities

13K+ veterans hired

Across the company since 2012 through our Heroes Work Here initiative

\$1M in grants

Contributed in celebration of the theatrical release of Marvel Studios' *Black Panther: Wakanda Forever* to nonprofits working to reduce the gender gap in technology

Film Independent Imaginar Producers Residency

Supports Hispanic and Latino independent producers with a \$50K grant and mentorship, made possible by Disney, Searchlight Pictures, and the National Association of Latino Independent Producers

[Read more →](#)



Environmental Sustainability

We take meaningful and measurable action to support a healthier planet for people and wildlife

Received SBTi validation

For our greenhouse gas emissions reduction targets in calendar year 2023

25th anniversary of Disney's Animal Kingdom

Celebrated 25 years of conservation and inspiring guests with the magic of the natural world

~\$7M in grants

Contributed by the Disney Conservation Fund to support the protection of wildlife and their habitats

LEED for Communities Platinum

Certification from the U.S. Green Building Council achieved by Shanghai Disney Resort

61% of total company operational waste diverted

From landfill and incineration

[Read more →](#)



Social Impact

We bring comfort, optimism, and joy to communities and inspire hope, especially for children

155K+ magical wishes granted

Together with Make-A-Wish, over the past 43 years

900+ children's hospitals

And pediatric places of care around the world were brought comfort and joy through Disney stories and characters

40th anniversary of Disney VoluntEARS

Employees and cast members have contributed 13M+ volunteer hours since the program started four decades ago

\$235M+ in charitable giving

Total cash and in-kind giving

93M+ books donated

To First Book since 2000, benefiting educators, children, and families

[Read more →](#)

AWARDS & RECOGNITION

Select Recent Awards & Recognition Received

Best Adoption-Friendly Workplaces

Dave Thomas Foundation for Adoption

Best for Vets Employers, #41

Military Times

Dow Jones Sustainability Index North America

S&P Global CSA

First Tier

CPA Zicklin Index

Best Places to Work for Disability Inclusion, 100% Score

Disability:IN

Corporate Equality Index, Perfect Score

Human Rights Campaign Foundation

Corporations of the Year

National Minority Supplier Development Council

America's Top Corporations for Women's Business Enterprises

Women's Business Enterprise National Council

World's Most Admired Companies, #6

Fortune

Golden Halo Award for ESPN

Engage for Good

19 Green Seals and 48 Gold Seals

Environmental Media Association

Pollinator Electric Power Award

North American Pollinator Protection Campaign

Audio Description People's Choice Award

The American Council of the Blind

11 Edward R. Murrow Awards for ABC News and ESPN

Radio Television Digital News Association

5 Salute to Excellence Awards

National Association of Black Journalists

6 GLAAD Media Awards for Disney Entertainment

GLAAD

Best Brands For Social Impact

Forbes

America's Best Employers For Diversity, #98

Forbes

4 Awards for Social Good

Clio Entertainment Awards

America's Most Responsible Companies, #105

Newsweek & Statista



OUR BUSINESSES

The Walt Disney Company, together with its subsidiaries, is a diversified worldwide entertainment company with operations in three segments: Entertainment, Sports, and Experiences.

Our mission is to entertain, inform, and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds, and innovative technologies that make ours the world's premier entertainment company.



STRATEGY & DISCLOSURE PRIORITIES

Since the company’s founding 100 years ago, integrity has been integral to our DNA and it underpins our commitments to [operating responsibly](#) in our businesses; [investing in our people](#) and their development, employee experience, and well-being; fostering [diversity, equity, and inclusion](#) in our workplace, to enable our workforce to deliver stories, experiences, and products that reflect, and resonate with, global audiences; undertaking meaningful and measurable [environmental sustainability](#) efforts; and having a positive [social impact](#) by supporting communities through our philanthropic efforts. This report describes select policies, practices, and programs that embody these commitments.

As a diverse multinational organization, we consider and address a large variety of topics that relate to operating our businesses. To help inform and evolve our efforts and our disclosures on select topics, we evaluate stakeholder input as well as existing and developing third-party frameworks. Our [Data & Frameworks](#) section at the end of this report includes disclosures derived from the Sustainability Accounting Standards Board (SASB); the Task Force on Climate-related Financial Disclosure (TCFD), by mapping to our CDP disclosures; and the UN Sustainable Development Goals (SDGs). Additionally, we include icons in various sections throughout this report to indicate where information supports specific SDGs and SASB indicators.

Inclusion of information in this report should not be construed as a characterization of the materiality or financial impact of that information.

SDG ICONS



SASB LOGO

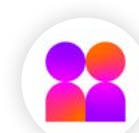


Foundational Pillars



Operating Responsibly

We are committed to operating responsibly and with integrity in our businesses



Investing in Our People

We invest in the talent development, career mobility, safety, and overall well-being of our people to inspire and empower them to do their best

We appreciate feedback on our efforts so we can improve this report:

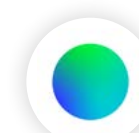


Focus Areas



Diversity, Equity & Inclusion

We foster a culture of belonging that enables our workforce to deliver stories, experiences, and products that reflect, and resonate with, global audiences



Environmental Sustainability

We take meaningful and measurable action to support a healthier planet for people and wildlife



Social Impact

We bring comfort, optimism, and joy to our communities and inspire hope, especially for children

Charitable Giving Approach

Disney endeavors to be a force for good, bringing positive, meaningful, and measurable impact to communities around the world. Guided by our [Charitable Giving Guidelines](#), we prioritize financial contributions, in-kind donations, and nonprofit collaborations that align to our sustainability and social impact focus areas; leverage our unique resources, skills, talents, and expertise; and address pressing community needs.

Additionally, we match eligible employee and cast member donations of money and time through our U.S. Matching Gifts efforts and periodic international donation amplification offerings, as well as our Disney VoluntEARS Grants program. In the past decade, we have matched more than \$113 million.

OUR PHILANTHROPY IS FOCUSED ON:

→ **Diversity, Equity & Inclusion:** Grants that advance accurate portrayals in storytelling and expand access to opportunity in media and entertainment

→ **Environmental Sustainability:** Grants that conserve, restore, and rewild nature; empower nature leadership; and protect and restore natural resources to support climate resiliency and ecosystem health

→ **Social Impact:** Grants that bring joy and comfort to our communities and inspire hope, especially for children

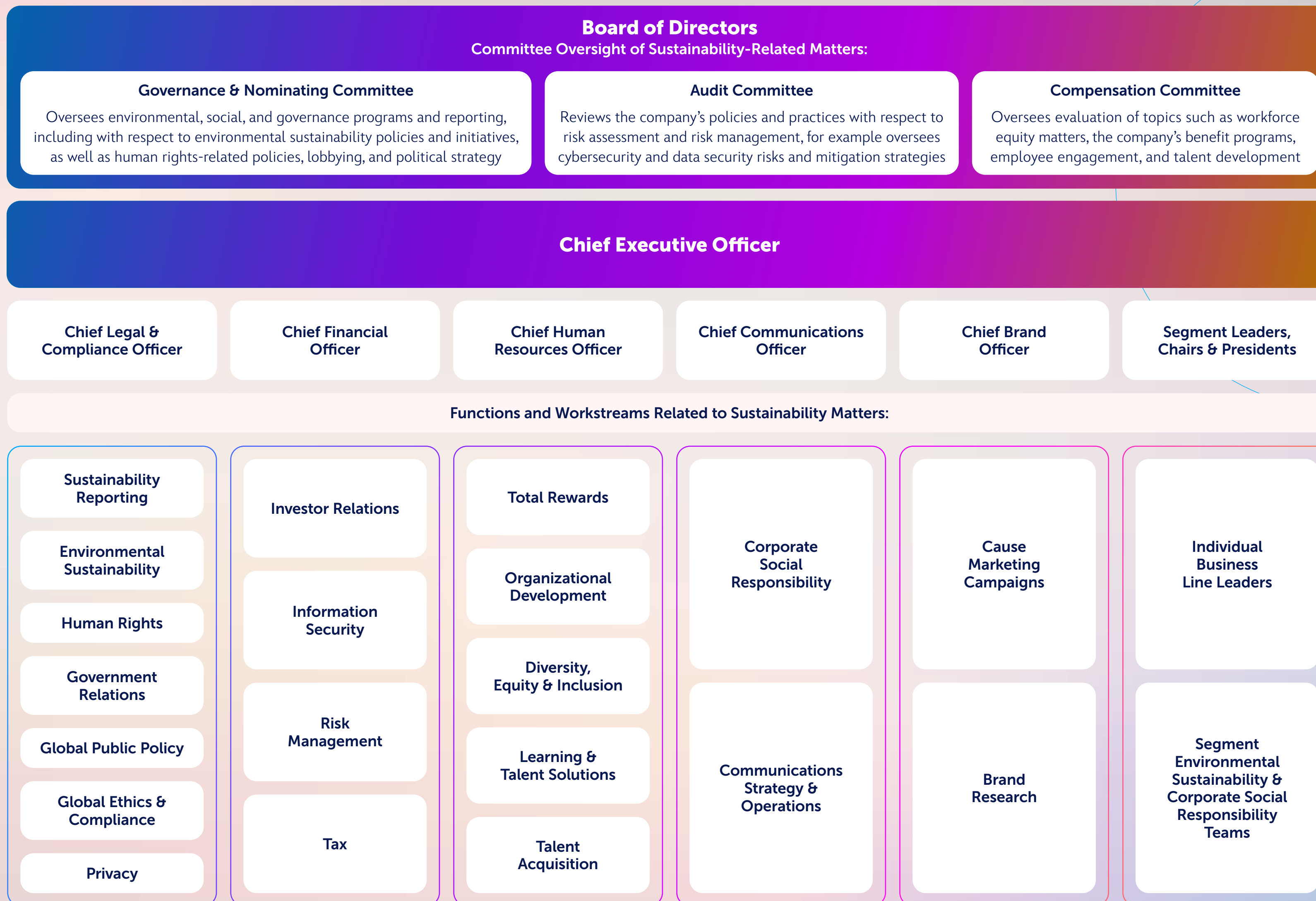
We are committed to directing > 50% of our annual charitable giving to programs benefiting underrepresented communities. In fiscal 2023, ~62% of our ~\$235 million in total cash and in-kind charitable contributions supported this commitment.†

† See footnote 33 on p. 72.

OVERSIGHT & ACCOUNTABILITY

Sustainability Leadership

Oversight and strategic direction related to key policies, practices, and programs discussed in this report are illustrated in the chart to the right. This chart reflects functions that collaborate on select sustainability-related efforts, but does not include all functions within each vertical depicted.



STAKEHOLDER ENGAGEMENT & PARTICIPATION



Learn more in our [Data & Frameworks](#) →

We engage with a variety of stakeholders, including employees, shareholders, consumers, industry and business communities, policymakers, NGOs, and nonprofit organizations, to help inform our practices, policies, and programs.

We believe this feedback can enhance our ability to identify risks and opportunities and, in certain cases, solutions to some of our challenges.

We also engage on the core policy areas that will have a direct impact on our business, both directly and through our trade associations.

Community Group	Objective of Engagement	Examples of Engagement
EMPLOYEES	Listening to and learning from our employees and cast members assists us in better understanding what matters most to them and helps us make the employee experience at Disney more fulfilling and meaningful.	<ul style="list-style-type: none"> • Employee experience surveys and business-specific surveys • Focus groups • Town halls • Facilitated conversations focused on topics that matter to our employees
SHAREHOLDERS	Members of management, the Board, and our Investor Relations team maintain a strong shareholder engagement program. Shareholder feedback helps inform the company's thinking.	<ul style="list-style-type: none"> • Management and Board engagement • Investor Relations meetings with shareholders throughout the year • Earnings calls • Annual Meeting of Shareholders • Investor conferences and events
CONSUMERS	Our consumer engagement approach helps us better understand what our customers and audiences expect from us, and it helps inform how we can utilize our creativity and unique content and experiences to entertain millions globally.	<ul style="list-style-type: none"> • Consumer surveys • Focus groups • Fan events • Social media interactions • Customer service emails and calls
INDUSTRY & BUSINESS COMMUNITIES	Through engagement with industry leaders, suppliers, small business owners, and others, we learn about trends and insights related to our businesses, and we join efforts to create large-scale, industry-wide change. We are active participants in multi-stakeholder efforts to improve labor conditions and reduce environmental impacts in global supply chains.	<ul style="list-style-type: none"> • Industry and multi-stakeholder associations and efforts • Supplier meetings and collaborations • Industry conferences
NGOs & NONPROFIT ORGANIZATIONS	NGOs and nonprofit organizations address a variety of challenges, both globally and locally. Their expertise on evolving trends and on-the-ground programs helps us reach individuals and communities in collaborative ways that create greater impact.	<ul style="list-style-type: none"> • Signature social impact initiatives • Awareness campaigns • Consultation on important topics (e.g., climate change, environmental goals, human rights) • Cash and in-kind charitable giving • Employee volunteering and giving



Operating Responsibly

We are committed to operating responsibly and with integrity in our businesses

In This Section

- 13 CORPORATE GOVERNANCE
- 13 ETHICS
- 14 RISK OVERSIGHT
- 14 HUMAN RIGHTS
- 15 SUPPLY CHAIN
- 17 PRODUCT SAFETY
- 18 GUEST SAFETY
- 19 INFORMATION SECURITY
- 19 PRIVACY
- 19 DIGITAL WELLNESS & RESPONSIBLE CONTENT
- 20 RESPONSIBLE ADVERTISING & MARKETING
- 21 JOURNALISTIC INTEGRITY
- 21 ARTIFICIAL INTELLIGENCE
- 21 TAX STRATEGY

Cast members operate the Walt Disney World Railroad at Magic Kingdom

CORPORATE GOVERNANCE



Learn more in our [Data & Frameworks](#) →

We adopt appropriate governance policies and practices and have a Board of Directors with relevant experience. The company has nominated 12 Directors for our 2024 annual meeting whose backgrounds encompass a range of talents, skills, and expertise, including experience leading global organizations. Eleven of those 12 Director nominees are independent.[†] Our Directors reflect the diversity of the company’s shareholders, employees, customers, guests, and communities, with six out of 12 nominees representing diverse gender, ethnic, and/or racial backgrounds. As of the end of fiscal 2023, all members of the Audit Committee, Compensation Committee, and Governance and Nominating Committee were independent.

Read more about our approach to corporate governance:

[†] Pursuant to the Board’s application of NYSE independence rules.

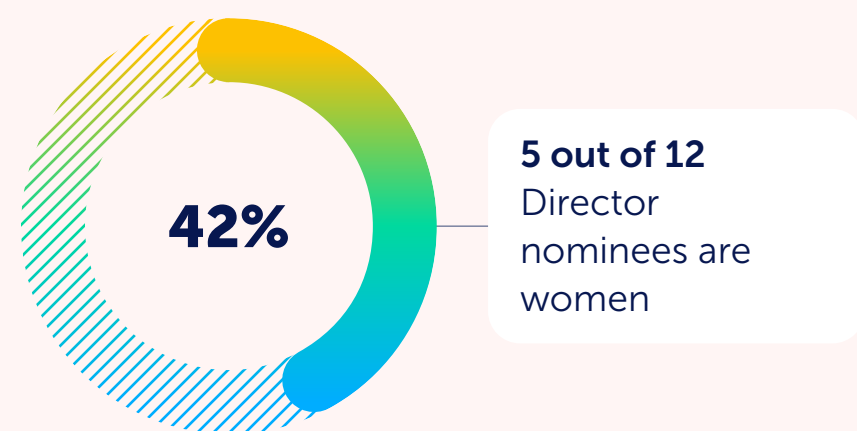
Board Diversity

Based on 12 Directors nominated by the company for our 2024 Annual Meeting

GENDER/RACIAL/ETHNIC DIVERSITY



GENDER DIVERSITY



RACIAL/ETHNIC DIVERSITY



ETHICS



SV-HL-310a.4

Learn more in our [Data & Frameworks](#) →

Disney conducts business in accordance with high standards of business ethics and complies with applicable laws, rules, and regulations. We hold our Board of Directors accountable to our Code of Business Conduct and Ethics for Directors. Our Standards of Business Conduct apply to our employees and include resources and tools that help promote ethical conduct and compliance with the law. We regularly engage our leaders and employees on these standards through training and other communications. Employees can confidentially report ethical concerns to our internal alert hotline, The Guideline.



Guests get ready to ride TRON Lightcycle / Run, which opened in April 2023 at Walt Disney World® Resort

RISK OVERSIGHT

Our Board of Directors, as a whole or through its committees, is responsible for assessing the major risk factors relating to the company and its performance and for reviewing measures to address and mitigate such risks.

To help minimize the financial impact of potential risks and support business continuity, we use risk financing strategies including self-insurance, contractual risk transfer, commercial insurance, and alternative risk financing techniques. Our Enterprise Risk Management function provides insights by working across the company with our business segments and units to help identify, assess, and mitigate operational risks—including those related to environmental matters—with these risk financing strategies.

HUMAN RIGHTS



Learn more in our [Data & Frameworks](#) →

We are committed to respecting the human rights of our employees, our guests and customers, our communities, and our business partners. We identify our salient human rights issues in the following areas: our people, our content, our products and supply chains, our communities, children, and privacy. We reevaluate our salient issues as new information becomes available.

Our commitment is informed by the United Nations Guiding Principles on Business and Human Rights and recognizes the human rights referenced in the United Nations International Bill of Human Rights and the principles referenced in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Convention on the Rights of the Child. This commitment is reflected in our various practices and programs and is outlined in our [Human Rights Policy](#).

Following these principles, we evaluate where we may cause or contribute to actual or potential adverse human rights impacts through our own business activities, or where human rights impacts may be directly linked to our operations, products, and/or services by our business relationships. We exercise due diligence on an ongoing basis as we seek to identify, prevent, and mitigate potential human rights risks and impacts. As part of this process, we collaborate and engage in regular dialogue with industry associations, intergovernmental organizations, employees, content creators, civil society, and suppliers.

The Governance and Nominating Committee of our Board of Directors oversees the company's human rights-related policies. Our Global Legal, Policy, and Compliance function, which reports to our Chief Legal and Compliance Officer, has oversight of compliance with our Human Rights Policy and works across the company to monitor emerging issues, share progress, and identify areas for improvement.



SUPPLY CHAIN



Learn more in our [Data & Frameworks](#) →

We are committed to working within our global supply chains to foster safe, inclusive, and respectful workplaces. We collaborate with suppliers around the world as part of our efforts to prevent, mitigate, and remedy adverse human rights impacts as well as to reduce the environmental impacts of our operations, products, and services where we operate.

We purchase an extensive array of products, materials, and services from thousands of suppliers to support our operations. In addition, Disney-branded products are produced in roughly 43,500 facilities in approximately 100 countries, creating a highly complex global network of suppliers.

We expect our suppliers to uphold the standards of our Supply Chain Code of Conduct (the “Code”). The Code is integrated into our business operations, including through a range of specific measures to monitor and assess compliance as appropriate.

International Labor Standards

The Disney International Labor Standards (ILS) program governs labor standards compliance across the extensive supply chain for Disney-branded consumer products. Now in its third decade, the ILS program:

- Establishes requirements for licensees and vendors to monitor their supply chains for compliance with Disney’s Code, including local labor and environmental laws
- Specifies where products may be produced and maintains the names and locations of factories authorized to manufacture Disney-branded products
- Sets standards for when, where, and how social compliance audits assess compliance with ILS program standards
- Reviews audit and assessment reports regularly and issues corrective action plans, as appropriate, to promote improvement in working conditions
- Provides guidance, training, and capacity building to vendors and licensees on how to improve the labor conditions of their facilities

The ILS program requires licensees and vendors involved in the production of Disney-branded goods to source and manufacture products from countries that are on Disney’s list of Permitted Sourcing Countries, which is updated on a regular basis. To provide further transparency and promote program compliance, we periodically update our published list of facilities producing Disney-branded products that are sold, distributed, or used in our own retail and wholesale businesses, as well as those used in our internal operations, on Open Supply Hub.

In accordance with the ILS program, licensees and vendors producing Disney-branded products in certain countries must conduct audits and provide audit reports on a regular basis. We use ILS audits as a tool designed to identify and address potential labor-related issues. Audits are generally conducted by either third-party auditors or Disney staff and findings are reviewed for compliance with ILS program requirements. Necessary corrective action plans may be sent to licensees and vendors, who are expected to review them with their facilities and implement steps to promptly remedy any identified compliance violations; failure to do so in a timely manner can result in removal of authorization to produce Disney-branded products.

Requirements for our ILS program are described in our ILS Program Manual, as well as in supplemental guides, including those for forced labor and health & safety. The program is informed by our [Human Rights Policy](#), [Supply Chain Code of Conduct](#), and Standards of Business Conduct, along with a range of other responsible business expectations.

To promote company-wide integration, our Global Products & Labor Standards function, which reports up through our Chief Financial Officer, has responsibility for the ILS program. The Audit Committee of the company’s Board of Directors oversees and periodically reviews the company’s policies and practices related to compliance with laws, ethical conduct, and conflicts of interest, and receives periodic updates on the performance of the ILS program.



Supply Chain Investment Program

To advance labor standards, we collaborate with outside organizations to help incubate and pilot scalable tools and programs through Disney's Supply Chain Investment Program (SCIP). SCIP provides grant funding to nonprofit organizations, social enterprises, and United Nations agencies to support innovative solutions that catalyze sector-wide improvement and help enhance supply chain visibility. SCIP works to address issues including forced labor, worker voice, supply chain traceability, child labor, and ethical recruitment.

IN 2023, SCIP PROVIDED FUNDING TO:

- **Open Supply Hub**, which provides open access to global supply chain data to improve human rights and environmental conditions in and around factories. To expand visibility into raw material and commodity supply chains, our funding will help expand its supply chain mapping platform to include agricultural supply chains.
- **Working Capital Fund**, which partners with entrepreneurs to develop and deploy new tools to improve working conditions. Our funding will support supply chain traceability technologies and efforts to increase end-to-end visibility into global supply chains.



CONTRIBUTIONS SINCE DISNEY'S SCIP PROGRAM BEGAN IN 2012



In financial contributions

Supplier Diversity

We believe that including diverse suppliers in our sourcing process provides a meaningful opportunity to seek innovative and high-quality business solutions, while also supporting jobs.

In 2021, we set a goal to spend at least \$1 billion annually with diverse suppliers by the end of fiscal 2024. Reaching this goal would place Disney among the top U.S. companies that are spending with diverse suppliers. In fiscal 2023, we achieved our goal a year early and we remain committed to including diverse suppliers in our supply chain. We also received the National Minority Supplier Development Council's National Corporation of the Year award for supplier diversity program success and active participation in the community. Efforts in 2023 included:

- Participating in matchmaking sessions with Disability:IN, meeting with many Disability-Owned Business Enterprises and selecting potential new suppliers
- Supporting the National Black Business Pitch contest and mentoring program, organized by Women's Business Enterprise Council West
- Including U.S. military spouse-owned businesses in supplier diversity classifications
- Launching the Certified Diverse Marketing Agency Hub, a new tool offering Disney's Television Marketing teams a quick, easy way to connect with certified diverse marketing and communications agencies
- Producing an internal training module designed to enhance knowledge of the Supplier Diversity program and its positive impact on communities[†]
- Leveraging an internal dashboard that guides business unit leaders in their supplier diversity benchmarks and progress toward Disney's diverse spending goal
- Collaborating with supplier diversity-focused organizations, business development organizations, advocacy groups, and trade show organizers



Spent with diverse suppliers in fiscal 2023, achieving our goal to spend at least \$1 billion annually with diverse suppliers by 2024^{††}

[†] The module is available for select business units, with plans to expand availability over time.

^{††} See footnote 51 on p. 72.

PRODUCT SAFETY



Learn more in our [Data & Frameworks](#) →

The safety of products bearing Disney brands, characters, and other intellectual property is of the utmost importance to us. Disney-branded consumer products, spanning numerous categories, from toys and apparel to books and fine art, are produced by thousands of third-party licensees and vendors around the world. Our product safety program accounts for this breadth, as well as the rapid changes in scientific knowledge, evolving regulations, and customer and community feedback. Our [Supply Chain Code of Conduct](#) specifies our expectation that all suppliers deliver products and services that comply with our safety and quality standards.

Our Product Integrity function oversees Disney's safety policies, procedures, and operating requirements for physical products containing Disney intellectual property across the enterprise and is led by our Global Product & Labor Standards function. Disney requires that licensees and vendors contractually commit to follow procedures for verifying that Disney-branded products comply with applicable safety regulatory requirements and any additional requirements that may be specified by Disney.

Disney, in conjunction with renowned independent testing laboratories, developed product guidelines that specify applicable product safety standards for numerous product categories and geographic regions. These guidelines cover a broad range of physical, mechanical, toxicological, microbiological, flammability, electrical, and chemical safety requirements. They are available online for use by product designers, licensees, and vendors. We require compliance with product guidelines that include testing performed by accredited third-party laboratories for Disney-branded products developed and sourced by Disney entities.

Management of Chemicals in Consumer Products

We also have policies to manage the use of chemicals in products. In 2023, Disney developed and disclosed a Priority Chemicals List (PCL) that identifies substances we are working to reduce in our branded products. For Disney-branded products developed and sourced by Disney entities, we have established thresholds and timelines to reduce the use of these chemicals. For our licensed products, we encourage our licensees to similarly work to reduce these chemicals. To address compliance with our PCL policies, Disney uses a risk-based approach that includes random audit testing on select products and the submission of relevant documentation by vendors.

Disney's PCL was developed by considering several resources, including, but not limited to, the EU REACH Substances of Very High Concern (SVHC), the Canadian Environmental Protection Act list of toxic substances, and chemicals of concern lists in the states of Washington, Vermont, and Oregon. We will conduct a regular review process to identify additional substances for reduction. Additionally, we encourage vendors to use recognized resources to identify safer alternatives to chemicals listed on the PCL.

As part of our chemical tracking efforts, in 2023 we participated in the Chemical Footprint Project's survey to establish an internal chemicals baseline. We intend to use this survey process, or another industry standard tool, to measure progress toward the reduction of PCL chemicals in Disney-branded products developed and sourced by Disney.



GUEST SAFETY



Safety is the first of the Five Keys of Disney's standards for theme park excellence.

Our safety professionals reflect a broad range of disciplines, including medicine, engineering, quality, maintenance, attraction operations, ergonomics, industrial hygiene, occupational safety, and food safety. We conduct inspections at our properties to monitor compliance with both internal standards and regulations. We regularly provide safety training and information to our cast and crew members through formal instruction, on-the-job training, and ongoing communications. In addition, we launched safety culture conversations for salaried leaders at our theme parks globally. During these conversations, executives share safety stories, best practices, and learnings designed to engage our teams in leading with safety at the forefront.

Attraction Safety

According to the annual International Association of Amusement Parks and Recreation Ride Safety Report administered by the National Safety Council, the industry injury rate per million in ridership decreased by 19% between calendar years 2021 and 2022, from 0.90 to 0.73.[†] Over that same timeframe, our U.S. parks reported rates that were more than 60% below the industry average.

[†] National Safety Council, "North America Fixed-Site Amusement Ride Safety Report, 2022 Update" Published September 2023.

Maintenance teams perform preventive ride maintenance functions nightly. And our computerized maintenance management system includes Disney-patented technology, designed to prevent a ride vehicle from accepting guests unless the required critical maintenance is completed, and the attraction has been deemed ready to open.

Annual audits are conducted by engineers for registered attractions, in cooperation with maintenance, operations, and training management teams. These audits focus on key elements of safe operations, including pre-opening procedures, daily checklists, operational performance, and training. In addition, throughout the year, we conduct ongoing preventive maintenance on park attractions.

We also conduct annual audits of our attraction documentation. These audits review documentation required under applicable regulations, as well as ASTM International standards. In addition to reviewing records for items such as preventive maintenance, inspections, and corrective work, the reviews also examine basic governing documentation, such as operating guides, manufacturers' requirements manuals, and maintenance manuals.

In addition, we are always looking at ways that technology can enhance safety. As a unique approach to aid in safety, reliability, and efficiency, we utilize "digital twins" of certain attractions and transportation systems. This technology simulates the operating attraction or transportation system to provide greater insights.

Food Safety

Our parks and resorts take a multifaceted approach to advancing food safety, including:

- A vendor food safety program requiring suppliers to follow established food safety protocols and demonstrate compliance with regulatory requirements
- Food safety audits to verify adherence to regulations and company standards; each year, we conduct thorough measurements and audits across our properties
- Education and rigorous formal training for cast members who work with food on topics including proper food handling, storage and preparation, personal hygiene, and sanitation requirements

Safety in Our Communities

Disney Wild About Safety global educational program aims to improve families' awareness of safety, health, and environmental issues through storytelling. Timon and Pumbaa from the animated film *The Lion King* are official spokes-characters on a mission to share important safety and health messages through multilingual illustrations on tip cards, activity books, a dedicated resort television channel, and other materials throughout our theme parks and resorts worldwide.

In 2023, Disney Wild About Safety hit the road with the French National Firefighters Federation, sharing fire safety practices with fans in France.

In addition, *Walt Disney World*® Resort welcomed children to Disney's Typhoon Lagoon as part of the 2023 World's Largest Swimming Lesson™ event, which included activities with Disney Wild About Safety. This event teaches water safety skills at hundreds of sites around the world.

INFORMATION SECURITY



TC-IM-230a.2

Learn more in our [Data & Frameworks](#) →

Information security, including cybersecurity, is an important aspect of operations as it protects systems, networks, and programs from digital attacks. The company's information security management system is designed to secure the Disney Global Network's digital environment as we grow our businesses. Our information security program continues to be informed by the National Institute of Standards and Technology Cybersecurity Framework and other recognized information security frameworks, including the core principles set forth therein.

The Audit Committee of our Board of Directors reviews the company's cybersecurity and data security risks and mitigation strategies. Day-to-day management is the responsibility of our Information Security function, which reports to our Chief Financial Officer. This team periodically updates the Audit Committee on the company's cybersecurity risks and mitigation strategies.

Read more about our approach to cybersecurity:

[Information Security Management System](#) ↗

PRIVACY



TC-IM-220a.1

Learn more in our [Data & Frameworks](#) →

We have policies designed to enhance the protection of the personal information of our customers, guests, non-guests, including job applicants and third-party businesses, and our employees. Our global privacy program is based on the principles of privacy by design, accountability, transparency, and giving individuals meaningful controls over their personal information. We regularly assess and update our program to take into account applicable requirements of new privacy laws and regulations around the world and to keep up with rapid advancements in technology and new business initiatives. In 2023, this included working with partners across our businesses to update our program to reflect requirements that went into effect in California, Virginia, Colorado, Utah, and Connecticut.

We provide privacy training to our employees and have incorporated privacy topics into the company's Standards of Business Conduct and information security trainings—both of which are required on a recurring basis. We also regularly conduct specialized trainings for applicable employees on how to properly handle the personal information of customers, employees, contractors, and/or third parties.

Day-to-day management of data privacy is the responsibility of our Global Legal, Policy, and Compliance function, which reports to our Chief Legal and Compliance Officer.

Read more about our approach to privacy:

[Privacy Center](#) ↗

[Children's Privacy Policy](#) ↗

DIGITAL WELLNESS & RESPONSIBLE CONTENT



Learn more in our [Data & Frameworks](#) →

We believe the digital world should be a safe space for kids and families to engage, learn, explore, and express themselves. We strive to produce positive, respectful, high-quality content and experiences designed for individuals, children of all ages, and families.

We deliver content through multiple channels, including our own digital offerings. Our internal policies and practices promote safety within our digital experiences. We provide parents and caregivers with controls and recommendations so that they can choose the content and experiences that are right for their families.

We also support children's digital well-being through our Digital Wellness Grant Program. We provide funding to nonprofits and other organizations working to educate children, parents, caregivers, and teachers around the globe about digital citizenship. Grantees offer expertise in areas of focus including digital literacy and resilience, privacy, responsible internet use, and critical thinking.

In 2023, we supported 20 organizations through digital wellness education grants. Our initiatives supported peer-to-peer training, development of resources for parents and educators, and activities to promote mindful digital use and online safety. For example, in Indonesia, we supported the Ganara Mariberbagi Seni Foundation's Creative Digital Camp, an initiative to educate students, parents, and teachers across multiple provinces by giving them a thorough understanding of digital literacy and online safety through art activities. In Sweden, we supported an organization called Friends, with a focus on its Ask Us! Youth Online Safety program. Working with children and youth globally, it aims to establish youth-led recommendations for online child safety. And in the United States, we are helping the National Center for Missing and Exploited Children support authorities in responding to potential online threats facing children. We also participate in industry coalitions to promote user awareness of online safety.

Learn more about content safety functionalities:

[Disney+ Parental Controls Page](#) ↗



RESPONSIBLE ADVERTISING & MARKETING



FB-FN-260a.3

Learn more in our [Data & Frameworks](#) →

Our policy is to present advertising that is truthful, accurate, tasteful, and age appropriate for the audience. We follow applicable laws and regulations, as well as meet industry and our own high corporate standards. Our dedicated standards professionals review advertising content (e.g., third-party commercials, co-branded custom content, public service announcements) to assess compliance with our guidelines and appropriateness for our respective audiences across our platforms.

Advertising & Marketing to Children

Per our advertising guidelines and policies, we take into consideration the cognitive and emotional maturity of children when reviewing and assessing advertising delivered on our platforms and when developing marketing materials for our own products that are intended for younger audiences. These guidelines and policies also govern the marketing and promotion of our own products, experiences, and communications. Our guidelines are designed to promote digital and physical safety for children, help parents and caregivers decide on the appropriate experiences for their families, and encourage children to make good choices.

Promoting Healthy Food Choices

We promote healthier food and beverage choices to kids through our [Nutrition Guidelines](#). These guidelines apply when our intellectual property, such as a beloved character, is associated with food and beverage products. They apply, for example: to Studio promotions, character licensing, as well as third-party advertising on our kids' networks; in determining the placement of food and beverage advertising on Disney+; and to kids' meals in our parks. Ongoing reviews of these global guidelines help us reflect up-to-date dietary guidance and consider the evolving social and scientific understanding of children's physical and digital lives.

Nearly all food and beverage advertising on our linear kids' networks met our Nutrition Guidelines in fiscal 2023. On Disney+ in the U.S., 100% of food and beverage advertising delivered to viewer profiles associated with a viewer under the age of 13 met our criteria, as did food and beverage advertising in any content rated G and below. In addition, we again met our target of having at least 85% of our licensed food and beverages intended for children and families worldwide meet our nutrition criteria for healthier choices. In North America, these licensed products carry the Disney Check—a quick and easy way for people to identify healthier options.



In 2023, we teamed up with the multinational grocery chain Carrefour to promote fruit and vegetable consumption. For a number of weeks, familiar Disney characters and promotional materials took over the produce aisles in several Carrefour stores in France. The pilot program was successful in promoting fresh fruits and vegetables. The program was replicated in Italy, and we plan to expand this initiative to other stores globally.

Learn more:

[Privacy Center](#) ↗

[Operating Responsibly](#) ↗

[Nutrition Guidelines](#) ↗

Responsible Gaming

ESPN is strongly committed to promoting fan safety in the sports betting space. The ESPN BET sportsbook, operated by PENN Entertainment, offers comprehensive gaming tools and educational resources. In addition, ESPN continues to create and adapt responsible gaming programming and policies, including, but not limited to:

- An employee betting policy that includes rules to support ESPN's high standards of journalistic integrity when covering the sports betting space
- An ESPN committee on responsible gaming, composed of a diverse cross-section of executives and key stakeholders across the business, to regularly review compliance, programming, and policies
- Implementation of responsible marketing policies and guidelines designed to safeguard fans, including restrictions against advertising to underage audiences and marketing on college campuses
- Working with industry experts to share best practices and regularly review responsible gaming programming, which includes investing in a groundbreaking new collaboration with UNLV's Institute of International Gaming that aims to advance responsible sports betting practices through education and research



Maharajah Jungle Trek in Disney's Animal Kingdom at Walt Disney World

JOURNALISTIC INTEGRITY



SASB SV-ME-260a.2; SV-ME-270a.3

Learn more in our [Data & Frameworks](#) →

It is our responsibility to uphold the principles of fairness and integrity as we gather and report the news. ABC News journalists worldwide are expected to approach their work with rigor, to question thoroughly and skeptically, to analyze deeply, and to adhere to high journalistic standards. Senior ABC News editorial and management executives oversee media ethics and guidelines at ABC News.

ABC News:

- Commits to the independence of our editorial decision-making from commercial, political, and other interests of the company's management or owners, as well as from the interests of external stakeholders. It works to provide accurate and useful information across our platforms and to present a plurality of voices, stories, and points of view in our news content
- Focuses on research quality (e.g., thoroughness, diligence, control) and integrity. Plagiarism violates ABC News' standards, as does the acceptance of payments, gifts, or favors that might compromise or appear to compromise the independence and integrity of ABC News
- Conducts standards and ethics training for new hires and annual training sessions on updated standards for ABC News journalists
- Implements measures to protect correspondents and other employees reporting in high-risk regions and situations. This can include individual or group training prior to assignments, use of experienced teams, counseling during and after assignments, protective equipment, and use of experienced guides who are accustomed to local conditions. We also provide insurance in case of illness, occupational injury, and loss of life. Assignments to crisis regions are voluntary and employees are not penalized for refusing or terminating a dangerous assignment

- Listens to audience concerns and grievances about ABC News reporting. Feedback is collected through a number of mechanisms, including email and voicemail. We review concerns and grievances and, when appropriate, issue updates, clarifications, or corrections

While operations are based in the U.S., ABC News is a global organization with offices and correspondents in locations around the world. Policies and practices to support journalistic integrity apply to ABC News' operations globally.

ESPN has similar standards for journalistic integrity. ESPN's Universal News Group gathers sports news for our platforms, including linear, digital, and social media. ESPN's Editorial Board meets monthly to review coverage policies and procedures. And ESPN's Inclusive Content Committee serves as a diverse resource for content creators to help enhance ESPN's storytelling.

ABC News and ESPN each won numerous awards in 2023. For example, ABC News was recognized with nine Edward R. Murrow awards, one News and Documentary Emmy Award, a George Foster Peabody Award, an Alfred I. duPont Award, two Walter Cronkite Awards, and five National Association of Black Journalists awards. ESPN was recognized with two Edward R. Murrow awards, 13 Sports Emmy Awards, the Golden Halo Award from Engage for Good, and the Luminary Award from the National Association for Multi-ethnicity in Communications.

Read more about journalistic integrity:

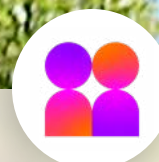
[SASB Index](#) →

ARTIFICIAL INTELLIGENCE

We are committed to operating our businesses responsibly, with integrity and respect. We embrace the benefits that Artificial Intelligence (AI) may offer to our employees, customers, guests, and creators and will use AI in a responsible, human-centered, and ethical manner consistent with that commitment. We have established an AI governance process that operates pursuant to a principle-based framework; is designed to allow for the identification of business, information integrity, human rights, privacy, legal, and other risks associated with a proposed use and appropriate measures to satisfactorily mitigate them; and includes appropriate updates to executive management and the Board.

TAX STRATEGY

Our global tax strategy supports our commitment to high standards of corporate governance, transparency, and accountability in the execution of our global business. Our tax strategy and its underlying principles apply to our controlled subsidiaries of The Walt Disney Company and guide the decisions we make relating to corporate tax matters. We incur taxes in the countries where our activities take place and have a zero-tolerance approach to tax evasion and the facilitation of tax evasion. We work proactively and transparently with tax authorities to resolve tax positions that have the potential to result in tax disputes.



Investing in Our People

We invest in the talent development, career mobility, safety, and overall well-being of our people to inspire and empower them to do their best

In This Section

- 23 OVERVIEW
- 24 SUPPORTING OUR EMPLOYEES THROUGH CHANGE
- 24 EMPLOYEE SAFETY, HEALTH & WELL-BEING
- 25 COMPREHENSIVE TOTAL REWARDS
- 26 SPOTLIGHT: INVESTING IN OUR EMPLOYEES' FUTURES
- 27 EMPLOYEE ENGAGEMENT & RECOGNITION
- 28 TALENT DEVELOPMENT

Cast member joyfully demonstrates the magic of Disney at Magic Kingdom in Walt Disney World

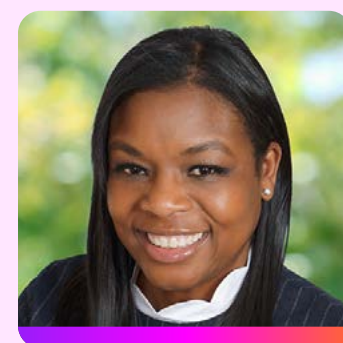
OVERVIEW

Disney is home to some of the most exceptional and dedicated people. We welcome talent of all kinds, from animators to engineers to zookeepers, and many roles in between, and we seek to cultivate an environment where every individual feels supported in exploring their career ambitions. We strive to inspire and care for one another, during good times and bad.

Our approach focuses on attracting, engaging, developing, and rewarding a talented, diverse, and best-in-class team while instilling a culture of integrity, creativity, collaboration, community, and inclusion to promote a positive employee experience.

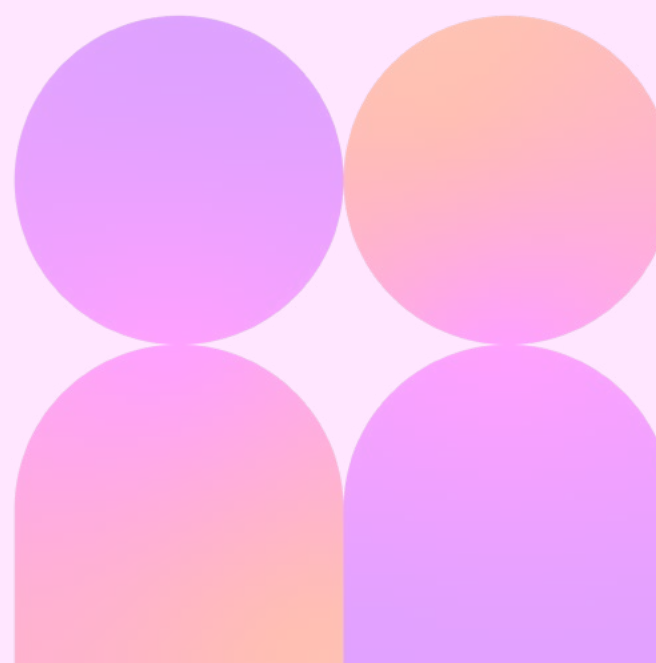
Our Chief Human Resources Officer leads our human capital management and employee experience strategy and reports to our CEO. This role periodically updates our Compensation Committee or full Board of Directors on topics such as workforce equity matters, the company's benefit programs, employee and leader engagement, and talent development, and is supported by a variety of dedicated human resources functions across our businesses, content engines, and regions.

“ Disney is home to a community of passionate, creative, and innovative employees who reach new heights together. We seek to foster an inclusive environment with unparalleled opportunity, where our employees can thrive personally and professionally and unleash their greatest potential. Our exceptional talent paves the way to our success, enabling us to continue sharing heartwarming stories and unforgettable experiences that touch the hearts of millions around the world. ”



Sonia Coleman

Chief Human Resources Officer,
The Walt Disney Company

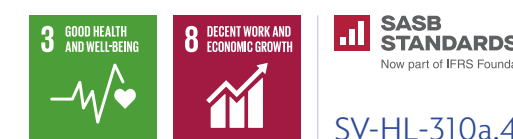


SUPPORTING OUR EMPLOYEES THROUGH CHANGE

Our organization experienced substantial change throughout fiscal 2023 as we streamlined and strategically aligned to refocus on creativity. Whether we're navigating triumphs or challenges, we remain committed to supporting and caring for our employees. Various resources were available to guide employees and leaders with care during this transition, including:

- **Our Redeployment Initiative:** Employees whose roles were impacted by the realignment were able to take part in our new redeployment initiative, which connected employees with transferrable skills to internal recruiters and hiring managers. It also included online career workshops, one-on-one training, and interview prep.
- **Development Offerings:** New virtual workshops were added to our learning platforms, including those on timely topics such as resilience, change management, empathy in leadership, and developing teams.
- **Resources and Guides:** A variety of new resources—including helpful guides containing talking points, FAQs, overviews, and more—were provided to leaders to aid them in guiding their team through the company's transformation. Employees whose roles were impacted by our transformation also received a variety of helpful resources to aid them on next steps. We continued to provide resources like our Employee Assistance Program (EAP) to support emotional well-being.
- **Communication:** An online hub was established where employees could locate resources, trainings, and information about our restructuring to supplement communications from and ongoing access to HR business partners.

EMPLOYEE SAFETY, HEALTH & WELL-BEING



Learn more in our [Data & Frameworks](#) →

We strive to provide a safe, healthy, and respectful work environment where employees have the support they need and the peace of mind they deserve.

Workplace Safety

The safety of our employees is a top priority in the decisions we make. Teams—staffed by professionals such as medical doctors and nurses, professional engineers, certified industrial hygienists, ergonomists, public health and certified food professionals, registered sanitarians, microbiologists, and more—help promote a safe work environment for our employees.

We promote a culture of safety through internal programs and policies, and our Standards of Business Conduct provide the process to report safety concerns and incidents. Employees can report a safety concern in a number of ways, including calling our Global Security Communications Center, an anonymous safety line, or by making a report online through our internal system called The Guideline. In addition, Safety and Wellness Committees in certain areas of our businesses can assist employees in sharing or reporting concerns. We also have global safety appreciation programs to recognize employees for exhibiting outstanding safety behaviors.

Mental Health

Disney works to reduce the stigma related to mental health challenges by breaking down barriers to resources and care. We offer a variety of easy-to-access and innovative programs for employees, cast members, and their families, including access to counselors, mindfulness activities, and various meditation, stress management, and other self-care apps. Our EAP is also available to eligible employees, cast members, and their family/household members, providing support and connecting participants directly to licensed network therapists.

Employee Well-Being

Disney's Center for Living Well (CLW) provides high-quality healthcare and helps our employees, cast members, and their families stay well and get the care they need. Since its opening, the CLW has expanded to now include a pharmacy in Anaheim, California, in addition to locations in Orlando, Florida and Celebration, Florida that offer preventive care, gynecology, obstetrics, vision services, mental health care, and more. The Center for Living Well is open to active employees, cast members, and covered family members enrolled in eligible medical plans.

In 2023, Disney was recognized by the nonprofit Business Group on Health with a Best Employers: Excellence in Health & Well-Being Award for providing comprehensive and innovative benefits for our employees, cast members, and their families.

The same nonprofit also honored Disney with its prestigious 2023 Helen Darling Award for Excellence in Healthcare Value and Innovation for our successful disruption of the traditional fee-for-service healthcare payment model and innovative shift toward value-based care.



COMPREHENSIVE TOTAL REWARDS



SV-HL-310a.3

Learn more in our [Data & Frameworks](#) →

To help attract and retain top talent, Disney offers a competitive total rewards package that includes pay, health and savings benefits, time-off programs, educational opportunities, and more. Together, these rewards make up a comprehensive package that empowers our employees and cast members to live their best lives, grow personally and professionally, and take advantage of the special extras that only Disney can provide such as complimentary theme park admission, a variety of discounts, and access to our streaming services for eligible employees.

Equitable Pay

Disney is committed to fostering a respectful and equitable workplace culture. As part of that focus, we broadened our 2023 adjusted pay ration analysis to include data for bonus and long-term incentive awards, in addition to base pay, for eligible U.S. employees based on gender, race, and ethnicity, controlling for role, experience, and location. Each adjusted pay ratio was 99%+ as of September 2023, across all categories.

We are committed to reporting the adjusted pay ratio for our U.S. employees annually, and will provide an unadjusted median analysis of pay (with no accounting for factors such as role, experience, or location) in March 2024. We are also working toward expanding the gender pay ratio analysis to countries outside the United States.

Wages for Hourly Employees

In 2023, almost all hourly full-time and part-time employees within our U.S. Disney Experiences business earned a base rate of \$17/hour or more, and median hourly earnings were \$19/hour.[†]

Annual Bonus Plan

Disney's Annual Bonus Plan is tied to the company's fiscal-year performance and recognizes the contributions employees make to business results. Generally, eligibility includes our executives, management, and certain professional roles.

Pay Transparency

We recognize the importance of pay transparency to our employees, shareholders, and others, and are committed to helping our employees and cast members understand our pay practices, which we believe supports a culture of understanding and trust.

In 2023, we shared bonus and long-term incentive targets with eligible employees, and we included hiring ranges on U.S. job postings in certain cities and states, as well as remote listings. In support of these efforts, we expanded our educational resources to include training for U.S. leaders to help them understand the factors that influence pay and more easily recognize the value of their overall compensation.

Investing in Our People Through Education

Disney continues to offer education reimbursement to salaried employees who are interested in furthering their careers through professional and technical education related to their current roles. For eligible hourly employees, Disney Aspire pays 100% of tuition up front at a network of learning institutions (learn more on page 26). And to alleviate the financial burden of higher education, we offer a competitive scholarship opportunity to eligible children of Disney employees who are high school seniors or the equivalent through our Disney Scholars program. Scholarships are awarded based on academic achievement, extracurricular activities, community service, and demonstrated leadership.

Employee Benefits

Disney's benefits are unique to each region and are designed to meet the varied and evolving needs of our diverse workforce across businesses and geographies while enabling employees and families to thrive in their daily lives. For example, we provide:

- Healthcare options aimed at improving quality of care while limiting out-of-pocket costs
- Family care resources such as childcare and senior care programs, long-term care coverage, paid family care leave, and a family-building benefit supporting options such as fertility treatments and adoptions
- Free mental health and well-being resources
- Centers for Living Well in the Orlando area that offer convenient, on-demand access to board-certified physicians and counselors
- Retirement and savings programs that help employees adapt to changing needs and unexpected events and drive financial security in the present and the future

In 2023, we continued to focus on the employee experience by: celebrating Global Well-Being Week (first introduced in 2022), a dedicated week for employees around the world to learn and engage in well-being events and activities; introducing a new personalized online Annual Enrollment benefits experience; conducting an equity review of U.S. health and retirement plans; implementing global minimum standards for international medical, life, and disability plans; and reopening the Hyperion Health Club for LA-area employees, which also provided an opportunity to donate exercise equipment to the Los Angeles Unified School District and Burbank Community YMCA.

[†] See footnote 40 on p. 72.



SPOTLIGHT

INVESTING IN OUR EMPLOYEES' FUTURES



Disney Aspire—our education investment and career development program—pays 100% of tuition up front at network schools and is available to more than 95,000 eligible hourly full-time and part-time employees and cast members in the United States. The program celebrated its fifth anniversary in 2023 and continues to evolve to meet the dynamic needs of our diverse employee base and the ever-evolving job landscape.

Disney Aspire continues to set the standard for employer-funded education programs. We publish graduate and mobility data, and we invest in our employees well beyond graduation.

Career Advisors and Events

Disney Aspire continues to prioritize career mobility by providing the tools, resources, and experiences our employees need to succeed in the workforce. In fiscal 2023, Disney Aspire Career Advisors continued to meet both one-on-one and in group settings with students and graduates to help them more confidently navigate their career journeys, whether at Disney or beyond.

Disney Aspire also hosted career events and workshops on professional development skills including networking, resume writing, and interviewing.

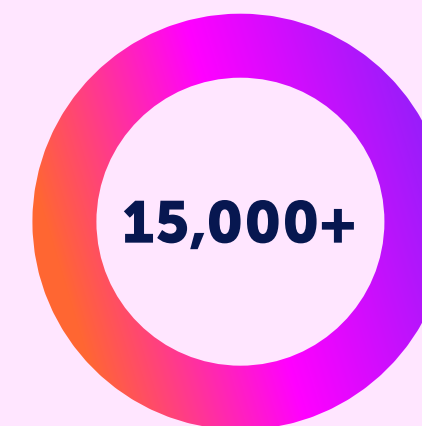
Disney Aspire Advocate Program

A major goal of Disney Aspire is to provide participants with the support they need to succeed in their program and beyond. The Disney Aspire Advocate program brings together program graduates from across the company who have experienced internal career mobility. Advocates help spread the word, showcase Disney Aspire's impact, and provide guidance to those exploring enrollment or currently enrolled in the program.

Disney Aspire Atrium

The Disney Aspire Atrium, an internal digital hub for events, news, and resources for Disney Aspire participants, launched in 2023. The Atrium is a place for prospective and current students and alumni to share stories and access resources designed to aid them in their educational and career journeys.

DISNEY ASPIRE PARTICIPANTS



Employees enrolled as of the end of fiscal 2023



Past and present Disney Aspire participants internally promoted as of the end of fiscal 2023

“ I started my career as a Merchandise Hostess in EPCOT’s beautiful World Showcase and loved every second of it. Flash forward eight years to present day, I am proud to say I am now a Recruiter with Walt Disney World Resort’s Casting Services Center and a Disney Aspire graduate! Disney Aspire provided me the opportunity to go back to school and earn my Master of Science degree in Human Resources and Strategic Management. I use the tools I learned during my program every single day in my role with Casting. I am so lucky to be doing the job I always dreamed of since my very first day with Walt Disney World Resort and I have Disney Aspire to thank! ”



Jeanine Carr
Disney Aspire Graduate and Walt Disney World Resort Cast Member

EMPLOYEE ENGAGEMENT & RECOGNITION

Connecting employees to our brand and vision enables us to drive an exceptional employee experience. We are committed to hearing from employees across the enterprise and we actively listen to and learn from them, share their stories, and incorporate their ideas and feedback into our activities, policies, and processes. Results from employee engagement activities are regularly shared with senior leadership and the Board and are used to inform initiatives to enhance the employee experience and employee well-being. In fiscal 2023, employees from a variety of businesses across the enterprise were surveyed at different points in time, providing an opportunity to contribute their thoughts and opinions. We continue to evolve our approach to gathering employee input effectively and meaningfully.

Celebrating and Uplifting Our Employees

SERVICE CELEBRATIONS

Disney is steeped in long-standing traditions, one of which includes recognizing employees, cast members, crew members, and Imagineers for their years of service with Service Celebration events. These celebrations are held around the globe throughout the year to recognize those who have reached milestone anniversaries. Whether taking place in a theme park or another special venue, these uniquely Disney experiences create an unforgettable night celebrating our employees while making them feel appreciated, recognized, and valued.



RECOGNIZING EACH OTHER

Outstanding work by our employees is recognized in several ways. RecognizeNow! is a worldwide digital platform for our employees that enables them to send notes of appreciation, recognition, and gratitude quickly and easily to one another. We also offer CelebrateNow!, a similar platform that enables our employees to celebrate life's most important moments with one another by sending an array of e-cards for milestones such as holidays, birthdays, anniversaries, and more. In 2023, a million combined notes of appreciation and e-cards were sent through these two platforms.

In addition, the Cast Compliment feature in the My Disney Experience and Disneyland Resort mobile apps invites guests visiting Walt Disney World Resort and Disneyland Resort to submit a digital recognition to cast members who made their visit memorable. In 2023, over 800,000 employee compliments were shared by guests.

DISNEY ENVIRONMENTAL CHAMPION AWARD

We started our Disney Environmental Champion Award in 2015 as a way to recognize environmentally minded cast members, crew members, Disney Imagineers, and other Disney employees. This awards program recognizes outstanding recipients (individuals or teams) at each Disney Experiences site, and selection criteria are based on delivering measurable results toward our environmental goals. Award recipients receive a trophy made from sustainable materials, and a grant of \$2,500 is made to a nonprofit conservation organization on behalf of the winners through the Disney Conservation Fund. For example, the Avengers Campus Food and Beverage team won the 2023 Disneyland Resort Environmental Team of the Year award for implementing the option for guests to use reusable utensils.

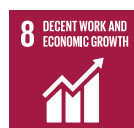


BURNY MATTINSON RECEIVES 70-YEAR MILESTONE SERVICE AWARD

After graduating high school, Burnett “Burny” Mattinson handed his portfolio to a Disney security guard. Impressed, the guard called the head of personnel, who immediately hired him for his first job, beginning in the mailroom.

Burny quickly caught the attention of animators and he soon became an Assistant Animator on *Sleeping Beauty* (1959), where he worked on the character Maleficent. From there, he worked on more than 40 different projects as a storyboard artist, animator, film director, and producer at Walt Disney Animation Studios until his final project in 2023. Burny was set to receive recognition for his 70 years of service at Disney, but sadly passed away before the ceremony. His family was presented with a one-of-a-kind service award in his honor.

TALENT DEVELOPMENT



Learn more in our [Data & Frameworks](#) →

We are committed to the ongoing development of our workforce, offering an array of learning and development opportunities that enable our employees to make the most of their careers at Disney, regardless of their unique aspirations.

Onboarding New Talent

U.S.-based new hires attend Disney Beginnings, a virtual and live orientation experience that focuses on our history and mission, strategic priorities, global structure, and brand stewardship. In 2023, we expanded the program to provide customizable onboarding for new hires in Canada and the Europe, Middle East & Africa (EMEA) region. Following Disney Beginnings, new hires attend the Disney Beginnings Expo, an onboarding event to connect them with the extensive benefits, resources, and only-at-Disney perks available to them. This includes information on our wellness benefits, commuter assistance program, Disney VoluntEARS, Business Employee Resource Groups, complimentary theme park admission, and more. Some segments also provide business-specific orientation, such as Disney Experience's Traditions for cast members, crew members, and Disney Imagineers.

Employee Learning Platforms

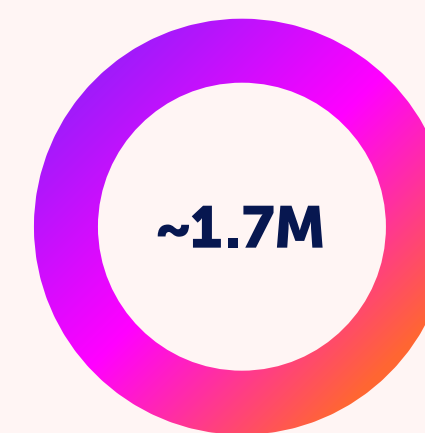
We support the growth and development of our employees and cast members through online and in-person learning platforms. Our programs are designed to support our people both personally and professionally, regardless of where they are in their careers.

D LEARN

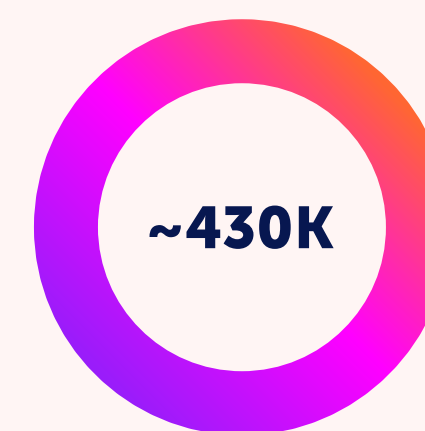
D Learn is the primary digital learning platform for Disney employees around the globe, where they can complete both required training (e.g., Standards of Business Conduct) and optional learning opportunities. Offerings include self-directed and instructor-led training, as well as in-person courses.

Through the D Learn platform, employees also have access to learning platforms such as Harvard Spark and Harvard ManageMentor, with content and experiences tailored to each employee's unique interests and preferences.

EMPLOYEE LEARNING THROUGH TOP PLATFORMS



Times self-directed offerings were consumed through D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge in fiscal 2023



Times instructor-led offerings were taken through D Learn in fiscal 2023

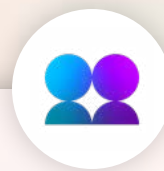
Leadership Development

Disney IGNITE is a virtual learning experience for senior managers, directors, and vice presidents, designed to empower participants to lead with care and a people-first mindset. Leaders in the Asia Pacific (APAC) region and India participated in IGNITE in 2023, and IGNITE alumni events were held to share challenges, ideas, and experiences.

Newly hired and promoted senior managers, directors, and vice presidents are also now offered a six-month personalized executive coaching engagement through BetterUp.

Additionally, we have continued our Disney Leadership Essentials (DLE) experience. DLE helps entry-level leaders better coach and develop their teams. In 2023, leaders across the U.S., EMEA, APAC, India, and the Latin America regions completed the virtual course, with 99% of participants stating that they took action as a result of what they learned in DLE. These reported actions included approaching new challenges with a growth mindset, adjusting their leadership style to best support their direct reports, and delegating tasks or projects for a direct report's development. After completing DLE, a participant said, "Thank you for continuing to discuss the hard issues facing leaders and for allowing us to have a space to meet and work with our peers across the company."

We continued our mentoring programs as well, seeing a 23% increase in enrollment and a 63% increase in mentoring hours from fiscal 2022 numbers.



Diversity, Equity & Inclusion

We foster a culture of belonging that enables our workforce to deliver stories, experiences, and products that reflect, and resonate with, global audiences

In This Section

- 30 OVERVIEW
- 31 PEOPLE
- 33 CULTURE
- 34 CONTENT
- 37 SPOTLIGHT: MICKEY'S TOONTOWN
AT DISNEYLAND RESORT REIMAGINED
WITH ACCESSIBILITY IN MIND
- 38 COMMUNITY
- 39 TRANSPARENCY & ACCOUNTABILITY

Released in 2023, the live-action *The Little Mermaid* reimagines the beloved story of Ariel, a curious mermaid who longs to experience life on land and finds herself on an unexpected journey of self-discovery. Now available on Disney+

OVERVIEW

Disney has a long legacy of creating authentic and unforgettable stories, characters, experiences, and products that capture the imagination of global audiences.

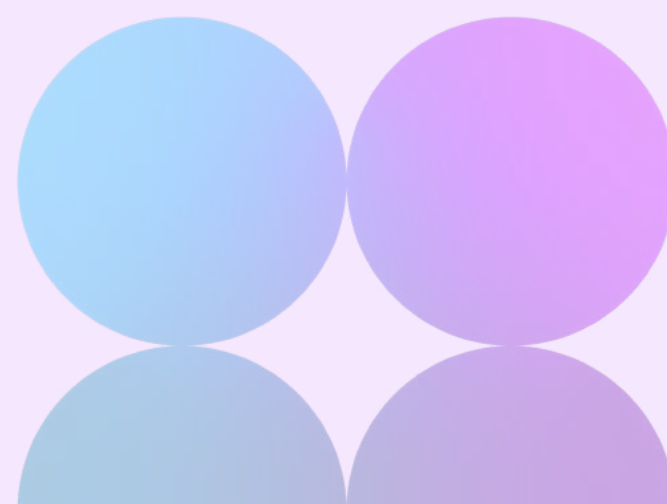
We are committed to attracting, retaining, and developing a workforce that reflects the world's rich diversity of experiences, backgrounds, and perspectives. This is important to our business and our mission of entertaining and inspiring families from all walks of life. Disney has also prided itself on our ability to make a positive contribution to communities across the United States and around the world. We recognize we cannot achieve this without fostering a culture of inclusivity and belonging. To that end, we have long been focused on creating a welcoming and respectful workplace for our employees, providing unparalleled entertainment experiences, and collaborating with community organizations to make our industry more accessible, especially for the next generation of storytellers. These efforts are described in the following sections reflecting our diversity, equity, and inclusion focus areas:



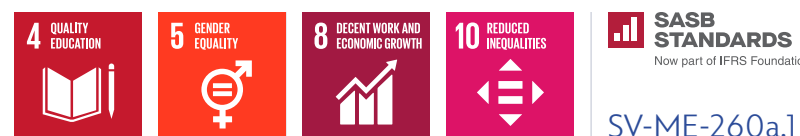
“ Across Disney, we recognize that a culture of inclusivity and belonging—where all voices are heard and where individuals from all backgrounds have opportunities to thrive—fosters an environment where innovation flourishes because of our collective strengths. This enables Disney to optimally entertain and create products, experiences, and stories that reflect, and resonate with, people around the world. ”



Tinisha Agramonte
Senior Vice President and Chief Diversity Officer,
The Walt Disney Company



PEOPLE



SV-ME-260a.1

Learn more in our [Data & Frameworks](#) →

Our Objective

To engage, develop, and retain a diverse leadership and workforce that reflects the experiences of our customers and guests, who come from every community across the country and around the world



Amplifying Diverse Tech Talent

In 2023, Disney Entertainment and ESPN Technology hosted its third cohort of CODE:Rosie, an in-house development program that aims to amplify gender diversity in technology, providing women at Disney the opportunity to develop skills and explore career development opportunities. Through our collaboration with Out in Tech, we also support opportunities for LGBTQIA+ tech leaders to advance their careers. And in fiscal 2023, Disney also participated in AfroTech, a gathering of Black and African American technologists and prospective talent.



Elevating Our Everyday Heroes

We have a long track record of respect and appreciation for the U.S. Armed Services. We recognize the commitment and dedication of military service and value the critical thinking, collaboration, and leadership skills the military instills. We are honored to support active U.S. military, veterans, and their families in many ways across our company.

For example, through our Heroes Work Here program, we have hired more than 13,000 veterans through the end of fiscal 2023. Launched in 2012, the innovative program is committed to hiring, training, and providing transitional resources to U.S. military veterans and military spouses while elevating awareness of their significant contributions as civilian employees.

In addition, the continued success of the Disney Military Fellowship program, in collaboration with the U.S. Chamber of Commerce Hiring Our Heroes Corporate Fellowship Program, supported 62 fellows and led to 31 hires since the inception of the program in 2016.

Disney also launched its participation with the Department of Defense Military Spouse Employment Partnership in 2023, connecting people to employers committed to hiring and retaining military spouses.

We believe that when our workforce reflects the rich diversity of guests and customers, we can better and more authentically serve our audience. As an equal opportunity employer, applicants are considered for employment without regard to race, color, religion, sex, national origin, sexual orientation, gender identity, disability, protected veteran status, or other protected categories.

We take a meaningful and measurable approach to expanding our pipeline of talent and strive to follow industry best practices, including marketing roles on platforms that reach potential candidates from a wide range of sources. We offer optional training to support leaders in identifying, attracting, and engaging a multifaceted talent pool. And we foster accessible workplaces and strive to recruit, train, and integrate employees with disabilities in alignment with industry best practices. To attract and retain talent across the company, we also invest in talent development programs across the enterprise, including initiatives such as the Black Talent Network, Heroes Work Here, Women's Talent Network, and Disney Aspire.

We are proud of the progress we have made to date in creating a truly representative team at all levels of the company.



Expanding Reach to Broader Communities



Disney relies on partnerships with various academic institutions to enhance development opportunities for students and enable a diverse talent pipeline. The students at our partner institutions, as a whole, reflect the diversity of experience we seek in our leadership and workforce.

For example, Disney on the Yard helps to build a long-term pipeline of Black talent, expand access to opportunities for students from Historically Black Colleges and Universities (HBCUs) within the entertainment industry, and build a community for HBCU alumni across the company. Through its Innovation Challenge, students pitch their innovative ideas, receive mentorship, and can win scholarships (shown above). In 2023, Walt Disney World Resort hosted the HBCU Week Foundation's largest HBCU Week event to date, with thousands of high school students attending, as well as HBCU representatives and corporate sponsors.



Disney was honored to host another Out & Equal Workplace Summit to support LGBTQIA+ workplace equity. This year's summit brought together influential thought leaders, global subject matter experts, Fortune 500 executives, and more.



Alongside the release of *Black Panther: Wakanda Forever*, Disney launched an apprenticeship program in collaboration with our Black Business Employee Resource Group from Brazil, Coletivo T'Challa. The program is designed to further expand access to employment opportunities, foster diverse leadership, and increase awareness of Disney as an employer.

Learn more:

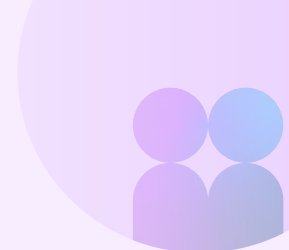
CULTURE



Learn more in our [Data & Frameworks](#) →

Our Objective

To create a culture of inclusivity and belonging



Across Disney, we encourage curiosity, collaboration, and creativity from everyone. We strive to build supportive environments that inspire optimism and drive innovation, and we work to create a culture that is inclusive and respectful of all.



Employee-Led Groups

In fiscal 2023, Disney supported employee affinity groups and more than 100 Business Employee Resource Groups, through which employees can network with peers, participate in outreach and mentorship opportunities, and build new skills and leadership capabilities to help develop their careers.



Heritage & Identity Celebrations

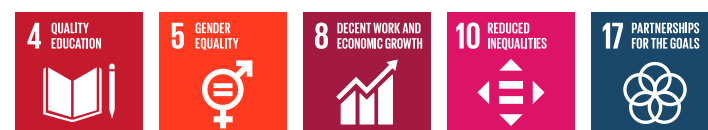
We continued to expand our celebration of affinity months and cultural moments. For example, during Black History Month, we launched the Buy Black Challenge to increase awareness of opportunities to address the underinvestment in Black-owned businesses. In Asian American and Pacific Islander Heritage Month, we organized a series of events and panels, including a signature panel with Asian American and Pacific Islander leaders, to provide immersive experiences for our guests and cast members. In May 2023, we honored Hispanic and Latino storytelling with a special event on Capitol Hill (shown above), in collaboration with the Hispanic Heritage Foundation. The celebration was marked by bipartisan participation. And Pride Month was commemorated with Disneyland After Dark's inaugural Pride Nite, a celebration of the LGBTQIA+ community and allies, featuring themed entertainment, Disney characters, unique photo opportunities, specialty menu items, and exclusive event merchandise.



Elevating Disability & Accessibility

We celebrated Disability Pride Month through internal events that addressed topics such as deaf storytelling, innovative captioning, and anxiety in the workplace, as well as through external stories. For example, National Geographic's *Home in the Wild* featured Wesley Baird, a 4-year-old who lives with FOXG1 Syndrome, a rare and debilitating neurological and developmental disorder. And an ABC News *Nightline* segment highlighted the importance of American Sign Language (shown above).

CONTENT



Learn more in our [Data & Frameworks](#) →

As the world's premier entertainment company, Disney champions storytelling that reflects the world around us and helps develop meaningful connections with our audience.

Content Reflecting the World Around Us

We collaborate with the world's best filmmakers and creative talent to engage individuals, families, and communities with compelling, authentic, and accessible content that captivates families around the world.

Across the film and television industry, studios and organizations like the British Film Institute and the Academy of Motion Picture Arts and Sciences have adopted policies, practices, and standards to broaden access and representation. We have and are continuing to develop guidelines that address these evolving industry practices.

While there are countless examples of content that reflects the diversity of the world around us, some well-known, recent projects include:

- Marvel's *Black Panther: Wakanda Forever* now streaming on Disney+
- Marvel's *Moon Girl* and *Devil Dinosaur* on Disney+
- Searchlight's *Flamin' Hot* on Disney+ and Hulu
- Disney Live Action's *The Little Mermaid* now streaming on Disney+
- ABC Signature and National Geographic's *A Small Light* on Disney+
- Lucasfilm's *Ahsoka* on Disney+
- Disney and Pixar's *Elemental* now streaming on Disney+
- Onyx Collective's *Unprisoned* on Hulu
- 20th Television and Hulu's *Only Murders in the Building*
- Disney Junior's *Pupstruction* on Disney+
- Disney Experiences' *Tiana's Palace*
- ESPN's *E60: The Survivor*



Expanding Access to Opportunities Behind the Camera



Disney Entertainment's Creative Talent Development & Inclusion team provides access to opportunities to emerging talent from underrepresented communities through professional development programs for directors, writers, production assistants, crew members, and more.



Disney Launchpad: Shorts Incubator serves as an entry point for emerging filmmakers with underrepresented backgrounds, including writers and directors. Six shorts premiered on Disney+ and were screened at Oscar-qualifying film festivals across North America, winning two awards. Seasons 1 and 2 were both nominated for NAACP Image Awards.



Star Imagine UK, a new short film incubator program that Disney supports in collaboration with The National Film and Television School, grants teams from underrepresented backgrounds £25,000 to develop their uniquely personal stories. The Film Independent Imaginar Producers Residency is another new program made possible by Disney and Searchlight Pictures in collaboration with the National Association of Latino Independent Producers. The residency supports Hispanic and Latino independent producers with a \$50,000 grant, professional coaching, mentorship, project development support from industry professionals, and access to creative workplaces.



Disney's support of Exceptional Minds continued in fiscal 2023. The funding enabled Exceptional Minds to continue to implement an innovative curriculum that teaches young, neurodivergent adults the technical and professional skills needed for post-production careers in animation, visual effects, 3D gaming, and related fields.



Accessible Content

We are committed to increasing the accessibility of our content for our audiences. We offer a range of tools and accessibility features across our streaming platforms and networks, and other platforms where our content is shared. Features vary by platform and may include tools such as audio descriptions, closed captioning, keyboard navigation, and interoperability with popular screen readers.

The Disney+ series *Obi-Wan Kenobi* was awarded the Audio Description People's Choice Award at the American Council of the Blind's (ACB) annual Audio Description Awards Gala in November 2022. That was the first year that the ACB introduced the People's Choice Award, which celebrates the inclusion of audio description in all forms of media entertainment.

Working with KultureCity, a nonprofit organization creating inclusive and safe spaces for those with invisible disabilities, we have created an approach for sensory-inclusive movie screenings. These include trained staff, expedited check-in, reduced seating capacity, dimmed lighting, lowered sound, and sensory bags with items like noise-canceling headphones. Since piloting this program in the summer of 2022, theatrical releases at the El Capitan Theater in Los Angeles (shown left) have offered at least one sensory-inclusive screening during their theatrical run.

In Argentina, we offered relaxed screenings of Disney's *The Little Mermaid* and Disney and Pixar's *Elemental*, providing a welcoming and inclusive environment for our guests, including those who are neurodivergent, Deaf, or hearing-impaired.

Accessible Experiences & Products

We want guests to have the opportunity to enjoy our magical experiences and performances and to create memories that last a lifetime. Our theme parks offer guests with disabilities various tools and service options. These include audio descriptions and Braille, tactile, and large-print maps and guides for guests with visual or cognitive disabilities; assistive listening, captioning, and sign language interpretation at select shows for guests; and more. Each park shares accessibility information on their site-specific website.

As examples of our efforts, through its MagicALL accessibility program, Shanghai Disney Resort strives to provide accessible infrastructure and services for guests and employees and serves as a showcase for the broader community. The program has been credited by both the Shanghai and national-level legislatures for influencing both the city's and then the country's first accessibility legislation, both enacted in 2023. The resort continues to enhance its accessibility program, and recently became the first tourism destination in China to begin leveraging assistive technologies on its owned social and web-based media platforms to enhance the user experience for persons who may require additional support, including registering, logging in, and navigating key information pages and content.

Additionally, in 2023, Hong Kong Disneyland's Halloween theater musical show, *Let's Get Wicked!*, fully integrated sign language into the body movements of performers, who were trained by the Arts With the Disabled Association Hong Kong.

And a reimagined Mickey's Toontown at Disneyland Resort opened with accessibility in mind for families and visitors of all abilities. Read more in our spotlight on page [37](#).

A relaxed performance of *Disney 100 in Concert* was held at Teatro Colón in Argentina, providing an inclusive environment to be enjoyed by our guests—including guests who are neurodivergent, sensory hypersensitive, and/or experience social communication challenges.

In addition, *Disney on Ice: 100 Years of Wonder* offered a relaxation and regulation area with sensory kits available for guests, including those who are neurodivergent and/or sensory hypersensitive.

Disney Consumer Products also strives to offer products and experiences that can be enjoyed by people with a variety of needs, including sensory-friendly costumes, adaptive costumes, and adaptive wraps that transform wheelchairs with Disney theming.

SPOTLIGHT**MICKEY'S TOONTOWN AT DISNEYLAND RESORT REIMAGINED WITH ACCESSIBILITY IN MIND**

The day Disneyland Park opened in 1955, Walt Disney shared his vision for a playful, creative environment that would continue to grow and evolve. “Disneyland will never be completed,” he said, “as long as there is imagination left in the world.”

In keeping with this idea, in 2023, the team reopened Mickey’s Toontown at Disneyland Park in Anaheim, California, reimagined with accessibility in mind. The newly redesigned land features physical changes to make it easier for those with mobility challenges to navigate the space, as well as expanded Disability representation in the land’s approachable sensory and interactive elements, and storytelling that celebrates our differing abilities.

“Reinvigorating Mickey’s Toontown gave us a chance to dream big on behalf of our youngest guests,” said Ryan Wineinger-Schattl, Senior Creative Director at Walt Disney Imagineering. “The most important thing we could give children and families is an inspiring place to play.”

**Welcoming the Disability Community**

When Walt Disney Imagineering began planning Mickey’s Toontown redesign, they sought input from cast members with disabilities, welcoming their ideas to create many opportunities to play. They also talked with the Disneyland Resort Accessibility team and cast members in ENABLED, a Disney Business Employee Resource Group that promotes respect, equality, and appreciation of People with Disabilities.

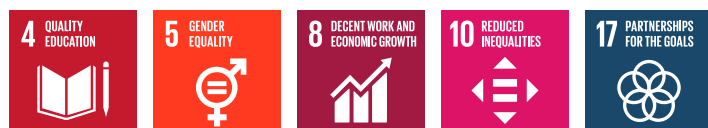
**Designing a New Attraction**

The desire to make the Mickey & Minnie’s Runaway Railway experience inclusive for guests with various types of disabilities was purposeful. Guests can enjoy an audio description of the highly themed queue, a dedicated guest with disabilities load and unload station to allow for extra time, and services during the attraction, including handheld captions and audio description.

**Enhancing the Physical Space**

Creating a more accessible play experience was top of mind for Disney Imagineers. The physical changes to Mickey’s Toontown at Disneyland Resort included removing nearly all curbs, adding new sensory experiences at Goofy’s How-to-Play Yard, incorporating Braille into the tree roots at CenTOONial Park, and creating open green areas to allow children to play in the grass or unwind on the lawn.

COMMUNITY



Learn more in our [Data & Frameworks](#) →

Our Objective

To spend at least \$1 billion annually with diverse suppliers by the end of fiscal 2024†

Supplier Diversity

We believe that including diverse suppliers in our sourcing process provides a meaningful opportunity to seek innovative and high-quality business solutions, while also supporting jobs.

In fiscal 2023, we achieved our goal—a year early—to spend \$1 billion annually with diverse suppliers. We will continue to grow our diverse supplier spend, include diverse suppliers in our supply chain, and have an economic impact.

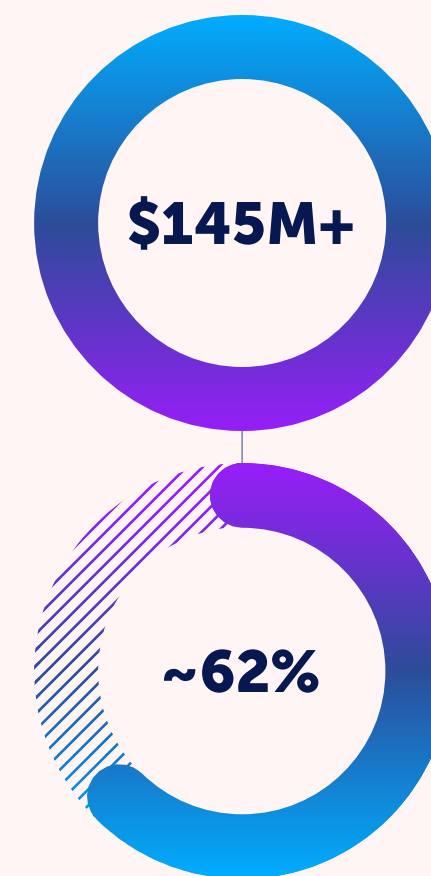
Learn more in our Supply Chain section:

Our Objective

To direct more than 50% of our annual charitable giving to programs serving underrepresented communities††

Through financial contributions, collaboration with nonprofit organizations, and in-kind donations, Disney brings positive, meaningful, and measurable impact to our communities around the world. Guided by our [Charitable Giving Guidelines](#), we focus on investments that align to our sustainability and social impact focus areas; leverage our unique resources, skills, talents, and expertise; and address pressing community needs. This helps advance authentic representation in media and entertainment; drive economic opportunity, access, and equity in the communities in which we operate; create inclusive and respectful entertainment experiences; and empower future generations of storytellers and innovators.

In fiscal 2023, more than \$145 million (~62%) of our total charitable giving of more than \$235 million was directed to programs that support Asian American and Pacific Islander, Black and African American, Hispanic and Latino, Native American and Indigenous, multicultural, women, veterans, People with Disabilities, and LGBTQIA+ communities.



Of total charitable giving was invested in programs that serve underrepresented communities

Access additional information on our philanthropy:

[Charitable Giving](#) ↗

[Social Impact](#) →

Participant from Special Olympics Jamaica won gold for the 50m dash at the 2023 Special Olympics World Games in Berlin

† See footnote 51 on p. 72.

†† See footnote 33 on p. 72.

COMMUNITY (continued)

Building the Next Generation of Leaders

In 2023, Disney Australia & New Zealand helped expand the next generation of leaders through MINUS 18's Young Leaders Program. The program is designed to build the skills, confidence, and social connection of LGBTQIA+ youth by increasing their work readiness and connection to future job opportunities.

And in the U.S. and Europe we continued our support for Public Policy New Voices, which connects, supports, and empowers a new generation of leaders in public policy. Conceived and launched by Disney in 2021, this dynamic yearlong fellowship program provides participants with opportunities to build their capacity through virtual and in-person meetings, peer learning, mentorship, networking, and internship opportunities.

Celebrating Neurodivergent Talent

Disney UK & Ireland joined with Bridge06, Hot Coals Productions, and ITV for ABOUT TIME!, an event celebrating deaf, disabled, and neurodivergent talent at BAFTA. ABOUT TIME! challenged the lack of representation and opportunity for talented actors with disabilities working in British creative industries and asked attendees to commit to take action toward systemic change within the industry.



CELEBRATING WITH OUR COMMUNITIES

As part of our Disney Future Storytellers commitment, we celebrated the theatrical release of Marvel Studios' *Black Panther: Wakanda Forever* with \$1 million in grants to nonprofits in our communities working to reduce the gender gap in technology and encourage underrepresented youth to pursue creative and technological careers. These included:

- Working with Women Who Code for a live panel Q&A with female creatives from Industrial Light & Magic's Sydney team to inspire youth to pursue careers in the arts, media, and technology.
- Marvel Studios supporting the development of Technicians: The David Sainsbury Gallery at the Science Museum in London. This free, interactive gallery for 11- to 16-year-olds is the

world's first gallery dedicated to technicians. Disney's financial support also enabled students from underrepresented local communities to visit the Technicians Gallery.

- Supporting Chicas en Tecnología's Potencia tu Futuro ("Power your future"), which offered young women aged 16 to 21 scholarships in full-stack programming, inviting them to be part of the next generation of women in technology.
- Launching scholarships for 100 young Black and Indigenous Brazilian teens through the nonprofit Pretalab.

Learn more about Disney Future Storytellers:

[Social Impact](#) →

TRANSPARENCY & ACCOUNTABILITY



SV-ME-260a.1; TC-IM-330a.3; SV-HL-310a.4

Learn more in our [Data & Frameworks](#) →

Across Disney, we strive to build supportive work environments that drive innovation and reinforce a culture in which all employees feel welcome, respected, and valued. Transparency and accountability are an important part of this commitment, and in 2022, the company launched a new Pay Ratio Disclosure dashboard. In the United States in fiscal 2023, the company reported 99%+ adjusted pay ratios across gender, race, and ethnicity. More information is available in our 2023 Pay Ratio Dashboard, Workforce Representation Dashboard, Content Representation Dashboard, and 2022 EEO-1 report.

Learn more:

Our Chief Diversity Officer leads the company's strategic diversity, equity, and inclusion initiatives in collaboration with businesses and leaders across the company, and transparency and accountability help us build trust with our stakeholders and encourage continued progress.

All U.S.-based employees are covered by our Equal Employment Opportunity Policy, Prohibition of Harassment Policy, and our Speak Up Policy, which encourages employees who observe or suspect misconduct to speak up to provide the company with the opportunity to address the issue. Employees outside the U.S. are covered by policies reflecting these principles but tailored to their specific region.



Environmental Sustainability

We take meaningful and measurable action to support a healthier planet for people and wildlife

In This Section

- 41 OVERVIEW
- 42 EMISSIONS
- 46 WATER
- 47 WASTE
- 48 MATERIALS
- 48 SUSTAINABLE DESIGN
- 50 NATURE
- 53 SPOTLIGHT: DISNEY'S ANIMAL KINGDOM CELEBRATES 25 YEARS OF CONSERVATION AND INSPIRATION

Tree of Life at Disney's Animal Kingdom

OVERVIEW

Disney is committed to taking meaningful and measurable action to support a healthier planet for people and wildlife. We are focused on putting possibility into practice and inspiring optimism for a brighter, cleaner, and more environmentally sustainable future, a commitment we call Disney Planet Possible.

Our commitment to environmental sustainability goes back to our company's founding. As Walt Disney himself said, "Conservation isn't just the business of a few people; it's a matter that concerns all of us." Our environmental commitments, summarized in this report and detailed in our [2030 Environmental Goals White Paper](#)[†], represent some of the ways we are helping to build on that legacy.

Our Environmental Sustainability function oversees progress toward our 2030 environmental goals and our nature-related work and reports to our Global Public Policy function. Our Board's Governance and Nominating Committee has formal oversight of environmental, social, and governance programs and reporting, including with respect to environmental and sustainability policies and initiatives related to climate change impacts. Leadership provides updates on these and other ESG topics to the committee at least annually.

[†] Our target date for achieving environmental goals is by the end of the applicable fiscal year. Our environmental goal-setting process adapts to changes in our businesses and in relevant protocols that we follow.

Environmental Collaborations & Memberships



Learn more in our [Data & Frameworks](#) →

We participate in several initiatives and organizations to support actions consistent with the Paris Climate Agreement and other environmental and conservation ambitions. These groups include, but are not limited to:

- Association of Zoos and Aquariums
- Business Alliance to Scale Climate Solutions
- Business for Social Responsibility
- Ceres Company Network
- Clean Energy Buyers Association
- Conservation Measures Partnership
- Corporate Eco Forum
- Cruise Lines International Association
- DIMPACT
- International Union for Conservation of Nature
- Monterey Bay Aquarium Seafood Watch
- Sustainable Aviation Buyers Alliance
- Sustainable Fisheries Partnerships
- Sustainable Packaging Coalition
- Sustainable Production Alliance
- Textile Exchange
- U.S. Green Building Council
- World Association of Zoos and Aquariums
- World Resources Institute's Corporate Consultative Group and Aqueduct Alliance

Journey of Water, Inspired by Moana at EPCOT



EMISSIONS



TR-CL-110a.2

Learn more in our [Data & Frameworks](#) →

2030 Emissions Goals[†]



EMISSIONS FROM OUR DIRECT OPERATIONS (SCOPE 1 & 2)

- Reduce absolute emissions from direct operations (Scope 1 & 2) by 46.2%, against a fiscal 2019 baseline
- Achieve net zero emissions for direct operations^{††}
- Purchase or produce 100% zero carbon electricity
- Invest in natural climate solutions

EMISSIONS FROM OUR VALUE CHAIN (SCOPE 3)

- Reduce Scope 3 emissions through absolute reduction and supplier and licensee engagement:
 - Reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, and franchises, by a minimum of 27.5% against a fiscal 2019 baseline
 - Commit that 20% of our suppliers, measured by emissions covering purchased goods and services, will have science-based targets by 2027
 - Commit that 72% of our licensees, measured by emissions covering franchises, will have science-based targets by 2027

Disney has had a long-term goal to achieve net zero greenhouse gas (GHG) emissions from our direct operations (Scope 1 and 2) since 2009, and we remain committed to this ambition. In alignment with the Intergovernmental Panel on Climate Change and the Paris Climate Agreement, we have now also set quantitative and timebound absolute reduction goals for emissions from our direct operations (Scope 1 and 2), and absolute reduction and supplier and licensee engagement goals for emissions from our value chain (Scope 3). In calendar 2023, these goals were validated by the Science Based Targets Initiative (SBTi).

Emissions from our direct operations come primarily from energy use in our parks and resorts, major corporate campuses, and from fuel used by our cruise ships. Emissions in our value chain come from a wide range of sources, including manufacturing of consumer products, production of media content, and food and beverage operations.

Like most companies setting aspirational Scope 3 targets, these are challenging goals, and success depends on several external factors. These include actions by our suppliers to reduce their emissions, global economy-wide transitions to cleaner fuels, availability of economically feasible solutions at scale, and consumer behavioral changes. Industry collaboration is key to addressing some of these challenges.

Net Zero Emissions for Direct Operations

We are working to reduce emissions from direct operations through a reduction hierarchy that includes: designing our built environment to reduce or avoid emissions; promoting energy efficiency in our buildings and fuel efficiency for ships and fleet vehicles; replacing carbon intensive fuel sources with lower carbon alternatives; electrifying buildings and transportation; and expanding our use of renewable electricity. To reach net zero, we will also invest in high-quality carbon credits that help us address the emissions gap remaining after we have pursued the above-mentioned levers.

[†] Our environmental goal-setting process adapts to changes in our businesses and in relevant protocols that we follow. For emissions, we measure actual emissions and forecast future emissions based on information available on our business plans, secular changes, projects, process changes, and other factors. We expect to follow SBTi methodology recommendations that companies check the validity of their target projections annually, and at a minimum, reassess targets every five years.

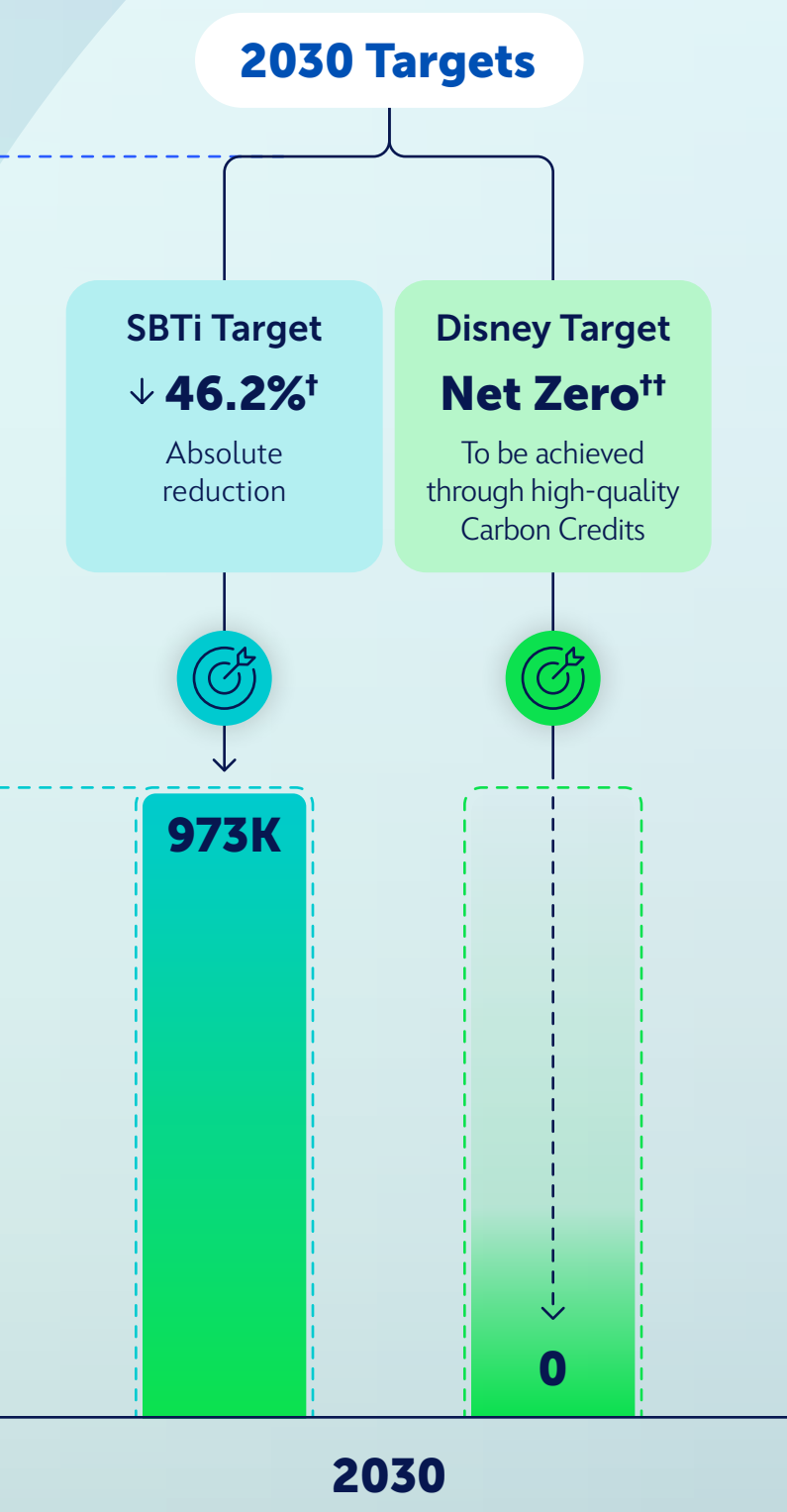
^{††} See footnote 6 on p. 21.

Pathway to Net Zero Emissions for Direct Operations (Scope 1 & 2)



SCIENCE BASED TARGETS INITIATIVE (SBTi) TARGET OF 46.2% ABSOLUTE REDUCTION† FOR DIRECT OPERATIONS (SCOPE 1 & 2) BY 2030 EXPECTED TO BE ACHIEVED THROUGH FIVE KEY LEVERS:

- DESIGNING SUSTAINABLY**
 We set a goal for newly approved projects to be designed to “near net zero” emissions and have established a detailed Sustainable Design standard
- PURSuing ENERGY EFFICIENCY**
 We continue to explore the use of energy efficient technologies for our buildings and attractions and fuel efficiency measures for our vehicles and cruise ships
- USING LOWER CARBON FUELS**
 We continue to explore the use of lower carbon fuels for cruise ships, vehicles, and mobile generators
- ACTIVELY ELECTRIFYING**
 We continue to explore the use of battery electric generators for our film productions, electric vehicles for our fleets, and electric kitchens in our buildings and cruise ships
- EXPANDING RENEWABLE ELECTRICITY**
 We continue to grow our portfolio of on-site renewable electricity projects and pursue utility green power programs and direct and virtual power purchase agreements



† Our environmental goal setting process adapts to changes in our businesses and in relevant protocols that we follow. For emissions, we measure actual emissions and forecast future emissions based on information available on our business plans, secular changes, projects, process changes, and other factors. We expect to follow SBTi methodology recommendations that companies check the validity of their target projections annually, and at a minimum, reassess targets every five years.

†† See footnote 6 on p. 71.

Examples of Using Our Five Key Levers to Work Toward Our 2030 Emissions Target for Direct Operations (Scope 1 & 2)



DESIGNING SUSTAINABLY ACROSS OUR BUILDING PORTFOLIO

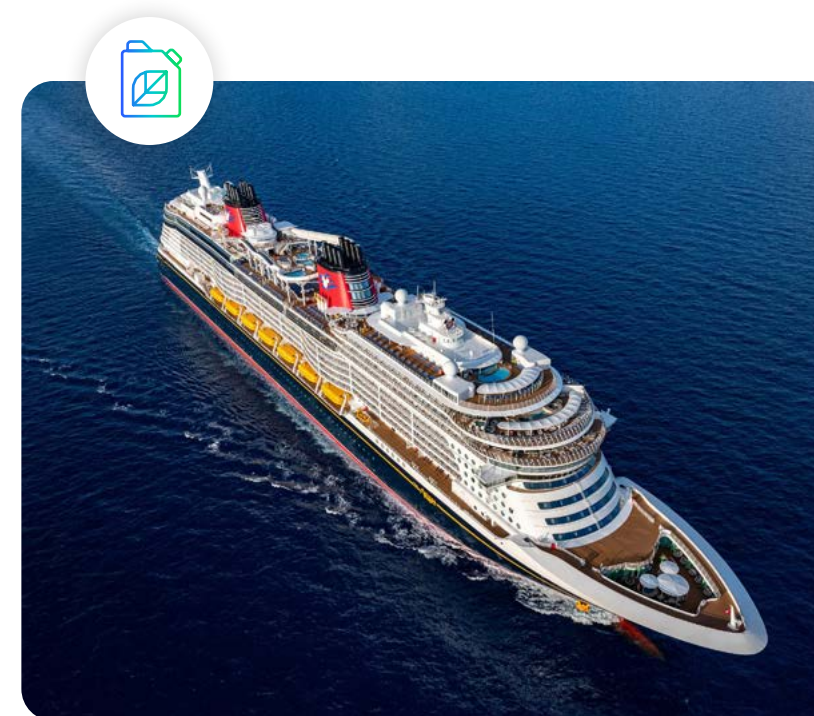
For new developments, we embed sustainable design in the capital review process and evaluate and include efficiency measures when projects begin. As an example, the DisneylandForward project that is currently going through the public planning process in Anaheim, California (rendering shown above†) will follow our sustainable design process, if approved.

Learn more:



PURSUING ENERGY EFFICIENCY AT DISNEY PARKS AND RESORTS

In addition to site-specific investments in energy and fuel efficiency, we have established a dedicated Energy Efficiency Fund (the “Fund”) that makes significant funding available for our businesses to undertake new energy efficiency reduction projects. For example, in 2023, the Fund supported retrofitting water pumps in the Pirates of the Caribbean attraction at Shanghai Disney Resort (shown above), replacing a water-to-water heat pump at Hong Kong Disneyland, and adding an open-loop electro-cell to a chiller at Walt Disney World Resort.



INVESTING IN NEW FUELS

To power its fleet, Disney Cruise Line is investing in alternative fuels like liquefied natural gas (LNG) and hydrotreated vegetable oil, a renewable diesel made from recycled cooking oils and waste animal fats. In addition, Disney Cruise Line is actively exploring bio-LNG, green methanol, and other fuel sources to encourage their development at scale within the maritime industry.



ELECTRIFYING GENERATORS IN OUR FILM & TV PRODUCTIONS

Our film and television productions are working to reduce emissions, in part by seeking innovative new technologies for electrification. For example, the Clean Mobile Power Initiative was launched in June 2023 with the support of Disney and Netflix to help our sets transition from traditional diesel generators to cleaner forms of energy. With support from RMI, formerly Rocky Mountain Institute, and its global climate tech accelerator, Third Derivative, the initiative aims to find, test, pilot, and help scale cost-competitive, zero-emissions mobile power designed specifically for film and television productions.



EXPANDING OUR RENEWABLE ELECTRICITY PORTFOLIO AROUND THE WORLD

We continue to research, invest in, and develop renewable electricity projects across our global portfolio, including large-scale investments in solar power at our parks and resorts in Paris, Orlando, Shanghai, and Hong Kong. For example, Shanghai Disney Resort expanded its solar capacity in calendar year 2023, adding 1.3 Megawatts of solar projects. Hong Kong Disneyland (shown above) also implemented new solar projects in 2023, making it the single largest solar site in the city.

Using High-Quality Natural Climate Solutions

In fiscal 2023, we retired a portfolio of high-quality, verified, and vetted natural climate solutions that focused on Integrated Forest Management and Reforestation projects. These projects are part of a balanced climate strategy that drives a range of positive environmental and social benefits.

Reducing Scope 3 Emissions and Engaging Suppliers

Recognizing the challenge of achieving our aspirational Scope 3 targets, in fiscal 2023 we collaborated extensively across the business to develop our pathway and identify levers for our Scope 3 journey.

Some of our strategies to reduce our broader value chain emissions include: working with strategic suppliers to increase operational efficiency and adoption of renewable energy; exploring less carbon intensive materials for our products and productions, as well as leveraging our sustainable design goal to implement these options for our new buildings; identifying climate-friendly food and beverage options; and exploring additional employee commuting programs. We will also collaborate with our suppliers and licensees to assist them in developing their own emissions targets that are aligned to the latest science.

While we continue to develop and implement our value chain decarbonization strategies, we will maintain a continuous improvement mindset focusing on data collection and methodology to better reflect actions in our value chain.



SUSTAINABLE CULINARY FELLOWSHIP

To help reduce value chain emissions through our food programs in fiscal 2023, we launched the Sustainable Culinary Fellowship, giving chefs across the Disneyland Resort months of training on crafting climate-friendly menus. By combining key food sustainability insights with their own culinary expertise, chefs become champions of sustainability in resort kitchens, ultimately contributing to the long-term reduction of our Scope 3 emissions.

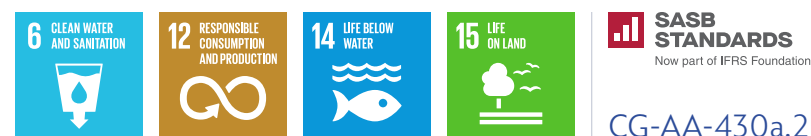
SUPPLIER TRAINING PROGRAM

As part of our supplier engagement efforts, we initiated a program in fiscal 2023 to provide Disney-sponsored training to our suppliers and licensees through the Supplier Leadership on Climate Transition program developed by Guidehouse. These trainings focus on GHG emissions by introducing our suppliers and licensees to inventory preparation, emissions tracking and reporting, target setting, and abatement strategy development.

Topiary of Tiana inspired by *The Princess and the Frog* created for EPCOT International Flower & Garden Festival



WATER



CG-AA-430a.2

Learn more in our [Data & Frameworks](#) →

2030 Water Goals



- Implement localized watershed stewardship strategies
- Source sustainable seafood†

Disney recognizes that water matters to ecosystems, communities, and our operations around the world. Water is a shared resource, and we know that our operations can have an impact on local watershed conditions and our oceans.

Water is a highly local issue, and our strategy incorporates individualized considerations in each geography. We continue to implement site-specific water strategies at our high-impact sites, including our global parks, resorts, and corporate campuses. And we engage with local communities and leading nonprofits to respond to the unique needs of the region.



Watershed Investments

We have identified critical regional water issues and continue to collaborate with local stakeholders, including nonprofits, to promote the overall health of regional watersheds.

In fiscal 2023, we supported The Nature Conservancy-China's project for Qiandao Lake, a critical water source for the Yangtze River Delta region. Our efforts helped protect the area's freshwater quality, a major health resource for the surrounding communities. The accompanying wetland restoration projects are a significant investment in the region's biodiversity. In addition, we supported a project to expand a salt marsh and restore a mangrove forest by the Marine Discovery Center along the Indian River Lagoon in Florida (shown above). These native plantings improve water quality, support ecological services, and preserve biodiversity. We also supported the Malama Learning Center's project to expand the reach and impact of community-based water stewardship activities in Leeward O'ahu, adjacent to our Aulani Resort, to address the threats of reduced water quality due to the deterioration of habitat and biodiversity caused by invasive plants and animals, as well as drought and water shortage. We engaged in similar efforts in Los Angeles and Orlando.



Water Conservation

We remain committed to embedding water efficiency measures across our operations and disclosing our annual water consumption. For example, Shanghai Disney Resort replaced toilet flushing water with non-potable water at two onstage restrooms in 2023, saving millions of gallons of potable water per year. Similarly, EPCOT at Walt Disney World Resort switched its irrigation system to reclaimed water in 2023, and the Jungle River Cruise attraction at Hong Kong Disneyland (shown above) now refills from collected rainwater.



Sustainable Seafood

Responsibly selecting and sourcing seafood is an important aspect of our commitment to protecting the health of the planet for future generations. In fiscal 2023, our U.S. parks, resorts, and cruise line sourced 96% sustainable seafood.† Fisheries are periodically evaluated by third parties for sustainability, and ratings for specific species can fluctuate. Nonetheless, our commitment to 100% sustainably sourced seafood remains. We continue to collaborate with the Sustainable Fisheries Partnership in its work to improve fishing and aquaculture and advance sustainable seafood production. In 2023, this collaboration supported efforts of fishers in Massachusetts to pilot new gear technologies that protect the critically endangered North Atlantic right whale.

† Disney's definition of sustainable seafood can be found in our 2030 Environmental Goals White Paper. The breakdown of sustainable seafood in fiscal 2023 was 7% Best Choice, 71% Eco-certified, 7% Good Alternative, 4% Avoid, 11% Fishery Improvement Projects, and < 1% Unrated.

WASTE



Learn more in our [Data & Frameworks](#) →

2030 Waste Goals



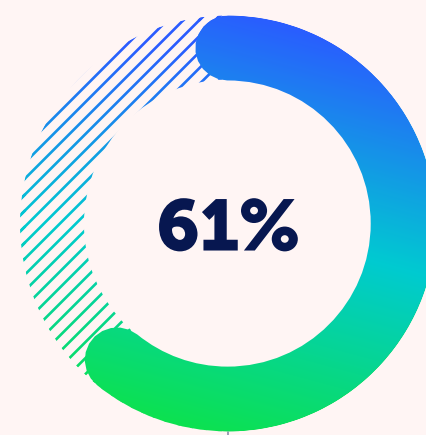
- Achieve zero waste to landfill for wholly owned and operated parks, resorts, and cruise line†
- Reduce single-use plastics in parks and resorts
- Eliminate single-use plastics on cruise ships by 2025

Our long-term waste management plan includes reducing single-use and other plastics; reducing waste on our properties, including food waste; reusing products and materials; being deliberate about material sourcing; maximizing recycling; and educating our guests and employees.

Reducing Food Waste

To prevent food waste before it begins, we use analytics to predict how many meals will be served each day. When there is unused, edible food, we donate it to support local communities whenever feasible. As an example, in 2023 Disneyland Paris donated 2 million items, including dry, fresh, and frozen food products to organizations helping those in need. Additionally, we utilize biodigester technology to turn food scraps from meals into biofuel, soil, or slurry, reducing both food waste and the emissions created when organic matter breaks down.

MINIMIZING WASTE



Of total company operational waste diverted from landfill and incineration in fiscal 2023

Reducing Single-Use Plastics

We are committed to reducing single-use plastics in our parks, resorts, and experiences. We have eliminated plastic straws and polystyrene hot beverage cups from Disney-owned or -operated parks and resorts. We've also expanded the use of reusable dishware at food and beverage locations, increasingly substituting Forest Stewardship Council-certified wood-based cutlery where we formerly used single-use plastic cutlery, and are working to eliminate single-use merchandise bags across Disney-owned parks and resorts by 2025.

We also invest in more robust product lifecycle management tools to track the material composition of our consumer products and packaging in our retail business. We offer plastic-free options for packaging in specific product categories.

In addition, Disney Cruise Line has been working to eliminate single-use plastic categories with a goal to be free of single-use plastics by 2025.

Donating Screen-Used Clothing

Productions including *Grey's Anatomy*, *Station 19*, and more worked with Homeboy Threads to donate, recycle, or resell 30,000 pounds of apparel. The resources and proceeds support the organization's work with formerly gang-involved and/or incarcerated people, offering mental health and education services, as well as substance abuse support.



† Zero waste to landfill is defined as 90% operational waste diversion, including thermal waste-to-energy for Walt Disney World Resort, Disneyland Resort, Disneyland Paris, and Disney Cruise Line.

MATERIALS



Learn more in our [Data & Frameworks](#) →

2030 Materials Goals for Disney-Branded Products



- Use recycled, certified, or verified sustainable paper, wood, and palm oil
- Use plastic that contains at least 30% recycled content or a lower impact alternative material
- Design packaging for reuse, recycling, or composting
- Use recycled, sustainably sourced, or lower impact textiles
- Have all facilities participate in the Higg Index or maintain a sustainable manufacturing certification

To reduce the environmental impacts associated with the materials used in our consumer products portfolio, we identified a set of materials that are consistently used in high volumes or are known to have significant environmental impacts associated with their production or use. These materials include paper, wood, and palm oil from forest products, as well as textiles and plastics. Our materials goals focus on reducing the environmental impacts of these materials while also helping our manufacturing network become cleaner and safer.

Our cross-functional Consumer Products team works to advance progress toward our materials goals and builds capabilities to help our global teams and external collaborators understand how to achieve our 2030 goals. We also continue to grow our capabilities by including sustainability-focused employees in our product design and sourcing teams. To measure progress toward our goals, we are building new product and packaging tracking systems that will allow us to report on select quantitative measures. In the interim, we will continue to provide qualitative updates on our progress.

Our commitments include working with facilities to track their environmental impact, with the aim of minimizing our environmental footprint everywhere that Disney-branded products are made. Important to this commitment is the utilization of the Higg Facility Environmental Module (Higg FEM) data, which serves as a foundational tool for comprehending our environmental impacts within facilities that manufacture Disney-branded products. Calendar year 2023 marked the launch of our Higg FEM program. In calendar 2023, more than 50% of facilities utilized by vendors[†] completed the Higg FEM.

Using Recycled Plastic

In 2023, we expanded the use of recycled polyester in our Plush products. We offered over 50 additional unique plush toys with fill that partially contained recycled polyester. This builds on our launch of *Winnie-the-Pooh* plush toys in 2022 that contained recycled filling as well. Advancing the use of recycled plastic, as well as other recycled materials, is part of our overall strategy to improve the sustainability of our consumer products.

SUSTAINABLE DESIGN



Learn more in our [Data & Frameworks](#) →

2030 Sustainable Design Goals



- Design new projects to achieve near net zero GHG emissions^{††}, maximize water efficiency, and support zero waste operations^{†††}
- Achieve 90% diversion of construction waste across new projects in the U.S. and Europe

Disney's sustainable design strategy enables us to plan, build, and operate our facilities to minimize emissions, water, and waste. As our businesses grow, new projects above a certain dollar threshold must include an Environmental Assessment Statement that details environmental impacts and opportunities. This document forms a critical part of the approval process and is reviewed by senior executives both within and outside of the business segment. Additionally, we integrate sustainability throughout the design process in collaboration with various design teams across Disney. Leveraging the creative expertise of our Disney Imagineers, we follow a rigorous set of internal Sustainable Design Standards that are aligned with our 2030 goals. Our built environment, ranging from theme parks to offices, accounts for a significant percentage of our Scope 1 and 2 emissions. And these standards will avoid and reduce emissions, solve for operational waste minimization, lower the impact of our building materials, and drive water efficiencies and conservation.



For example, for the reopening of Mickey's Toontown at Disneyland Park in Anaheim, California, the Café Daisy (shown above) kitchen was completely redesigned to incorporate sustainability. All gas appliances were removed, and the kitchen now utilizes only electric equipment. The redesign increased the greenscape ratio and introduced recirculating water features that greatly reduce the land's overall water use.

In New York City, the development of our new campus, which includes more than 1 million square feet of office and production space, is on track to achieve two LEED platinum certifications from the U.S. Green Building Council. This aligns with our 2030 environmental goals as the all-electric building design meets maximum energy efficiency with on-site solar panels; it delivers water efficiency as a result of the building design; and we are striving to support zero waste operations and a 90% diversion of construction waste.

[†] Only includes facilities utilized by vendors to manufacture Disney-branded products for U.S. Disney stores, U.S. Theme Park Merchandise, and disneystore.com. The Higg Index is a suite of tools for the measurement of value chain sustainability. The Higg Facility Environmental Module (Higg FEM) tool assesses environmental impacts of product manufacturing at facilities.

^{††} See footnote 6 on p. 21.

^{†††} Zero waste to landfill is defined as 90% operational waste diversion, including thermal waste-to-energy for Walt Disney World Resort, Disneyland Resort, Disneyland Paris, and Disney Cruise Line.

Sustainable Design in Our Parks: Shanghai Disney Resort Achieved LEED for Communities Platinum

Shanghai Disney Resort achieved LEED for Communities Platinum certification from the U.S. Green Building Council (USGBC) in fiscal 2023, a designation reserved for the most efficient and responsibly operated communities. Notably, the site was awarded full points for both the Natural Systems and Ecology and the Water Efficiency categories, and USGBC commended Shanghai Disney Resort on its efforts to protect greenspaces, conserve and restore natural resources, prioritize resilience planning, and strive for the highest level of water quality, access, and performance.

EMISSIONS | Maximum LEED points achieved for energy efficiency and GHG performance

At Shanghai Disney Resort, a powerful Distributed Energy Center makes use of the heat produced during the generation of natural gas-powered electricity and provides chilled and hot water as well as compressed air to be used in the daily operation of the resort. This system drastically reduces energy waste compared to traditional power supply.

WATER | Maximum LEED points awarded for water efficiency

The water treatment plant maintains the lake water quality at a very high level. Some of the key elements, such as phosphorus and nitrogen, are controlled to meet the highest local quality standards of surface water, which helps to build an attractive natural habitat for wild animals.



SUSTAINABLE DESIGN | Building certification

The Team Disney building and the Toy Story Hotel have Three- and Two-Star Ratings, respectively, according to the China Green Building Design Certification three-star system. Key features that contributed to these ratings included construction materials selection, façade design with natural illumination solutions, and higher requirements of the air conditioning systems.

WASTE | Waste performance

Shanghai Disney Resort continues to explore plastic elimination opportunities. All plastic straws and disposable plastic shopping bags have been replaced with alternative solutions and reusable cutlery is used even in quick service restaurants.

NATURE | Bird monitoring program

To help understand the park's ecosystem, the resort has collaborated with local bird experts and the Disney Animals, Science & Environment team on a long-term bird monitoring program. Since the program's inception over eight years ago, bird experts have monitored more than 120 different species of birds and have cumulatively detected more than 30,000 individual birds during monthly park visits.

Aerial rendering of Shanghai Disney Resort. Note: This rendering does not include Zootopia, the new land expansion that opened on December 20, 2023. All renderings and maps are for illustrative purposes only.



NATURE



Learn more in our [Data & Frameworks](#) →

Disney’s commitment to conservation began with Walt Disney himself. Our efforts to help protect nature and wildlife globally continue to this day through our 2030 goals, philanthropic investments, dedicated expert teams and programs, and inspirational storytelling.

Disney Conservation

Since 1995, Disney has invested more than \$125 million through the Disney Conservation Fund (DCF), a company initiative that supports community-based solutions to protect wildlife and their habitats. A core example of Disney Planet Possible—tangible actions the company is taking to inspire optimism for a brighter, more sustainable future—DCF philanthropic grants and the expertise of dedicated teams have helped to preserve and restore nature and biodiversity, build more resilient communities, advance science, and strengthen the natural systems that we all depend on for food, water, clean air, and more. Through projects supported by Disney Conservation, wildlife like California condors and Atala butterflies have been brought back from the brink of extinction, and millions of acres of marine- and land-based areas have been protected.

In fiscal 2023, the DCF made nearly \$7 million in grants, supporting organizations working on the ground in 18 countries.

DISNEY CONSERVATION FUND EFFORTS SINCE IT WAS FOUNDED IN 1995



Invested in community conservation programs



Species of wildlife protected



Acres of habitat safeguarded



Excellence in Animal Care

Disney's Animals, Science & Environment team leads the company's efforts to advance care for animals, connects people with animals and nature through immersive experiences and storytelling, and helps conserve our natural resources. For example, at the Aulani Resort in Hawaii in 2023, the team worked with the Oceanic Institute of Hawaii Pacific University to replenish tropical fish stocks without impacting the ocean environment, resulting in promising growth in several endemic fish populations. On the other side of the country, the veterinary team at Disney's Animal Kingdom has saved animal lives, brought new ones into the world, and made many lives better, including helping recover the Guam rail and Guam kingfisher bird species that were extinct in the wild.



The Great Reef Census

Nearly 400 Disney VoluntEARS participated in the Great Reef Census, a large-scale effort to protect Australia's Great Barrier Reef. VoluntEARS were asked to survey images that divers had taken of the reef, classify the types of reef-building coral they saw, and help scientists determine where the reef needs targeted attention and resources. The result was a large virtual volunteering initiative, with participants from locations around the world reviewing more than 18,000 images. The Great Reef Census has surveyed more than 17% of reefs on the Great Barrier Reef.

Disney's long-term commitment to protecting and restoring coral reefs includes leading research to rehabilitate coral reefs in The Bahamas, supporting the Florida Coral Rescue Center to safeguard coral species susceptible to stony coral tissue loss disease, and supporting nonprofits like the Perry Institute for Marine Science to address coral conservation and restoration.



Commitment to Conservation in Florida

In recent years, Walt Disney World Resort has donated to conservation organizations in Florida as part of the resort's continued commitment to reduce its environmental footprint, care for wildlife and their habitats, share stories that inspire action, and support programs in its local communities. Organizations such as Conservation Florida, The Nature Conservancy, and Trout Lake Nature Center are using the funding to help make a number of projects possible—from expanding land protection initiatives and supporting healthy tree canopy coverage in underserved communities, to finding solutions to clean drinking water for those in need and funding educational opportunities for youth in our community.



Connecting with the Planet Through Stories

We take action for a healthier planet and invite others to join us in pushing the limits of what's possible. Caring about nature begins with connecting with nature. Our stories come to life through our offerings, like content from National Geographic and Disney Nature, and experiences at Disney's Animal Kingdom and on Adventures by Disney trips.



Keeping Our Oceans Amazing

In celebration of the theatrical release of the 20th Century Studios film *Avatar: The Way of Water*, Disney and Avatar launched the global Keep Our Oceans Amazing campaign to raise awareness of the challenges facing oceans and marine life. The award-winning campaign supported The Nature Conservancy (TNC) and its work to protect 10 of our oceans' amazing animals and their habitats, connected to the beauty of Pandora. As part of the campaign, fans were invited to participate in celebratory experiences, such as the Virtual Pandoran Ocean, which transported fans to the wonders of the reef. Through this unique digital activation, fans helped to "Keep Our Oceans Amazing" by creating their very own Avatar-inspired ocean creature. For every creature created in the Virtual Pandoran Ocean, Disney gave \$5 to TNC. These funds contributed to more than \$1 million that was provided to TNC.



Inspiring Action with National Geographic

Two new National Geographic projects took listeners and viewers inside the unique landscapes and habitats of Latin America. *Lo Que Haces Cuenta*, or *What You Do Counts*, released new podcast seasons dedicated to the relationship between the balance of ecosystems and the well-being of people. The series explored the connection of human beings with the Earth, the key role of bees in sustaining biodiversity, activist youth, sustainable architecture, food and its impacts, and more. The series also featured scientists, environmentalists, experts, and National Geographic Explorers in conversation about the wonder of the planet. Another initiative for Spanish and Portuguese speakers, *Escala Por El Bien*, or *Stop Over for the Good*, featured videos from influencers in Argentina (shown above), Brazil, and Mexico as they met National Geographic Explorers and learned more about how their projects encouraged people to connect with nature.



Reporting on the Climate

Two of ABC News' most prominent personalities provided in-depth looks at the mounting physical effects of climate. Michael Strahan's report from Easter Island showed the degradation of the sacred Moai statues, which are part of a UNESCO World Heritage site and date back centuries, as well as the high level of microplastics pollution in the surrounding bodies of water. David Muir traveled to South Sudan to report on the impacts of massive flooding. Following the segment's broadcast on *World News Tonight*, *Nightline*, and *Good Morning America*, viewers donated more than \$4.7 million to World Food Program USA, a record for the organization.

SPOTLIGHT

DISNEY'S ANIMAL KINGDOM CELEBRATES 25 YEARS OF CONSERVATION AND INSPIRATION



Since it first opened its doors on Earth Day in 1998, Disney's Animal Kingdom Theme Park has inspired countless guests with the magic of the natural world. The park offers memorable experiences with animals and their habitats, and its team of scientists, zoologists, veterinarians, and cast members has built a legacy of conservation both in Central Florida and around the world.

In honor of the 25th anniversary, we launched a series of initiatives to celebrate its history and promote the continuation of its work to create a healthier planet for people and wildlife for years to come.



Protecting Global Habitats and Wildlife

To mark the anniversary, the Disney Conservation Fund awarded grants to 25 global organizations that save wildlife, inspire action, and protect the planet. These include organizations working to preserve local habitats in Florida, such as the Coastal Plains Institute and Sea Turtle Conservancy, as well as those fighting to protect endangered species globally, such as Save the Elephants in Kenya and the Okapi Conservation Project in the Democratic Republic of the Congo. Cast members at Walt Disney World Resort also do their part to protect wildlife by inspiring guests to learn more about endangered species, like a new okapi baby, Beni, born in 2022 at Disney's Animal Kingdom Lodge. Beni's birth was recommended through the Association of Zoos and Aquariums' Species Survival Plan, which supports responsible breeding of threatened species in managed care and represents hope for the declining, endangered populations of okapis in the wild.



Innovation in Animal Care

In 2023, there were 58 animals—from Gino the gorilla to Tuma the Nile hippopotamus—that had lived at Disney's Animal Kingdom since opening day, a testament to the high level of care the park provides for all its animal species.

Celebrating Nature's Stories

Telling stories that celebrate our relationship with nature and inspire conservation action has been a part of Disney's Animal Kingdom since day one. The 25th anniversary doubled as the 10th anniversary for the Wilderness Explorer program, an interactive experience that enables guests of all ages to learn about plants, animals, and conservation. As of fiscal 2023, ~24 million guests had participated in the program. This year also included the second season of *Magic of Disney's Animal Kingdom* on Disney+, the docuseries that highlights Disney's care for wildlife and the planet, which allows global viewers to explore the more than 5,000 animals that call Walt Disney World Resort home.



Social Impact

We bring comfort, optimism, and joy to our communities and inspire hope, especially for children

In This Section

- 55 OVERVIEW
- 56 WISH GRANTING
- 57 SPOTLIGHT: DISNEY AND MAKE-A-WISH
CELEBRATE WORLD WISH DAY
- 58 CHILDREN'S HOSPITALS
- 60 DISNEY FUTURE STORYTELLERS
- 61 SUPPORTING COMMUNITIES
AROUND THE WORLD
- 62 VOLUNTEERING

Walt Disney World hosted its largest wish-granting event ever, **Once Upon A Wish Party**, for wish kids and their families

OVERVIEW

Having a positive impact on the world as we grow our businesses has been a part of our company since its founding. We place particular focus on areas where we are uniquely positioned to make a meaningful, measurable impact. Through our support of wish granting and children's hospitals, as well as our efforts to support communities in need around the world and the contributions of passionate employee volunteers, we deliver joy when and where it's needed most.

“ This past year, Disney and Make-A-Wish granted the 150,000th Disney wish since our founding in 1980. Disney is the world's largest wish granter for Make-A-Wish, an accomplishment that wouldn't be possible without the dedication and commitment of Disney leaders and thousands of cast members over the years who have helped us grant life-changing wishes for children with critical illnesses around the world, delivering hope and joy when they're needed most. ”



Leslie Motter
President & CEO,
Make-A-Wish
America



Luciano Manzo
President & CEO,
Make-A-Wish
International



Mikayla (shown above in Mickey ears) was the 150,000th child to have a wish granted by Disney and Make-A-Wish

WISH GRANTING

Disney supports children facing critical illnesses by helping to grant life-changing wishes. By providing unforgettable moments with their families, our goal is to help kids feel like kids, rather than patients. Together with Make-A-Wish, Disney has helped to grant more than 155,000 magical wishes globally since 1980, and we are honored to continue to be the world's largest wish granter for Make-A-Wish. We collaborate across the company to offer theme park and resort vacations, cruises, shopping sprees, studio visits, talent meet-and-greets, sports-themed experiences, and more. With our unparalleled storytelling, breadth of experiences, and dedicated cast members around the world, Disney is uniquely suited to make these wishes truly magical.

Magical Wish-Granting Experiences

Disney UK & Ireland, Make-A-Wish UK, and The Kentown Wizard Foundation came together for the third consecutive year to create A Disney Wish, a three-day immersive experience for 160 wish children and their families. In addition, Walt Disney World Resort hosted its largest wish-granting event ever, Once Upon A Wish Party. This first-of-its-kind Disney experience included tea and treats, character meet-and-greets, and a Royal Ball to fulfill the Disney Princess wishes of more than 50 wish kids. To help each child truly feel like royalty, shopDisney and Disney Publishing donated a variety of princess dresses and other royal attire, toys, and books.



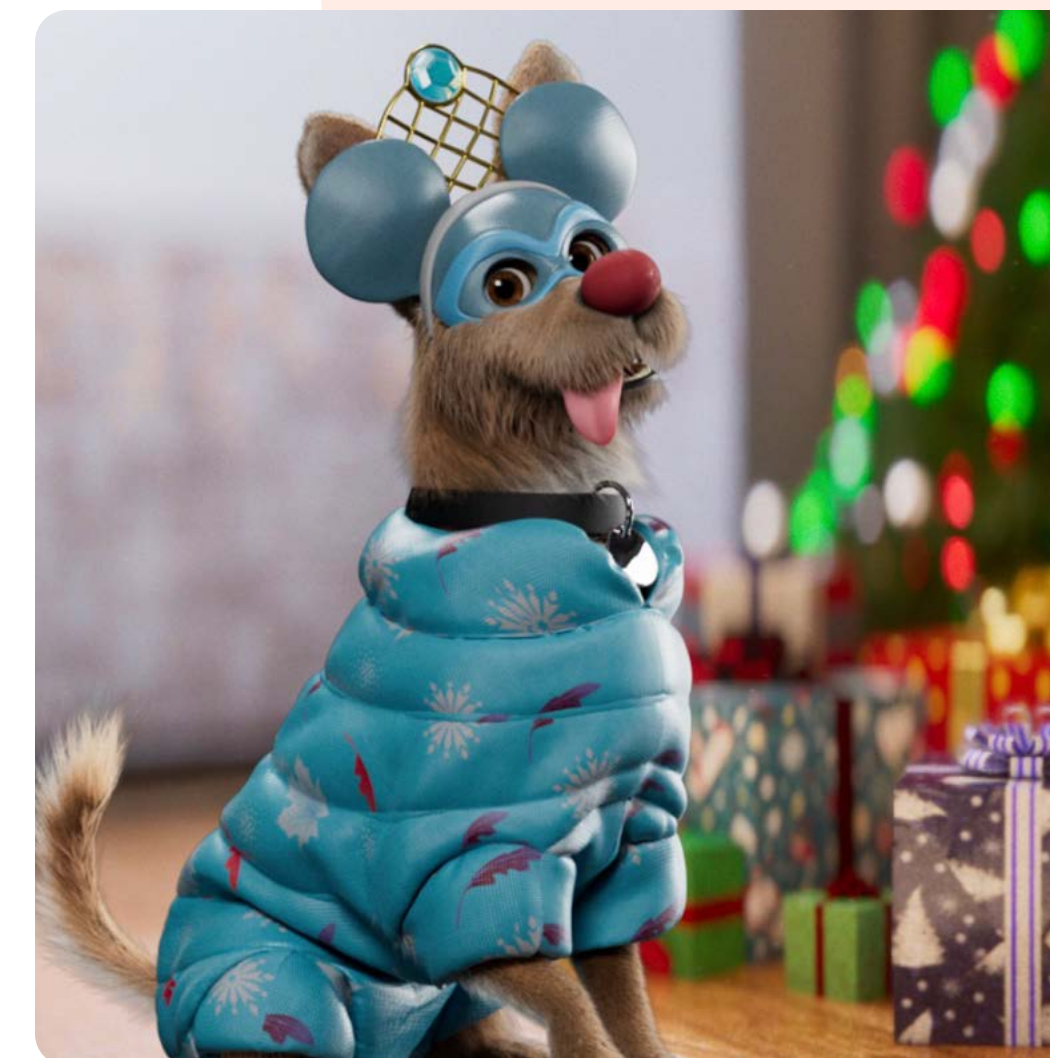
100 Wishes for Our 100th Anniversary

In celebration of our 100th anniversary on October 16, 2023, we kicked off 100 Disney Wishes with *Good Morning America*. Through this unprecedented storytelling series, one hundred Disney and Make-A-Wish stories from across the company were reported across *Good Morning America* broadcast, digital, and social platforms, as well as on our owned and affiliate ABC stations across the country. Stories featured wish reveal moments, Disney wishes granted throughout the year, and a look back on other powerful stories from wishes Make-A-Wish and Disney have granted together. The series concluded at the end of calendar year 2023 with a feature on Aulani Wish Week (shown above), highlighting the community-building benefits of this wish-granting event where 20 wishes were granted.



Sports Stars Delivering Joy

ESPN's *My Wish* series granted wishes for its 16th season, featuring prominent athletes, including Mike Trout of the Los Angeles Angels, Ja'Marr Chase of the Cincinnati Bengals, Josh Allen of the Buffalo Bills, and UFC fighter Dustin Poirier. Since its inception, the series has worked with Make-A-Wish to fulfill sports-themed wishes for children with critical illnesses. ESPN also worked with the teams and leagues to support wishes at the NFL Draft, Super Bowl, Home Run Derby, and College World Series. Additionally, at the invitation of ESPN, nearly 600 Make-A-Wish and CoachArt recipients, their families, and volunteers attended the 2023 ESPYS.



Supporting Make-A-Wish During the Holidays

Since the launch of the *From Our Family to Yours* animated holiday campaign in 2020, Disney has supported Make-A-Wish and its Affiliates around the world through direct financial contributions and has incorporated Make-A-Wish into the Disney holiday brand spot, furthering their brand exposure. The fiscal 2023 seasonal spot enabled a unique wish to be granted. Wish child Sienna aspired to be a fashion designer and had the opportunity to design the jacket that was worn by Sanka, the dog, in the advertisement (shown above). Sienna also met the talent who sang the soundtrack for the commercial.

155K+

Magical Disney wishes granted with Make-A-Wish since 1980

SPOTLIGHT**DISNEY AND MAKE-A-WISH CELEBRATE WORLD WISH DAY®****Windows on Main Street, U.S.A.**

In April 2023, Disney and Make-A-Wish commemorated granting a remarkable 150,000 Disney wishes for children facing critical illnesses and their families. The milestone was celebrated on World Wish Day—the anniversary of the first wish that inspired Make-A-Wish—with a first-of-its-kind window dedication on Main Street, U.S.A. at Disneyland Resort. Main Street, U.S.A. windows have historically been dedicated to people who have made significant contributions to Disney over the past century. The windows unveiled on World Wish Day were the first dedicated to a nonprofit and represent the special relationship Disney and Make-A-Wish have developed over the past 43 years. The company marked World Wish Day with celebrations across our businesses and around the world.

**Our 150,000th Wish**

Mikayla, a talented 16-year-old from Florida (shown above), was the 150,000th child to have a wish granted by Disney and Make-A-Wish. Mikayla and her family were surprised with the news on World Wish Day at Walt Disney World Resort, where she was Grand Marshal of the Disney Festival of Fantasy Parade. She returned to Walt Disney World Resort in August to fulfill her wish to perform on stage at the Once Upon A Wish Party, singing for fellow wish kids and their families.

American Idol Experience

American Idol's Disney Night enabled the wishes of children to be fulfilled when they met all-star judge Luke Bryan, took pictures, spent quality time with him, and stayed to watch the live taping.

**Pixar Wishes**

Pixar granted special wishes throughout 2023, including one for wish kid Addie (shown above), who wished to be a voiceover actor at Pixar. Her special day included a behind-the-scenes studio tour, an animation demo, meet-and-greets with Pixar directors and animators, and a recording studio session during which she recreated a scene from *Finding Nemo* as Dory.

First Visit to Tokyo Disney Resort

After years of delays due to the severity of her medical condition, 19-year-old wish kid Rei was finally able to visit Tokyo Disney Resort, just in time for its 40th anniversary and World Wish Day. Rei credits her enduring positivity during medical treatments to the promise of one day making this special trip.

**Guardians of the Galaxy Premiere**

Wishes were granted alongside the launch of premieres of *Guardians of the Galaxy Vol. 3* around the globe. At the European Gala at Disneyland Paris and at the World Premiere in Los Angeles (shown above), wish kids watched the long-awaited final installation of the trilogy, walked the purple carpet, and met the stars.

Disney Talent Helps Raise Awareness for Make-A-Wish

Freeform's *grown-ish* stars Marcus Scribner, Trevor Jackson, and Diggy Simmons, along with other Disney talent, participated in videos that helped to raise awareness for Make-A-Wish across social media.

**Wish Weekend in Paris**

Disneyland Paris celebrated World Wish Day (shown above) by inviting more than 80 wish kids and their families from 13 countries to visit the park for a magical adventure, including joining a special pre-parade event alongside characters like the three *Sleeping Beauty* good fairies, *Cinderella's* Fairy Godmother, Genie from *Aladdin*, and Mickey Mouse.

Making Music at Hong Kong Disneyland

After enduring years of treatment, 10-year-old wish kid Jarvis was able to share his love of music and drumming at Make-A-Wish Hong Kong's 25th Anniversary Celebration Party. Jarvis took to the stage and performed a mini-concert, inspiring the crowd and reminding everyone of the incredible strength and resilience of children with critical illnesses.

CHILDREN'S HOSPITALS



Learn more in our [Data & Frameworks](#) →

Since Walt Disney himself first brought animators to visit hospitalized children, Disney stories have uplifted young people facing serious illnesses.

In 2018, Disney announced a global commitment of \$100 million to help reimagine the patient experience in children's hospitals and deliver joy when it's needed most. Since then, we have directed more than \$88 million to this initiative and brought the positive power of Disney stories and characters to children in more than 1,300 children's hospitals and pediatric places of care around the world, including more than 900 in fiscal 2023 alone.

We provide a sense of community and comfort when patients and their families may not be able to visit movie theaters by bringing our stories to them, as well as through themed hospital gowns, toy deliveries, care packages, and more. We also help transform hospital spaces with imaginative installations like interactive murals, digital displays, and play spaces to help ease the fear and anxiety of a hospital stay and bring joy to patients and their families.



Creating Memories with Disney Movies

Inspired by the cinema at Disneyland Resort and designed by renowned Disney Imagineers, Disney's mobile movie theaters offer patients and their families a place to gather and enjoy a unique "in-theater" experience.

In celebration of Disney's 100th anniversary, Disney and longtime nonprofit collaborator Starlight Children's Foundation®—a nonprofit dedicated to delivering happiness to seriously ill children and their families—distributed 21 mobile movie theaters in the U.S. and Canada in fiscal 2023.

And, for the first time, mobile movie theaters were distributed to hospitals outside of North America, with 22 units being delivered in places such as Hong Kong (shown above) and Shanghai.



Using the mobile movie theaters or other hospital-owned devices, families can enjoy the latest Disney storytelling through the Disney Movie Moments Program, which provides child life teams at children's hospitals with access to new movie titles from The Walt Disney Studios shortly after theatrical release. In 2023, supported by Starlight Children's Foundations in the U.S., Canada, and Australia, we introduced Disney Movie Moments for the first time outside of the United States at 75 hospitals in Canada and five pediatric places of care in Australia.

In addition, we provided child life teams at children's hospitals with free access to Disney+, and now reach more than 500 children's hospitals in more than 20 countries worldwide, including France, Poland, Czech Republic, Portugal, and Greece, which were added in 2023.



Delivering Joy Through the Power of Disney Characters and Stories

In collaboration with Starlight Children's Foundation, almost 600 hospitals and places of care in the United States received Disney-themed Starlight Hospital Gowns and Pants, toys, books, and games in fiscal 2023. Since 2018, we have delivered 1.7 million toys and books through Starlight to children in hospitals.

Lucasfilm and Disney, together with Starlight Children's Foundation, debuted new hospital gown designs in 2023. Ahsoka Tano and Din Djarin with Grogu were added along with a refresh of existing gown designs for characters Darth Vader, R2-D2, and Chewbacca. The gowns were unveiled on *Wheel of Fortune* during its *Star Wars* Galactic Celebration-themed week.



For the first time, Disney delivered 40,000 National Geographic-themed STEM toys and books to hospitalized children across the U.S. to inspire curiosity, exploration, and love for nature.

Internationally, Disney made May the 4th Star Wars-themed product donations to six pediatric hospitals across Australia and New Zealand. The special deliveries consisted of 5,000 premium books, toys, and costumes. We also sent Disney-themed Starlight Hospital Gowns to international markets including France, Japan, Singapore, and Taiwan.



Helping Reimagine the Patient Experience Globally

A global installation expansion plan in our APAC and EMEA regions is helping to bring immersive experiences to patients.

In collaboration with The Support Network for NANBYO Children of Japan (shown above), Disney Japan introduced new experiences to the National Center for Child Health and Development, including Japan's first-ever mobile movie theater.

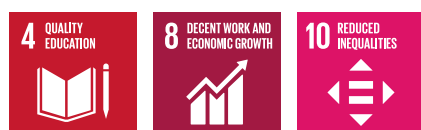
In China, five new Disney Fun Houses opened at children's hospitals in Hubei, Jiangsu, and Anhui provinces, joining 34 other installations in the Chinese mainland.



At Korea University Guro Hospital, we opened a play space in collaboration with Make-A-Wish and LG Uplus (shown above). At Taipei Medical University Hospital, we transformed the pediatric floor. And at King Chulalongkorn Memorial hospital in Thailand, we provided a complete makeover of the pediatric patient learning center.

Through our long-term relationship with charity MediCinema and the Institute of Imagination, more than 40,000 Wonder of Space Mission Play Packs were created for hospitals in Disney's charitable network across 22 countries and in 18 languages, including Spain, Italy, Germany, Sweden, Denmark, Romania, The Netherlands, Poland, the UK, and Ireland. Since 2021, Disney has collaborated with MediCinema and places of care to create and deliver more than 100,000 Adventure Packs to seriously ill children in hospitals and hospices across the EMEA region.

DISNEY FUTURE STORYTELLERS



Learn more in our [Data & Frameworks](#) →

Empowering the Next Generation Through Disney Future Storytellers

Disney Future Storytellers is Disney's commitment to empowering the next generation of storytellers and innovators in the media, entertainment, technology, and travel and leisure industries. We want all youth, regardless of background, to have access to rewarding careers. It is important to our future success to have a well-trained workforce that is representative and respectful of all communities so that we can create successful content and products reflecting our wide-ranging audiences.

It all starts with inspiring today's youth to dream about their future by sparking an interest in storytelling and technology through hands-on experience, STEM, and arts education. We then invest in programs that support essential training and development to help youth build their talents and skills. Finally, we help young adults become who they imagine they can be by breaking down barriers and expanding access to career training, professional networks, and financial support. In fiscal 2023, nearly half a million people were served by Disney Future Storytellers grants. Here are a few highlights:



Disney continued its more than 20-year support of *FIRST*[®], mentoring 180 students across California and Florida for *FIRST*'s international, project-based robotics competition for pre K-12 students. Walt Disney Imagineering (WDI) participated in the *FIRST* Championship and Innovation Faire in Houston, where four teams that we sponsored competed. Throughout the event, 50,000 people from around the world attended the *FIRST* Championship. Attendees—including students, faculty, and parents—stopped by WDI's booth to experience examples of our robotics and to connect with Disney Imagineers.



In collaboration with Junior Achievement Bahamas and The Bahamas Ministry of Youth, Sports, and Culture, Disney Cruise Line celebrated the rich traditions of Junkanoo and hosted a series of virtual, interactive workshops with nearly 800 students in Eleuthera. Students were paired with Disney entertainment professionals to exchange ideas, spark their imaginations, and inspire creativity.



Disney's American Indian College Fund (the College Fund) Scholarship Program issues annual scholarships to students attending tribal universities and colleges. The program provides the College Fund scholars with uniquely Disney experiences and access to career development opportunities. In fiscal 2023, Disney hosted students and staff from the College Fund—representing Diné, Cocopah, and Chiricahua Apache Nations—at the Walt Disney World Resort for an immersive, multi-day site visit that included networking, professional development, and exposure to career opportunities.



In honor of Hispanic and Latin American Heritage Month, Disney Entertainment commissioned alumni from Ghetto Film School to create a short film to celebrate their Hispanic and Latin American heritage. The film, *Yo Recuerdo / I Remember*, debuted on Hulu and was distributed across Disney Entertainment's digital platforms, including ABC, ABC News, FX, Freeform, Hulu, National Geographic, Onyx Collective, and ABC Owned TV Stations. This initiative builds on the multi-year collaboration between Disney and Ghetto Film School, an award-winning nonprofit organization that educates, develops, and celebrates the next generation of great storytellers.



People served by
Disney Future Storytellers
grants in fiscal 2023

SUPPORTING COMMUNITIES AROUND THE WORLD



Learn more in our [Data & Frameworks](#) →



REDUCING FOOD INSECURITY

Our Owned Television Stations provide year-round support for food organizations, including community food drives and Disney VoluntEARS-led food sorting activities. Producers of FX's award-winning hit series *The Bear*, FX, Hulu, and ABC teamed up to call attention to child food insecurity during summer months. By working with food banks in New York, Chicago, and Los Angeles, we provided approximately 450,000 meals to children and families, and talent from *The Bear* visited each food bank (shown above).

CELEBRATING CHILDREN'S DAY

For Children's Day, in collaboration with ChildFund Korea, Disney Korea provided children in orphanages with gift packages that included Disney-themed school supplies and gifts. Mickey Mouse and Minnie Mouse visited Korea for the first time together. And the Disney Korea office and VoluntEARS, with ChildFund Korea and Global Good Friends, hosted a Chuseok cultural program for children from multicultural families, who are often considered an underrepresented group in Korea.



EMPOWERING ADOLESCENT GIRLS

In collaboration with United Way of Mumbai, Disney Star in India introduced a new program with the aim to empower adolescent girls between the ages of 8 and 18 through a holistic intervention. The program focuses on education, health, livelihood, and community engagement. In the first year, we served more than 5,000 girls at community learning centers and schools.

ESPN SUPPORTING ATHLETES OF ALL ABILITIES

Since 2013, ESPN has been the Global Presenting Sponsor of Special Olympics Unified Sports, resulting in an increase in participants globally of more than 150%, bringing the number of participants to more than 1.8 million. In 2023, ESPN served as the global broadcast partner for the Special Olympics World Games in Berlin. Throughout the week, ESPN featured more than 220 hours of live-streaming competition coverage of sports on ESPN+ and ESPN3. Disney VoluntEARS participated in the iconic torch run and games, and VoluntEARS dedicated more than 1,200 hours of service to the games.



PROVIDING DISASTER RELIEF

Following the Maui wildfire, ABC News' *Good Morning America* amplified Hawai'i Community Foundation's Maui Strong Fund, a special fund spotlighting the Maui community, with a call to action to raise funds for their recovery efforts. The Maui Strong Fund raised more than \$7 million from corporate and individual donations.

When Türkiye and Syria were ravaged by earthquakes in February 2023, Disney launched a Global Employee Contribution Amplification Program. We also joined forces with others to broadcast the Türkiye as One fundraiser. Disney Türkiye's Sihirbazlar ("Magicians") group, an internal social committee, reached out to regional NGOs to provide immediate aid and VoluntEARS assembled, boxed, and delivered aid packages.

PREPARING EARLY EDUCATION KITS

As part of the Save the Children Global Kitting program, in fiscal years 2022 and 2023, Disney VoluntEARS in China packed and donated 7,000 newborn, "learn & play," and inclusive education kits with supplies and toys for children with special needs.



Gold Medal winner for Rhythmic Gymnastics at 2023 Special Olympics World Games in Berlin

VOLUNTEERING



Learn more in our [Data & Frameworks](#) →

Volunteering is an important and enduring part of our company's culture and demonstrates how employees and cast members lead with heart. By encouraging and providing volunteering opportunities, our passionate employees can create meaningful experiences; deepen connections to their coworkers, our company, and causes they care about; and build stronger communities.

Disney VoluntEARS

Through the Disney VoluntEARS program, we encourage employees around the globe to donate their time and talents to their local communities. Since the program began in 1983, our employees and cast members have collectively contributed more than 13 million hours of service to their communities worldwide. For example, during the company's centennial celebration in October 2023, Disney VoluntEARS around the world participated in service projects as a way to give back, bringing impact to local communities where we live and work.

Additionally, the Disney VoluntEARS Grants program allows eligible employees to direct donations from the company to qualified nonprofits of their choosing as a benefit for the time they spend volunteering.



COMMEMORATING 40 YEARS OF DISNEY VOLUNTEARS

To honor the Disney VoluntEARS program's 40th anniversary, Disney VoluntEARS from Disneyland Resort, along with their friends, family, community members, and representatives from JMh / Love Anaheim, came together to beautify Pearson Park in Anaheim, California. This was one of multiple park beautification projects that took place throughout the summer.

SUPPORTING THE MARINE TOYS FOR TOTS PROGRAM

Disney's relationship with the Marine Toys for Tots Program began in 1947, when Walt Disney and his animators designed the original Toys for Tots train logo that is still used today. Since then, Disney has helped Toys for Tots bring toys to millions of children in need during the holiday season. As part of the Disney Ultimate Toy Drive, Disney collected and donated more than 200,000 toys for Toys for Tots during the 2022 holiday campaign in fiscal 2023. The effort was supported cross-company by shopDisney, Disney stores, Disneyland, Walt Disney World, and across Studios and Disney channels.



HONORING THE U.S. ARMED FORCES

Disney VoluntEARS in Southern California volunteered with Operation Gratitude, assembling 5,000 care packages that were sent to deployed U.S. Service Members, children of deployed military, veterans, recruit graduates, first responders, wounded heroes, and caregivers.

The Disney SALUTE veteran Business Employee Resource Group made some magic for Harry Porrata Doria, a Guest Experience Manager at Disney's Animal Kingdom and a Master Sergeant in the U.S. Air Force Reserve, while he was on an extended deployment to Southwest Asia. SALUTE led a drive to collect food and hygiene products for Doria and his Air Force unit to help boost their morale while overseas (shown above). The cast member response was impressive and excess donations were shared with an Orlando-based organization that supports a home where military and veterans' families can stay at no cost while a loved one is receiving medical treatment.



INSPIRING READING THROUGHOUT THE YEAR

Since 2000, Disney Publishing has donated more than 93 million books to First Book, benefiting educators, children, and families in low-income communities. As part of our long-standing relationship with First Book, in 2023, Disney VoluntEARS from Disneyland Resort brought 40,000 children's books to families, kids, and educators to inspire reading through the summer months. In addition, cast members from the HOLA Readers program—who visit students at Orange Grove Elementary School each year to host learning opportunities, bilingual story time, and career days—joined the event to read stories in both English and Spanish to children throughout the morning (shown above).

Disney VoluntEARS also joined Blue Star Families to host the Eustis Youth Book Bash at Joint Base Langley-Eustis, Virginia. The event featured Disney VoluntEARS who read to military children, and Disney donated more than 3,000 books to military dependents.

Data & Frameworks

We measure year-over-year performance of certain metrics and include responses to select third-party framework indicators to help our stakeholders find the information that is important to them

In This Section

- 64 OVERVIEW
- 65 FISCAL 2023 DATA TABLE
- 73 SASB INDEX
- 78 TCFD INDEX
- 79 SDG INDICATORS

An image of World of Frozen, which opened November 16, 2023 at Hong Kong Disneyland Resort

OVERVIEW

We believe disclosure frameworks are helpful in providing our stakeholders with relevant and decision-useful information. As such, we regularly monitor existing and emerging frameworks to inform our sustainability practices and reporting. We recognize third-party frameworks are quickly evolving and we are evaluating which frameworks and disclosures will be helpful to stakeholders in the future. As it relates to fiscal 2023, we currently align our disclosures to the following frameworks: the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosure (TCFD), and the United Nations Sustainable Development Goals (SDGs).

Learn more about our company and our social and environmental responsibility efforts:

[The Walt Disney Company](#)

[ESG Reporting Centre](#)

Select Policies & Practices

Disney is committed to a number of policies and practices that promote the thoughtful and ethical operation of our businesses.

ENVIRONMENT

- 2019 Emissions Verification
- 2022 Emissions Verification
- 2023 Emissions Verification
- 2030 Environmental Goals White Paper
- CDP Climate Change Survey Response
- Environmental Policy
- Live Animals in Entertainment Policy
- Management of Chemicals in Consumer Products
- Natural Climate Solutions White Paper
- Paper Sourcing and Use Policy

SOCIAL

- 2022 EEO-1
- 2022 Modern Slavery Statement
- 2023 Diversity Dashboard
- 2023 Pay Ratio Disclosure
- Charitable Giving Guidelines
- Conflict Minerals Policy
- Human Rights Policy
- International Labor Standards Program Manual
- Forced Labor Supplement Guide
- Nutrition Guidelines
- Permitted Sourcing Countries
- Privacy Center
- Smoking in Movies
- Supply Chain Code of Conduct

GOVERNANCE

- Anti-Corruption Policy
- Anti-Piracy Policy
- Global Tax Strategy Statement
- Information Security Management System
- Political Giving & Participation in the Formulation of Public Policy
- Standards of Business Conduct



FISCAL 2023 DATA TABLE¹

Not Reported (NR)

Environmental Sustainability²

	2023	2022	2021	2020	2019
EMISSIONS (METRIC TONS CO₂e)³					
Scope 1 Emissions ^{4,5}	993,347	901,714	503,221	614,971	909,382
Stationary Fuel	170,926	181,084	NR	NR	NR
Mobile Fuel	793,721	696,695	NR	NR	NR
Refrigerants, Livestock, Other	28,700	23,934	NR	NR	NR
Scope 2 Emissions (location-based) ^{4,5}	782,066	702,062	675,984	714,874	913,359
Scope 2 Emissions (market-based) ^{4,5,6}	727,414	679,506	687,042	681,456	898,696
Electricity	686,441	642,244	NR	NR	NR
Chilled Water, Hot Water, Other	40,972	37,262	NR	NR	NR
Total Scope 1 & 2 Emissions (location-based) ^{4,5}	1,775,413	1,603,776	1,179,205	1,329,845	1,822,741
Total Scope 1 & 2 Emissions (market-based) ^{4,5,6}	1,720,761	1,581,220	1,190,263	1,296,427	1,808,078
Retired Carbon Credits ^{6,7}	803,744	801,077	410,120	470,209	860,620
Net Emissions (market-based) ^{4,6,7}	917,017	780,143	780,143	826,218	947,458

	2023	2022	2021	2020	2019
EMISSIONS (METRIC TONS CO₂e)³					
Scope 3 Emissions ^{5,8}	In Progress	10,637,943	NR	NR	9,243,076
Category 1 Purchased Goods and Services ^{9,10,11,12}	In Progress	6,050,917	NR	NR	4,242,921
Category 2 Capital Goods ^{9,11}	In Progress	552,929	NR	NR	630,302
Category 3 Fuel- and Energy-Related Activities ^{11,13}	In Progress	525,322	NR	NR	458,041
Category 4 Upstream Transportation and Distribution ^{10,14}	In Progress	369,196	NR	NR	231,425
Category 5 Waste Generated in Operations ¹⁵	In Progress	158,723	NR	NR	207,349
Category 6 Business Travel ^{9,14}	In Progress	183,080	NR	NR	236,265
Category 7 Employee Commuting ^{11,14}	In Progress	449,861	NR	NR	587,261
Category 8 Upstream Leased Assets ⁹	In Progress	5,084	NR	NR	10,780
Category 9 Downstream Transportation and Distribution ¹⁶	In Progress	NR	NR	NR	NR
Category 10 Processing of Sold Products ¹⁷	In Progress	NR	NR	NR	NR
Category 11 Use of Sold Products ¹⁴	In Progress	4,628	NR	NR	9,393
Category 12 End-of-Life Treatment of Sold Products ^{9,10,12}	In Progress	65,222	NR	NR	15,598
Category 13 Downstream Leased Assets ¹⁸	In Progress	77,697	NR	NR	81,716
Category 14 Franchises ^{9,11,12,14,19,20}	In Progress	2,156,653	NR	NR	2,486,999
Category 15 Investments ⁹	In Progress	38,631	NR	NR	45,026

FISCAL 2023 DATA TABLE¹ (continued)

Not Reported (NR)

Environmental Sustainability² (continued)

	2023	2022	2021	2020	2019
ENERGY					
Total Energy (MWh) ²¹	6,444,227	5,727,672	3,907,990	4,438,061	5,962,270
Total Electricity (MWh)	2,150,246	1,978,499	NR	NR	NR
Percentage Grid Electricity ²²	33%	35%	48%	42%	NR
Total Zero Carbon Electricity (MWh) ²³	792,866	NR	NR	NR	NR
Zero Carbon Electricity from Grid (MWh)	584,323	NR	NR	NR	NR
Renewable Electricity from Unbundled RECs (MWh)	49,948	100,000	NR	NR	NR
Renewable Electricity from Utility Green Power Programs (MWh)	157,115	118,145	NR	NR	NR
Renewable Electricity from Owned Solar (MWh)	1,480	983	NR	NR	NR
Percentage Zero Carbon Electricity ²³	37%	34%	30%	NR	NR
Percentage Renewables ²⁴	5.5%	4.4%	5.3%	7.0%	NR
Renewable Fuel (MWh)	145,549	33,015	NR	NR	NR
WASTE²⁵					
Percentage of Operational Waste Diverted from Landfill and Incineration (Company) ²⁶	61%	58%	61%	60%	57%
Operational Waste Generated (Company) (U.S. Tons) ²⁶	244,363	215,423	138,785	152,048	252,744
Operational Waste Sent to Landfill (Company) (U.S. Tons) ²⁶	92,232	87,190	53,248	59,268	103,115

	2023	2022	2021	2020	2019
Operational Waste Diverted (Company) (U.S. Tons) ²⁶	148,793	125,945	85,283	90,480	145,271
Percentage of Operational Waste Diverted from Landfill and Incineration (Parks, Resorts, and Cruise Line) ²⁷	58%	56%	60%	NR	NR
Operational Waste Sent to Landfill (Parks, Resorts, and Cruise Line) (U.S. Tons) ²⁷	84,714	80,784	45,059	NR	NR
WATER (BILLIONS OF GALLONS)²⁸					
Total Water Consumption	9.41	8.00	6.71	NR	NR
Potable Water Consumed	7.26	6.16	5.09	4.99	6.53
Non-Potable Water Consumed	2.15	1.84	1.62	NR	NR
SUSTAINABLE DESIGN^{25, 29}					
Percentage of Construction Waste Diverted from Landfill and Incineration	90%	95%	96%	NR	NR
Construction Waste Generated (U.S. Tons)	89,925	100,536	62,332	NR	NR
Construction Waste Sent to Landfill (U.S. Tons)	8,963	4,997	2,183	NR	NR
Construction Waste Diverted (U.S. Tons)	80,962	95,538	60,148	NR	NR
MATERIALS					
Facilities that participate in Higg Index or maintain a sustainable manufacturing certification ³⁰	> 50%	NR	NR	NR	NR

FISCAL 2023 DATA TABLE¹ (continued)

Not Reported (NR)

Social Impact

	2023	2022	2021	2020	2019
CHARITABLE GIVING					
Charitable Giving (cash contributions, in millions) ³¹	\$86.1	\$97.1	\$87.1	\$80.4	\$107.0
Charitable Giving (in-kind donations, in millions) ³²	\$149.0	\$136.2	\$206.6	\$252.7	\$231.2
Total Charitable Giving (cash and in-kind donations, in millions) ^{31,32}	\$235.1	\$233.3	\$293.7	\$333.1	\$338.2
Charitable Giving to Programs Supporting Underrepresented Communities (cash and in-kind donations, in millions) ^{31,32,33}	\$145.3	\$140.3	\$153.8	NR	NR

	2023	2022	2021	2020	2019
VOLUNTEERING					
VoluntEARS Hours ³⁴	483,600	480,000	341,500	321,700	612,300

Workforce

	2023	2022	2021	2020	2019
EMPLOYMENT & EMPLOYMENT STATUS³⁵					
Global Employees ^{36,37}	225,000	220,000	190,000	203,000	224,000
Casual Seasonal (global) ³⁶	7%	7%	5%	1%	7%
Casual Ongoing (global) ³⁶	16%	15%	16%	19%	18%
Full-Time (global) ³⁶	77%	78%	79%	80%	75%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S.)	55%	53%	54%	54%	50%

	2023	2022	2021	2020	2019
TRAINING, DEVELOPMENT, AND COMPETITIVE PAY					
Trainings Offered (unique) ^{38,39}	22,800	22,100	20,000	24,000	13,700
Number of Trainings Taken ³⁸	2,100,000	2,200,000	2,050,000	1,590,000	1,600,000
Median Wage Earnings for U.S. Disney Experiences Hourly Employees ⁴⁰	\$19/hour	\$17.50/hour	\$17/hour	\$17/hour	NR

FISCAL 2023 DATA TABLE¹ (continued)

Workforce Representation^{35, 41, 42, 43, 44}

	2023	2022	2021	2020	2019
OVERALL WORKFORCE					
Women (global)	51.2%	50.9%	50.3%	50.9%	50.9%
People of Color (U.S.)	46.1%	46.7%	46.3%	46.1%	45.6%
Asian (U.S.)	7.4%	7.4%	7.4%	7.3%	7.2%
Black or African American (U.S.)	8.0%	8.1%	8.6%	8.4%	8.4%
Hispanic or Latino (U.S.)	27.3%	27.9%	27.0%	27.1%	26.7%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.7%	0.6%	0.6%	0.7%	0.7%
White (U.S.)	45.4%	47.3%	50.9%	51.1%	51.5%
Two or More Races (U.S.)	2.5%	2.4%	2.3%	2.4%	2.3%
Not Disclosed (U.S.)	8.5%	5.9%	2.7%	2.7%	2.9%
EXECUTIVE					
Women (global)	45.6%	45.5%	43.3%	41.8%	40.9%
People of Color (U.S.)	28.5%	27.5%	24.7%	22.5%	21.2%
Asian (U.S.)	11.5%	11.1%	10.2%	9.6%	9.0%
Black or African American (U.S.)	7.0%	6.8%	6.0%	4.9%	4.4%
Hispanic or Latino (U.S.)	7.4%	7.1%	6.3%	6.1%	6.1%
Native American or Alaskan Native (U.S.)	0.1%	0.2%	0.2%	0.3%	0.2%
Native Hawaiian or Pacific Islander (U.S.)	0.3%	0.3%	0.2%	0.2%	0.2%
White (U.S.)	68.8%	69.9%	73.3%	76.1%	77.1%
Two or More Races (U.S.)	2.2%	2.1%	1.8%	1.4%	1.3%
Not Disclosed (U.S.)	2.7%	2.3%	1.9%	1.4%	1.6%

	2023	2022	2021	2020	2019
MANAGER					
Women (global)	45.0%	44.5%	43.3%	42.8%	42.6%
People of Color (U.S.)	33.0%	32.0%	30.2%	29.3%	29.3%
Asian (U.S.)	10.9%	10.8%	10.3%	10.0%	10.1%
Black or African American (U.S.)	5.6%	5.6%	5.6%	5.2%	5.0%
Hispanic or Latino (U.S.)	13.4%	12.7%	11.7%	11.6%	11.8%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.2%	0.2%
Native Hawaiian or Pacific Islander (U.S.)	0.5%	0.5%	0.4%	0.4%	0.4%
White (U.S.)	64.5%	65.6%	67.8%	69.3%	69.3%
Two or More Races (U.S.)	2.2%	2.1%	1.8%	1.8%	1.8%
Not Disclosed (U.S.)	2.5%	2.3%	2.0%	1.3%	1.4%
BELOW MANAGER					
Women (global)	52.4%	52.2%	51.9%	52.7%	52.8%
People of Color (U.S.)	48.9%	50.0%	50.0%	49.8%	49.3%
Asian (U.S.)	6.6%	6.7%	6.8%	6.8%	6.6%
Black or African American (U.S.)	8.5%	8.5%	9.3%	9.0%	9.1%
Hispanic or Latino (U.S.)	30.3%	31.3%	30.5%	30.4%	30.1%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.7%	0.7%	0.7%	0.7%	0.7%
White (U.S.)	41.4%	43.3%	47.2%	47.2%	47.5%
Two or More Races (U.S.)	2.5%	2.5%	2.5%	2.5%	2.4%
Not Disclosed (U.S.)	9.7%	6.6%	2.9%	3.0%	3.2%

FISCAL 2023 DATA TABLE¹ (continued)

Not Reported (NR)

Content Representation^{35, 41, 43, 44}

	2023	2022	2021	2020	2019
SCRIPTED TELEVISION AND FILM⁴⁵					
DIRECTORS					
People of Color	45.5%	42.0%	39.0%	33.5%	NR
Women	41.7%	45.1%	42.2%	40.3%	NR
SERIES REGULARS / LEADS					
People of Color	50.8%	49.1%	47.0%	45.4%	NR
Women	44.1%	46.7%	47.3%	45.9%	NR
PRODUCERS					
People of Color	27.5%	24.9%	22.9%	22.8%	NR
Women	37.6%	37.1%	37.4%	35.3%	NR
WRITERS					
People of Color	38.4%	39.0%	33.2%	31.4%	NR
Women	46.2%	48.4%	42.7%	42.1%	NR

	2023	2022	2021	2020	2019
NEWS AND SPORTS⁴⁶					
ON AIR					
People of Color	42.2%	42.1%	40.7%	39.6%	NR
Women	33.9%	34.3%	34.4%	33.4%	NR
BEHIND THE CAMERA					
People of Color	33.2%	32.4%	31.2%	29.2%	NR
Women	38.8%	38.2%	38.2%	38.6%	NR

FISCAL 2023 DATA TABLE¹ (continued)

Not Reported (NR)

Supply Chain

	2023	2022	2021	2020	2019
FACILITY FOOTPRINT^{47, 48}					
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year	43,500	44,000	43,700	43,300	42,500
Total Number of Countries	99	106	103	99	101
Number of Countries with 1% or Less of Total Facilities	83	90	87	86	88
FACILITY FOOTPRINT: COUNTRY DATA^{47, 48}					
<i>Number of Facilities Manufacturing Disney-Branded Products by Country: # (% of total)</i>					
China	12,950 (30%)	12,510 (28%)	12,070 (28%)	11,640 (27%)	11,210 (26%)
Japan	8,170 (19%)	8,110 (18%)	8,210 (19%)	8,050 (19%)	7,960 (19%)
USA	5,750 (13%)	5,630 (13%)	5,540 (13%)	5,470 (13%)	5,200 (12%)
South Korea	1,970 (5%)	2,100 (5%)	2,120 (5%)	2,090 (5%)	1,900 (4%)
Brazil	1,320 (3%)	1,570 (4%)	1,510 (4%)	1,460 (3%)	1,520 (4%)
Taiwan	1,260 (3%)	1,270 (3%)	1,360 (3%)	1,340 (3%)	1,300 (3%)
India	1,240 (3%)	1,340 (3%)	1,240 (3%)	1,120 (3%)	1,100 (3%)
Italy	1,030 (2%)	1,200 (3%)	1,290 (3%)	1,380 (3%)	1,370 (3%)
Turkey	870 (2%)	960 (2%)	880 (2%)	780 (2%)	670 (2%)
France	870 (2%)	850 (2%)	870 (2%)	920 (2%)	930 (2%)
United Kingdom	750 (2%)	770 (2%)	780 (2%)	880 (2%)	930 (2%)
Portugal	740 (2%)	720 (2%)	750 (2%)	870 (2%)	810 (2%)
Vietnam	580 (1%)	560 (1%)	550 (1%)	1% or less	1% or less
Germany	480 (1%)	490 (1%)	520 (1%)	610 (1%)	640 (2%)
Poland	460 (1%)	500 (1%)	530 (1%)	1% or less	1% or less
Spain	460 (1%)	450 (1%)	470 (1%)	1% or less	1% or less
All Other Facilities (in countries with < 1% of total facilities)	4,600 (10%)	4,970 (11%)	5,010 (10%)	6,690 (15%)	6,960 (16%)

	2023	2022	2021	2020	2019
REMEDIATION^{49, 50}					
<i>Percentage of Audits with Findings Identified for Remediation</i>					
Child Labor	< 1%	< 1%	1%	< 1%	1%
Involuntary Labor	< 1%	< 1%	< 1%	< 1%	1%
Coercion and Harassment	< 1%	< 1%	< 1%	< 1%	< 1%
Non-Discrimination	< 1%	< 1%	< 1%	< 1%	1%
Association	1%	< 1%	< 1%	< 1%	1%
Health and Safety: Factory	85%	85%	85%	87%	85%
Health and Safety: Dormitory	2%	2%	2%	2%	3%
Compensation: Minimum Wage	2%	2%	4%	5%	6%
Compensation: Overtime Wage	4%	3%	5%	7%	10%
Compensation: Overtime Hours	70%	68%	70%	71%	68%
Compensation: Social Benefits	64%	63%	64%	65%	63%
Protection of the Environment	18%	22%	24%	28%	30%
Other Laws	14%	15%	17%	20%	22%
Subcontracting	1%	< 1%	1%	1%	2%
Monitoring and Compliance	5%	4%	4%	5%	6%
Publication	2%	2%	1%	2%	3%
FACILITY AUDITS^{49, 50}					
Percentage of Supplier Facilities Audited	37%	35%	34%	32%	NR
Percentage of Audits Conducted by a Third-Party Auditor	97%	97%	96%	94%	NR

FISCAL 2023 DATA TABLE¹ (continued)

Supply Chain (continued)

	2023	2022	2021	2020	2019
SUPPLIER DIVERSITY⁵¹					
Total Spend with Minority, Woman, Disabled, U.S. Veteran, Service-Disabled U.S. Veteran, U.S. Military Spouse, and LGBTQIA+-owned Business Enterprises (in millions)	\$1,054.1	\$803.6	\$449.0	\$438.7	\$590.8

Healthy Living⁵²

	2023	2022	2021	2020	2019
<i>Percentage of Disney-Licensed Wholesale Food Sales Dedicated to Everyday Foods that Meet Our Nutrition Guidelines</i>					
Global	Meets 85% Target	Meets 85% Target	Meets 85% Target	84%	Meets 85% Target
North America	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target

Footnotes

- General**
- 1 Disney's fiscal year ends on the Saturday closest to September 30.
- Environmental Sustainability**
- 2 Some previously published environmental data have been restated to reflect corrections, updates to methodology, and/or changes in emission factors.
- 3 Greenhouse Gas Emissions (GHG) are measured and calculated according to the principles in the World Resources Institute and the World Business Council for Sustainable Development Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 Revised Edition" ("GHG Protocol").
- 4 The boundary for Disney's GHG emissions reporting includes owned and operated assets (such as theme parks & resorts, Disney Cruise Line, and commercial spaces), leased assets (such as office locations), as well as Productions (including feature films, television, theatricals, and sporting events). Direct CO₂ emissions from biogenic fuels are not included in the Scope 1 totals. They are as follows: Fiscal 2019: 29,146 MT CO₂e; Fiscal 2020: 16,799 MT CO₂e; Fiscal 2021: 22,662 MT CO₂e; Fiscal 2022: 4,890 MT CO₂e; Fiscal 2023: 36,393 MT CO₂e.
- 5 A third-party validator has provided limited assurance of our scope 1 & 2 GHG emissions since fiscal 2019, and scope 3 GHG emissions for fiscal 2019 and fiscal 2022. More information is available in our Emissions Verification statements.
- 6 We define "net emissions" and "net zero emissions" for our 2030 goals as follows: Scope 1 emissions + Scope 2 emissions (market-based) – carbon credits. Market-based emissions are used where available in calculating carbon credit retirements, total emissions, and net emissions. Scope 2 emissions (market-based) include emission reductions attributed to utility green power purchases, power purchase agreements, and unbundled energy attribute certificates. Our approach to carbon credits can be found in our Natural Climate Solutions White Paper. We will have achieved our 2030 "net zero emissions" goal when "net emissions," as defined above, equals 0.
- 7 Carbon credits are from projects developed according to recognized standards (e.g., Climate Action Reserve, Verified Carbon Standard, Gold Standard) and are retired annually. All credits are verified by accredited third-party reviewers.
- 8 Scope 3 emissions calculations follow guidance provided by the GHG Protocol. In many instances, these emissions calculations are based on estimated and extrapolated data and rely on third-party emission factor databases and industry averages. We expect to make continual improvements to Scope 3 estimates over time, including updates to assessments of business activities and activity boundaries, and improvements in input data and emission factors. As a result of current data availability, methodologies, and business processes, the most recent Scope 3 emissions data are reported for the previous fiscal year (and thus are reported for fiscal 2022 as the most recent available data for this report). Scope 3 emissions are part of Disney's science-based target that was validated by SBTi. In order to monitor progress against this target, fiscal year 2019 is used as the baseline year and hence data for fiscal 2019 is reported; data for fiscal years 2020 and 2021 will not be reported.
- 9 Spend-based methodology estimates emissions for goods and services by collecting data on the economic value of goods and services purchased and multiplying that by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods).
- 10 Hybrid methodology uses a combination of supplier-specific activity and/or emission data (where available) and secondary data to fill the gaps.
- 11 Average data methodology estimates emissions for goods and services by collecting data on the mass (e.g., kilograms or pounds) or other relevant units of goods or services purchased, and multiplying by the relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good or service).
- 12 Average product methodology involves estimating emissions for goods by collecting data on the mass or other relevant units of goods purchased and multiplying by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good).
- 13 Fuel-based methodology involves determining the amount of fuel consumed (i.e., Scope 1 & 2 emissions of transport providers) and applying the appropriate emission factor for that fuel.
- 14 Distance-based methodology involves determining the mass, distance, and mode of each transportation activity, then applying the appropriate vehicle-distance, mass-distance, or passenger-distance emission factor for the vehicle used.
- 15 Waste-type specific methodology involves using emission factors for specific waste types and waste treatment methods.
- 16 Emissions within this category were evaluated and determined not to be relevant. Activities identified as downstream transportation and distribution do not result in significant Scope 3 emissions for the company.
- 17 Emissions within this category were evaluated and determined not to be relevant. The company does not have any activities that it characterizes as intermediate goods.
- 18 Site-specific methodology involves identifying site-specific fuel and electricity, and applying the appropriate emission factors.
- 19 Franchise-specific methodology involves collecting site-specific activity data or Scope 1 & 2 emissions data from franchisees.
- 20 Asset-specific methodology involves collecting asset-specific (e.g., site-specific) fuel and energy use data, or Scope 1 & 2 emissions data from individual assets.
- 21 Total energy includes electricity, natural gas, chilled water, hot water, steam, compressed air, renewable energy, and fuels. Fiscal 2019 through fiscal 2021 data exclude energy from Productions.
- 22 Percentage grid electricity is purchased electricity consumption divided by total energy consumption
- 23 We define zero carbon electricity as any type of electricity generation that does not generate GHGs, such as solar, wind, geothermal, nuclear, and large-scale hydropower. Percentage zero carbon electricity is zero carbon electricity consumption divided by total electricity consumption.
- 24 Percentage renewables is renewable energy consumption divided by total energy consumption. Renewable energy consumed includes renewable fuels and renewable electricity that we produce or purchase and match with Renewable Energy Certificates (RECs) or Guarantees of Origin (GOs). The renewable portion of the electricity grid mix for which we do not possess RECs or GOs is not included in this calculation.
- 25 Waste diverted includes waste prevention, donations, recycling, compost, anaerobic digestion, and thermal waste-to-energy. Total waste generated includes diverted waste, waste sent to landfill, and incineration without energy recovery. Incineration without energy recovery is not counted in total waste sent to landfill or total waste diverted—thus the two do not sum to total waste generated.

FISCAL 2023 DATA TABLE¹ (continued)

Footnotes

- 26 For total company operational waste data, facilities include theme parks & resorts, Disney Cruise Line, ESPN, enterprise-owned commercial and office spaces, and Pixar. Excluded are all leased properties, Disney Stores and Distribution Centers, TV stations, and all construction materials.
- 27 The boundary for this metric is Walt Disney World, Disneyland Resort, Disneyland Paris, and Disney Cruise Line.
- 28 The boundary for Disney's water consumption includes owned and operated assets (theme parks & resorts, Disney Cruise Line, owned commercial and office spaces, Studios, and ESPN). Water consumption from Disney Stores and leased assets is excluded. Water data for Shanghai Disney Resort were not included in data prior to fiscal 2021.
- 29 Construction diversion rate includes data from annual facility asset planning construction projects and construction for new assets that became operational in the reporting year, in the U.S. and Europe only.
- 30 Only includes facilities utilized by vendors to manufacture Disney-branded products for U.S. Disney stores, U.S. Theme Park Merchandise, and disneystore.com. The Higg Index is a suite of tools for the measurement of value chain sustainability. The Higg Facility Environmental Module (Higg FEM) tool assesses environmental impacts of product manufacturing at facilities.
- Social Impact**
- 31 Charitable cash contributions include company-directed charitable cash donations, which includes contributions made by the Disney Conservation Fund, as well as employee-directed Matching Gifts grants and Disney VoluntEARS Grants.
- 32 In-kind support refers to noncash contributions comprising tangible items or non-tangible support. Donations may include, but are not limited to, estimated values for merchandise, theme park tickets, food, public service announcements (PSAs), character/talent appearances, and other noncash charitable support. Due to differences in distribution, viewership, programming, availability, pricing, marketplace demand, and other variables, PSAs are valued differently across our media platforms. For example, in some cases, PSAs are valued based on an average sales price for the time period. In other cases, the value is based on an average sponsor value across a daypart rotation. Therefore, we do not use a single method to value PSAs.
- 33 Charitable giving that we report includes grants directed toward historically underrepresented and protected communities, including Asian American & Pacific Islander, Black & African American, Hispanic & Latino, Native American & Indigenous, LGBTQIA+, People with Disabilities, veterans, and women communities. The percentage of services reaching underrepresented

and protected communities varies by organization and we include grants to organizations where a percentage of its services reaches underrepresented and protected communities. If the organization spends a majority of its efforts on one or more underrepresented or protected community, we count the entire grant; if the organization does not spend a majority, we count a proration of the grant. We rely on each organization's self-reported percentages regarding communities served. On a sample basis, we validate the percentages that we report.

- 34 Disney VoluntEARS data include hours logged by Disney employees and are rounded.

Workforce & Representation

- 35 Employee statistics generally reflect our employment base at the end of each fiscal year.
- 36 Headcount excludes dailies, freelancers, contractors, and domestic Disney employees not paid in the last 60 days.
- 37 Employee numbers are rounded to the nearest thousand.
- 38 Learning-related data are approximate and rounded. Data reflect courses offered through our top learning platforms: D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge. D Learn data represent all employees, excluding Pixar and contract workers for all years and Hulu employees prior to fiscal 2021. Data incorporate both required and non-required courses, including online courses, orientations, in-person classes, and on-demand content. Participants can attend more than one course and may view online content more than once, depending on their individual needs.
- 39 Data represent the number of unique courses offered. Prior to fiscal 2022, this metric measured the number of scheduled classes of a unique course. Methodology was updated to better reflect unique courses offered vs. courses consumed.
- 40 Employees earn minimum wage or higher. Almost all hourly full-time and part-time nontipped employees in our U.S. Disney Experiences business earn a base rate of \$17/hour or more, excluding Walt Disney World College Program participants (this program is not comparable to other employment opportunities, as it includes other benefits such as housing and transportation), Disney Stores in select regions, and temporary daily hires. Median earnings for hourly employees are based on total earnings for total hours paid and include the impact of overtime, shift premiums, and gratuities. This excludes the value of benefits for eligible employees.

- 41 Headcount not reported in Women includes Men, Nonbinary (where collected), and Non-Disclosed.
- 42 Headcount excludes dailies, freelancers, contractors, casual seasonal, interns, and domestic Disney employees not paid in the last 60 days. Domestic counts exclude Disney Cruise Line Shipboard. Percentages for women based on global full- and part-time headcount. Percentages for People of Color include U.S.-based full- and part-time employees only. People of Color includes employees who are Asian American, Black or African American, Hispanic or Latino, Native American or Alaskan Native, Native Hawaiian or Pacific Islander, or Two or More Races.
- 43 "Executive" includes employees at the Director level and above. "Manager" includes employees at Manager levels. "Below Manager" includes employees that do not meet Executive or Manager criteria. In fiscal 2021 and prior, Twenty-First Century Fox (TFCF) Directors were included in Manager.
- 44 Content Representation headcount not reported in People of Color includes White and Non-Disclosed.
- 45 Data are limited to content developed by Disney and exclude Daytime, unscripted, global content developed in region, and Star. Data are not available for fiscal 2019. Fiscal 2023 data consist of: Studios data (which includes Walt Disney Pictures, Walt Disney Animation Studios, Pixar, Marvel Studios, Lucasfilm, 20th Century Studios, and Searchlight Pictures), reflecting a slate of 42 content films and consisting of all content titles (episodic, film, and series) greater than 1 hour in total length; and Disney Entertainment Television data (which include 20th Television, ABC Signature, ABC Entertainment, Disney Branded Television, Freeform, FX, Hulu Originals, National Geographic, and ONYX Collective), reflecting a slate of 77 episodic scripted series.
- 46 News and Sports Representation percentages include U.S.-based executive, project hire, and full- and part-time employees. Data exclude contingent workers, student programs, daily employees, and seasonal employees.

Supply Chain

- 47 The supply chain for Disney-branded products experiences routine fluctuations in active facilities. In any given year, a significant number of new facilities may become authorized to produce Disney-branded products, which complicates any year-to-year comparison. In fiscal 2023, the facility count shown includes approximately 1,600 beyond Tier 1 that are subject to the purview of the Disney International Labor Standards (ILS) program.

- 48 Facility footprint data include all facilities authorized to manufacture Disney-branded products at any point during the fiscal year. With respect to TFCF intellectual property, as contracts are newly executed, renewed, or amended with respect to the manufacturing of products, the facilities producing such goods fall under the purview of the Disney ILS Program and are included in the facility footprint data. Aggregate facility data and country facility data are approximate and rounded.
- 49 Disney uses the World Bank's Governance Indicators as the primary resource for identifying and comparing areas of risk and determining where to focus our monitoring resources and requirements. More information is available in our Permitted Sourcing Countries Policy.
- 50 Fiscal 2023 supplier audit data include suppliers beyond Tier 1. Fiscal years prior to 2023 included only Tier 1 suppliers. The Disney ILS Program works toward ongoing and sustainable improvement in working conditions at facilities producing Disney-branded products. All Code of Conduct violations identified in active facilities as the result of audits or assessments must be corrected or remediated within the time periods and in the manner established by the Disney ILS Program as a condition of continued use of the facility for the production of Disney-branded products.
- 51 Supplier diversity data include Tier 1 spend for all years shown, plus Tier 2 spend for fiscal year 2023, with firms that have obtained certification from a third-party agency as being at least 51% owned, controlled, and operated by a Person of Color, woman, disabled person, veteran, service-disabled veteran, veteran spouse, or LGBTQIA+ person. In fiscal 2023, Tier 1 spend was \$817.8 million and Tier 2 spend was \$236.3 million. We validate diverse status through certification compliance using WBENC, NMSDC, Department of Veterans Affairs, NGLCC, and Disability:IN.

Healthy Living

- 52 Healthy Living licensing results do not include TFCF businesses prior to fiscal 2022.

SASB INDEX

The [Sustainability Accounting Standards Board \(SASB\) Standards](#), now part of the International Financial Reporting Standards (IFRS) Foundation, provides industry-specific standards to guide the disclosure of sustainability information by companies to their investors. The following index maps our disclosures to certain SASB indicators. Given our broad array of businesses that span multiple industries around the globe, we have focused this year's reporting on the recommended indicators for the "Media & Entertainment" and "Internet Media & Services" industries. Where relevant, we also highlight select information relevant to the "Leisure Facilities," "Hotels & Lodging," "Restaurants," "Cruise Lines," "Apparel, Accessories, and Footwear," and "Toys & Sporting Goods" industries. As our businesses continue to grow and evolve, we expect to advance and refine our disclosures over time. Metrics and disclosures are reported on an enterprise-wide level, unless otherwise indicated.



TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
GREENHOUSE GAS EMISSIONS	Gross Global Scope 1 emissions	• Fiscal 2023 Data Table & Data Table Footnotes, pp. 65 , 71–72	TR-CL-110a.1
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	• 2030 Environmental Goals White Paper • 2023 CDP Climate Change Survey Response • Emissions, pp. 42–45	TR-CL-110a.2
ENERGY MANAGEMENT	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	• (1, 2, 3) Fiscal 2023 Data Table & Data Table Footnotes, pp. 66 , 71	TC-IM-130a.1; SV-LF-130a.1; SV-HL-130a.1; FB-RN-130a.1
WATER MANAGEMENT	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	• (1, 2) Fiscal 2023 Data Table & Data Table Footnotes, pp. 66 , 72 • We are disclosing the total potable water consumption and total non-potable water consumption at this time and will assess the expansion of our disclosures in future reporting.	TC-IM-130a.2; SV-HL-140a.1; FB-RN-140a.1
WASTE MANAGEMENT	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	• (1, 3) Fiscal 2023 Data Table & Data Table Footnotes, pp. 66 , 72 • (2) Not reported	FB-RN-150a.1

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
LABOR CONDITIONS IN THE SUPPLY CHAIN	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	<ul style="list-style-type: none"> • (1) Fiscal 2023 Data Table & Data Table Footnotes, pp. 70, 72 • (2) Not reported • (3) Percentage of Tier 1 audits conducted by a third-party auditor provided in Fiscal 2023 Data Table & Data Table Footnotes, pp. 70, 72 	CG-AA-430b.1
	(1) Priority non-conformance rate and (2) associated corrective action rate for suppliers' labor code of conduct audits	<ul style="list-style-type: none"> • Priority nonconformance rate was 13% • Priority nonconformance rate is defined as the percentage of audits with findings where facilities failed to meet Disney's Minimum Compliance Standards. More information is available in our ILS Program Manual. • Corrective action rate was 91% • Our ILS Program Manual provides more information about expectations and timelines for corrective action. 	CG-AA-430b.2
	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	<ul style="list-style-type: none"> • (1, 2) Supply chain assessments identify the most common risks to be in the areas of health and safety, overtime hours, and social benefits; see Fiscal 2023 Data Table & Data Table Footnotes, pp. 70, 72. We understand that supply chain assessments may not fully capture some underreported issues, such as sexual harassment, forced labor, and interference with freedom of association. We continue to explore additional methods for gaining such visibility. Our supply chain policy commitments are described in our ILS Program Manual, Human Rights Policy, Conflict Minerals Policy, 2022 Modern Slavery Statement, and Paper Sourcing and Use Policy. • Supply Chain, p. 15 	CG-AA-430b.3
ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	<ul style="list-style-type: none"> • In 2023, > 50% of Tier 1 and beyond facilities completed the Higg FEM.† • Materials, p. 48 	CG-AA-430a.2
WORKFORCE DIVERSITY	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals, and (d) all other employees Programs and policies for fostering equitable employee representation across global operations	<ul style="list-style-type: none"> • Data in our 2022 EEO-1 aligns with SASB categories. However, we believe the information provided in our Fiscal 2023 Data Table is more informative and reflects the various facets of Disney's workforce. • Fiscal 2023 Data Table & Data Table Footnotes, pp. 68, 72 • Transparency & Accountability, p. 39 • Standards of Business Conduct, p. 10 	SV-ME-260a.1 TC-IM-330a.3

† Only includes facilities utilized by vendors to manufacture Disney-branded products for U.S. Disney stores, U.S. Theme Park Merchandise, and disneystore.com. The Higg Index is a suite of tools for the measurement of value chain sustainability. The Higg Facility Environmental Module (Higg FEM) tool assesses environmental impacts of product manufacturing at facilities.

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
LABOR PRACTICES	(1) Average hourly wage and (2) percentage of lodging facility employees earning minimum wage, by region	<ul style="list-style-type: none"> • (1, 2) Fiscal 2023 Data Table & Data Table Footnotes, pp. 67, 72 • Comprehensive Total Rewards, p. 25 	SV-HL-310a.3
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	<ul style="list-style-type: none"> • (1, 2) Fiscal 2023 Data Table & Data Table Footnotes, pp. 67, 72 • Comprehensive Total Rewards, p. 25 	FB-RN-310a.2
	Description of policies and programmes to prevent worker harassment	<ul style="list-style-type: none"> • Standards of Business Conduct, pp. 9–10, 37–38 • Ethics, p. 13; Employee Safety, Health & Well-being, p. 24; Transparency & Accountability, p. 39; Human Rights, p. 14; Supply Chain, pp. 15–16 	SV-HL-310a.4
MEDIA PLURALISM	Description of policies and procedures to ensuring pluralism in news media content	<p>ABC News is committed to Diversity & Inclusion. There are three pillars to ABC News' Diversity & Inclusion efforts:</p> <ul style="list-style-type: none"> • PEOPLE—Our people, at all levels, should reflect the life experiences of our audiences. This is reflected across all staffing levels, correspondents, executives, managers, producers, writers, editors, and junior staff. • CONTENT—Our work is relevant to a rapidly diversifying audience. This is reflected in the growth of content and story coverage that focuses on the experiences and interests of diverse audiences at the intersection of race, politics, culture, and lifestyle. • CULTURE—Our environment promotes curiosity, innovation, and ideas from everyone. This is reflected in a number of initiatives, including the News Division-wide “Everyday Inclusion” program, relevant employee committees, and frequent Diversity & Inclusion workshops and discussions programmed throughout the year. <p>ABC News' commitment to the straightforward pursuit of truth drives all our work across platforms in established and new and emerging technologies. Our success lies in our dedication to the highest-quality journalism, which means a commitment to fairness, compelling storytelling, and, of utmost importance, uncompromising accuracy. We expect employees to approach their work with rigor, to question thoroughly and skeptically, and to analyze deeply.</p> <p>We continue to build on the exceptional legacy of ABC News, upholding high standards in journalism, while also leading in innovation. Our editorial integrity and commitment to accuracy provide the foundation for the outstanding work that we do.</p> <ul style="list-style-type: none"> • Journalistic Integrity, p. 21 	SV-ME-260a.2
JOURNALISTIC INTEGRITY & SPONSORSHIP IDENTIFICATION (continued on next page)	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm	<ul style="list-style-type: none"> • (1) Truthfulness, accuracy, objectivity, fairness, and accountability: It is the mission of ABC News to inform the public on matters of interest and importance to them. The credibility we have with our audience is essential to this mission and we, therefore, attach great importance to the maintenance of our fairness and integrity—both real and perceived—as we gather and report the news. Company policies on Business Ethics, Fairness, and Insider Trading apply to all employees in every division, and those policies are particularly important to ABC News employees. We share responsibility for maintaining our reputation for fairness and accuracy. Action that damages that reputation, or even gives the appearance of compromising it, harms both ABC News and the individuals involved. All employees of ABC News are, therefore, required to abide by the letter and spirit of our policies and to be alert to subtle efforts that could have the effect of compromising the integrity of ABC News. • (2) Independence of content and/or transparency of potential bias: ABC News employees are hired to report and record news events, not to participate in them. News employees should remain professionally detached in all situations and not take action that would be seen as favoring one side or the other. We take particular care to act in a neutral and professional manner where the passions of others are engaged or aroused. We must all share an uncompromising commitment to accuracy and fairness in reporting the news. We are committed to seeking out knowledgeable and credible sources of information, as well as reaching out for and carefully evaluating comments from those accused of wrongdoing and others with relevant information and perspectives on the matters that we are covering. When ABC News covers stories about Disney or other affiliated or subsidiary companies, we make clear disclosures about the relationship. 	SV-ME-270a.3

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
JOURNALISTIC INTEGRITY & SPONSORSHIP IDENTIFICATION (continued)		<ul style="list-style-type: none"> (3) Protection of privacy and limitation of harm: News staffers receive extensive guidance and training on privacy concerns and other legal issues through legal and standards training sessions. And as a regular part of our newsgathering process, there are targeted reporting meetings to discuss journalistic and legal issues. <p>Similarly, the mission of ESPN is to provide credible, timely, contextual, and trustworthy information. This mission is supported by detailed editorial guidelines intended to protect ESPN's journalistic credibility across platforms and with the oversight of the ESPN Editorial Board. ESPN reviews its performance against these standards on an ongoing basis and regularly reviews and provides training on guidelines for personnel. Ultimately, every member of the ESPN editorial teams is responsible for upholding the reputation and integrity of ESPN reporting.</p> <ul style="list-style-type: none"> Journalistic Integrity, p. 21 	SV-ME-270a.3
NUTRITIONAL CONTENT	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	<ul style="list-style-type: none"> (1) Not disclosed (2) Nearly all food and beverage advertising on our media platforms oriented to kids and families meets Disney Nutrition Guideline standards.† Disney Nutrition Guideline standards are informed by national dietary guidelines and focus on limiting calories, fats, sugars, and salt while promoting consumption of fruits, vegetables, whole grains, lean protein, and low-fat dairy. Responsible Advertising & Marketing, p. 20 	FB-RN-260a.3
DATA PRIVACY	Description of policies and practices relating to targeted advertising and user privacy	<p>We are committed to giving customers transparency into our data collection and use practices and having robust controls over how we use those data.</p> <p>Our guest privacy policy describes how customers' information is collected and used, as well as the very limited circumstances under which customer data may be shared with third parties. That policy also contains information about choices consumers must make to limit the use of their data for targeted advertising and direct marketing purposes. More information about our guest privacy policy, as well as the control mechanisms for limiting targeted advertising, can be found on our Privacy Center.</p> <ul style="list-style-type: none"> Privacy, p. 19 	TC-IM-220a.1
DATA SECURITY STANDARDS	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> Our approach to Information Security is addressed in the Operating Responsibly section of this report on p. 19, and in greater detail in our Information Security Management System document. 	TC-IM-230a.2
INTELLECTUAL PROPERTY PROTECTION & MEDIA PIRACY	Description of approach to ensuring intellectual property (IP) protection	<ul style="list-style-type: none"> Disney strives to foster a culture that values intellectual property protection to promote creativity, storytelling, and innovation, as well as to maintain consumer trust. We engage in practices that protect Disney's intellectual property, including our brands, characters, and content. We also respect the intellectual property rights of others and do not knowingly use the intellectual property of third parties without appropriate rights. Disney is committed to following intellectual property laws in the markets in which we operate and also requires all employees to respect third-party intellectual property rights. We have also implemented internal intellectual property policies and trainings to increase awareness and respect for intellectual property rights among all Disney employees. 	SV-ME-520a.1

† Only foods that meet Disney's Nutrition Guideline standards may be advertised on Disney linear networks for kids, within profiles under the age of 13 on Disney+, and during content on Disney+ that is rated G and below regardless of the age of the profile.

SASB INDEX (continued)

ACTIVITY METRIC(S)	LOCATION/RESPONSE	SASB CODE
Households reached by broadcast TV	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2023 10-K, pp. 7, 9 	SV-ME-000.A
Subscribers to cable networks	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2023 10-K, pp. 7, 9 	SV-ME-000.A
Subscribers to streaming services (“Entity-defined measure of user activity”)	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2023 10-K, pp. 42, 57 	TC-IM-000.A
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	<ul style="list-style-type: none"> (1, 2) Fiscal 2023 Data Table & Data Table Footnotes, pp. 70, 72 	CG-AA-000.A
Total number of media productions and publications produced	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2023 10-K, p. 11 The Company has a significant library of content spanning approximately 100 years of production history as well as acquired libraries. The library of content includes approximately 5,100 live-action film titles and 400 animated film titles, as well as episodic series with four or more seasons (approximately 75 dramas, 55 comedies, 35 non-scripted series, 15 animated series, and 10 live-action series). In addition, the library includes approximately 100 series and 65 films that were produced for initial distribution on our DTC platforms. 	SV-ME-000.B
Number of manufacturing facilities, percentage outsourced	<ul style="list-style-type: none"> Number of manufacturing facilities provided in Fiscal 2023 Data Table & Data Table Footnotes, pp. 70, 72 	CG-TS-000.B
Number of available room-nights	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2023 10-K, p. 48 	SV-HL-000.A
Average occupancy rate	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2023 10-K, p. 48 	SV-HL-000.B
Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, (3) franchised	<ul style="list-style-type: none"> (1, 2) The Walt Disney Company Fiscal Year 2023 10-K, pp. 13–17 (3) Not reported Five of the hotels located in Shanghai and Hong Kong are owned via a joint venture where our ownership is less than 50%. Disney Vacation Club offers ownership interest in 16 resort facilities, which are operated as hotel rooms when not occupied by Vacation Club members. 	SV-HL-000.D

TCFD INDEX







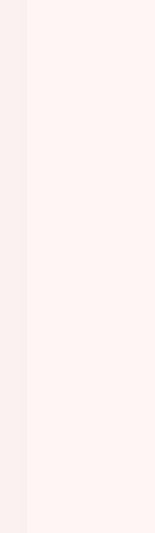
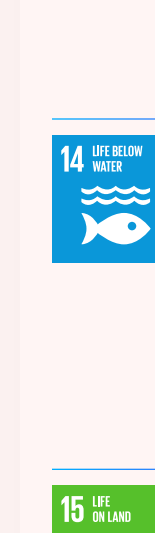

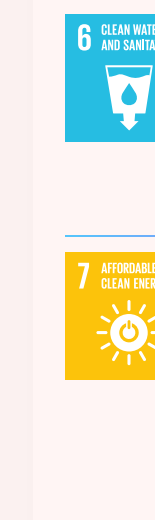
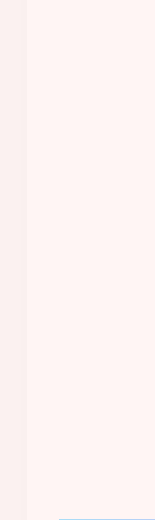
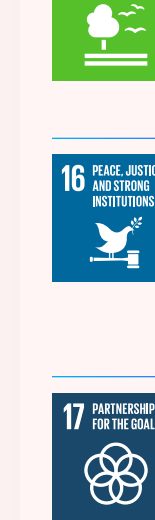



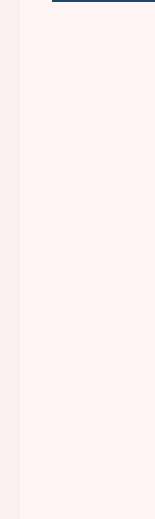
The Task Force on Climate-related Financial Disclosures (TCFD) developed a voluntary framework for companies to provide climate-related information to stakeholders. In line with TCFD's recommendations, each year we publicly disclose our climate-related information primarily through our CDP Climate Change survey response. In the following index, we provide a mapping of TCFD's disclosure recommendations to our CDP responses to make clear where to find comparable information regarding how we approach and manage climate risks and opportunities.

Disney is committed to taking meaningful and measurable action to support a cleaner, safer, and healthier planet for future generations as we operate and grow our businesses. In addition to our annual response to CDP's Climate Change survey, in late 2020 and late 2022 we launched ambitious goals to continue making progress in addressing our environmental impacts, and in 2021 the Board delegated oversight of environmental, social, and governance programs and reporting to the Governance and Nominating Committee, including with respect to environmental and sustainability policies and initiatives. For a full description of our goals, please see our [2030 Environmental Goals White Paper](#).

TOPIC	DESCRIPTION OF TCFD DISCLOSURE REQUIREMENT	COMPLETE TCFD DISCLOSURE REQUIREMENT	RELEVANT 2023 CDP CLIMATE CHANGE SURVEY RESPONSES
GOVERNANCE	Degree of Board oversight	a) Describe the Board's oversight of climate-related risks and opportunities.	C1.1a, C1.1b
	Management's role	b) Describe management's role in assessing and managing climate-related risks and opportunities.	C1.2
STRATEGY	Climate-related risks and opportunities	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	C2.1a, C2.3, C2.3a, C2.4, C2.4a
	Impacts of risks and opportunities	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	C2.3a, C2.4a, C3.1, C3.2a, C3.2b, C3.3, C3.4
	Resilience of the organization's strategy	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	C3.2, C3.2a, C3.2b
RISK MANAGEMENT	Climate risk identification process	a) Describe the organization's processes for identifying and assessing climate-related risks.	C2.1, C2.2, C2.2a
	Climate risk management process	b) Describe the organization's processes for managing climate-related risks.	C2.1, C2.2
	Integration with other risk management processes	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	C2.1, C2.2
METRICS & TARGETS	Identify risk assessment metrics	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	C4.2, C4.2a, C4.2b
	Identify GHG emissions	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	C6.1, C6.3, C6.5
	Identify targets and risk metrics	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	C4.1, C4.1a, C4.2, C4.2a, C4.2b

SDG INDICATORS

The United Nations Sustainable Development Goals (SDGs) are a collection of 17 global goals intended to provide a shared blueprint to achieve a better and more sustainable future for all. The following table provides select examples of how our sustainability and social impact programs support most of the SDGs.

	<p>UN SDG 2: ZERO HUNGER</p> <ul style="list-style-type: none"> • Supporting Communities Around the World: Donated 450,000 meals in major U.S. cities 		<p>UN SDG 5: GENDER EQUALITY</p> <ul style="list-style-type: none"> • Corporate Governance: Board diversity • Human Rights: Our Human Rights Policy specifies that we do not tolerate gender discrimination • Supplier Diversity: Women are included in our diverse suppliers sourcing process • Equitable Pay: Our 2023 adjusted pay ratio analysis includes gender • Employee Benefits: Reproductive health and family planning services • Amplifying Diverse Tech Talent: CODE:Rosie • Expanding Access to Opportunities Behind the Camera • Charitable Giving: In fiscal 2023, ~62% of our charitable giving was directed to programs supporting underrepresented communities, including women • Celebrating with Our Communities: Women Who Code panel • Transparency & Accountability: Employee diversity • Supporting Communities Around the World: Empowering Adolescent Girls 		<p>UN SDG 10: REDUCED INEQUALITIES</p> <ul style="list-style-type: none"> • Human Rights: Human Rights Policy • Supplier Diversity • People: <ul style="list-style-type: none"> – Amplifying Diverse Tech Talent – Elevating Our Everyday Heroes – Expanding Reach to Broader Communities • Culture: <ul style="list-style-type: none"> – Employee-Led Groups – Heritage & Identity Celebrations – Elevating Disability & Accessibility • Content: <ul style="list-style-type: none"> – Expanding Access to Opportunities Behind the Camera – Accessible Content – Accessible Experiences & Products – Spotlight: Mickey's Toontown at Disneyland Resort Reimagined with Accessibility in Mind • Community: <ul style="list-style-type: none"> – Charitable Giving: In fiscal 2023, ~62% of our charitable giving was directed to programs supporting underrepresented communities – Celebrating with Our Communities – Building the Next Generation of Leaders – Celebrating Neurodivergent Talent • Transparency & Accountability: Employee diversity • Disney Future Storytellers • Supporting Communities Around the World <ul style="list-style-type: none"> – Celebrating Children's Day – Empowering Adolescent Girls – ESPN Supporting Athletes of All Abilities – Preparing Early Education Kits 		<p>UN SDG 13: CLIMATE ACTION</p> <ul style="list-style-type: none"> • Environmental Collaborations & Memberships • Emissions • Sustainable Design • Shanghai Disney Resort Achieved LEED for Communities Platinum • Nature
	<p>UN SDG 3: GOOD HEALTH AND WELL-BEING</p> <ul style="list-style-type: none"> • Human Rights: Management of chemicals is part of our Human Rights Policy • Supply Chain: Management of chemicals is part of our supplemental health & safety guide • Product Safety: Management of chemicals in consumer products • Promoting Healthy Food Choices • Mental Health: Our Employee Assistance Program supports emotional well-being • Employee Well-Being: Disney's Center for Living Well provides high-quality healthcare for employees and their families • Employee Benefits: <ul style="list-style-type: none"> – Benefits include mental and reproductive health services – Celebrated Global Well-Being Week 		<p>UN SDG 6: CLEAN WATER AND SANITATION</p> <ul style="list-style-type: none"> • Watershed Investments • Water Conservation • Sustainable Design • Shanghai Disney Resort Achieved LEED for Communities Platinum 		<p>UN SDG 7: AFFORDABLE AND CLEAN ENERGY</p> <ul style="list-style-type: none"> • Pathway to Net Zero Emissions for Direct Operations • Examples of Using Our Five Key Levers to Work Toward Our 2030 Emissions Target for Direct Operations • Reducing Scope 3 Emissions and Engaging Suppliers • Sustainable Design • Shanghai Disney Resort Achieved LEED for Communities Platinum 		<p>UN SDG 14: LIFE BELOW WATER</p> <ul style="list-style-type: none"> • Sustainable Seafood • Nature: <ul style="list-style-type: none"> – Excellence in Animal Care: Replenishing tropical fish stocks – The Great Reef Census – Commitment to Conservation in Florida – Connecting with the Planet Through Stories: Keep Our Oceans Amazing campaign
	<p>UN SDG 4: QUALITY EDUCATION</p> <ul style="list-style-type: none"> • Digital Wellness & Responsible Content: Digital wellness education grants • Investing in Our People Through Education • Amplifying Diverse Tech Talent: CODE:Rosie • Expanding Reach to Broader Communities: <ul style="list-style-type: none"> – Through Disney on the Yard's Innovation Challenge, students pitch their innovative ideas, receive mentorship, and can win scholarships – Launched an apprenticeship program with our Black Business Employee Resource Group from Brazil • Expanding Access to Opportunities Behind the Camera: <ul style="list-style-type: none"> – Launched Star Imagine UK short film incubator program – The Independent Imaginar Producers Residency – Made contributions to Exceptional Minds • Community • Delivering Joy Through the Power of Disney Characters and Stories: Delivered 40,000 National Geographic-themed STEM toys and books • Disney Future Storytellers: <ul style="list-style-type: none"> – Mentoring students with <i>FIRST</i> – Disney's American Indian College Fund Scholarship Program • Supporting Communities Around the World: <ul style="list-style-type: none"> – Celebrating Children's Day – Preparing Early Education Kits – Empowering Adolescent Girls • Inspiring Reading Throughout the Year: Donations to First Book 		<p>UN SDG 8: DECENT WORK AND ECONOMIC GROWTH</p> <ul style="list-style-type: none"> • Human Rights • Supply Chain: International Labor Standards and Supply Chain Investment Program • Supplier Diversity • Workplace Safety • Equitable Pay • Wages for Hourly Employees • Investing in Our People Through Education • Employee Learning Platforms • Amplifying Diverse Tech Talent • Expanding Reach to Broader Communities: Launched an apprenticeship program with our Black Business Employee Resource Group from Brazil • Expanding Access to Opportunities Behind the Camera: Made contributions to Exceptional Minds to support neurodiverse talent • Community • Disney Future Storytellers 		<p>UN SDG 11: SUSTAINABLE CITIES AND COMMUNITIES</p> <ul style="list-style-type: none"> • Sustainable Design • Shanghai Disney Resort Achieved LEED for Communities Platinum • Providing Disaster Relief 		<p>UN SDG 15: LIFE ON LAND</p> <ul style="list-style-type: none"> • Watershed Investments • Shanghai Disney Resort Achieved LEED for Communities Platinum • Nature
	<p>UN SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <ul style="list-style-type: none"> • Ethics: Our Standards of Business Conduct • Human Rights: Human Rights Policy • Supply Chain: International Labor Standards and Supply Chain Investment Program 		<p>UN SDG 17: PARTNERSHIPS FOR THE GOALS</p> <ul style="list-style-type: none"> • Stakeholder Engagement & Participation • Supply Chain: Supply Chain Investment Program • Digital Wellness & Responsible Content • Content: <ul style="list-style-type: none"> – Expanding Access to Opportunities Behind the Camera (Star Imagine UK incubator, Film Independent Imaginar Producers Residency, Exceptional Minds contribution) – Accessible Content – Accessible Experiences & Products • Community • Environmental Collaborations & Memberships • Nature 		<p>UN SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <ul style="list-style-type: none"> • Product Safety: Management of chemicals in consumer products • Water Conservation • Waste • Materials • Sustainable Design • Shanghai Disney Resort Achieved LEED for Communities Platinum 		<p>UN SDG 17: PARTNERSHIPS FOR THE GOALS</p> <ul style="list-style-type: none"> • Stakeholder Engagement & Participation • Supply Chain: Supply Chain Investment Program • Digital Wellness & Responsible Content • Content: <ul style="list-style-type: none"> – Expanding Access to Opportunities Behind the Camera (Star Imagine UK incubator, Film Independent Imaginar Producers Residency, Exceptional Minds contribution) – Accessible Content – Accessible Experiences & Products • Community • Environmental Collaborations & Memberships • Nature

The *WALT DISNEY* Company



LEARN MORE:

[The Walt Disney Company](#)



CONTACT US:

TWDC.Sustainability@disney.com

