



BE INSPIRED
Disney CITIZENSHIP



Disney Citizenship
2014
PERFORMANCE
SUMMARY

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ABOUT THIS REPORT

For the 2014 Performance Summary, The Walt Disney Company continues to report according to the GRI 3.1 framework. We plan to report using G4 as the guiding framework beginning in our 2015 report. We anticipate many changes as a result of the G4 guidelines and its focus on a company's highest priority citizenship issues. Throughout 2015, we will be undergoing a formal process to help us prioritize issues, and we will apply this information to our 2015 report.

MESSAGE FROM OUR CFO

Dear Stakeholders:

As Disney's Chief Financial Officer, I'm often asked about the business case for Disney Citizenship. The answer is simple: we believe that our efforts to be a good corporate citizen have a direct impact on our financial strength, as well as our reputation as one of the most trusted and admired companies in the world.

At times, our Citizenship efforts may result in short-term financial sacrifices, like when we required products advertised on our family-oriented platforms to meet Disney's Nutrition Guidelines. Yet we believe that choices like these will lead to greater benefits for our company and for future generations, and that having a long-term perspective is critical to our success.

With this view in mind, 2014 was another exceptional year for both our company and our citizenship efforts. Financially, we delivered the best results in the history of this company, and marked our fourth consecutive year of record performance. In Citizenship, we continued to work diligently toward our goals and sought opportunities to inspire even more families and communities who share our commitment to building a brighter tomorrow.

As a way to promote transparency and foster collaboration to improve working conditions around the globe, we published the list of facilities that manufacture Disney-branded products sold or distributed in our retail businesses.

To help kids and families make healthy choices, we significantly built on the success of our Nutrition Guidelines by expanding the number of menu options that meet these guidelines in our Parks and Resorts around the world. All of our businesses have increased their healthy living content and experiences, which now reach 100 million U.S. households each week.

To continue inspiring a passion for conservation and the environment, we connected more than 13 million kids and families with nature experiences, meeting our 2015 target ahead of schedule. We've also begun working towards the ambitious new long-term goals we set to reduce our emissions, waste, and water use.

"We believe that our efforts to be a good corporate citizen have a direct impact on our financial strength, as well as our reputation as one of the most trusted and admired companies in the world."

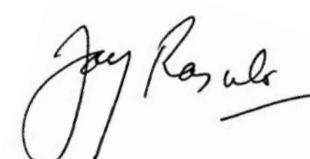
As part of our effort to bring positive, lasting change to this planet, we're using our storytelling to inspire others to volunteer their time and serve their communities. Our new *Star Wars: Force for Change* initiative has channeled the excitement around the next *Star Wars* film and passionate fan base into a campaign to find solutions to some of our own galaxy's biggest challenges. This initiative has already raised more than \$4.2 million to support innovative programs around the globe.

We believe that Disney, a company built on the power of imagination, can play a meaningful role in helping to build the most creative generation yet. We've already invested in programs that help nurture critical thinking and problem solving skills in young people, and we've been inspired by countless stories of kids who have realized their creative potential. As a result, we have some exciting plans in 2015 that involve doing even more to prepare kids for success in a future fueled by ideas and innovation.

We are proud of our accomplishments during 2014 but also recognize that we are constantly challenged to focus our efforts on the citizenship areas of greatest impact to our business and society. With this in mind, we are in the midst of a formal citizenship issues prioritization process that will guide our future reporting efforts. We look forward to sharing the results of this analysis with you in our 2015 Citizenship Performance Summary.

In 2015 and beyond, we will continue to seek out opportunities that maximize our reach and impact. After all, while our own actions can better the world, the actions we inspire in others can profoundly change it. That is the true promise and potential of our efforts to be good citizens.

Sincerely,



JAY RASULO
SENIOR EXECUTIVE VICE
PRESIDENT AND CHIEF
FINANCIAL OFFICER
THE WALT DISNEY COMPANY



DISNEY CITIZENSHIP FRAMEWORK

OUR CITIZENSHIP COMMITMENT

At Disney, we believe that there are no limits to where creativity and imagination can take us. In our stories, we find examples of those inspired to envision a brighter tomorrow and the aspiration to make that dream come true.

Our unique approach to citizenship is rooted in the entertainment that we create and the special relationship we have with kids and families around the world. Our assets and our reach provide us with an opportunity to inspire audiences everywhere to join us in taking action and caring for the world we share. This opportunity to inspire guides our work across citizenship. It is at the core of our citizenship mission to conduct our business and create products in an ethical manner and promote the happiness and well-being of kids and families everywhere.

Act Responsibly:
Conduct our business and create our products in an ethical manner

Inspire Others:
Promote the happiness and well-being of kids and families

Ethical Conduct Conduct business with honesty, integrity and in compliance with the law everywhere we operate. p. 54	Responsible Content Create and market responsible, high-quality products and entertainment experiences. p. 58	Live Healthier Make healthier living fun and accessible. p. 27	Think Creatively Nurture creative thinking skills to inspire kids to create the future they imagine. p. 37
Environmental Stewardship Use resources wisely and protect the planet as we operate and grow our business. p. 66	Civic Engagement Create lasting positive change in the communities in which we live, work, and play. p. 76	Conserve Nature Connect kids with nature to build lifelong conservation values. p. 40	Strengthen Communities Bring hope, happiness, and comfort to kids and families. p. 44
Respectful Workplaces Foster safe, respectful, and inclusive workplaces wherever we do business. p. 78	Responsible Supply Chain Support the responsible production, sourcing, and delivery of branded merchandise, products, and services. p. 82	Strategic Philanthropy p. 94	

Citizenship Stories and Awards

The Reputation Institute names Disney most "socially responsible company" [›](#)

The U.S. Green Building Council (USGBC) recognizes Disney's LEED facilities: Grand Central Creative Campus (platinum) and King's Mountain Technology Center (silver) [›](#)

Environmental Media Awards honors Disney for sustainability on set [›](#)

Disney's charitable giving reaches \$370 million in 2013 [›](#)

Club Penguin's "Coins For Change" drive results in a \$1 million donation to real-world projects and charities [›](#)

Marvel unveils new custom comic book featuring Iron Man to encourage and inspire young hospital patients [›](#)

Disney | ABC Television Group launches the "Magic of Storytelling" campaign in partnership with First Book and Disney Publishing Worldwide [›](#)

Disneynature Bears is released in theaters, with a portion of opening-week ticket sales benefiting the National Park Foundation [›](#)

Disney is lead sponsor of National Park Foundation's "Open Outdoors for Kids" initiative, which has a goal of helping 100,000 youth experience a national park, many of them for the first time [›](#)

Disney signs the Ceres Climate Declaration [›](#)

Disney supports young dreamers and doers at the White House's first Maker Faire [›](#)

Disney Interactive launches Citizen Kid, an original web series that celebrates the potential in all kids and the extraordinary things they accomplish when they embrace their interests and talents [›](#)

Disney | ABC Television Group celebrates "Be Inspired Volunteer Day" [›](#)

Disney and ESPN Brazil celebrate a decade of Caravana do Esporte, a project serving the needs of children and adolescents through sports and education [›](#)

Walt Disney Parks and Resorts and KaBOOM! launch "Play Together" tour, visiting six cities across the United States to promote family play [›](#)

Star Wars: Force for Change Initiative raises over \$4.26 million for UNICEF Innovation Labs [›](#)

OCT 2013

NOV 2013

DEC 2013

JAN 2014

FEB 2014

MAR 2014

APR 2014

MAY 2014

JUN 2014

JUL 2014

AUG 2014

SEP 2014

Disney hosts first Veterans Institute workshop to inspire other companies to employ servicemen and women transitioning to the private sector [›](#)

30 Disney VoluntEARS participate in Disney's first-ever global service project [›](#)

ESPN's "Jimmy V Week" raises \$1.8 million for cancer research [›](#)

Walt Disney Parks and Resorts hosts "Discover Together," a symposium that offers more than 50 nonprofits building blocks to strengthen relationships that help kids thrive [›](#)

Disney launches Disney Movie Moments, a new program that brings current Disney theatrical releases into children's hospitals across America [›](#)

Fortune recognizes Disney as one of the "Most Admired Companies" [›](#)

Association of Corporate Counsel honors Disney Legal with Pro Bono Award [›](#)

Disney kicks off VoluntEARS Recognition Month with events and projects around the world [›](#)

Star Wars: Force for Change initiative unveiled [›](#)

Forbes Magazine names Disney, "World's Most Reputable Company" [›](#)

Shanghai Disney Resort delivers water safety education to local school children as part of the Wild About Safety series of community programs [›](#)

Disney Junior's "Pirate and Princess: Power of Doing Good" tour launches [›](#)

Disney joins Boys & Girls Clubs of America to unveil its Great Futures campaign [›](#)

Disney Theatrical Group debuts "Seize the Day" video as part of their new "Get Up and Go" Wellness Program in support of Disney's Magic of Healthy Living program [›](#)

Disney publishes list of facilities that manufacture Disney-branded products sold or distributed in our retail businesses in an effort to foster collaboration and increase transparency [›](#)

The Walt Disney Company is listed on 2014 DJSI North America Index [›](#)

Disney Worldwide Conservation Fund (DWCF) announces 2014 conservation grant recipients and surpasses the \$25 million giving milestone [›](#)

STAKEHOLDER FEEDBACK

Our Ceres stakeholder group provided feedback for this Performance Summary. This group, convened by Ceres, includes NGOs, socially responsible investors, peer companies, and other leaders in corporate citizenship. It represents a range of constituencies that have expertise in environment, social, and governance issues.

While reviewing this report we asked the Ceres stakeholder group to consider whether Disney adequately reported on its citizenship performance and key impacts, including goals, targets, systems, data, and initiatives. Below is a table that outlines feedback obtained from our Ceres stakeholder group in January 2015.



*Mobilizing Business Leadership
for a Sustainable World*

ISSUE	DISNEY'S RESPONSE	FUTURE PLAN
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Issues Prioritization

Stakeholders stressed the importance of Disney identifying its most salient citizenship issues as they relate to the long-term success of the company and societal concern, and leveraging its issue prioritization process to influence strategy and goal setting, beyond reporting.

Our citizenship framework focuses on the areas that we believe are the most important to Disney and where we feel that we can uniquely contribute to society. During 2015, we are undergoing an extensive, enterprise-wide issues prioritization process. This process will identify the priority citizenship issues for Disney. We shared the process we are undertaking with the Ceres stakeholder group and will engage them periodically throughout its development.

We plan to release the results of the issues prioritization process in our FY15 Citizenship Performance Summary to be published in March 2016.

ISSUE	DISNEY'S RESPONSE	FUTURE PLAN
Long-Term Targets	<p>As our targets expire, stakeholders have asked about our plans for future targets. Additionally, they would like Disney to use consistent baseline and goal years for targets, and demonstrate the business value of its citizenship efforts.</p> <p>Disney believes that setting long-term targets can play an important role in prioritizing our citizenship goals and establishing key milestones to track progress. For example, in the FY13 Performance Summary, we announced new long-term environmental targets, most of which used consistent baseline and goal years. In 2015 we will continue to develop long-term targets in our areas of greatest potential impact.</p>	We plan to use the results of the issues prioritization process to help set our strategic priorities. We will develop long-term targets aligned with those priorities, as appropriate.
Citizenship Structure	<p>Stakeholders asked Disney to provide a more detailed description of our citizenship governance structure within our performance summary.</p> <p>We have included a more detailed description of our citizenship structure in the 2014 Citizenship Performance Summary, which can be found here.</p>	We will make this information available on our website for continued reference.
Impact of Inspiration	<p>Stakeholders acknowledged that our potential impact for positive change extends beyond what we do internally as a company; it also extends to how we mobilize our brand and entertainment experiences to inspire others to take action. Stakeholders recognized the challenges of measuring this type of impact and encouraged us to continue refining the rigor around our targets for these areas.</p> <p>Inspiring others to join us in creating a brighter tomorrow for people, communities, and the planet is at the core of what we do. We bring this work to life every day through our brand, our media platforms, and our entertainment experiences. Measuring social impact and behavior change is an emerging science. We believe our measurements are both sound and representative of the impact we are contributing to society. We will continue to evaluate new tools for measuring social impact and behavior change as they emerge. We believe this work is making a difference and recognize the value in better understanding our impact.</p>	We will take this feedback into consideration as we develop the next generation of targets that measure our efforts to inspire others.

Beyond Visibility

Our labor standards targets focus on increasing visibility into facilities producing in high-risk countries. While stakeholders acknowledged that visibility is key to understanding working conditions, they have encouraged Disney to move beyond visibility and set goals on improving labor conditions in the supply chains.

Visibility gives us an understanding of conditions within the facilities producing Disney-branded products, which enables us to identify labor standards issues and work with our business partners to address those issues. As the first step in enforcing labor standards compliance, visibility allows Disney to focus its energies on remediating issues of highest risk to workers engaged in the production of Disney-branded products. We do this by developing detailed corrective action plans (CAPs), requiring and implementing short- and long-term factory improvement plans, and periodically through the engagement of outside consultants and experts. We also work directly with facilities to improve working conditions through our Integrated Trade Management team in Asia as well as by developing broad-based capacity building programs and solutions to root causes through our [ILS Supply Chain Investment Program](#).

We are well on track to achieve our visibility targets ahead of schedule and will continue to evaluate the next generation of targets for labor performance.

Renewable Energy

Stakeholders indicated that a comprehensive emissions reduction strategy needs to include the use of renewable energy sources. They continued to encourage Disney to create a renewable energy target.

The strategy for meeting our long-term goal of zero net greenhouse gas emissions follows the hierarchy of avoiding emissions, reducing emissions through efficiencies, replacing high-carbon fuels with low-carbon alternatives, and then using certified¹ offsets for our remaining emissions. As part of this strategy, we have implemented the use of renewable energy sources. For example, we have installed solar panels at our LEED Platinum Grand Central Creative Campus in Glendale, California.

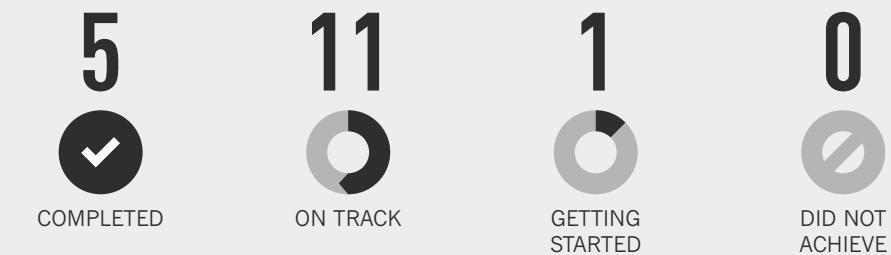
We continue to evaluate alternative and renewable sources of energy as part of an overall energy strategy. Opportunities are evaluated based on many criteria, such as geography, cost, operational constraints, and federal and regional incentives.

CITIZENSHIP TARGETS

We continue to work diligently toward our citizenship goals. We believe that citizenship is a long-term investment that benefits us today and has the potential for an even greater impact in the decades to come.

We assess our targets annually to ensure that they align with our strategic objectives, reflect our business realities (such as the impact of acquisitions), and include our future goals and objectives. To see how our citizenship targets have evolved since 2012, read the [Evolution of Our Targets](#) section in the 2013 Performance Summary or see our performance on previous targets on our [website](#).

The 17 targets in this 2014 Performance Summary are:



Target Definitions

Targets in this Performance Summary are:

Based on The Walt Disney Company's fiscal year.

Our fiscal year begins in October and ends in September. When a target says "By 2016," we mean by the end of the fiscal year 2016.

Dynamic and subject to updates or changes.

Setting goals and targets is not a static process. We will continue to evaluate the viability and utility of these targets. We are open to creating new targets, as well as adjusting ones that might not be aligned with the citizenship impacts of Disney.

Both aspirational and achievable.

Some of these targets represent our "stretch" aspirations. At times, despite our efforts, marketplace and other conditions may impact our ability to meet these goals.

Timebound and forward-looking.

This performance summary contains forward-looking targets and goals. We believe target setting to be a useful discipline; it is a routine part of how we manage our citizenship strategy. The targets are subject to uncertainty; their completion is not guaranteed. They may also be adjusted as business priorities and external factors evolve.

Cumulative versus annual.

Unless otherwise stated, target numbers are cumulative from the beginning of the fiscal year to end of the fiscal year stated in the target.

¹ Project documents can be viewed on our [citizenship website](#).

PERFORMANCE SUMMARY

INSPIRE OTHERS

TARGET

SUMMARY

STATUS



By 2015, all Disney-controlled advertising on U.S. kid-focused media platforms and Disney-owned online destinations oriented to families with younger children will be with food and beverages that comply with the Nutrition Guidelines

By 2020, increase the percentage of globally licensed wholesale food sales dedicated to everyday foods that meet our global Nutrition Guidelines from 66% to 85%, and continue to meet our 85% target in North America

By 2016, support the creation of 50 play spaces for kids

In 2014, 50% of food and beverage advertising on U.S. kid-focused media platforms and Disney-owned online destinations was compliant. We are on track for full compliance by 2015.

In 2014, 71% of globally licensed wholesale foods met our global Nutrition Guidelines. In 2014, North America met the target.

In 2014, we supported the creation of 12 play spaces. Since 2012, we have supported the creation of a total of 52 play spaces.



See the [Think Creatively section](#) for description of supporting policies and programs.



By 2015, connect 35 million kids and families with nature experiences

In 2014, we connected 13.4 million kids and families with nature experiences, bringing our total to 38.8 million since 2012.



COMPLETED



ON TRACK



GETTING STARTED



DID NOT ACHIEVE

TARGET	SUMMARY	STATUS
 Strengthen Communities		
By 2020, provide opportunities for kids and families to take 20 million actions that help people, communities, and the planet	In 2014, through initiatives and programs including Friends for Change, Club Penguin, the Summer of Service's "Pirate and Princess: Power of Doing Good" tour, and sponsorship of "Ready-Set-Go!" training by GenerationOn in cities across the U.S., Disney inspired kids and families to take more than 3.7 million actions to help people, communities, and the planet. Since 2012, we have inspired a total of 12.5 million actions.	
By 2020, contribute more than 5 million hours of employee community service through the Disney VoluntEARS program	In 2014, Disney employees contributed more than 506,700 hours of service through the Disney VoluntEARS program. Since 2012, Disney VoluntEARS have contributed a total of more than 1.7 million hours of service.	
By 2020, positively impact the lives of 10 million children and families in need	In 2014, Disney impacted the lives of more than 5.1 million children and families in need. Since 2012, Disney has impacted more than 9.8 million children and families in a positive way.	
By 2014, donate 18 million books to organizations that provide new books to children in need	In 2014, Disney donated more than 7.1 million books, bringing our total to over 23 million since 2012.	

ACT RESPONSIBLY

TARGET	SUMMARY	STATUS
 Ethical Conduct		
See the Ethical Conduct section for description of supporting policies and programs.		
 Responsible Content		
See the Responsible Content section for description of supporting policies and programs.		
 Environmental Stewardship		
By 2020, reduce net emissions by 50% from 2012 total levels	We have reduced our net emissions by 31% from our 2012 levels.	
By 2020, achieve 60% waste diverted from landfills and incineration	In Q4 of 2014, we diverted 48% of operational waste from landfills and incineration.	
By 2018, maintain potable water consumption at 2013 levels at existing sites. Develop Water Conservation plans for new sites	In 2014, potable water consumption was at 6.89 billion gallons—slightly lower than the 2013 baseline. As no new sites were added in 2014, no water conservation plans were developed.	

Civic Engagement

See the [Civic Engagement section](#) for description of supporting policies and programs.



TARGET	SUMMARY	STATUS	TARGET	SUMMARY	STATUS
 Respectful Workplaces	See the Respectful Workplaces section for description of supporting policies and programs.		By 2014, demonstrate continued improvement in environmental performance for strategic suppliers in plush, apparel, accessories, and toys	In 2011 and 2012, we conducted an Environmental Responsibility Index (ERI) survey with strategic suppliers for The Disney Stores and Disney Theme Park Merchandise. Overall factory scores improved, year-over-year. We also collected feedback from suppliers on the ERI process. Therefore, in 2014, we worked on a strategy to integrate environmental issues with other supply chain priorities with a goal of continuous improvement of environmental performance at supplier factories.	
 Responsible Supply Chain					
By 2014, increase visibility into facilities producing Disney-branded products in high-risk countries by 50%, and achieve 100% visibility by 2018	In 2014, we achieved 82% visibility into facilities producing Disney-branded products in high-risk countries.	 2014  2018	By 2014, achieve 85% visibility into facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses and achieve 100% visibility by 2017	In 2014, we achieved 86% visibility into facilities producing Disney-branded products in high-risk countries.	 2014  2017
By 2015, validate all licensees' compliance with internationally recognized food safety and quality standards consistent with Disney requirements	In 2014, we continued to validate licensee compliance according to international standards and Disney requirements. We are on track to validate all licensees' compliance by 2015.		By 2014, implement the paper tracking and verification process and system for Phase 1 to support the continued reduction of unwanted sources and prioritizing reduction from high-risk regions	In 2014, we implemented the Phase 1 process and system for paper tracking and verification.	
By 2015, begin reporting paper use and sources for Phase 1 in order to inform and set new quantifiable targets in 2016 for eliminating unwanted sources and maximizing recycled content and wood fiber sourced from forestry operations certified by the Forest Stewardship Council or an equivalent forest certification scheme	With the completion of the paper tracking and verification process for Phase 1, we will now begin reporting paper use and sources in 2015.				



COMPLETED



ON TRACK



GETTING STARTED



DID NOT ACHIEVE

DATA TABLE

FISCAL YEAR ¹	2012	2013	2014
Environmental Stewardship			
Combined Direct + Indirect Emissions (million metric tons CO ₂ eq) ²	1.60	1.68	1.63
Retired Carbon Credits (metric tons CO ₂ eq) ³	435,186	457,882 ³	531,970
Net Emissions (million metric tons CO ₂ eq)	1.17	1.23	1.10
Electricity (million kilowatt hours) ⁴	1,821	1,866	1,835
Total Waste Diverted from Landfill and Incineration (tons) ^{5,6}	N/A	N/A	48% for Q4 of FY14
Water Use (billions of gallons of potable water) ⁷	N/A	6.93	6.89
Strategic Philanthropy			
Corporate Giving (cash, millions U.S.\$) ⁸	\$56.5	\$79.2	\$86.6
Corporate Giving (product donations, millions U.S.\$) ⁹	\$181.6	\$190.2	\$137.8
Corporate Giving (in-kind support, millions U.S.\$) ⁹	\$54.1	\$100.1	\$91.3
VoluntEARS Hours	586,000	667,000	506,700
Respectful Workplaces			
Global Employees ^{10,11}	150,158	159,401	164,426
Minority Percentage (U.S. Employees) ¹¹	39%	40%	39%
Minority Percentage (management, U.S.)	23%	23%	23%
Female Percentage (global employees)	51%	52%	52%
Female Percentage (management, global)	44%	44%	44%
Total Direct Spend with Minority and Women-Owned Business Enterprises (millions, U.S.\$) ¹²	\$510.3	\$349.2	\$418.9
Global Training Hours ¹³	4,574,863	4,675,536	4,190,664
Number of Trainings Taken	1,826,849	1,958,201	2,181,998

FISCAL YEAR ¹	2012	2013	2014
Responsible Supply Chain: ILS Facility Coverage¹⁵			
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year ^{14,15}	27,500	29,400	29,000
High-Risk Countries Visibility ^{16,17}	41%	59%	82%
Vertical Business Visibility ^{18,19}	66%	72%	86%
Responsible Supply Chain: Percentage of Facility Assessments with ILS Code of Conduct Findings²⁰			
Child Labor	2%	1%	1%
Involuntary Labor	4%	4%	3%
Coercion and Harassment	0%	0%	0%
Non-Discrimination	2%	2%	1%
Association	1%	1%	1%
Health and Safety: Factory	85%	89%	88%
Health and Safety: Dormitory	21%	22%	19%
Compensation: Minimum Wage	35%	35%	26%
Compensation: Overtime Wage	41%	40%	32%
Compensation: Overtime Hours	60%	65%	64%
Compensation: Social Benefits	55%	55%	54%
Compensation: Other	21%	22%	20%
Protection of the Environment	41%	44%	41%
Other Laws	35%	37%	34%
Subcontracting	19%	21%	18%
Monitoring and Compliance	39%	37%	30%
Publication	12%	11%	9%
Live Healthier			
Percentage of Disney-Licensed Wholesale Food Sales Dedicated to Everyday Foods that Meet Disney's Nutrition Guidelines			
Global (Incl. North America)	70%	74%	71%
North America	Meets 85% Target	Meets 85% Target	Meets 85% Target ²¹

DATA TABLE FOOTNOTES

¹ Disney's fiscal year begins in October and ends in September.

² Greenhouse gas emissions are measured and calculated according to the principles in the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 revised edition" (GHG Protocol). The boundary for Disney's GHG target includes owned and operated assets (commercial spaces, Parks and Resorts, broadcast stations, and Disney Cruise Line). GHG emissions from Productions (including TV, cable, movies, ESPN, and Theatricals), Disney Stores, and leased assets are excluded from the target.

³ Retirement certificates for the carbon credits can be found on our [website](#). The retired offsets are from a portfolio of projects including: landfill gas capture, dairy farm methane capture, wastewater treatment methane capture, renewable energy from wind turbines, renewable biomass, nitrous oxide abatement, avoided conversion, and avoided deforestation. All these offsets are from projects verified to the Climate Action Reserve, Verified Carbon Standard, and Gold Standard by third-party reviewers.

⁴ In 2015, electricity data represent consumption of purchased electricity and purchased chilled water in Disney owned and operated assets (commercial spaces, Parks and Resorts, broadcast stations, and Disney Cruise Line). Electricity consumption from Productions (including TV, cable, movies, ESPN, and Theatricals), Disney Stores, and leased assets are excluded. Previous reports showed the electricity consumption data limited to existing assets in 2006, which excluded business growth and expansion.

⁵ Defined as incineration without energy recovery. Diverted materials include recycling, donations, and waste-to-energy incineration.

⁶ Diversion includes operational recycling, compost, donations, sold and liquidated items, items sent to archives and items reissued through property control, thermal waste-to-energy, and non-thermal waste-to-energy. Waste includes operational landfill and incineration without energy recovery. All construction materials are excluded. Facilities include Parks and Resorts, ESPN, Enterprise Owned, and Studios including Pixar, El Capitan Theater, and New Amsterdam Theater. Excluded are all leased properties, Disney Stores and Distribution Centers, TV stations, Radio Disney stations, and all construction materials.

⁷ The boundary for Disney's water target includes owned and operated assets (commercial spaces, parks and resorts, broadcast stations, and Disney Cruise Line). Water consumption from Disney Stores and leased assets are excluded from the target.

⁸ Corporate cash giving includes corporate contributions made to the Disney Worldwide Conservation Fund.

⁹ Product donations include estimated values for tangible items such as merchandise, theme park tickets, food, and other products. In-kind support refers to estimated values of public service airtime (PSAs), character/talent appearances, and other in-kind support. Due to differences in distribution, viewership, programming, availabilities, 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. For these reasons, we do not use a single method to value PSAs.

¹⁰ Employee statistics reflect our employment base at the end of each fiscal year. Management includes manager level and above. There were more than 180,000 employees of The Walt Disney Company as of the end of fiscal year 2014.

¹¹ Global Employee diversity numbers include all employees in our SAP system. Of note, this excludes Pixar and Disneyland Paris employees;

includes casual employees paid within the last 60 days but excludes daily hires and contract workers. For training-related data, the numbers represent all employees in Disney Development Connection, while excluding Pixar, Marvel, Disneyland Paris, and contract workers.

¹² In previous reports, direct spend with minority- and women-owned businesses included activity validated by miscellaneous local government offices or through independent research. In 2013, the report was modified to include only those minority- and women-owned, controlled, and operated businesses certified by the third-party agencies National Minority Supplier Development Council (NMSDC) or Women's Business Enterprise National Council (WBENC).

¹³ Participants could attend more than one training. Training includes online courses, classes, and on-the-job training.

¹⁴ We use the term "visibility" to refer to our knowledge of working conditions at each facility within the extended supply chain for Disney-branded products. "Visibility" is a measure of the number of unique facilities for which we have qualified audits or assessments compared with our total authorized facility base (for more information, see the [Responsible Supply Chain section](#) of the report). Visibility measurements include audits where facilities deny Disney access into their premises or to their workers, either in whole or in part. Because our Code of Conduct includes a clause requiring manufacturers to authorize Disney and its designated agents (including third parties) to engage in monitoring activities to confirm compliance with the Code of Conduct (including unannounced on-site inspections of manufacturing facilities and employee-provided housing, reviews of books and records relating to employment matters, and private interviews with employees), this lack of access is included in the visibility results.

¹⁵ Data include facilities active at any point during the fiscal year. Data are rounded to the nearest hundred.

¹⁶ Audit coverage means the number of audits conducted by Disney or our business partners relative to the total number of active facilities in the fiscal year. Starting in 2012, we discontinued reporting audit coverage as our goals have changed. We are now reporting on visibility in high-risk countries and in our vertical business. We did not publish data on visibility in 2010 or 2011.

¹⁷ Country risk level reflects analysis by Disney based on prior experience operating in countries and supplemented with external data and reports.

¹⁸ This data is calculated by dividing the total number of facilities in high-risk countries for which we have received a qualified audit during the prior 12-month period by the total number of facilities in high-risk countries.

¹⁹ Our vertical business encompasses Disney-branded products that are used internally and sold in Disney Stores and Parks and Resorts.

²⁰ The ILS Program works toward ongoing and sustainable improvement in working conditions at the facilities producing Disney-branded product, and it is our expectation that facilities work to improve labor conditions over time. Many of the Code of Conduct violations reported on here must be corrected or remediated within the time periods and in the manner established by the ILS Program as a condition of continued use of the Facility following their identification during initial audits. Because of the nature of our licensing business, facilities are changing constantly; in 2014, approximately 20% of our total facilities were new producers of Disney-branded product. Because ours is a constantly fluctuating supply chain, our influence and ability to effect change and implement improvements year-over-year is limited to those facilities with which we have a long-term relationship.

²¹ The North America calculation excludes pre-2006 contractual agreements and aligns with evolving industry classifications for products that contribute to children's nutrition. We will assess evolving industry classifications internationally in 2015.



INSPIRE OTHERS



Kids and families are at the heart of everything we do. We believe we have a unique opportunity to inspire kids and families everywhere to join us in taking action and caring for the world we share. We have identified four areas in which we have the greatest opportunity to promote the happiness and well-being of kids and families: Live Healthier, Strengthen Communities, Conserve Nature, and Think Creatively.

Disney prospers because people take us into their hearts and homes. They have an emotional connection to our brand because of their experiences with it.

Our actions as a company must live up to the stories we tell and the characters we share. That is why we take seriously our obligation to produce responsible content and products, maintain respectful workplaces, invest in communities, and care for our planet.

Citizenship isn't just a responsibility we have as a corporation. It is an opportunity to connect with and inspire others. The example we set as a company of more than 180,000 employees is nothing compared to the impact we can have when we inspire the millions of kids and families we reach every day to take action and make a difference.

Inspire Others: Promote the happiness and well-being of kids and families

Live Healthier

Make healthier living fun and accessible.

p. 27

Think Creatively

Nurture creative thinking skills to inspire kids to create the future they imagine.

p. 37

Conserve Nature

Connect kids with nature to build lifelong conservation values.

p. 40

Strengthen Communities

Bring hope, happiness, and comfort to kids and families.

p. 44



BE INSPIRED
Disney CITIZENSHIP

Hosted by CorporateRegister.com

LIVE HEALTHIER

At Disney, we are committed to creating healthier generations, and we believe that inspiring healthier lifestyles today will create a brighter tomorrow. Disney partners with parents in their quest to raise healthy, happy kids by helping them make positive lifestyle choices. As a company that serves millions of meals each year in our Parks and Resorts, licenses food products bearing the likenesses of our characters, and broadcasts popular family entertainment all over the world, we believe we can have a meaningful impact in this area. We can make healthier choices simple and more fun.



In 2006, Disney became the first major media company to establish nutrition guidelines to associate our brands and characters with more nutritionally balanced foods.

Six years later, we took another important step, becoming the first major media company to set industry-leading food advertising standards in the United States. At that time, we also introduced the [Mickey Check](#), making it easier to identify nutritious choices online, at retail outlets, and at our domestic Parks and Resorts. During 2014, we significantly increased the number of food offerings bearing the Mickey Check, reaching 100% implementation at all of our table and quick service restaurants in our domestic Parks and Resorts (including Disney Cruise Lines).

From positive messages woven into our kids programming to dedicated healthy lifestyle interstitials, we find creative ways to make nutritious eating and physical activity more fun. For example, our TRYit campaign uses compelling storytelling, beloved characters, and star talent to invite kids and families to "TRY" nutritious foods, fun moves, and simple ways to be their best. From on-air content to digital tools and local events, the TRYit campaign offers a variety of ways for families to participate. In 2014, the TRYit campaign reached 100 million households weekly, with 75% of

surveyed kids reporting willingness to make changes in health-related habits.

Disney's healthy living efforts also include philanthropic investments that support organizations focused on improving access to nutritious foods and active play. We are proud to have sponsored playground builds, assisted food banks all over the country to provide more fruits and vegetables to families, and supported innovative school recess programs across the United States.

TARGET

By 2015, all Disney-controlled advertising on U.S. kid-focused media platforms and Disney-owned online destinations oriented to families with younger children will be with food and beverages that comply with the Nutrition Guidelines

In 2014, 50% of advertising for foods and beverages was compliant with the Nutrition Guidelines.

In 2012, Disney became the first major media company to set a new standard for food and beverage advertising to kids in the United States. Between Disney-owned online destinations oriented to families with younger children and Disney's kid-oriented media platforms, which reach 100 million U.S. households, Disney has a

significant opportunity to make a positive impact on the type of food marketing children view every day. Disney's kid-focused media platforms include Disney Channel, Disney XD, Disney Junior, Radio Disney, and ABC's owned-and-operated stations' Saturday morning kids programming.

Since 2012, Disney has introduced its [Nutrition Guidelines](#) to its existing advertisers, working with them to help identify products

that meet the guidelines or that could be promising candidates for reformulation. Disney has been actively seeking new advertisers to feature a more nutritionally balanced range of foods and compensate for the loss of food and beverage advertising that is no longer eligible.

**100
MILLION**

households reached
every week

75%
OF KIDS

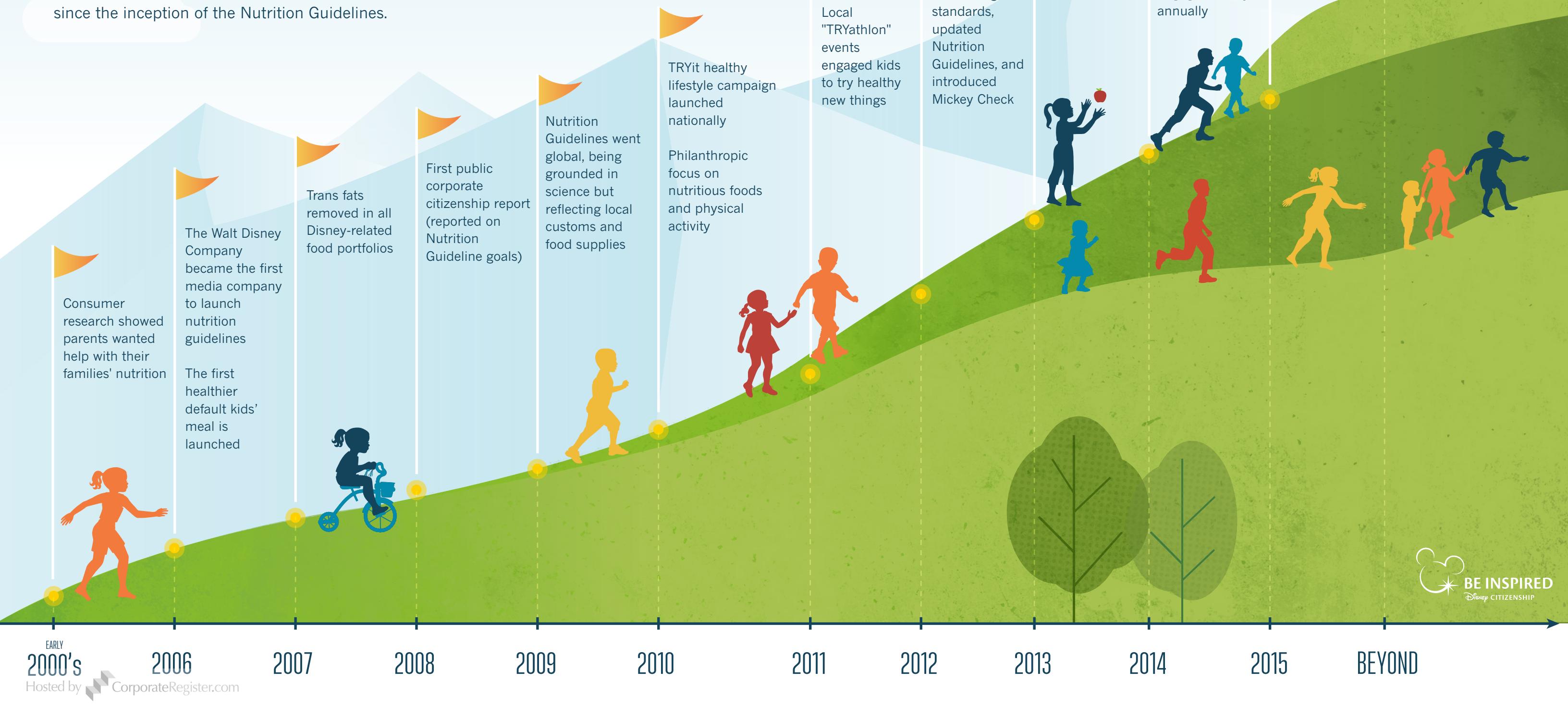
reported willingness
to make health-related
habit changes



A TIMELY COMMITMENT

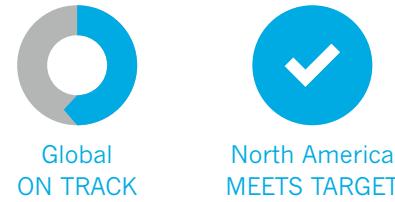
Magic of Healthy Living Initiative

At The Walt Disney Company, we believe that inspiring healthier lifestyles today will create a brighter tomorrow. Creating healthier generations does not happen overnight. While we are encouraged by the progress we have made, we are committed to doing even more. Here is what The Walt Disney Company has accomplished since the inception of the Nutrition Guidelines.



TARGET**STATUS**

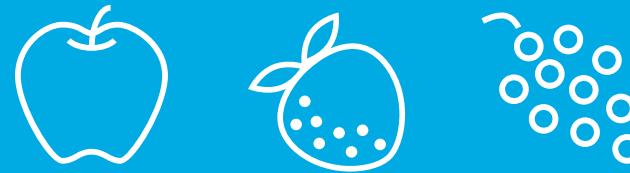
By 2020, increase the percentage of globally licensed wholesale food sales dedicated to everyday foods that meet our global Nutrition Guidelines from 66% to 85%, and continue to meet our 85% target in North America



In 2014, 71% of globally licensed wholesale food sales consisted of everyday foods that meet our global Nutrition Guidelines; we remain on track to meet the 2020 target. In 2014, North America continues to meet the target.² Disney licenses its brands and characters on a range of products available to consumers in retail stores worldwide, and we make an effort to work with licensees who offer a nutritious portfolio of items that kids enjoy and parents feel good about serving. We aim to prioritize and promote wholesome foods such as fruits, vegetables, low-fat dairy, whole grain, and lean proteins that contribute to a healthful diet. In 2006, we set a long-term goal of balancing our licensed food portfolio so that 85% of wholesale food sales would

meet our Nutrition Guidelines and support children's health. The remainder of our licensed food and nutrition portfolio allows for special occasion items such as birthday cakes, confectionery products, seasonal items, and other celebratory treats.

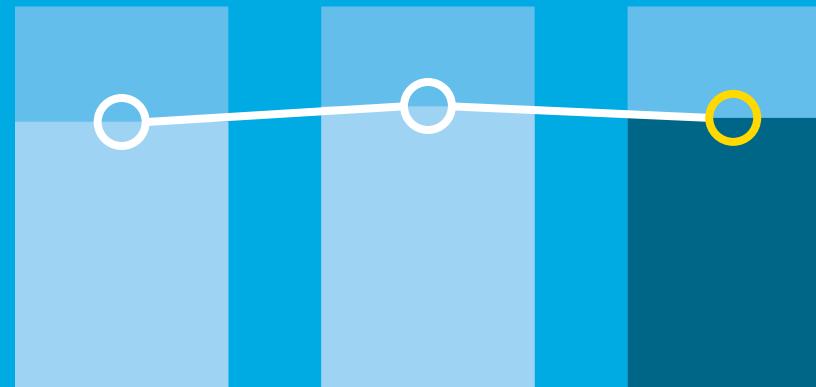
Along with our efforts to balance our portfolio, Disney strives to demonstrate leadership by actively pursuing products that include fruits and vegetables and making them more appealing to kids. To this end, since 2006, our North American licensing business provided over 4 billion servings³ of fruits and vegetables to kids and families through a broad network of retail and wholesale partners.



Percentage of Disney-licensed food sales dedicated to everyday foods that meet our Nutrition Guidelines

2012 2013 2014

70% 74% 71%



GLOBAL
(Incl. North America)



Meets 85% Target Meets 85% Target Meets 85% Target

2012 2013 2014

NORTH AMERICA

² The North America calculation excludes pre-2006 contractual agreements and aligns with evolving industry classifications for products that contribute to children's nutrition. We will assess evolving industry classifications internationally in 2015.

³ A serving is defined based on the USDA serving guidelines. Typically, 1 cup of fruit or vegetable is considered one serving.



12

new play spaces
created in 2014

52

new play spaces
created since 2012

26,000+

kids benefited in 2014

TARGET

STATUS

By 2016, support the creation
of 50 play spaces for kids



COMPLETED

In 2014, Disney supported the creation of 11 new playground projects and provided a grant for one Imagination Playground (a mobile kit of foam objects suitable for a variety of indoor and outdoor spaces). Since 2012, we have helped support the creation of 34 new playgrounds and 18 Imagination Playgrounds, for a total of 52 play spaces. Playgrounds were built in communities across the United States, such as La Habra, CA, a city committed to empowering its residents to strive for better health, and in Oakland, CA, where an existing playground in an underserved community needed repairs after being damaged in a windstorm. Our 2014 playground projects brought balanced and active play to more than 26,000 kids. What's more, Disney VoluntEARS helped build the playgrounds in collaboration with volunteers from local communities.

NUMBER OF PLAY SPACES CREATED



TARGET REACHED
AHEAD OF TIME

Disney VoluntEARS and KaBOOM! have
built playspaces around the country.



— THINK CREATIVELY

The future requires creativity. That is why Disney is committed to unleashing the creative potential that exists within us all. Through innovative entertainment and engagement, our work brings kids and families together to imagine and build a brighter tomorrow.



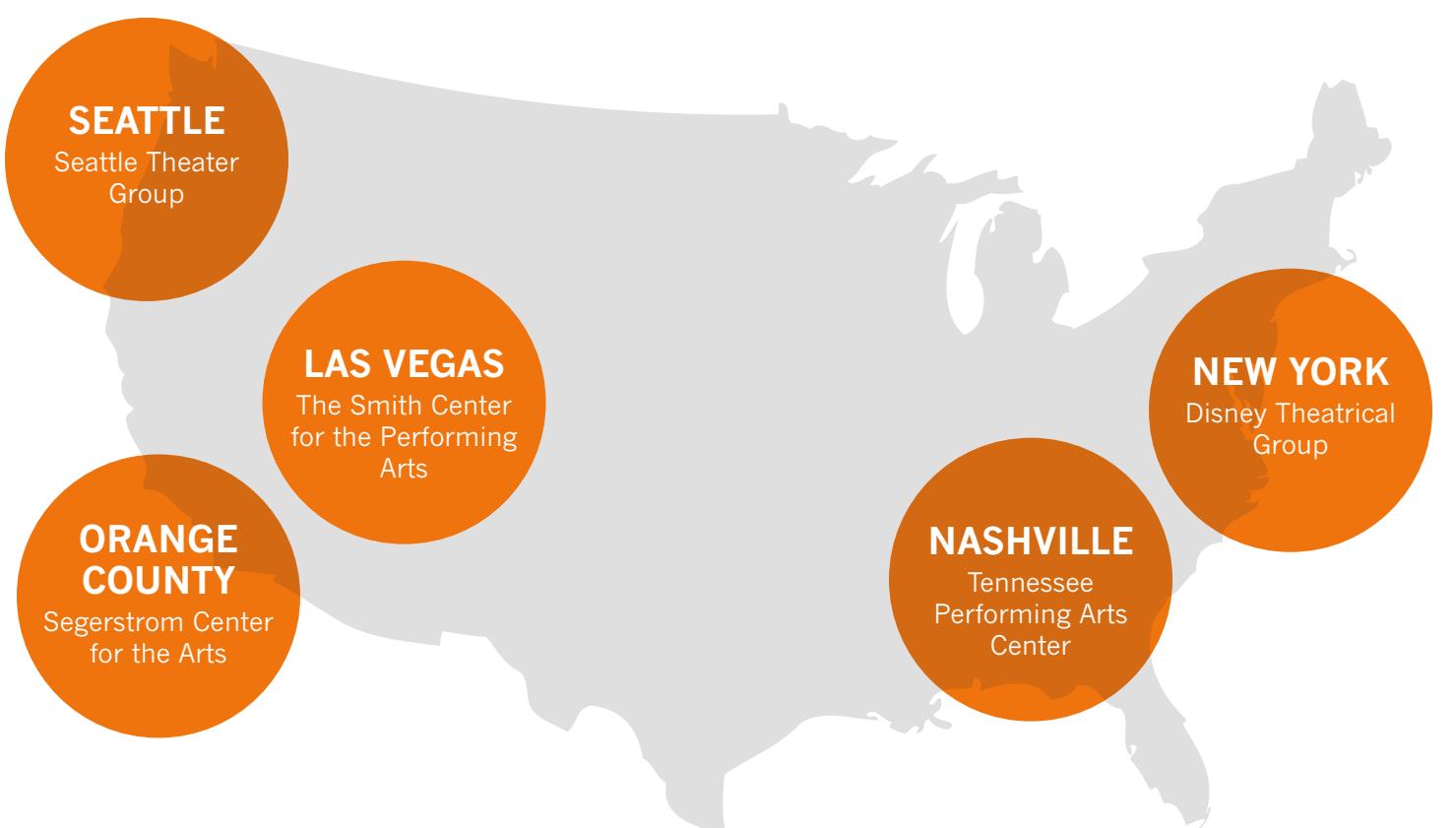
BE INSPIRED

Disney CITIZENSHIP

Disney is proud to work with a variety of organizations to provide kids with tools and resources that nurture critical thinking, problem solving, and self-expression.

With Boys & Girls Clubs of America, we funded a six-week creativity learning program for middle school kids that was designed to reverse summer learning loss. The program was implemented at 260 Boys & Girls Clubs and reached 8,500 kids in the United States. Through our support of Playworks' innovative play programs, we helped more than 24,000 kids from 44 low-income schools learn to creatively problem solve in groups and build a more inclusive school community.

CURRENTLY, THE DISNEY MUSICALS IN SCHOOLS PROGRAM IS AVAILABLE IN:



Our Disney Musicals in Schools program provided grants and worked with kids, families, and teachers from 56 elementary schools across the United States to produce musicals in their communities to support multidisciplinary learning. This program has impacted over 4,000 students to date and has reached over 12,000 total individuals including teachers, parents, and other audience members.



Disney Cast Members work with kids to unleash their creativity.

In 2014, Disney and Lucasfilm, in collaboration with Bad Robot, launched *Star Wars: Force for Change*, an initiative dedicated to finding creative solutions to some of the world's biggest challenges. The initial campaign raised more than \$4 million in critical funds for UNICEF's Innovation Labs and programs, which will help build and scale ideas and inventions that will improve children's lives around the world.

Disney was also proud to serve as title sponsor of the 2014 World Maker Faire, a gathering of 85,000 tech

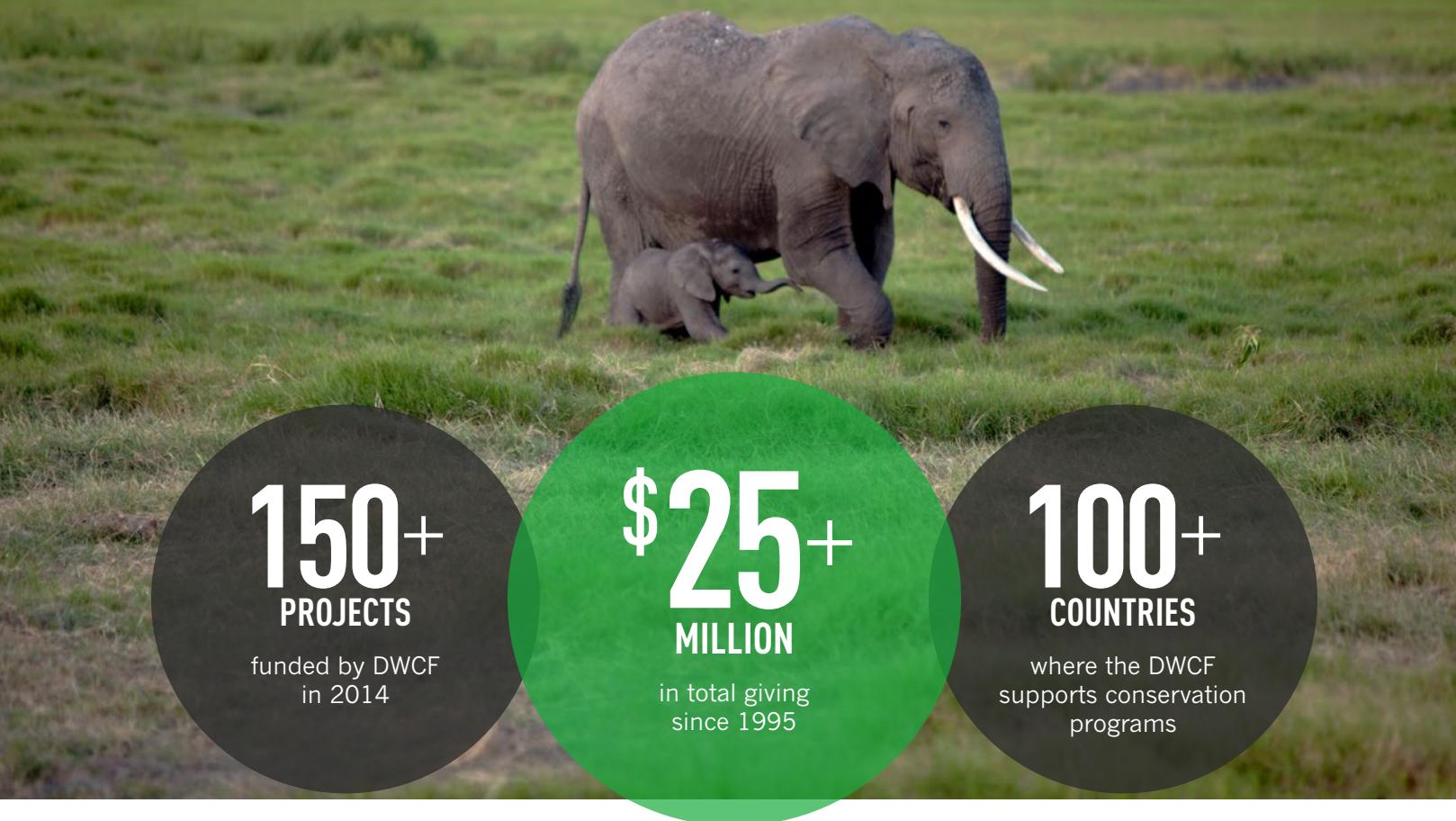
enthusiasts, educators, engineers, scientists, artists, kids, and families at the New York Hall of Science.

In our 2013 Performance Summary, we reported that we would develop targets to focus our work to nurture creativity in kids and families. Throughout 2014, we continued the process of developing targets, ensuring that they are aligned with our overall goals and objectives. We plan to introduce these targets during 2015 as we expand our efforts to build the most creative generation.

CONSERVE NATURE

We believe that conservation and caring for the planet are more than just good ideas. They are core to who we are and who we have been since the Company's earliest days. Walt Disney himself planted the first seeds of Disney's commitment to nature more than 60 years ago.





150+
PROJECTS

funded by DWCF
in 2014

\$25+
MILLION

in total giving
since 1995

100+
COUNTRIES

where the DWCF
supports conservation
programs

We conserve nature not only by using our resources wisely and by reducing our impact as we operate our business, but also through grants from the Disney Worldwide Conservation Fund (DWCF) aimed at protecting wildlife and wild places, and by connecting kids and families to nature to help them develop lifelong conservation values.

Since 1995, the DWCF has worked to protect the planet for future generations by supporting the study of threatened species, the protection of critical ecosystems, and the development of community conservation and education programs in over 100 countries worldwide. In 2014, the DWCF funded more than 150 projects, surpassing a milestone of more than \$25 million in cumulative giving.

The DWCF is also committed to connecting kids and families to nature in a variety of ways to help nurture future stewards of the planet. Research has shown that this connection to nature contributes not only to the conservation of our planet, but also to the happiness and well-being of our children.

We make this connection between kids and nature by providing a variety of immersive experiences at our Parks and Resorts, as well as through our Disneynature films, that help kids discover, appreciate, and learn about the importance of protecting

nature. Through our DWCF grants, we work with nonprofit organizations to create experiences for kids in nature, provide the tools and resources to remove barriers that are preventing families from getting outside, and raise awareness of the benefits of time spent outdoors.

We know that conserving nature begins with spending time in nature.

TARGET

By 2015, connect 35 million kids and families with nature experiences

STATUS



COMPLETED

In 2014, we connected 13.4 million kids and families with nature experiences. We accomplished this by creating opportunities for kids and families to connect with the wonder of nature in our theme parks and resorts as well as through national and international philanthropic support to nonprofit organizations.

Approximately 9.3 million of these nature experiences were made possible by our theme parks and resorts (e.g., Disney's Animal Kingdom and Castaway Cay), and the other 4.1 million came from grants to organizations that share our mission to connect kids and families with nature. Since 2012, we have connected a total of 38.8 million kids and families with nature, exceeding our target of connecting 35 million kids and families to nature by 2015.⁴

We believe experiences with nature have the potential to spark a lifelong interest in conservation. The "Animals, Science, and Environment" team is leading our Parks and Resorts' efforts to care for animals and the environment, connect people to nature, and conserve our natural resources. This group of scientists, educators, veterinarians, and animal care experts is focused on helping to protect species and creating lifelong conservation values in our

guests and Cast Members. Every day, we provide immersive experiences that use the power of storytelling to connect kids and families with nature throughout our parks and resorts. Our "Animals, Science, and Environment" Cast Members track each conservation interaction they have with our guests through numerous educational programs and experiences. From savanna tours on Kilimanjaro Safaris to one-on-one interactions with marine life, the magic of nature comes to life every day at Disney's Animal Kingdom Theme Park and The Seas at Epcot.

We also facilitate nature experiences at Castaway Cay (Disney Cruise Line's private island) and at our Aulani and [Vero Beach](#) Disney Vacation Club Resorts. At Vero Beach, for example, guests can join a conservation biologist to inventory and report on sea turtle nests. And at Castaway Cay, our marine science experts provide guests with the opportunity to witness live stingrays in their natural environment. These experiences helped us connect kids and families with 9.3 million nature experiences in 2014.

Philanthropic support is provided to nonprofit organizations that are implementing the most effective strategies for connecting kids and

families with nature experiences around the world. In 2014, we focused our philanthropic efforts on removing barriers for children to get outside. For example, Disney's support of NatureRocks.org helps families find nature activities in their own communities. Disney's grant to the National Park Foundation's "Open OutDoors for Kids" program covered the transportation and other costs for thousands of kids to experience our national parks through educational programs with National Park Service rangers. Our support of Jane Goodall's Roots & Shoots program helped youth in nine countries complete projects that aid people and the planet. We also supported the National Wildlife Federation's Great American Backyard Campout to bring families together. Our kids and nature grants played a critical role in helping connect 4.1 million kids and families with nature in 2014.

Although not included in the target numbers, in 2014, we also launched the [Disneynature Explore app](#) as a means of using technology to help kids (ages 4–8) interact with nature in their own backyards. This app was a Gold Winner of the [Parents' Choice Award](#) and also a [Tech with Kids "Best Pick" Award](#) recipient.

NUMBER OF NATURE EXPERIENCES

2012



35M
by 2015

TARGET REACHED
AHEAD OF TIME

⁴ Each of the 9.3 million interactions may not reflect individuals, as there may be kids and families who have participated in more than one nature experience. For this reason, we report on the number of nature experiences rather than the exact number of kids and families connected. However, through the grants we support and the interactions at our theme parks and resorts, we are confident that we have exceeded our target.

STRENGTHEN COMMUNITIES

We are committed to strengthening communities by providing hope, happiness, and comfort to kids and families who need it most. We do this through contributions, collaborating with nonprofit organizations, in-kind gifts, and employee volunteerism. Many of these efforts consist of activities that only Disney can do, like using our characters to teach kids and families about the importance of disaster preparedness, delivering special care packages to children in hospitals, and granting over 8,000 Disney wishes to children with life-threatening illnesses each year.



BE INSPIRED
Disney CITIZENSHIP

Making dreams come true is something our Disney VoluntEARS have been doing for many years.

Thanks to the efforts of our employees and their families, we have brought lasting, positive change around the world. As part of this program, we continue to develop and expand our skills-based volunteer initiatives to help match the skills of our employees with the specific needs of nonprofit organizations. Skills-based volunteerism is another innovative way that Disney leverages our unique resources to build nonprofit capacity and strengthen communities.

We proudly recognize and support employee volunteerism globally through Disney VoluntEARS “EARS to You” grants. The “EARS to You” grant program provides an opportunity for Cast Members and employees to turn their volunteer service into a financial contribution to schools and charities.

We also inspire kids and families to take an active role in improving the world around them. Our Summer

SUMMER OF SERVICE

For sixty days this past summer, Disney | ABC Television Group, working with Youth Service America (YSA) and Boys & Girls Clubs of America, inspired kids to take part in service projects through the “Summer of Service” campaign. Culminating in the Summer of Service Awards, YSA, utilizing Disney | ABC Television Group’s reach across multiple media platforms, engaged audiences to identify kids and projects that addressed critical needs in their local, national, and global communities. Winners of the awards received grants to help further their projects.



Summer of Service takes center stage in Times Square.

TARGET

By 2020, provide opportunities for kids and families to take 20 million actions that help people, communities, and the planet

of Service campaign utilized our television networks in order to encourage kids and families to give back to their communities. Disney [Friends for Change](#) is a global initiative that inspires kids and families to take action, using their creativity to make a difference in their local communities. In 2015, we became the presenting sponsor of Boys & Girls Clubs of America’s National Youth of the Year program to help kids develop the skills and leadership they need to change the world. Our companywide [Disney Heroes Work Here](#) initiative supports U.S. Armed Forces and their families and continues our proud legacy of hiring, training, and supporting veterans and their families.

These are just a few examples of how we engage in a wide range of activities across Disney and around the world. We believe that small individual actions can have a large collective impact that transforms communities.

In 2014, The Walt Disney Company inspired kids and families to take 3.7 million actions. These actions range from pledging online to protect the planet and volunteer in local communities, to supporting programs raising thousands of dollars, to unlocking donations to deserving nonprofits around the globe.

Through annual Disney Friends for Change Grants, actions were taken by more than 20,000 youth to organize service projects that impacted tens of thousands of individuals in the United States, India, China, and Latin America. Our ongoing sponsorship of Points of Light’s Family Volunteer Day further inspired an additional 10,300 kids and families to take action and organize volunteer projects during the holiday season.

Across our business units, programs work to conserve nature, nurture creative thinking skills, and strengthen family bonds for youth development. In July, The Walt Disney Studios and Lucasfilm launched *Star Wars: Force for Change*, a campaign that generated

Walt Disney Parks and Resorts also

NUMBER OF ACTIONS TAKEN

2012	2013	2014
	8.8M	12.5M

STATUS



ON TRACK

supported UNICEF during the 50th Anniversary celebration for “it’s a small world,” which engaged the public in taking 61,400 actions in support of charitable contributions to this leading global nonprofit.

Across the United States, more than 53,000 kids and families took part in activities to support positive youth development and grow family bonds through Disney Junior’s “Pirate and Princess: Power of Doing Good” tour and the KaBOOM! Play Together Tour Powered by Walt Disney Parks and Resorts. Another unique program, in coordination with First Book, allowed consumers visiting their local Disney Stores to donate more than 12,000 books for underserved youth across America.

Collectively, all of these efforts helped to inspire more than 3.7 million actions by kids, adults, and families in 2014.





DISNEY LEGAL'S PRO BONO TEAM VOLUNTEERS SKILLS TO HELP FAMILIES AND COMMUNITIES

In 2014, Disney Legal employees used their skills to help families and communities. Led by senior staff, Disney Legal's pro bono team, including in-house counsel, paralegals, and administrative staff, helped guide adoptions through the Los Angeles County court system, connecting kids with their forever families. The program has been a resounding success and Disney Legal's team was even recognized by the Association of Corporate Counsel, Southern California chapter, with the 2014 Pro Bono Award and selected as 2014 Disney VoluntEAR Team of the Year in Los Angeles. While the team was proud to be recognized, they were most proud of the work they were doing to help families in their communities. The employee response has been so positive that similar skills-based pro bono initiatives were developed by Disney's legal teams in other regions, including New York and Orlando.

Disney Legal took part in National Adoption Day by providing families with critical services.
PHOTO: Courtesy, Public Counsel

TARGET

By 2020, contribute more than 5 million hours of employee community service through the Disney VoluntEARS program

STATUS



ON TRACK

In 2014, Disney employees contributed more than 506,700 hours of service through the Disney VoluntEARS program. They participated in a variety of activities, ranging from sorting produce and dry goods at food banks to building playgrounds and mentoring kids, to strengthening the capacity of nonprofit organizations through our new skills-based volunteer program piloted in 2014.

Our VoluntEARS hours in 2014 reflect a decrease from 2013. This is partly attributed to the special programming at all of our sites around the world in 2013 to celebrate the VoluntEARS program's 30th anniversary. We also launched a new U.S.-based tracking system in January 2014, which requires both employees and nonprofit organizations to adapt to a new process of recording and verifying hours. While the transition to the new tracking system may have contributed to some underreporting this year, we believe the upgrade will increase participation and reporting accuracy in the future.

HOURS OF EMPLOYEE COMMUNITY SERVICE

2012	2013	2014
1.2M	1.7M	

**5M
by 2020**

TARGET

By 2020, positively impact the lives of 10 million children and families in need

STATUS



ON TRACK

In 2014, our citizenship efforts positively impacted more than 5.1 million children and families. The increase of impact numbers is based partly on an improved data collection process leading to improved reporting from sites around the world.

In 2014, The Walt Disney Studios launched Disney Movie Moments, a new movie screening program bringing first-run Disney films to more than 45 children's hospitals around the United States. Patients who were unable to visit movie theaters in person now have the opportunity to see the most recent Disney releases in the hospital.

Also in 2014, an exclusive Marvel comic book was developed in conjunction with the Child Life Council. The custom comic book was designed to inspire young patients and kids as they work to overcome adversity. The comic books were distributed to more than 430 hospitals around the world as part of Disney's annual Hospital Care Package program. This long-running program provides care packages filled with Disney toys, DVDs, books, Club Penguin memberships, and now the Marvel comic book for hospitals to give to the children they serve. The care packages help promote therapeutic play and instill a sense of comfort and normalcy to children during their hospital stay.

Additionally, we leveraged our Disney | ABC Television Group networks to support and raise awareness for organizations, such as Feeding America and Toys for Tots, that positively impact the lives of kids and families.

NUMBER OF CHILDREN AND FAMILIES IMPACTED

2012	2013	2014
	4.7M	9.8M

**10M
by 2020**



Disney's support of The Pillowcase Project equips kids to prepare for disasters.

DISNEY AND THE AMERICAN RED CROSS

In 2014, the American Red Cross reached more than 122,000 children through the distribution of the Mickey & Friends Disaster Activity books (created in part with Disney Publishing Worldwide). The books, available in English and Spanish, have been used by the Red Cross at community health and wellness events, afterschool activities, and in targeted outreach to vulnerable communities. Additionally, the Red Cross reached more than 76,000 youth through Disney's support of [The Pillowcase Project](#) in the United States. This program equips students in third through fifth grades with disaster preparedness and coping skills that they can use as well as share with family and friends.

TARGET

STATUS

By 2014, donate 18 million books to organizations that provide new books to children in need



COMPLETED

As part of our long-standing tradition of storytelling and imagination, we join forces with key nonprofit organizations with the goal of sharing the gift of storytelling and inspiring the imaginations of kids across the country. In 2014, we donated more than 7.1 million books to schools and programs serving children in need through First Book. This brings our total to more than 23 million books donated since 2012, exceeding our

target. Additionally, Disney | ABC Television Group's "Magic of Storytelling" campaign raised awareness about the power of reading and engaged audiences to nominate deserving organizations to receive book donations. The donations reached children who otherwise may have had little or no access to new books.

NUMBER OF BOOKS DONATED



ACT RESPONSIBLY



Acting responsibly is an integral part of our company. It strengthens the connection we have with consumers, makes Disney a more desirable place to work for current Cast Members and employees, and helps us attract the very best and brightest to join our global team. It builds goodwill in the communities in which we operate and provides the trusted platform from which we can inspire kids and families to build a better tomorrow. Each of these items contributes to The Walt Disney Company's continued growth and success.

Act Responsibly: Conduct our business and create our products in an ethical manner

Ethical Conduct Conduct business with honesty, integrity, and in compliance with the law everywhere we operate. p. 54	Responsible Content Create and market responsible, high-quality products and entertainment experiences. p. 58
Environmental Stewardship Use resources wisely and protect the planet as we operate and grow our business. p. 66	Civic Engagement Create lasting positive change in the communities in which we live, work, and play. p. 76
Respectful Workplaces Foster safe, respectful, and inclusive workplaces wherever we do business. p. 78	Responsible Supply Chain Support the responsible production, sourcing, and delivery of branded merchandise, products, and services. p. 82

ETHICAL CONDUCT

Acting in an ethical manner is core to being a good corporate citizen. If we do not act in accordance with the stories we tell, the experiences we offer, and the images we project, we lose our authenticity. To that end, we expect our employees to act with integrity and in a manner that is consistent with Disney's standards. Additionally, we search to create opportunities that will leverage the skills and passion of our workforce toward achieving our greater citizenship goals.



Visit the Disney Corporate Citizenship website for more information on our performance on achieving [our ethical conduct goals](#).

GOAL

Commit to governance policies and practices that promote the thoughtful and independent representation of shareholder interests

CITIZENSHIP STRUCTURE AT DISNEY



Citizenship at Disney reports directly into the CFO. Our corporate citizenship group is made up of the following teams: community engagement, strategic philanthropy, and healthy living; environment and conservation; signature programs and communications; and insights and integration. Each team has dedicated staff that develops strategy, manages compliance, and oversees stakeholder engagement.

The Integrated Supply Chain Management (ISCM) group, also reporting directly to the CFO, is responsible for overseeing our supply chain in order to integrate operational and citizenship objectives. The ISCM team is responsible for labor standards, product safety, quality, productivity, financial performance, environmental performance, and regulatory compliance.

In addition to our Corporate Citizenship group, most business units also have dedicated leadership and staff guiding and executing their citizenship activities. There is regular collaboration and partnership between Corporate Citizenship and the business-unit citizenship teams to ensure alignment and synergy. This partnership is integral to our ability to deliver on our mission as the business unit-led activities greatly contribute to performance against our citizenship targets and our citizenship goals.

Citizenship efforts and performance are reported to the Disney Board of Directors on a periodic basis, with additional updates upon request or when business needs require it. Additionally, the Audit Committee of the Board regularly receives reports on the Company's International Labor Standards program.



INTEGRATE CITIZENSHIP INTO THE CONDUCT OF DISNEY EMPLOYEES

One way we integrate citizenship into the conduct of employees and leadership is to make it part of our performance evaluation process for all Walt Disney Parks and Resorts (WDP&R) leaders. A WDP&R Environmental Performance Objective is included in all worldwide WDP&R salaried Cast Members (executives, leaders, and professional services staff) annual performance plans. The environmental objective calls upon Cast Members to "conserve resources to meet or exceed WDP&R Environmental Targets by reducing waste, water, and energy use" in their areas of job responsibility. Progress toward all performance objectives is a factor used to determine each Cast Member's year-end rating and is tied to compensation. Each salaried Cast Member is expected to identify supporting initiatives and actions for themselves, their teams, and their locations. Progress checks are conducted during mid-year and end-of-year performance reviews.

GOAL

Disclose relevant citizenship information in a timely manner

In addition to publishing the annual Performance Summary, we also communicate relevant and timely updates about key citizenship efforts throughout the year. The [Citizenship Spotlight](#) is a quarterly publication that is emailed to stakeholders and posted on our corporate website. It is an extension of the Citizenship Performance Summary, highlighting interesting citizenship stories, and providing insight, information, and greater transparency on our citizenship programs and strategy.

[Subscribe to the Citizenship Spotlight](#)

Disney Citizenship Spotlight
Winter 2015

SPI
Disney smartpackaging INITIATIVE

Disney SmartPackaging Initiative Launches

Through five years of development and much collaboration with licensees, industry groups and sustainable packaging experts, Disney Consumer Products launched the SmartPackaging Initiative (SPI) in October. The initiative lends an opportunity to reduce the overall environmental footprint of Disney-branded packaging in support of The Walt Disney Company's long-term environmental goals, and push ourselves and our licensees to higher standards. Learn more about SPI [here](#).

Disney Magic of Healthy Living Featured in ICCR Magazine

The Interfaith Center on Corporate Responsibility's (ICCR) Corporate Examiner recently spoke with Heather Rubin, director of Disney Magic of Healthy Living, to discuss the Company's healthy living commitment and what's next for the program. Read the full interview [here](#).



RESPONSIBLE CONTENT

Across our theme parks, films, networks, and other diverse entertainment properties, Disney creates and markets responsible, high-quality products and entertainment experiences. From unparalleled theme parks where safety is a core value, to consumer products that families can feel comfortable bringing into their homes, to content that lives up to the high expectations consumers have of our brands, we know we must continue to earn the trust of our guests, consumers, and stakeholders every day. We take this responsibility seriously and do so with great pride.

Our goals for developing responsible content are:

- Create age-appropriate entertainment experiences for kids
- Develop marketing for kids that focuses on the positive attributes of our entertainment experiences in a respectful and appropriate manner
- Continue to implement our policy of zero instances of cigarette smoking depictions in U.S. Disney-branded films
- Promote safety for kids
- Promote leading policies on guest experience safety
- Reflect a diversity of cultures and backgrounds in our entertainment experiences for kids and families
- Provide parents and caregivers with the tools to help them make informed entertainment choices
- Integrate feedback from parents and caregivers into the development of our entertainment experiences
- Recognize kids who make positive contributions to their environment or communities



Visit the Disney Corporate Citizenship website for more information on our performance on achieving our responsible content goals.

GOAL

Create age-appropriate entertainment experiences for kids

Disney is known for the kind of entertainment that families of all ages can enjoy together. We serve the needs of children across all stages of childhood, with different offerings for different age groups. Parents trust Disney to deliver content, products, and experiences that are safe for children and have the best interests of kids and families at heart. For example, in 2014,⁵ Disney was recognized by the nonprofit group Common Sense Media, which awarded Disney's *Alexander and the Terrible, Horrible, No Good, Very Bad Day* the inaugural Common Sense Seal. The Seal is given to films that delight families with enriching stories and positive messages.

DISNEY JUNIOR'S DEVELOPMENT OF AGE-APPROPRIATE ENTERTAINMENT

As a family entertainment company, Disney creates high-quality entertainment experiences that families can enjoy together and that serve the needs of children across all stages of childhood. This commitment extends across all of our media platforms including television, books, games, apps, and other digital and mobile content. One example is Disney Junior, whose content invites parents to join their child in the Disney experience of magical, musical, and heartfelt stories and characters, while incorporating specific learning and development themes especially designed for young children.

In developing our programming, we employ educational consultants, curriculum development experts, and advisers to provide quality research-based content. For instance, Disney Junior's *Doc McStuffins* is guided by an established curriculum that nurtures multiple areas of child development: social, emotional, physical, cognitive, creative thinking skills, and health information. *Doc McStuffins* addresses issues that parents face with their young children when it comes to health, hygiene, and medical care. Kids are introduced to health education through the thoughts and actions of a young girl with the special ability of medically "diagnosing" toys and stuffed animals. Health and education experts help further the primary goal of *Doc McStuffins*, which is to expand this type of health education from the classroom into homes throughout the country—where it can stimulate healthy habits and dialogue between children, adults, and family members.



⁵ The film was released on 10/10/14, and we received the award from Common Sense Media on 10/5/14, which technically falls in FY15.

GOAL

Develop marketing for kids that focuses on the positive attributes of our entertainment experiences in a respectful and appropriate manner

Disney maintains internal marketing guidelines that apply to marketing to children. These guidelines cover children's cognitive and emotional maturity and susceptibility to influence, respect for the parent/child relationship, and child safety and privacy. These guidelines are reviewed on an ongoing basis to ensure that they are in line with best practices and fully compliant with all regulations and company commitment.

In 2006, Disney became the first major media company to establish nutrition guidelines to associate our brands and characters with a more nutritionally balanced range of foods. This ongoing commitment is central to how Disney evaluates promotions and sponsorships. In 2012, we stated that virtually all Disney-controlled, kid-oriented promotions and sponsorships would be with food and beverages that comply with our updated nutrition guidelines by 2015.

As a company with properties that appeal to both children and adults, The Walt Disney Company is committed to ensuring any food and beverage marketing done to adults is responsible. To ensure adult-targeted food and beverage promotions do not become attractive to kids, the entire promotion must adhere to the Company's Standards for Responsible Marketing.

In 2014, Disney launched a new internal approval system to more accurately track promotions and sponsorships globally. We also continue to hold ongoing trainings for new and current employees to educate and update them about our Nutrition Guidelines and Standards for Responsible Marketing.

 Visit the [Magic of Healthy Living website](#) for more information on our efforts to responsibly market food and beverages to kids.

GOAL

Continue to implement our policy of zero instances of cigarette smoking depictions in U.S. Disney-branded films

Disney continues to be a leader among studios in limiting the depiction of cigarette smoking in films marketed to youth. There were zero depictions of cigarette smoking in the 2014 slate of Disney-branded films produced in the United States and marketed to youth. In the motion picture *Saving Mr. Banks*, there was an intentional reference to smoking that helped to portray the practice in a negative light. In the film, Walt Disney was shown stamping out a cigarette and saying, "I've never let anyone see me smoking. I'd hate to encourage bad habits." While any depiction of smoking in a Disney-branded film is against our policy, portraying smoking as a bad habit does not conflict with this policy.



2,000,000
PEOPLE IN U.K.

reached by Twitter parties
on online safety



1,000,000
U.S. KIDS

passed Club Penguin safety quiz
since launch in 2014



346,000
WEBSITE VISITORS

including teachers and students
are using Disney's online safety
content in Spanish

GOAL

Promote safety for kids

Safety is a priority across Disney. We take extra care to provide kids and parents with the information and tools they need to keep safety in mind. Acknowledging that online safety is an increasingly important area, we made significant investments into online safety features in our services. Disney has developed internal procedures to ensure that each new product is assessed from the perspective of online safety and children's privacy before it is introduced to the market. For example, in Club Penguin, a virtual world for kids, all online chat is subject to a combination of sophisticated technological filtering and human moderation systems to help block inappropriate chat while keeping the game fun and entertaining. In addition, we provide multilingual safety tips and information for kids and parents to learn the latest in online safety and empower kids to be good digital citizens. This includes an in-game quiz within the world of Club Penguin that enhances players' knowledge of online safety. Over a million kids have passed the Club Penguin online safety quiz since it was launched on Safer Internet Day 2014.

Disney conducts online safety media and educational outreach campaigns aimed at building awareness and educating kids, parents, and caregivers on how to be safe and have fun online. We use our animated characters and onscreen talent to deliver safety

messaging directly to children and parents across multiple platforms, including placements on Disney Channel and integrations in the virtual world of Club Penguin.

Our online safety promotion spots feature celebrities from Club Penguin, Una Healy from *The Saturdays*, and cast from TV shows such as *Violetta* and *Dog with a Blog*. These spots are aired across Disney Channel and Disney XD in France, Germany, Spain, United Kingdom, and the United States. Our U.K.-based Twitter parties on online safety have reached over 2 million people.

We also work with trusted organizations to support their online safety programming. In Latin America, Disney collaborated with Chicos.net to develop and deliver an online safety and digital citizenship training program. This was attended by nearly 4,000 teachers and principals who have access to over 340,000 students. We also launched the [Amigos Connectados](#) website, where kids, parents, and teachers can engage in fun and educational online safety content, and where teachers can download training materials for classroom use. The Amigos Connectados website has had over 346,000 unique visitors with more than 20,000 teachers, 80,000 students, and 2,500 schools as registered users as of September 2014.

The U.S. Hispanic Initiative is a companywide priority that recognizes U.S. Hispanics as one of the largest domestic growth opportunities for The Walt Disney Company and brings to life the role of diversity in driving relevance in the marketplace. The initiative has served as the catalyst for projects across all of our businesses focusing on talent, cultural competency, consumer insights, product development, and content initiatives among others. One example of how Disney has supported the initiative is in the launch of Fusion. Launched in 2013 as a joint venture with Univision, Fusion serves a young, diverse, and inclusive millennial generation across its television and digital platforms.



"CHOOSE KINDNESS" ANTI-BULLYING CAMPAIGN

One way that we promote safety through our entertainment content is by raising awareness about bullying prevention. In honor of National Bullying Prevention Month,⁶ Disney | ABC Television Group launched "Choose Kindness," a campaign that ran across all of our networks and ESPN, to encourage children and parents to help put an end to bullying by choosing kindness. The campaign featured stars of Disney Channel, Disney XD, and Radio Disney in PSAs and interstitials. Special episodes of popular Disney Channel shows featured kids overcoming bullying. Walt Disney Parks and Resorts employees also helped raise awareness among park guests.

Working with Free the Children, we launched a bullying prevention youth leadership training program that reached thousands of students in North America. With NetSmartz, we supported the development of an online educator training program for anyone teaching Internet safety to children ages 5–17. Through our support of Scholastic, classrooms across the country received anti-bullying posters and activity plans.

⁶ While the development of the Choose Kindness campaign and some interstitials took place during fiscal year 2014, the October 2014 Bullying Prevention Month took place during fiscal year 2015.

In Germany, we supported the development and distribution of a safe search engine for children, which receives 535,000 visits a month. In Spain, we worked with Protegeles to deliver online safety seminars, projected to reach 300 schools and an estimated 100,000 students. And in the United Kingdom, we supported the delivery of online safety programming to over 26,000 children, 4,000 parents and caregivers, and 1,000 school staff.



For more information on Disney's online safety programming and materials, visit the [Club Penguin](#) and the [Amigos Connectados](#) websites.

GOAL

Promote leading policies on guest experience safety

The safety of products bearing Disney brands, characters, and other intellectual property is of crucial concern to Disney. Equally important, safety guides our operational decisions to create a secure and enjoyable experience at our theme parks and resorts worldwide. Since we believe safety is everyone's business, we collaborate and share what we have learned so we can all benefit. An example of this collaboration is the commitment of Walt Disney Parks and Resorts (WDP&R) to expand the availability of Disney-licensed technology and expertise on safety and accessibility for third-party use.

Over the past year, we have continued to participate on industry boards and committees to advance standards and policies related to the safety of attractions and facilities. In 2014, we held over 30 sessions on our safety, accessibility, and technology best practices with industry committees, governments, and Fortune 500 businesses. Some of these include the International Association of Amusement Parks and Attractions, the American Society for Testing and Materials (ASTM), United Airlines, Siemens, and the Tampa Port Authority.

Disney's Chief Safety Officer plays a leading role on the board of directors of the International Association of Amusement Parks and Attractions to advance safety standards and best practices across the industry.

Disney has worked with national parks, museums, and major restaurant chains across North America to install Disney accessibility and safety patented technology, CHEFS, an electronic tracking system that analyzes food safety hazards. The CHEFS food safety auditing system has launched this past year at additional restaurant venues—Margarita Enterprises LLC, Bloomin' Brands, Inc., and Yum! Brands.

GOAL

Reflect a diversity of cultures and backgrounds in our entertainment experiences for kids and families

Disney is committed to appealing to a broad array of audiences and reflecting the diversity and multiculturalism of our consumers and the world. We believe that diversity of content is integral for the growth and viability of Disney. It allows us to engage and remain relevant to a broader community of viewers. For example, ABC was most recently recognized by the NY Times, LA Times, and NPR for the groundbreaking representation of diversity across the new fall shows. ABC, ABC Family, Disney Channels, and ESPN have long supported the diversity of talent in front of and behind the camera with programs such as Disney | ABC Television Group's Talent Showcase and [Writers and Directors Programs](#).

The cast and storylines of Disney Channel's "Girl Meets World" reflect the diversity of its audience.



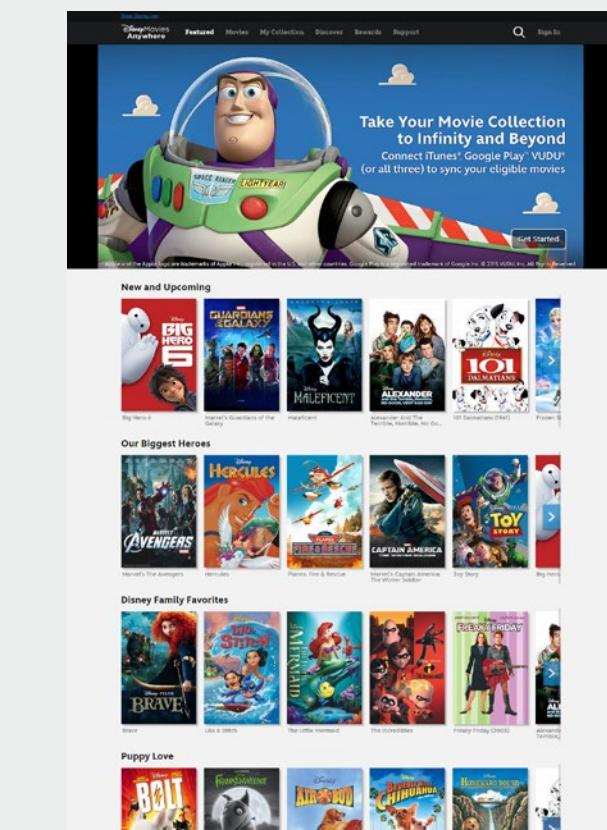
GOAL

Provide parents and caregivers the tools to help them make informed entertainment choices

We encourage parents to be actively engaged with their children in viewing and experiencing our movies and TV shows, our Parks and Resorts, and our games and online platforms. For example, ABC and ABC Family collaborated with the National Association of Broadcasters on the “TV Boss” campaign to help parents understand their ability to control content. Throughout our entertainment offerings, we provide forums and content that both value and respect children and give adults a point of connection to the children in their lives.

Another example of this approach is our commitment to build world-class console experiences for gaming and Disney enthusiasts that receive no higher than a “T” rating based on the standards of ESRB (Entertainment Software Ratings Board) and PEGI (Pan European Game Information). ESRB and PEGI ratings are designed to provide consumers, especially parents, with concise, impartial guidance about the age appropriateness and content of video games. This helps them make informed purchase decisions about the games they deem suitable for their children and families.

Disney continued to meet this commitment in 2014. All console games developed by Disney Interactive met the goal of being rated “T” for teen or lower for ESRB ratings, and “PEGI 12” or lower for the PEGI ratings.



Our entertainment experiences are designed with families in mind. We encourage parents to be engaged in their children's entertainment experiences, and we provide the tools for them to make the best entertainment decisions for everyone in the family.

For example, we launched [Disney Movies Anywhere](#), a new digital movie service and app that enables families to consolidate their digital collection of Disney, Pixar, and Marvel movies and view them on multiple devices. Through the app's built-in controls, parents can set ratings restrictions on a device-by-device basis allowing, for example, access to the full collection of movies on parent devices and only G-rated movies on a child's device.

GOAL

Integrate feedback from parents and caregivers into the development of our entertainment experiences

Parents and caregivers are key partners in helping to guide and shape our approach to entertainment for kids. Parents know their kids best. We aim for a balance when developing age-appropriate entertainment experiences; we want kids to love our entertainment, and we want parents to trust that we are delivering quality content.

Each year, every major content creation unit at Disney conducts consumer research to learn about consumers' entertainment experiences in general and Disney entertainment experiences in particular. This feedback helps us ensure that we are meeting consumer needs and serves to remind us that Disney is often held to a higher standard in terms of consumer expectations.

This primary research with parents, combined with regular consumer feedback through guest surveys at our theme parks and other sources such as social media, helps us to create products and experiences that deliver on the brand promise of quality entertainment that parents and children can enjoy together.



We're committed to delivering quality entertainment that parents and children can enjoy together. To help us achieve this promise, we engage parents and caregivers as we develop our family entertainment experiences.

One way we incorporate parent feedback is through our [Disney Parks Moms Panel](#). In this online forum, a special panel of selected parent advisors answers questions and offers helpful advice about Walt Disney World Resort in Florida, Disneyland Resort in California, Disney Vacation Club, Disney Cruise Line, team sports at ESPN Wide World of Sports Complex and *runDisney* events. This diverse group of panelists provides insights based on their own personal experiences in order to help other parents with their Disney Parks vacation planning, and helps us understand and address the questions on parents' minds.

The Disney Parks Moms Panel website features a purple header with the Disney Parks logo and a navigation bar. The main content area includes a 'Moms Panel Quick Poll' asking 'What is your favorite Park(s) attraction for little ones at Walt Disney World Resort?' with options like Toy Story Midway Mania!, Dumbo the Flying Elephant, Kilimanjaro Safaris, Peter Pan's Flight, and The Seas with Nemo & Friends. Below the poll is a 'Search for Answers' bar and a 'Submit a Question' button. A sidebar on the right lists 'The Disney Parks Moms Panelist' names and their locations. The main content area also features a 'Featured Video' section and several posts from panelists sharing their Disney experiences. One post from Amy H. in New Jersey discusses her love for Star Wars and Disney characters. Another post from Amy B. in North Carolina shares tips for planning a Walt Disney World vacation on a budget.

ENVIRONMENTAL STEWARDSHIP

Our commitment to environmental stewardship focuses on using resources wisely and protecting the planet as we operate and grow our business. Current scientific findings indicate that reductions in greenhouse gas emissions are required to avert accelerated climate change.

Our emissions target is in alignment with the United Nations Intergovernmental Panel on Climate Change (IPCC) scientific recommendation to cut economy-wide emissions by 40% below 1990 levels by 2020 in order to stabilize atmospheric carbon dioxide-equivalent levels at 450 ppm. Scarcity of natural resources and threats to ecosystems and biodiversity are serious environmental issues. Recent events, from extreme weather events, to severe droughts, to the decline in summer Arctic sea ice extent, illustrate the severe consequences and devastating impacts of climate change. These challenges demand fundamental changes in the way society, including businesses, uses natural resources.

In recognition of these challenges, Disney has committed to the following long-term environmental stewardship goals:



Zero net greenhouse gas emissions



Zero waste



Conserve water resources

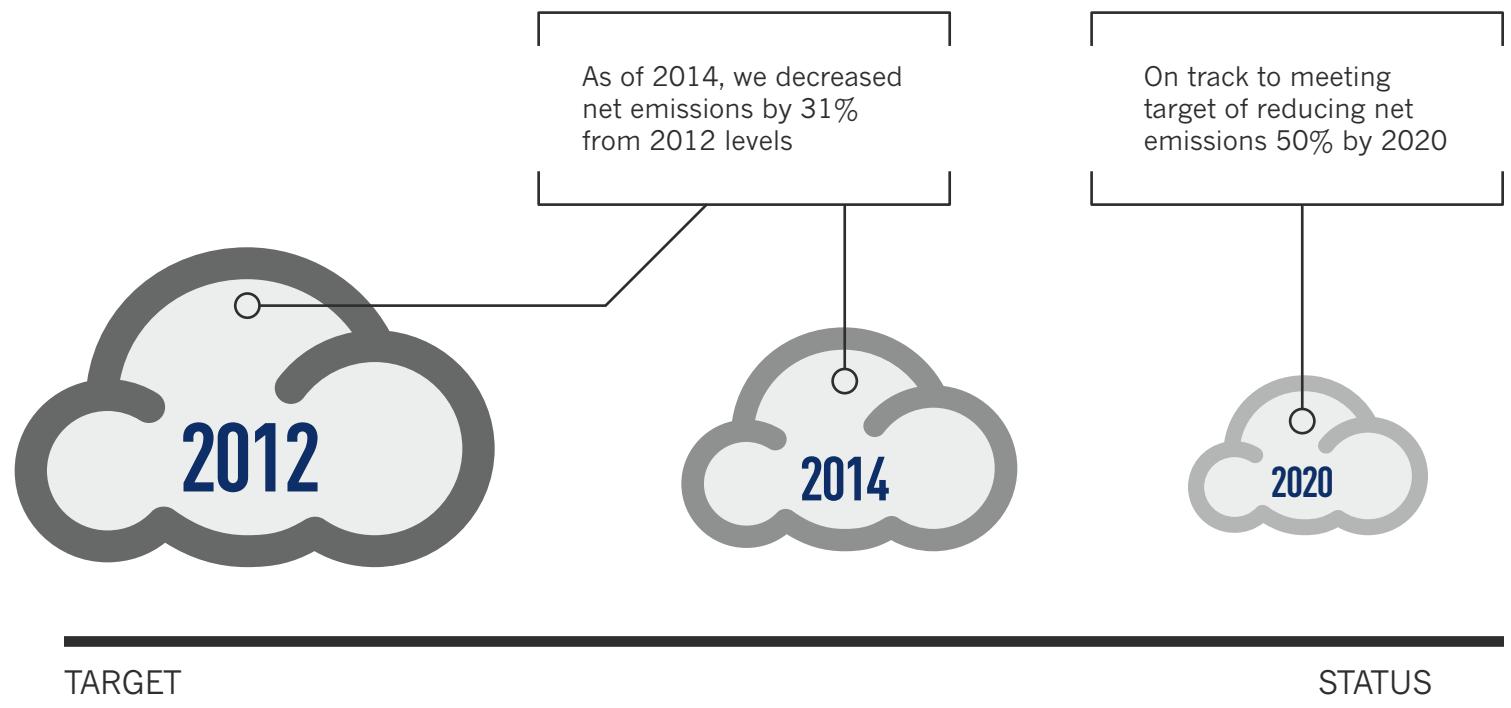


Visit the Disney Corporate Citizenship website for more information about our long-term goals and strategy and our environmental stewardship performance.

GOAL

Zero net greenhouse gas emissions

Our strategy for meeting the long-term goal of zero net greenhouse gas emissions follows the hierarchy of avoiding emissions, reducing emissions through efficiencies, replacing high-carbon fuels with low-carbon alternatives, and then using certified⁷ offsets for our remaining emissions.



By 2020, reduce net emissions by 50% from 2012 total levels

In 2014, our total greenhouse gas emissions were 1.63 million⁸ metric tons of carbon dioxide equivalents (CO₂eq). During the year, we retired 531,970 metric tons of CO₂ equivalents from carbon projects located in the United States, Brazil, China, and Peru.⁹ From our 2012 levels, we have decreased our net emissions by 31%, putting us on track to reduce net emissions 50% by 2020.

⁷ Project documents can be viewed on our [citizenship website](#).

⁸ Greenhouse gas emissions are measured and calculated according to the principles in the World Resources Institute's (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 revised edition" (GHG Protocol). The boundary for Disney's GHG target includes owned and operated assets (commercial spaces, parks and resorts, broadcast stations, and Disney Cruise Line). GHG emissions from Productions (including TV, cable, movies, ESPN, and Theatricals), Disney Stores, and leased assets are excluded from the target.

⁹ Retirement certificates for the carbon credits can be found on our [citizenship website](#). The retired offsets are from a portfolio of projects including: landfill gas capture, dairy farm methane capture, wastewater treatment methane capture, renewable energy from wind turbines, renewable biomass, nitrous oxide abatement, avoided conversion, and avoided deforestation. All these offsets are from projects verified to the Climate Action Reserve, Verified Carbon Standard, and Gold Standard by third-party reviewers.

FUEL CELL AT PIXAR

In 2014, a one megawatt (MW) fuel cell was installed at Pixar Animation Studios in Emeryville, California.

The fuel cell will help supplement electricity use throughout the campus. This provides clean, quiet, efficient, and reliable on-site power generation with minimal environmental impact. We are also in the process of installing a fuel cell at our Burbank Studio Lot campus.

Key efficiency projects during this past year consisted of technology improvements, operational process improvements, and behavioral initiatives for our employees. Highlights include:

- Installation of a 1 MW fuel cell on our Pixar campus
- New digital center on ESPN campus achieved LEED certification from U.S. Green Building Council for energy reductions and operational efficiencies
- Our owned and operated facilities implemented energy efficiency projects that included heating and air conditioning replacements, central plant automation, exterior and interior lighting upgrades, and established performance expectations for energy efficient behavior in the workplace

Our Walt Disney Imagineering research and development team continues to evaluate alternative and renewable energy sources for our operations and new design technologies for construction projects to support our emissions target reductions. Additionally, the Disney Climate Solutions Fund continues to spur internal innovation and efficiencies through our internal price on carbon.



For more information on the Disney Climate Solutions Fund, please see our contribution to CDP's 2014 report, "[Corporate Use of Carbon Prices](#)".



ELECTRIC VEHICLE CHARGING STATIONS

In January 2014, 30 electric vehicle charging ports were installed at the Disneyland Resort—20 for guest use in the Mickey & Friends Parking Structure and 10 for Cast Member use. Disneyland Resort is home to one of the largest collections of privately owned public access EV charging stations in Southern California. A plan is in place to increase the number of charging stations in the coming years. Additionally, 46 electric vehicle stations have been made available across Disney-owned properties in Burbank, Glendale, and the Prospect Studios in Southern California.

RETIREMENT CERTIFICATES FOR 2014

Carbon Retirement Certificates

NORTH AMERICA

Dairy Methane Capture, Michigan

Nitrous Oxide Abatement, Texas

Wastewater Treatment Plant
Methane Capture, Washington

Landfill Gas Capture, Illinois

Avoided Conversion, North
Carolina

ASIA

Wind Farm Project, China

SOUTH AMERICA

Fuel Switch Project, Brazil

Alto Mayo Avoided Deforestation
Project, Peru

DISNEY SIGNS CERES CLIMATE DECLARATION

In April 2014, Disney joined more than a thousand other companies and thousands of individuals in signing the [Ceres Climate Declaration](#). The declaration urges policymakers and business leaders to seize the economic opportunity in tackling climate change.

Zero waste

Disney defines its long-term, aspirational zero waste goal, consistent with environmental organizations and emerging zero waste certification bodies,¹⁰ as:

- 90% or more of solid waste diverted from landfill, thermal waste-to-energy facilities, and incineration without energy recovery
- 10% or less of solid waste can be sent to either landfill, thermal waste-to-energy facilities, or incineration without energy recovery

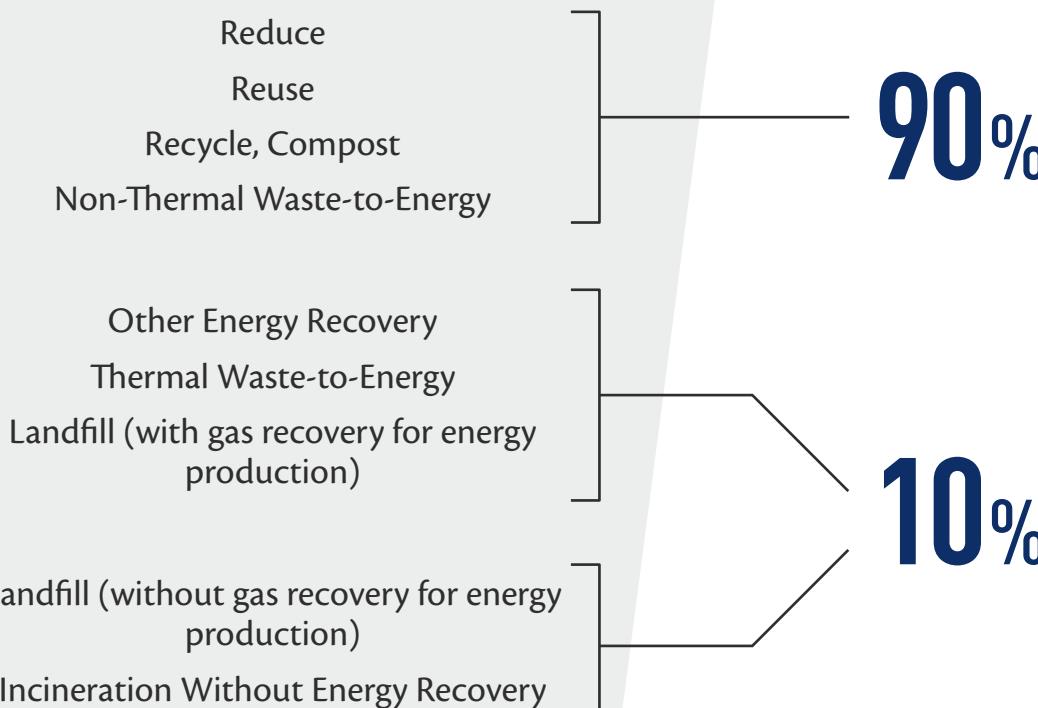
We will achieve our long-term waste goal through the following waste management hierarchy: reducing, reusing (internal and external donations), recycling, composting, non-thermal waste-to-energy, and thermal waste-to-energy programs.

We will continue to partner with, engage, and educate our guests and consumers along our journey to achieving zero waste.



Disney VoluntEARS help clean up beaches and recycle.

OUR GOALS FOR WASTE MANAGEMENT HIERARCHY



¹⁰ U.S. Zero Waste Building Council

TARGET

By 2020, achieve 60% waste diverted from landfills and incineration¹¹

In 2014, we aligned our data inventory process to enable us to measure our operational waste data in the hierarchy categories and track progress toward our new targets. We ensured that waste reporting across the company was gathered in a consistent manner. This included separation of operational waste

from construction waste data in the last quarter of 2014. The target is focused on increasing the operational diversion rate for facilities that are able to obtain actual diversion rate data.¹² Therefore, the progress reported for operational diversion is only for the 4th quarter of 2014.



GETTING STARTED

During the last quarter of 2014, we diverted 48% of waste from landfills and incineration.¹³

¹¹ Defined as incineration without energy recovery.

¹² Diversion includes operational recycling, compost, donations, sold and liquidated items, items sent to archives and items reissued through property control, thermal waste-to-energy, and non-thermal waste-to-energy. Waste includes operational landfill and incineration without energy recovery. All construction materials are excluded.

¹³ Defined as incineration without energy recovery.

For our construction projects, we continue to improve the diversion rate at each of our sites through continuous process improvements and best practices.

FY14 Q4 OPERATIONAL DIVERSTION RATE BY LOCATION¹⁴

46%

Walt Disney Parks
and Resorts¹⁵

100%

ESPN Bristol

76%

Enterprise
Owned¹⁶

84%

Studio

48%

THE WALT
DISNEY
COMPANY
TOTAL



ESPN continues its commitment to waste diversion on its Bristol campus. The annual ESPYs, held in Los Angeles in 2014, continue to be virtually waste-free through the implementation of stringent recycling and composting measures.



In 2014, Disney Stores conducted 40 assessments in 15 stores in North America looking at waste, recycling, and Cast Member behavior. Future improvement opportunities have been identified for supply chain optimization, distribution, and internal education in support of our long-term zero waste goal.



Disneyland Resort continued their food scraps diversion program at approximately 60 food and beverage locations. Food scraps collected during preparation and post-consumer use are sent to a local facility for processing into feed nutrients for farm animals.



Walt Disney World Resort is the first business customer of a local facility, Harvest Power Orlando, that has the capacity to convert more than 120,000 tons of organic waste annually into renewable biogas and natural fertilizers. The facility is a valuable resource to the Central Florida community and has the potential to produce 5.4 megawatts of combined heat and power.



Hong Kong Disneyland has been collaborating with local nonprofit Foodlink Foundation in a food donation program that turns surplus ingredients into meals for people in need.



Disneyland Paris has a food waste collection in the park's restaurants and employee cafeterias. The waste is collected and treated through biomethanization for energy recovery and organic soil amendments.

¹⁴ Facilities include Parks and Resorts, ESPN, Enterprise Owned, and Studios including Pixar, El Capitan Theater, and New Amsterdam Theater. Excluded are all leased properties, Disney Stores and Distribution Centers, TV Stations, Radio Disney Stations, and all construction materials.

¹⁵ Includes operational waste and diversion for DLR, DLP, DCL, WDW, HKDL, DVCs. Excludes Tokyo Disneyland and all construction materials.

¹⁶ Includes North America West Coast and New York owned sites, and Hammersmith. Excludes leased facilities.

GOAL

Conserve water resources

Disney recognizes the importance of water as a critical resource for our operations and the communities in which we operate. The challenges related to water are highly localized issues. We believe the best way to address water-related challenges is to evaluate risks on a site-specific basis and design commensurate conservation programs.

Our target to maintain potable water consumption at 2013 levels promotes effective management of water use at existing sites and requires sites to implement innovative conservation measures. This target is in line with our overall philosophy of growing our business

responsibly and will help drive internal alignment and resource allocation to those areas of higher stress and/or risk.

Assets being developed at new sites will include water conservation measures in the design and will create water conservation plans as they become operational, taking local regulations and local risks into consideration. As in the other impact areas, technical project work will be supplemented with employee awareness and engagement campaigns.

TARGET

By 2018, maintain potable water consumption at 2013 levels at existing sites. Develop Water Conservation plans for new sites

STATUS



We are committed to maintaining our potable water consumption at 2013 levels at existing sites. In 2014, water consumption was recorded at 6.89 billion gallons. This is slightly below our baseline of 6.93 billion gallons.¹⁷ We have continued to promote effective management of water use at existing sites and implement innovative conservation measures. We did not add any new sites in 2014 and, therefore, did not have the need to develop water conservation plans.

Disney collaborated with the cities of Burbank and Glendale to convert its irrigation system to reclaimed water. In 2014, this effort saved more than 5.6 million gallons of potable water in Burbank and more than 9 million gallons in Glendale. Additionally, Disneyland Paris's wastewater treatment plant saved approximately 53 million gallons of water in its first year of use. Along with a lower volume in resort activities, the wastewater treatment plant partially contributed to a 13% decrease in water use compared to the prior year.

¹⁷ The boundary for Disney's water target includes owned and operated assets (commercial spaces, parks and resorts, broadcast stations, and Disney Cruise Line). Water consumption from Disney Stores and leased assets are excluded from the target.

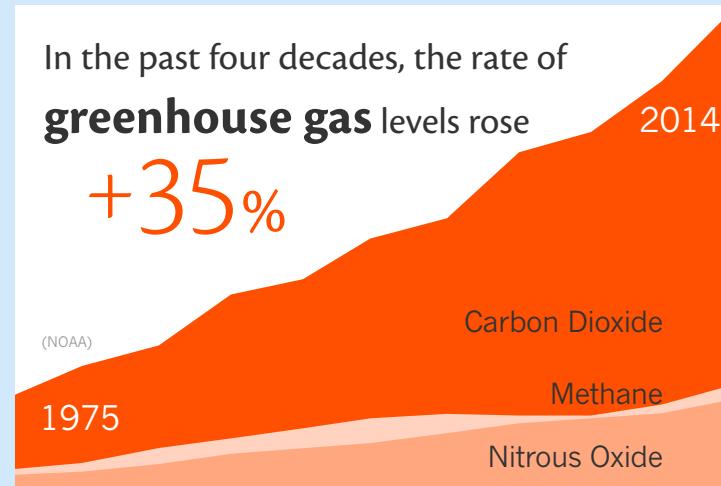


Environmental Stewardship at Disney

AROUND THE WORLD

In the past four decades, the rate of **greenhouse gas** levels rose

+35%



Each year, the amount of **waste** sent to landfills can circle the globe

24 TIMES



(UNITED NATIONS ENVIRONMENT PROGRAM)

ONLY LESS THAN
1%
of Earth's **water** can
be used by humans



AT DISNEY

Emissions

Disney's use of fuels and electricity generates greenhouse gas emissions:



Electricity for operating attractions, hotels, restaurants, office buildings, stores, TV/movie productions, broadcast operations, data centers



Fuels for operating cruise ships, attractions, guest transportation, restaurants, buildings

Waste

Waste at Disney is generated by:



Millions of visitors to **Disney Parks and Resorts**



Studio locations in the U.S.



Office locations around the world

Water

Water serves many functions at Disney:



Disney Parks and Resorts: Water attractions, show elements, lodging, dining, restrooms



Studio and office locations: Commissaries, restrooms



Irrigation: Properties worldwide

OUR TARGETS

Reduce net **emissions** by 50% from 2012 total levels

BY 2020

BY 2020

Achieve 60% **waste diverted** from landfills and incineration

BY 2018

Maintain potable **water** consumption at 2013 levels at existing sites. Develop water conservation plans for new sites

OUR GOALS

ZERO

Net Greenhouse Gas Emissions

ZERO

Waste

CONSERVE

Water Resources

CIVIC ENGAGEMENT

Whether it's through engaging audiences to participate in civic life or engaging in multi-stakeholder dialogue, we understand and appreciate the value of being active members of our communities.

Our civic engagement goals are:

- Use the power of entertainment to promote a culture of giving
- Engage with our stakeholders on a regular basis



Visit the Disney Corporate Citizenship website for more information on our performance on achieving our civic engagement goals.



ESPN'S SUPPORT OF CANCER RESEARCH

ESPN's inaugural ESPY Day Benefiting The V Foundation for Cancer Research raised more than \$6.5 million for cancer research. This new initiative was part of ESPN's 21-year effort to help find a cure for cancer with a day-long fundraising drive across multiple ESPN platforms. Over this period, through grants and direct contributions from viewers, ESPY-related fundraising efforts have raised more than \$23.5 million for cancer research. This year's total included a \$4 million investment from Stand Up To Cancer (SU2C), a program of the Entertainment Industry Foundation, in a grants program with The V Foundation. The grants will fund research scholars working within an emerging scientific field known as convergence, a new model of research meant to spur innovation in new ways of combating cancer. Government agencies have been so encouraged by the research that they have committed additional funds on top of the investment from SU2C.

GOAL

Use the power of entertainment to promote a culture of giving

Since Disney's earliest days, our guiding philosophy has been to act as a compassionate and generous company that leverages our resources to bring happiness, hope, and laughter to the lives of children and families in need and promote a culture of giving. Disney also uses our media platforms to inspire others to make a difference.

GOAL

Engage with our stakeholders on a regular basis

We believe that conversations and collaboration with formal and informal stakeholder groups enhance our ability to identify opportunities, address issues, and find solutions to some of our most important citizenship challenges. We take a wide view on the stakeholder landscape to include not only investors, NGOs, local communities, and advocacy groups, but also children, parents, and Disney fans, among others. Disney strives to actively listen to and learn from stakeholders and to provide them with information to better understand our actions and intentions.

We regularly meet with stakeholders on a set of targeted issues and initiatives. Some highlights from 2014 include convening a set of stakeholders to review our next-generation environmental goals, hosting individual conversations with stakeholder colleagues to update our work on health and nutrition, and strengthening our ongoing relationships through wide-ranging conversations with leaders in sustainability.

This year, we also continued our relationship with Ceres. Our Ceres stakeholder group reviewed and provided feedback on an early draft of this report, as well as provided insights throughout the year. Their feedback is summarized in the [Stakeholder Feedback section](#) of this report.

OUR ECONOMIC CONTRIBUTION

The Walt Disney Company contributes significant value to the economies of the jurisdictions in which it operates. During fiscal year 2014, the Company accrued \$4.2B and paid \$3.5B in income taxes throughout the world (see pages 64 and 67 of [Form 10-K](#)). In the United States, on a cash basis, Disney paid or collected and remitted in excess of \$6B in income, sales, use, payroll, and property taxes during fiscal year 2014. Beyond taxes, we believe in strengthening local economies through job creation and supporting local businesses.

\$3.5 BILLION

income taxes paid worldwide

\$6 BILLION

income, sales, use, payroll, and property taxes paid in the U.S.

RESPECTFUL WORKPLACES

Throughout Disney, we strive to foster safe, respectful, and inclusive workplaces.

This commitment applies to all of Disney's approximately 180,000 employees and spans our efforts to develop a diverse workforce, maintain safe and secure workplaces, and support the health and wellness and career development of our employee base.

Our Corporate Diversity Council, comprised of senior leaders from each division and led by our Chairman and CEO, Robert A. Iger, provides guidance and direction so that Disney employees create content, products, services, and guest experiences that both grow our business and engage and reflect the diverse communities that we serve.

Our goals for fostering safe, respectful, and inclusive workplaces are:

- Maintain safe workplaces
- Develop a diverse workforce, an inclusive workplace, and an engaged global marketplace
- Support employee career development
- Increase access to and participation in health and wellness programs for our employees and their families



Visit the Disney Corporate Citizenship website for more information on our performance on achieving our respectful workplaces goals.



Disney seeks to foster an inclusive workplace where our employees and Cast Members can contribute and develop to their full potential.

GOAL

Maintain safe workplaces

Disney is committed to reducing the risk of injury and illness to our employees, contractors, vendors, and suppliers. This commitment is communicated to every employee as well as contractors, vendors, and suppliers.

Each year, leadership objectives are set to continue reducing incidents and strengthen the safety culture. In 2014, we set the objectives of demonstrating visible leadership commitment to preventing injuries and inspiring our employees to make safe choices at work and at home.

GOAL

Develop a diverse workforce, an inclusive workplace, and an engaged global marketplace

We believe that having employees with a broad range of backgrounds, experiences, and perspectives gives us an advantage in understanding and meeting the needs of our consumers. We also seek to attract diverse employees, build an inclusive workplace, and create opportunities for our people to contribute and develop to their full potential.

Our safety professionals participated in ANSI and OSHA guidance committees and collaborated on safety education initiatives with the Army and Navy. Through this and ongoing transformational change, we have continued to significantly reduce employee exposure to conditions that may lead to work-related injury or illness.

Our entertainment offerings include a multitude of ideas and experiences that attempt to meet the needs of the diverse consumers, guests, fans, and viewers we serve every day. Our commitment to diversity has contributed to Disney being recognized with a 100% score on Human Rights Campaign's Corporate Equality Index and ranking #34 on Diversity Inc.'s Top 50 Companies for Diversity, among others.

ENGAGING KEY STAKEHOLDERS

The Walt Disney Company values its relationships with national advocacy groups and community-based organizations and venues that provide a positive outlet to communicate our commitment to diversity. Some of these major organizations and advocacy groups include Blue Star Families, Catalyst, Hispanic Scholarship Fund, NAACP, Out & Equal, and ASCEND, among others.

U.S. Veterans Initiative

Building on the success of our initial goal to hire more than 1,000 veterans by 2015, we made a commitment to hire an additional 1,000 veterans over the next two years. As of October 31, 2014, we have hired more than 3,800 veterans since the launch of [Heroes Work Here](#).

Women's Initiative

Women represent more than half of Disney's workforce and they are highly valued as both consumers and as employees. From a global viewpoint, ensuring that our female population reflects the ethnic and racial diversity of the world is key to our success.

Disney has placed special emphasis on ensuring a comprehensive strategy of growth and support for women via the Global Workplace and Women's Initiative, chaired by Jayne Parker, EVP and Chief HR Officer.

GOAL

Support employee development

Disney offers a wide array of professional opportunities in different lines of business, geographical locations, and specialty areas so that employees may expand their skills, develop their careers, and achieve their goals in the workplace. To support each individual's development, we provide access to world-class learning and development resources, a global learning system, performance support systems, and educational reimbursement for job-related degree programs.

Additionally, a diversity of course offerings exists for all employees to take part in, and we also place specific emphasis on the targeted development of employees who are recognized as successors for key roles. In the upcoming year, we will fully launch a comprehensive learning and development program for all Disney employees that focuses on helping them achieve their career aspirations. This integrated program will utilize multiple platforms for maximum flexibility and access.



Visit the Disney Corporate Citizenship website for more information on how we support [employee career development](#).

3,800+
VETERANS

hired since the launch of
[Heroes Work Here](#)

in
31
MONTHS



RESPONSIBLE SUPPLY CHAIN

We operate our supply chains in a manner consistent with our citizenship values. This includes promoting the responsible sourcing of Disney-branded products by working to assess and improve labor conditions in production facilities, helping to uphold the safety and integrity of these products through testing and monitoring programs, and exploring ways to reduce the environmental footprint of these products and of our supply chains.

The Integrated Supply Chain Management team is responsible for overseeing our supply chains in order to integrate operational and citizenship objectives (including labor standards, product safety, quality, productivity, financial performance, environmental performance, and regulatory compliance). In 2014, this new organization made progress in integrating the formerly independent areas of supply chain management across the Disney enterprise.

For our vertical businesses, such as The Disney Store and Walt Disney Parks and Resorts, the Integrated Supply Chain Management team manages our supply chains to integrate responsible sourcing practices into all aspects of our operations. For our licensing business, where Disney-branded consumer products are manufactured and sold by independent

entities under intellectual property licenses granted by us, we communicate our expectations and requirements for responsible sourcing and production and actively monitor performance against these expectations and requirements.

The unique nature of our consumer products business means that Disney-branded products are produced in over 29,000 facilities in more than 100 countries. As a result, we face unique and significant challenges in monitoring performance against our high expectations and requirements. We remain committed to meeting these challenges through ongoing assessment of the causes of any noncompliance, continuous review and improvement of our operations, and constructive engagement with key stakeholders.

Our citizenship goals for managing a responsible supply chain are:

- Increase understanding of our extended supply chain in order to promote safe, inclusive, and respectful workplaces wherever Disney-branded products are produced
- Support programs and initiatives that address core labor issues within our supply chain
- Promote leading policies on product safety and chemicals management in our supply chain
- Minimize the environmental footprint of our products

 Visit the Disney Corporate Citizenship website for more information on our performance on achieving [our responsible supply chain goals](#).

Disney-branded products are produced in

**29,000 +
FACILITIES**

in
**100 +
COUNTRIES**



GOAL

Increase understanding of our extended supply chain in order to promote safe, inclusive, and respectful workplaces wherever Disney-branded products are produced

STATUS**TARGET**

By 2014, increase visibility into facilities producing Disney-branded products in high-risk countries by 50%, and achieve 100% visibility by 2018

STATUS

In 2014, Disney completed its target of increasing by 50% our visibility into facilities producing Disney-branded products in high-risk countries, achieving 82% visibility in 2014, a substantial increase from 59% in 2013 (a 39% improvement since 2013 and a 134% improvement since our base year of 35% in 2011). We remain on track to achieve our goal of 100% visibility in high-risk countries in advance of our original 2018 commitment.

Visibility gives us an understanding of conditions within the facilities producing Disney-branded product, which enables us to identify labor standards issues and work with our business partners to address those issues. As the first step in enforcing labor standards compliance, visibility allows Disney's International Labor Standards (ILS) program to focus its energies on remediating issues of highest risk to workers engaged in the production of Disney-branded products. We do this by developing detailed

corrective action plans (CAPs), requiring and implementing short- and long-term factory improvement plans, and engaging periodically through outside consultants and experts. We also work directly with facilities to improve working conditions through our Integrated Trade Management team in Asia as well as by developing broad-based capacity building programs and solutions to root causes through our ILS Supply Chain Investment Program.

As part of our effort to increase this visibility, we continue to focus our resources on facilities located in countries that have been identified as higher risk for labor standards and governance issues. We identify higher-risk countries and prioritize visibility into facilities operating in those countries by utilizing, primarily, the World Bank's Worldwide Governance Indicators, which assess the degree of governance¹⁸ in countries on a variety of topics. To conduct risk assessments,

we also leverage our years of experience with working conditions in facilities throughout the world. For this target, "Disney-branded" means all products produced under license from The Walt Disney Company.

We achieve visibility into these facilities by reviewing social compliance audits conducted by Disney and by independent auditing organizations engaged by Disney, as well as by the independent licensees, vendors, and buying agents authorized or licensed to produce Disney-branded products. We require third parties to provide audits conducted within six months prior to the date of audit submission and repeat the audits within 12 months or sooner. Identifying areas of concern through increased visibility allows us and our licensees and vendors to address concerns and make an impact on a facility's overall performance.

TARGET

By 2014, achieve 85% visibility into facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses and achieve 100% visibility by 2017

STATUS

In 2014, we achieved 86% visibility into facilities in high-risk countries that are used in the production of Disney-branded products sold in our vertical retail businesses. This represents an improvement of 19% since 2013 and an improvement of 54% since our base year of 56% in 2011. We remain on track to achieve 100% visibility by 2017.

In addition to products produced under license, Disney also sources branded products directly and indirectly from facilities for sale, distribution, or use in our own retail businesses such as The Disney Stores and Disney Theme Park Merchandise, as well as those used in

our internal operations. Only a small portion of all Disney-branded products are sold in retail businesses owned by Disney. This target focuses on these branded products.

Unlike licensing, Disney is able to exercise more control over the branded products we source for our own retail outlets. For this reason, Disney has historically been able to achieve higher visibility into these facilities. In 2014, 5,500 facilities were used exclusively for vertical relationships out of the 29,000 facilities active that year.

FACILITY DISCLOSURE

¹⁸ According to the World Bank's Worldwide Governance Indicators, "Governance consists of the traditions and institutions by which authority in a country is exercised."



Additionally, because we require vendors to disclose any facility where Disney intellectual property is present as part of the manufacturing process, the list includes facilities that may extend beyond finished goods manufacturers or final assembly locations.

By disclosing this list, Disney promotes transparency in its supply chain operations and its commitment to fostering safe, inclusive, and respectful workplaces wherever Disney-branded products are manufactured.

PERMITTED SOURCING COUNTRIES POLICY

In March 2014, Disney completed its year-long transition of production of Disney-branded products into countries on our [Permitted Sourcing Countries List](#), which was revised in 2013 following an in-depth assessment of our challenges in achieving labor standards performance. We made this change to more effectively focus our resources, to better manage our supply chain, and to more reliably and consistently meet our standards in locations more likely to make continuous improvements to working conditions. At the same time, we increased our support for programs and initiatives that address core labor issues within the permitted sourcing countries, partly through our Supply Chain Investment Program.

The Permitted Sourcing Countries List uses the World Bank's Governance Indicators (WGI) as a primary resource for identifying and comparing areas of risk and determining where to focus our monitoring resources and requirements. We believe this index provides a consistent and transparent basis for these determinations.

Disney-branded products are produced in facilities guided by global labor standards that meet our goal of fostering safe, inclusive, and respectful workplaces.



PURCHASING PRACTICES

In 2014, Disney commissioned leading experts in supply chain purchasing practices to conduct an analysis of how Disney's business practices can be further aligned to better meet our goal of fostering safe, inclusive, and respectful workplaces wherever Disney-branded products are manufactured.

As part of that analysis, the research team adopted a 360° approach involving interviews with nearly 200 people across Disney's vast supply chain, including Disney Cast Members and employees, licensees and vendors, and facilities. The team developed a map of existing practices and submitted recommendations on how to drive alignment and improvement across these sourcing and licensing practices such that the effects of our purchasing and licensing practices would not adversely affect labor conditions at the facilities from which our licensees and vendors source. We believe that the responsible production of Disney-branded products is not only our ethical obligation, but it is also essential to our success, and thus we hope to minimize any adverse effects our purchasing practices may have on our vast supply chain.

GOAL

Support programs and initiatives that address core labor issues within our supply chain

[Disney's Supply Chain Investment Program](#) helps to create capacity-building opportunities that are scalable, replicable, and can have sustainable, long-term impacts on working conditions at facilities.

The Supply Chain Investment Program aims to target root causes of systemic labor issues in global supply chains and develop unique and effective solutions to address those root causes for long-term solutions and improvements.

Due to the innovative programs administered by our partners, workers involved in these various opportunities have become more empowered. By giving NGOs the resources necessary to develop and test cutting-edge capacity-building programs that result in long-term, sustainable improvement in labor standards compliance, Disney is laying the groundwork to implement such programs in our own supply chain on a scalable and replicable manner.

Since its launch in 2012, Disney has provided a total of \$7.9 million in grants to eight organizations that address systemic challenges in supply chains around the world. In 2014, Disney provided \$3 million to existing and new programs, including to the following partner organizations:

CENTER FOR CHILD RIGHTS AND CORPORATE SOCIAL RESPONSIBILITY (CCR CSR)

CCR CSR is a China-based social enterprise that works with companies to improve and implement child-centric CSR-related strategies, policies, and projects. Disney's funding is supporting the "Capacity Building of Service Providers and Supply Chain" (CAPS) project in Guangdong, China. The purpose of the project is to build the capacity of local organizations that have the expertise to address labor-related issues, including child labor remediation, and other issues affecting young workers, managers, and working parents. By improving these organizations' ability to engage with factories and its workers, CAPS will create a sustainable network of professional service providers that can effectively and quickly address the needs of both workers and management.

GOOD WORLD SOLUTIONS (GWS)

GWS is a nonprofit social enterprise that builds transparency across global supply chains by implementing affordable and scalable web and mobile technology solutions. GWS created the Labor Link platform, the first tool of its kind that uses mobile technology as a new way to identify relevant issues at the enterprise level and enhance worker-management communication. With funding from Disney, GWS will launch a project utilizing the Labor Link platform as a resource for workers to provide direct feedback on relevant labor-related issues in factories in China. This project will improve factory management, worker, and brand knowledge about workplace issues in real time and increase supply chain transparency in a scalable and replicable manner.

VERITÉ

Verité is an organization that helps companies and other stakeholders better understand labor issues,

overcome obstacles, and build sustainable solutions into supply chains. In 2014, Disney funded a new Migrant Worker Empowerment program that focuses on issues affecting migrant workers in one sending country, the Philippines, and one receiving country, Japan. This project aims to empower workers and other relevant stakeholders with the proper knowledge and tools to promote ethical recruitment practices in supply chains. Additionally, this program aims to reduce the risk factors for and incidents of forced labor, as well as mitigate unethical practices broadly. Armed with better knowledge and tools, workers will be able to make more informed choices and better protect themselves against exploitative recruitment practices.

GOAL

Promote leading policies on product safety and chemicals management in our supply chain¹⁹

PRODUCT SAFETY

We are committed to conducting business and creating products in an ethical manner. The safety of all products bearing the brands, characters, and other intellectual property of The Walt Disney Company is of crucial concern to us. Our Product Integrity team administers policies, procedures, and operating requirements (the "PI Program") that are tailored to achieve our safety objectives under both our vertical and our licensing businesses. The PI Program applies to all Disney-branded products marketed, sold, or distributed by Disney or by a third party to consumers. Regardless of whether a Disney-branded product is sold by our vertical businesses or under our licensing program, the PI Program (i) requires product safety documentation and/or safety test reports to confirm compliance with applicable product safety requirements and (ii) subjects such products to a periodic, risk-based auditing program to confirm continual compliance.

TARGET

By 2015, validate all licensees' compliance with internationally recognized food safety and quality standards consistent with Disney requirements

Disney Consumer Products requires all licensees to comply with Global Food Safety Standards for all Disney-branded food products. Quality and safety must be designed and built into products at every step of the supply chain and all applicable information made readily available. An integrated product management system streamlines all relevant quality and safety information into a central location and

STATUS



ON TRACK

provides an effective way to ensure preparedness and responsiveness globally. In 2014, we continued to validate licensee compliance to internationally recognized food safety and quality standards consistent with our requirements. With this progress, we remain on track to validate all licensees' compliance by 2015.

¹⁹ This goal was updated in 2014 to include chemicals management.

GOAL

Minimize product footprint

In 2010, Disney developed a set of common approaches and targets to better measure our performance in minimizing the overall environmental footprint of our consumer products. Since then, we have identified a few key areas of impact for our company (e.g., paper products, consumer products packaging, etc.), but recognize that they do not cover the full scope of our environmental impacts. We continue to evaluate these impacts and integrate them into our overall approach to supply chain management. For example, starting in 2013, Disney Theme Park Merchandise has utilized a database managed by The Institute of

Public and Environmental Affairs (IPE), a registered nonprofit organization based in Beijing. IPE maintains databases of environmental supervision records for factories in China. Our China-based supply chain team checks the names of factories currently used or being considered by our suppliers against that database. If a factory was previously cited for noncompliance with local environmental regulations, the team would verify with the factory owners that the problems had been corrected. We continue to explore ways to effectively expand the application of this database.

SMART PACKAGING INITIATIVE—PACKAGING DESIGN WITH THE ENVIRONMENT IN MIND

Packaging contributes to one-third of the waste generated in the United States. To help reduce our impacts, Disney Consumer Products launched the Smart Packaging Initiative, a sustainable packaging measurement and design tool that aims to reduce packaging waste, increase packaging recyclability, optimize on-shelf performance, and reduce costs. The tool provides users with an easy-to-understand environmental performance or "SPI Score" from 0–100 for packaging design concepts. In addition, SPI provides users with dynamic design guidance and comparisons against industry norms. This allows users to quickly consider the environmental performance of multiple design concepts in order to make improvements in their SPI Scores and ultimately reduce the environmental impacts of Disney packaging. The Smart Packaging Initiative was launched in 2014 as part of Disney Consumer Products "License to Lead" program that gives licensees the opportunity to be early adopters of Disney Citizenship initiatives and aims to create shared value. Disney Stores and several key licensees will pilot this program during 2015. For more on the SPI, please see the [Feature Story](#) on our website.



Using packaging attributes, the Smart Packaging Initiative calculates a "SPI Score" that rates environmental performance.

UPDATE ON EXPIRED TARGET

In 2013, the following target “By 2013, design and develop a prioritized paper tracking and verification process and system for Phase 1 that includes: (1) annual supplier source origin surveys, (2) annual random audits, (3) annual random fiber tests, and (4) verification of the sources of supplies from high-risk areas” expired. However, while we did not complete this work by the 2013 target date, we continued to work toward completion of the target during 2014.

In 2014, we completed the target, developing the tracking and verification process and system. This process includes administering surveys to suppliers that provide paper-based products to Disney. We also created a verification methodology to identify suppliers for on-site assessments and fiber tests on paper products supplied to Disney. This process will lead to enhanced identification of products and suppliers at risk of not meeting the principles of the Policy.

TARGET

By 2014, implement the paper tracking and verification process and system for Phase 1 to support the continued reduction of unwanted sources and prioritizing reduction from high-risk regions

STATUS



COMPLETED

In 2014, we implemented the paper tracking and verification process and system for Phase 1, which included conducting the supplier source origin survey process, supplier on-site assessments, and paper fiber tests to identify products and suppliers where we have risk of unwanted paper fiber. Through the initial survey process, we then identified suppliers that would receive a more in-depth survey. Results of the in-depth surveys were then used to determine the need for verification, on-site assessments, and fiber tests. Results are being analyzed, and we will begin reporting on our findings in 2015.

PAPER LICENSING PLAN

In 2014, Disney Consumer Products launched the “License to Lead” program, giving licensees the opportunity to be early adopters of Disney Citizenship initiatives and win-win opportunities. As a part of the program, Disney engaged key licensees in the toy, stationery, baby products, and publishing categories to develop a feasible implementation plan for Phase 2 of the paper policy, which calls for the company to expand their efforts to the licensing business. Through this collaboration, Disney is on track to finalize the implementation plan for Phase 2 by the end of 2015.

DISNEYLAND PARIS: OFFICE PAPER – 100% RECYCLED FIBER

During the fiscal year, Disneyland Paris launched an initiative to simplify and optimize the number of office paper items. Office paper used at Disneyland Paris meets all the environmental criteria from sustainably managed forests (i.e., in accordance with the Forest Stewardship Council (“FSC”) label, made in France with 100% recycled fiber, and bleached without chlorine).

The volume of office paper ordered has also gradually decreased by nine metric tons compared to 2013. This was due to improved employee commitment, the daily practice of eco-friendly choices, as well as Disneyland Paris’ efforts to optimize its printing processes and copy machines.



“Soy-based inks
printed on 100%
recycled paper.”

TARGET

By 2015, begin reporting paper use and sources for Phase 1 in order to inform and set new quantifiable targets in 2016 for eliminating unwanted sources and maximizing recycled content and wood fiber sourced from forestry operations certified by the Forest Stewardship Council or an equivalent forest certification scheme

STATUS



ON TRACK

Once 2014 supplier survey data and results from assessments and fiber tests have been fully analyzed and categorized according to potential risk, we will begin reporting on paper use and sources for Phase 1 in 2015. Reporting will include information on recycled content, certified paper fiber, and paper fiber processed without chlorine. The report will also identify how any potential areas of risk discovered are being addressed.

TARGET

STATUS

By 2014, demonstrate continued improvement in environmental performance for strategic suppliers in plush, apparel, accessories, and toys

COMPLETED

In 2011 and 2012, we conducted an Environmental Responsibility Index (ERI) survey with strategic suppliers²⁰ for The Disney Stores and Disney Theme Park Merchandise. The ERI survey asked selected factories a variety of questions on their performance in key environmental categories.²¹

The goals of the ERI include:

- Summarize and benchmark the performance of operations in the key environmental categories
- Establish a baseline of environmental performance at factories and within our supply chain
- Identify best practices and opportunities for improvement
- Provide an educational opportunity for suppliers to learn about Disney's environment priorities and policies

Between 2011 and 2012, the overall factory scores improved and suppliers provided feedback on the ERI process. We determined that additional time was

needed between ERI surveys in order to implement best practices at factories and demonstrate true improvements in environmental performance. Therefore, in 2013, we did not send the ERI survey to suppliers. Instead, we used the opportunity to communicate with suppliers regarding Disney's priorities to implement continued improvement in environmental performance in factories and within our supply chain and to share best practices and recommendations.

We believe that the best improvements occur when environmental requirements are integrated into other supply chain business interactions. Therefore, in 2014, we worked on a strategy to more tightly integrate environmental issues with other supply chain priorities.

We believe the internal analyses conducted in 2014 will lead to continuous improvement of environmental performance at supplier factories.

²⁰ "Strategic suppliers" are suppliers that represent the top 50% of the supplier base for the key product lines.

²¹ Key environmental areas include raw materials, energy and climate, waste, water, governance and reporting, inspiration and education, and other.



STRATEGIC PHILANTHROPY

A key part of how we execute our citizenship strategy is through philanthropy. We strive to make a difference in communities around the world through our philanthropic focus on healthier living, creative thinking, conserving nature, and strengthening communities. Our support of nonprofit organizations, doing important work every day in communities big and small around the world, ensures we are helping to make a difference in the lives of children and families and positively impact the challenges they face.



Charitable cash giving in 2014 increased due in large part to growth in cash giving across our businesses and key international regions, as well as significant U.S. investments, including support for Boys & Girls Clubs of America's Youth of the Year program. In 2014, eligible Disney employees in the United States had \$4.7 million in personal contributions matched to more than 1,600 schools and nonprofit organizations through Disney Matching Gifts: A Program of The Walt

 Visit the Disney Corporate Citizenship website for more information on [our philanthropic history and programs](#).
To see stories about how our business units give to communities, visit the [Disney Post blog](#).



**BOYS & GIRLS CLUBS
OF AMERICA**

SUPPORTING BOYS & GIRLS CLUBS OF AMERICA

For more than 50 years, Disney and Boys & Girls Clubs of America (BGCA) have worked together to inspire generations of leaders, innovators, and dreamers.

In 2014, Disney announced its support of BGCA's National Youth of the Year program, which is a prestigious honor bestowed upon an exemplary young person in recognition of leadership, service, academic excellence, and dedication to live a healthy lifestyle. The program honors the most awe-inspiring young people

Disney Company Foundation. The in-kind and product contribution number declined primarily due to two large one-time book distributions in 2013 that were not repeated in 2014, as well as the move toward digital platforms resulting in fewer DVD donations. Additionally, a shift to include more charitable and pro-social programming into script content, which currently has no measurement standard, led to a reduction in total Public Service Announcements (PSAs).

**\$315.7
MILLION**
Disney's total philanthropic giving in 2014

**\$86.6
MILLION**

cash donations

**\$137.8
MILLION**

product donations

**\$91.3
MILLION**

other, in-kind donations, and PSAs



LOOKING AHEAD



We believe that our greatest citizenship opportunity is our ability to inspire others to join us in creating a brighter tomorrow.

Throughout 2015, Disney will continue to explore new ways to make healthy living fun and accessible, to bring hope, happiness, and comfort to kids and families, to connect kids with nature, and to unlock the creative potential that exists within all of us. We will continue to roll out our industry-leading Nutrition Guidelines globally. We will expand on our skills-based volunteer programs piloted in 2014, as we've learned that skills-based volunteerism is an effective way to engage our employees in strengthening communities. We will announce new expansive efforts to conserve and protect nature around the world. Lastly, we look forward to doing even more to prepare a new creative generation for success in the 21st century.

We also recognize that our license to inspire is built upon a foundation of acting responsibly and considering the consequences of our decisions on people and the planet. During 2015, we will continue to focus on promoting operational and citizenship objectives in our supply chains. Gaining deeper visibility into our supply chains will be a critical aspect in integrating responsible sourcing practices (including labor standards, product safety, quality, productivity, financial performance, environmental performance,

and regulatory compliance) into all aspects of our operations. We will also continue to work with our business segments on driving innovation to help reach our updated environmental targets, and will continue to focus our strategic philanthropy on the areas of healthy living, creative thinking, nature conservation, and strengthening communities. Lastly, throughout 2015, we will be undertaking a formal enterprise-wide issues prioritization process to best understand which citizenship issues have the greatest impact on our business and are of the utmost importance to our stakeholders. This process will help ensure that we are focusing strategy and resources to the areas of greatest potential impact.

We are committed to finding new ways of reaching audiences with stories about Disney Citizenship, including our Twitter account ([@citizendisney](#)), our [Citizenship Spotlight](#) newsletter, and our [Corporate Citizenship website](#).

There are no limits to where creativity and imagination can take us. Together, we are creating a better tomorrow where the greatest stories have yet to be told.

We hope you will be inspired to join us.

GRI INDEX



Global Reporting Initiative

This Index follows G3.1 guidelines and includes sector-specific media disclosures. The Global Reporting Initiative's G3 Sustainability Reporting Guidelines provide a comprehensive set of indicators covering the economic, environmental, and ethical impacts of a company's performance. These reporting principles have informed our reporting since 2008.

For fiscal year 2014, we have self-assessed ourselves as a **B reporter** according to GRI-defined application levels.

Background on the GRI

The GRI Reporting Framework is a generally accepted framework for reporting on an organization's economic, environmental, and social performance. It is designed for use by organizations of any size, sector, or location. The GRI Reporting Framework contains general and sector-specific content that has been agreed upon by a wide range of stakeholders around the world to be generally applicable for reporting an organization's sustainability performance.

GRI REPORTING LEVELS AND EXPLANATIONS

- FULLY REPORTED: Information is fully reported with respect to available information and current reporting systems
- PARTIALLY REPORTED: Information is partially reported with respect to available information and current reporting systems
- NOT REPORTED: Information is not reported due to lack of access to data, relevance, or applicability

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
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1. Strategy and Analysis

1.1 Statement from the most senior decision maker	Message From Our CFO p. 4	
1.2 Description of key impacts, risks, and opportunities	Message From Our CFO p. 4 Stakeholder Feedback p. 10 Looking Ahead p. 98 Annual Report/Form 10-K (p. 1-21)	

2. Organizational Profile

2.1 Name of the organization	Annual Report/Form 10-K (p. 1-17)	
2.2 Primary brands, products, and/or services	Annual Report/Form 10-K (p. 1-17)	
2.3 Operational structure	Annual Report/Form 10-K (p. 1-17)	
2.4 Location of organization's headquarters	500 S. Buena Vista St., Burbank, CA 91521 USA	
2.5 Countries in operation	Annual Report/Form 10-K (p. 1-22) Disney Around the World (web)	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
2.6 Nature of ownership	Annual Report/Form 10-K (p. 1-21) We are a widely publicly owned company with diverse shareholders.	
2.7 Markets served	Annual Report/Form 10-K (p. 1-17) In our Annual Report/Form 10-K, we provide information about the markets we serve by business segment.	
2.8 Scale of the organization	About This Report p. 2 Annual Report/Form 10-K (p. 1-17) In our Annual Report/Form 10-K, we break down our revenues by source; the breakdown of circulation of audience figures are not applicable to The Walt Disney Company as a whole.	
2.9 Significant changes regarding size, structure, or ownership	Annual Report/Form 10-K (p. 1-17)	
2.10 Awards received	<p>Recognition:</p> <ul style="list-style-type: none"> • Fortune's Most Admired Companies (2013) – #7 overall, #1 for social responsibility, #1 in entertainment industry • Reputation Institute Reprak Global 100 (2014) – #1 overall, #1 for citizenship • Human Rights Campaign 2014 Corporate Equality Index – 100% Rating • Diversity Inc. Top 50 Companies for Diversity (2014) – #34 out of 50 • Corporate Responsibility Magazine 100 Best Corporate Citizens (2013) – #10 overall, #1 in industry • Newsweek Green Rankings (2014) – #420 out of U.S. top 500, #475 out of Global 500 • Dow Jones Sustainability Index (2014) – North America Index • FTSE4GOOD Index (2014) <p>Awards:</p> <ul style="list-style-type: none"> • Grand Central Creative Campus Phase 2 (LEED Platinum) and King's Mountain Technology Center LEED Silver • National Association for Multi-ethnicity in Communications NAMIC Vision Awards • California Green Lodging “Environmentalist Certification” for Disneyland Hotel, Disney’s Paradise Pier Hotel, and Grand Californian Hotel • Central North Florida Minority Supplier Development Council – Corporate Leadership Award • Association of Corporate Counsel, Southern California – 2014 Pro Bono Award for Disney Legal • Tap Root Foundation – Golden Root Award (2013): Disney VoluntEARS • Social Media Sustainability Index’s Top 100 (2014) • PR News Hall of Fame for CSR Communications • Public Relations Society of America – Los Angeles’ “Corporate Citizen of the Year” 	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
<h2>3. Report Parameters</h2>		
<h3>Report Profile</h3>		
3.1 Reporting period	The policies, programs, and performance data presented in this report are for the Company's 2014 fiscal year, ended September 27, 2014, unless otherwise noted. Instances where information is relevant only to a single or a few segments or has a different time frame than the fiscal year will be distinguished.	
3.2 Date of most recent previous report	Our most recent reports include the 2012 and 2013 Citizenship Performance Summaries. Download additional and past reports at our Report Archive . Please also visit our citizenship website throughout the year for ongoing updates.	
3.3 Reporting cycle	Citizenship Spotlight Corporate Citizenship website	
3.4 Contact point for questions	Corporate Citizenship website Contact Us	
<h3>Report Scope and Boundary</h3>		
3.5 Process for defining report content	We look to the Global Reporting Initiative (GRI) for guidance on specific reporting principles regarding content, quality, and report boundaries. We have taken measures to address the Media Sector Supplement in the GRI 3.1 guidelines. However, not all of the guidelines are applicable or appropriate to our business, and we have applied them flexibly. This report was developed through the lens of several considerations, including issue importance, stakeholder inclusiveness, sustainability context, completeness, balance, comparability, accuracy, timeliness, reliability, and clarity. Performance data are presented throughout the report. Where relevant, we provide details on scale, scope, and collection methodology. Using the GRI guidelines for accuracy, we believe the data we present are sufficiently detailed to allow for clear understanding of our disclosures. We take care to explain key estimates or assumptions that are used in the development of metrics. This report represents our best effort to accurately depict our impact, progress, and results as they relate to corporate citizenship. There are some cases where we have relied on estimates to communicate results. These areas are identified in the report.	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
3.6 Boundary of the report	Our report covers The Walt Disney Company and its affiliated companies. We specifically note instances in which the scope is different.	
3.7 Limitations on the scope or boundary of the report	About This Report p. 2 This report is focused on our performance against our citizenship targets. As a result, this report does not address everything we do, have done, or will do, but represents many important areas of ongoing priority and focus.	
<h3>Evolution of Our Targets</h3>		
	We annually assess targets to ensure that they reflect the strategic priorities of The Walt Disney Company. As a result, our list of targets continues to evolve. For example, some targets reached their expiration date, some were transferred to narrative reporting on our citizenship website, and some were removed because they no longer supported business objectives. For more information and examples on how our targets have evolved since their introduction in 2012, please reference the "Evolution of Our Targets" section in the FY13 Performance Summary .	
3.8 Joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities	See footnotes of specific charts and tables for relevant information in this report.	
3.9 Data measurement techniques	See footnotes of specific charts and tables for relevant information in this report.	
	We document the definition of each target and the processes and procedures related to the collection of data with respect to each target. In addition, as appropriate, we look to the Global Reporting Initiative (GRI) for guidance on reporting principles and guidelines for accuracy to allow for a clear understanding of our disclosures. Documenting the components of each target benefits us in two ways: <ul style="list-style-type: none">• Internally, we will have consistent, comparable reported performance against each target as a result of the agreed upon target definitions, data requirements, and performance tracking methodology• Externally, third-party stakeholders will have a clear definition of each target and understanding of our disclosures through the use of common GRI terminology	
	We continue to partner with our corporate reporting function, which also manages Disney's financial data and reporting, for the collection and validation of citizenship data. Where relevant, we provide details on scale, scope, and collection methodology. Using the GRI guidelines for accuracy, we believe the data we present are sufficiently detailed to allow for clear understanding of our disclosures. We take care to explain key estimates or assumptions that have been used in the development of metrics.	



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
3.10 Effect of any re-statements of information provided in earlier reports	See footnotes of specific charts and tables for relevant information in this report	
3.11 Significant changes in the scope, boundary, or measurement methods	See footnotes of specific charts and tables for relevant information in this report	
GRI Content Index		
3.12 GRI Content Index	GRI Index p. 100	
Assurance		
3.13 External assurance	Response to Indicator 3.9 p. 105 With a goal of transparency and accuracy, we expect the process of data collection to evolve as we refine our approach. In addition, we will consider external verification in the future as a way to enhance assurances regarding the validity of the report's contents.	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
4. Governance, Commitments, and Engagement		
Governance		
4.1 Governance structure	Corporate Governance website Annual Report/Form 10-K (p. 56) Proxy Statement (p. 9-16) Standards of Business Conduct (web)	
4.2 Indicate whether chairperson is also an executive officer	Proxy Statement (p. 9-10)	
4.3 Board structure	Proxy Statement (p. 9-13)	
4.4 Mechanisms for shareholders and employees to provide recommendations to the highest governance body	Proxy Statement (p. 15) Corporate Governance website	
4.5 Linkage between compensation for members of the Board, senior managers, and executives, and the organization's performance	Proxy Statement (p. 16-50) Ethical Conduct p. 54	
4.6 Processes to avoid conflicts of interest at the Board	Corporate Governance website Standards of Business Conduct (p. 12)	
4.7 Expertise of Board members on sustainability topics (including gender and diversity aspects)	Corporate Governance website Citizenship efforts and performance are reported to the Disney Board of Directors on a periodic basis, with additional updates upon request or when business needs require it. Additionally, the Audit Committee of the Board regularly receives reports on the Company's International Labor Standards program.	



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
4.8 Statements of mission, codes of conduct, and principles	<p>Our Citizenship Commitment p. 6 Policies and Approaches (web)</p> <p>Smoking in Film p. 60 Standards of Business Conduct (p. 1-44) Code of Business Conduct and Ethics for Directors Code of Conduct for Manufacturers (web) Friends for Change (web) Standards of Business Conduct (web)</p> <p>Throughout the report, we detail the different principles and guidelines that frame our approach to corporate citizenship.</p> <p>In addition, all of our broadcast and cable properties have internal codes of conduct and standards and practices to ensure that the content we create reflects our citizenship values. These standards and practices cover guidance and rules around the depiction of themes and issues such as diversity, animals, healthy living, drugs, smoking and alcohol, and many others.</p>	
4.9 Procedures of the Board for overseeing the organization's management of sustainability performance	<p>Our Citizenship Commitment p. 6</p> <p>Citizenship efforts at Disney are led by President and Chief Executive Officer Robert Iger and Senior Executive Vice President and Chief Financial Officer Jay Rasulo. Our organizational structure, reporting to the CFO, reinforces our belief that corporate citizenship is central to the business and brings long-term value to our shareholders.</p> <p>Certain areas of the citizenship function—including community engagement, strategic philanthropy, environment and conservation—have dedicated staff developing strategy, managing compliance, and overseeing stakeholder engagement. In addition, an insights and integration team manages reporting, commitments, and metrics, and analyzes emerging issues, trends, and policy for the Company.</p> <p>Citizenship efforts and performance are reported to the Disney Board of Directors on a periodic basis, with additional updates upon request or when business needs require it. Additionally, the Audit Committee of the Board regularly receives reports on the Company's International Labor Standards program.</p> <p>Our executives and business unit leaders are committed to the highest level of corporate citizenship. Many executives serve on internal councils that advise the Company on corporate citizenship.</p> <p>Employees throughout the Company also share their professional and personal time to guide the Company's citizenship activities.</p>	
4.10 Process of evaluating the Board's sustainability performance	<p>Corporate Governance Guidelines See indicator 4.5 and 4.9 for additional information.</p>	
4.11 Precautionary approach	<p>Environmental Stewardship (web)</p> <p>One of our key citizenship priorities is to act and create in an ethical manner and consider the consequences of our decisions on people and the planet.</p>	
4.12 External charters, principles, or other initiatives	<p>Environmental Stewardship (web) Environmental Stewardship p. 66 Responsible Supply Chain (web)</p> <p>In our report, we detail relationships with external initiatives, principles, and codes. These include, but are not limited to, the World Resources Institute GHG Protocol and core conventions of the International Labor Organization (ILO), among others.</p>	
4.13 Memberships in associations	<p>Responsible Supply Chain (web) Corporate Citizenship website (web)</p> <p>Our membership in associations or national/international advocacy organizations includes, but is not limited to, the following: American Red Cross, BSR, Ceres, Committee to Encourage Corporate Philanthropy, Corporate EcoForum, Forum for the Future, International Association of Volunteer Efforts/Global Corporate Volunteer Council, Net Impact, Sustainability 50, Sustainability Consortium, SustainAbility, and others.</p> <p>In our report and on our website, we also describe our membership in a number of associations and national/international advocacy organizations.</p>	



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
Stakeholder Engagement		
4.14 Stakeholder groups	Stakeholder Feedback p. 10 Disney Citizenship FAQs (web)	
	We believe that working with external stakeholders enhances our ability to address issues and contributes solutions to some of our most important challenges. We engage with stakeholders routinely and in a variety of ways, including in-person and web-based meetings, conference calls, correspondence, working groups and workshops, and conferences and events.	
	In addition to the stakeholder feedback table in our report, we detail engagements with various stakeholder groups throughout the report.	
4.15 Stakeholder identification and selection	Stakeholder Feedback p. 10	
4.16 Approaches to stakeholder engagement	Stakeholder Feedback p. 10	
4.17 Topics and concerns raised by stakeholders	Stakeholder Feedback p. 10	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
5. Economic Performance Indicators		
Economic Performance		
DMA Management Approach Disclosures: Economic	Annual Report/Form 10-K (p. 24-55) Standards of Business Conduct (web)	
	Our Annual Report/Form 10-K outlines our Management Approach Disclosures on Economic Performance.	
	At Disney, we believe tax policy is an important issue to the long-term sustainability of our company and to the health of both global and local economies. Our global effective tax rate has averaged 34% for the past five years and was 35% in the most recent year. We manage our tax affairs responsibly and carefully, as companies of our size, complicated businesses, and global reach must do. We aim to fully comply with all applicable tax rules. We also give due consideration to our reputation, brand, corporate, and social responsibilities when assessing tax initiatives and uncertain tax positions, as well as the applicable legal and fiduciary duties of directors and employees. Ultimately, we strive to manage all taxes so as to provide a responsible outcome that considers the interests of all stakeholders.	
EC1 Direct economic value generated and distributed	Annual Report/Form 10-K (p. 64, 67) Annual Report/Form 10-K (p. 24-55)	
	The Walt Disney Company contributes significant value to the economies of the jurisdictions in which it operates. During fiscal year 2014, The Walt Disney Company, accrued \$4.2B and paid \$3.5B in income taxes throughout the world (see pages 64 and 67 of Annual Report/Form 10-K). In the United States, on a cash basis, The Walt Disney Company paid or collected and remitted in excess of \$6B in income, sales, use, payroll, and property taxes during fiscal year 2014.	
EC2 Financial implications due to climate change	Annual Report/Form 10-K (p. 19)	
	Our Form 10-K notes impact of long-term weather change on our tourism businesses.	
EC3 Coverage of the organization's defined benefit plan	Annual Report/Form 10-K (p. 92-99)	



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
EC4 Financial assistance from government	We do not receive financial assistance from the governments of any countries with operations material to our media business.	
* M1 Significant funding and other support received from non-governmental sources	We do not receive more than 10% of revenue from any one individual source.	

Market Presence

EC5 Standard entry-level wage by gender compared to local minimum wage	
EC6 Locally based suppliers	
EC7 Local hiring	

Indirect Economic Impacts

EC8 Infrastructure investments and services for public benefit	Strategic Philanthropy p. 94 Inspire Action target p. 47 Kids and Families in Need target p. 49	
EC9 Indirect economic impacts	The Strengthen Communities section and targets note examples of infrastructure investments and services provided primarily for public benefit, such as volunteer hours, PSAs, play spaces built, etc.	

*M = Media sector supplement core indicator

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
	<h2>6. Environmental Performance Indicators</h2>	

Materials

EN1 Materials used by weight or volume	Paper targets p. 90	
EN2 Recycled input materials	Waste target p. 71 Product Footprint target p. 89	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS	DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
Energy			EN7 Initiatives to reduce indirect energy consumption	Emissions target p. 67 <i>The Walt Disney Company – Travel Policy – Ground Transportation While on Business Trip</i> When commuting while on business trip, employees must choose one of the following alternatives: <ul style="list-style-type: none">• Mass transit or shuttle service• Carpool or public taxi• Hybrid or low-emission rental or town car service, from an approved vendor, when available and cost effective, otherwise a standard car rental	
EN3 Direct primary energy consumption	Emissions target p. 67 Environmental Stewardship (web) Data Table p. 20				
EN4 Indirect primary energy consumption	Emissions target p. 67 Environmental Stewardship (web) Data Table p. 20				
EN5 Energy savings	Emissions target p. 67 Environmental Stewardship (web)				
EN6 Initiatives for energy efficiency and renewable energy	Emissions target p. 67 Fuel Cell p. 68 Environmental Stewardship (web) CDP's "Corporate Use of Carbon Pricing" (p. 16)		<i>Disney Clean Fleet Employee Shuttles</i> Disney provides a shuttle service for employees of the greater Glendale and Burbank area. The shuttles make a round trip loop around major sites including the Glendale Creative Campus, Studio Lot, and offices near Brand and Central Boulevards in Glendale. The shuttle operates on Compressed Natural Gas and also has bike racks for bicycle commuters. These shuttles help employees attend off-site business meetings without needing a vehicle to make the trip.		
			<i>Commuter Assistance</i> Disney offers a Commuter Assistance program that encourages employees to use alternatives to solo driving. In Southern California, incentives include daily cash rewards, subsidies for train and bus passes, and a vanpool fleet of 100 vans with discounted monthly fares. Nationally, Disney offers a program for employees to save on transit passes by setting aside fare amounts from paychecks using pre-tax dollars. A new website, DisneyCommuterAssistance.com, now serves as a one-stop information resource including carpool and vanpool matching, transit and bicycle route planning, and a calendar log to track the positive impacts on the environment and personal pocketbooks.		
Water					
			EN8 Total water withdrawal	Water target p. 73 Data Table p. 20	
			EN9 Effect of water withdrawal	Water target p. 73	
			EN10 Water recycled and reused	Water target p. 73	



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
Biodiversity		
EN11 Land assets in or adjacent to protected areas	Conserve Nature p. 40 Environmental Stewardship (web)	
EN12 Impacts on biodiversity	Conserve Nature p. 40 Paper Policy Environmental Stewardship (web)	
EN13 Habitats protected or restored	Conserve Nature p. 40 Environmental Stewardship (web)	
EN14 Strategies for biodiversity	Conserve Nature p. 40 Environmental Stewardship (web)	
EN15 Endangered species	Conserve Nature p. 40 Environmental Stewardship (web)	
Emissions, Effluents, and Waste		
EN16 Greenhouse gas emissions	Emissions target p. 67 Data Table p. 20	
	Additional information on our greenhouse gas emissions is reported in our 2014 CDP survey submission .	
EN17 Other greenhouse gas emissions	Related Information: Emissions target p. 67 Our performance on our emissions targets provides description of initiatives that help to reduce our greenhouse gas emissions.	
EN18 Initiatives to reduce greenhouse gas emissions	Emissions target p. 67 Paper Policy targets p. 90 Environmental Stewardship (web) CDP's "Corporate Use of Carbon Pricing" (p. 16)	
EN19 Ozone-depleting substances		
EN20 NO _x , SO _x , and other air emissions		
EN21 Water discharge		
EN22 Weight of waste	Waste target p. 71 Data Table p. 20	
	Our ABC Studios has established an innovative set recycling and rental program. This program has helped divert waste from the landfill while generating revenue by renting set materials to others in the entertainment industry. ABC Studios Production Services is committed to minimizing its overall impact on the environment while encouraging and activating green initiatives and environmental standards of operation.	
EN23 Significant spills		
EN24 Waste deemed hazardous under the terms of the Basel Convention		
EN25 Impacts of discharges of water and runoff on biodiversity		
EN26 Initiatives to mitigate environmental impacts	Paper targets p. 90 Smart Packaging Initiative p. 89	
	In addition to business-specific initiatives, we established companywide goals for sustainable paper and manufacturing.	
EN27 Packaging materials	Smart Packaging Initiative p. 89	
EN28 Sanctions for noncompliance with environmental regulations		
EN29 Environmental impacts of transport	Disney and its affiliates in the United States joined the SmartWay EPA (Environmental Protection Agency) program in 2009. The intent of this effort is to collaborate and identify effective action plans to help minimize carbon emissions from transportation. Many domestic carriers used by Disney are SmartWay Partners. We regularly review optimal transportation modes, such as rail and ocean, which will reduce our carbon footprint.	

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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
EN30 Environmental protection expenditures	Conserve Nature p. 40 Environmental Stewardship (web)	
DMA Management Approach Disclosures: Labor Practices	Respectful Workplaces (web) Annual Report/Form 10-K (p. 1-17) Policies and Approaches (web)	

7. Labor Practices and Decent Work

LA1 Workforce by employment type, contract, region, and gender	Diversity p. 79 Data Table p. 20	
Employees by Employment Status FY14 (Global)²²		
	Full Time: 113,387 Part-Time: 35,485 Temporary/Seasonal: 15,554 All Employees: 164,426	
LA2 Employee hires and turnover by age group, gender, and region		

LA3 Benefits provided to full-time employees	Disney Workplaces (web)	
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LA4 Employees with collective bargaining agreements	Annual Report/Form 10-K (p. 21, 99)	
LA5 Minimum notice period regarding significant operational changes		

²² Global Employee diversity numbers include all employees in our SAP system. Of note, this excludes Pixar and Disneyland Paris employees and includes casuals paid within the last 60 days but excludes daily hires and contract workers.

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
<h2>Occupational Health and Safety</h2>		
LA6 Workforce represented in joint health and safety committees		
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		
LA8 Training on serious diseases		
LA9 Health and safety topics covered in formal agreements with trade unions		
<h2>Training and Education</h2>		
LA10 Training per employee per gender	Diversity p. 79 Data Table p. 20	
	We do not average our training hours by employee. We provide number of participants and total number of training hours taken.	
LA11 Programs for skills management and lifelong learning	Career Development (web) Disney Careers (web)	
LA12 Regular performance and career development reviews, by gender	Career Development (web)	
<h2>Diversity and Equal Opportunity</h2>		
LA13 Composition of governance bodies	Board/Governance (web)	
LA14 Ratio of basic salary and remuneration of women to men		



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS	DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
8. Human Rights			HR2 Human rights screening of suppliers, contractors, and other business partners	ILS targets p. 84 <i>Significant Investment:</i> All licensing agreements between The Walt Disney Company and our licensees qualify as significant investments for the purposes of the ILS Program due to the centrality of these agreements to our consumer products business.	
DMA Management Approach Disclosures: Human Rights	Human Rights Policy (web) Standards of Business Conduct (p. 2, 38) Disney Privacy Policy Code of Conduct for Manufacturers Policies and Approaches (web)				
	Disclosures regarding HR1, HR2, HR3, HR6, HR7, and HR11 apply to the management and oversight of labor rights concerns within The Walt Disney Company's consumer products business. The International Labor Standards (ILS) Program oversees labor rights issues as they pertain to Disney's supply chain producing Disney-branded consumer products; therefore, our responses to these indicators address our policies, programs, and outcomes within those parameters.			<i>Human Rights Clause/Screening:</i> For the purposes of the ILS Program, a human rights clause/screening is defined as a measure of a licensee's compliance with our sourcing requirements. Licensing agreements contain clauses (quoted below) stipulating compliance with the ILS Program's requirements. These agreements are then subject to periodic assessments of compliance, thereby incorporating both a clause and screening element.	
Investment and Procurement Practices			HR3 Training on human rights	ILS Program Manual (web)	
HR1 Investment agreements that include clauses incorporating human rights concerns	ILS targets p. 84 International Labor Standards (web)				
	<i>Significant Investment:</i> All licensing agreements between The Walt Disney Company and our licensees qualify as significant investments for the purposes of the ILS Program due to the centrality of these agreements to our consumer products business.				
	<i>Human Rights Clause/Screening:</i> For the purposes of the ILS Program, a human rights clause/screening is defined as a measure of a licensee's compliance with our sourcing requirements. Licensing agreements contain clauses (quoted below) stipulating compliance with the ILS Program's requirements. These agreements are then subject to periodic assessments of compliance, thereby incorporating both a clause and screening element.				
	Our sourcing requirements, to which licensees are contractually bound, require that: <i>Licensees shall use only Facilities that comply with at least the ILS Minimum Compliance Standards (except during a period of remediation in accordance with Section F below), and shall ensure that such Facilities fully comply with the Code to the extent it is commercially reasonable...</i>				
	Therefore, 100% of significant investment agreements include human rights clauses/screenings.				
			HR4 Incidents of discrimination	Data Table (web)	
			HR5 Freedom of association and collective bargaining	Data Table (web)	
				We report on the percentage of facilities in which the right to exercise freedom of association and collective bargaining may be at significant risk but do not identify the operations in additional detail.	

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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
Child Labor		
HR6 Child labor	Data Table (web) International Labor Standards (web) Policy on Uzbek Cotton (web)	
	Child labor is a Minimum Compliance Standard violation and, therefore, requires immediate corrective action to address the noncompliance. Facilities with MCS violations are not permitted to produce Disney-branded products. Furthermore, Disney has participated in a pilot effort in China to remedy child labor when found.	
Forced and Compulsory Labor		
HR7 Forced labor	Data Table (web) Policy on Uzbek Cotton (web) Statement on Forced Labor and Human Trafficking (web)	
	Involuntary labor is a Minimum Compliance Standard violation and, therefore requires immediate corrective action to address the noncompliance.	
Security Practices		
HR8 Training for security personnel		
Indigenous Rights		
HR9 Violations of rights of indigenous people		
HR10 Human rights reviews and/or impact assessments	Data Table (web)	
	We performed an internal human rights review but do not report on the percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	
HR11 Grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms	Ethical Sourcing (web)	
	Disney addresses allegations from media and NGOs about labor rights conditions through a standard operating procedure, which involves increased oversight and remediation at the facility level where allegations are confirmed. Disney reports on these allegations on the International Labor Standards website, here . Furthermore, Disney, through a third-party civil society organization (CSO), has maintained since 2005 a worker helpline at select factories in China that allows factory workers to report labor rights violations directly. Disney, other buyers, and the factories work together to develop strategies to remedy these concerns.	
9. Product Responsibility		
DMA Management Approach	Food Safety target p. 88 Nutrition Guidelines targets p. 29 Standards of Business Conduct (p. 29) Disney Privacy Policy Code of Conduct for Manufacturers Policies and Approaches (web)	
	Age-Appropriate Entertainment Experiences for Kids p. 59 Promote Safety for Kids p. 61	
	Our values are embedded in each of our consumer-facing brands. For each brand, we have a defined brand promise, and all businesses creating content for that brand must adhere to the standards of each brand. When outside companies (e.g., film production companies) create for our brands, they are also required to deliver against these standards, and we have contractual control to ensure such delivery. Specific businesses, notably Television, also have content standards and practices.	
M3 Actions taken to improve adherence to content creation values	Responsible Content p. 58 See response to M2.	
M4 Actions taken to improve performance in relation to content dissemination issues	Disney Online Safety: Kids (web) Disney Privacy Policy (web)	
	We conduct regular reviews of our guidelines in relation to responsible marketing practices to ensure that we keep abreast of critical issues (e.g., new technology that allows our guests to interact with us in new ways). Internally, we also actively raise awareness of the guidelines and the need for compliance.	
M5 Number and nature of responses related to content dissemination	Disney Online Safety: Kids (web) Disney Privacy Policy (web)	
	Feedback can take many forms: letters, emails, social media, etc. We view feedback as a key means of informing us what we are doing right, and what we are doing wrong. All formal complaints receive some form of acknowledgment and response, especially if it is related to younger audiences.	

*M = Media sector supplement core indicator



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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
M6 Methods to interact with audiences and results	<p>Our relationship with our audiences is key to our success; we do our utmost to make sure we are listening to the interests and concerns of our audiences.</p> <p>We interact with audiences in multiple ways ranging from direct feedback (focus groups, user panels, quantitative questionnaire studies) as well as indirect feedback from social media, consumer reviews, critical reviews, etc.</p>	
PR1 Health and safety impacts along life cycle	<p>Product Footprint p. 89 Product Safety (web)</p> <p>We do not report on the percentage of significant products and services categories subject to life cycle stage impact assessments.</p>	
PR2 Noncompliance with health and safety standards and regulations	We track incidents of noncompliance by our vendors and licensees but do not itemize them here.	

Product and Service Labeling

PR3 Product information	Paper Policy (web)	
PR4 Noncompliance with product and service information standards		
PR5 Customer satisfaction	The guest relations/services of our consumer products group prepares a weekly "Voice of the Guest" for executives. This report is a compilation of several different surveys and monitoring activity, including exit surveys from the disneystore.com website, post-purchase surveys, product ratings by consumers, and secret shopper—both online and in-store. Additionally, ad hoc guest comments are monitored and reported from emails, blogs, etc.	

Marketing Communications

PR6 Fundraising and marketing communications standards	Responsible Marketing p. 60 Healthy Living targets p. 29	
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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
PR7 Noncompliance with marketing communications standards	<p>Responsible Marketing p. 60 Healthy Living targets p. 29</p> <p>Due to the low number of known breaches of regulations and voluntary codes, we do not currently have a means of auditing the total number of incidents and outcomes.</p>	
M7 Actions taken to empower audiences through media literacy skills development and results obtained	<p>Online Safety p. 61 Creativity p. 37 Cultural Relevancy p. 63</p>	

Customer Privacy

PR8 Complaints regarding customer privacy	Disney Privacy Policy (web) Standards of Business Conduct (p. 6)	
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Compliance

PR9 Sanctions for noncompliance with regulations concerning the provision and use of products and services	
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DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
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10. Society Community

DMA Management Approach Disclosure: Society	Strengthen Communities (web) Participation in the Formulation of Public Policy Standards of Business Conduct (p. 38-40) Standards of Business Conduct (web)	
S01 Implemented local community engagement, impact assessments, and development programs	Strengthen Communities p. 44 Strengthen Communities (web)	

Corruption

S02 Programs/business units analyzed for risks related to corruption	While we do not report the percentage and total number of business units, we analyze where we have material risks to our business for corruption.	
S03 Anti-corruption training	Standards of Business Conduct (p. 30)	
S04 Actions taken in response to incidents of corruption	We do not report on the percentage of employees training in anti-corruption policies and procedures, but further information on our anti-corruption policies and procedures are outlined in our Standards of Business Conduct expected to be followed by all employees.	

DISCLOSURE	LOCATION/DIRECT ANSWER	STATUS
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Public Policy

S05 Public policy positions and lobbying	Participation in the Formulation of Public Policy (web)	
S06 Contributions to political parties, politicians, and related institutions	Information regarding the contributions made by the political action committee in calendar 2014 is available here . Information regarding the contributions we made in calendar 2014 (other than through our political action committee) is available here .	

Anti-Competitive Behavior

S07 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	Standards of Business Conduct (web) More information can be found within our Standards of Business Conduct on our website.	
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Compliance

S08 Sanctions for noncompliance with regulations	Standards of Business Conduct (web) More information can be found within our Standards of Business Conduct on our website.	
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