

The Walt Disney Company

2024 Sustainability & Social Impact Report



Forward-Looking Statements

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

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

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

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



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This report contains links to websites that are not operated by the Company. The website owner's Terms of Use and Privacy Policy will apply. Unless otherwise specified, data and information in this report pertain to efforts in fiscal 2024, which began on October 1, 2023, and ended on September 28, 2024. For the most part, data and information reflect business operations as of the end of the fiscal year. The terms "Company," "we," "Disney," "us," and "our" are used to refer collectively to the parent company and the subsidiaries through which our various businesses are actually conducted.

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Introduction & Our Approach



OVERVIEW

Our mission is to entertain, inform, and inspire people around the globe through the power of unparalleled storytelling—reflecting the iconic brands, creative minds, and innovative technologies that make ours the world’s premier entertainment company. Since the company’s founding more than 100 years ago, we have executed this mission with integrity and deep commitment to: responsibly [govern](#) our businesses, invest in our [people](#), and undertake meaningful and measurable [environmental sustainability](#) efforts. This report describes select policies, practices, and programs that embody these commitments.

Learn More:

[Corporate Governance](#) →

[Oversight & Accountability](#) →

[Stakeholder Engagement & Participation](#) →

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“At Disney, we’ve always believed it is important to be one of the world’s most admired companies — not only for what we create, but for the positive role we play in the world. That’s why we are dedicated to conducting our businesses with clarity of purpose and a deep sense of integrity, as we strive to have a positive impact in the communities in which we operate. This report is a snapshot of the many important efforts by our employees and Cast Members across the company as part of our overarching commitment to being a responsible citizen of the world.”



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

Fiscal 2024 Awards

Most Influential Companies 2024

TIME100

World's Best Companies 2024, #52

TIME & Statista

Best for Vets Employers, #24

2024 Military Times

Dow Jones Best-in-Class North American Index

FTSE4Good Index

26 Gold and 15 Green Seal Awards

2024 Environmental Media Association Awards

Best Adoption-Friendly Workplaces 2024

Dave Thomas Foundation for Adoption

Best Employers: Excellence in Health Equity

Business Group on Health

Global Health & Well-Being Award

Business Group on Health

OUR BUSINESSES

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



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STRATEGY & DISCLOSURE PRIORITIES

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

We have adjusted our reporting strategy this year in light of upcoming regulatory requirements. The topics that are discussed in this report help to provide decision-useful information to our stakeholders. For further information on these topics in the form of topic briefs, visit the [ESG Reporting Center](#). For stories on our sustainability and social impact work throughout the year, visit [Impact.Disney.com](#). Inclusion of information in this report should not be construed as a characterization of the materiality or financial impact of that information.

SDG ICONS**SASB LOGO**

OVERSIGHT & ACCOUNTABILITY

Our Board of Directors has delegated oversight of environmental, social, and governance (ESG) programs and reporting to the Governance and Nominating Committee, including with respect to environmental and sustainability policies and initiatives regarding climate change risks. At the executive level, our Chief Legal & Compliance Officer is ultimately responsible for our ESG efforts. Oversight and strategic direction related to key policies, practices, and programs discussed in this report are illustrated in a chart [on our website](#).

Our Chief Human Resources Officer leads our human capital management and employee experience strategy and reports to our CEO. This role periodically updates our Compensation Committee or full Board of Directors on topics such as workforce equity matters, the company's benefit programs, employee engagement, and talent development, and is supported by a variety of dedicated human resources functions across our businesses, content engines, and regions. Our Chief Communications Officer leads our global communications strategy and operations, including our Corporate Social Responsibility function. And our Chief Diversity Officer leads the company's strategic inclusion initiatives in collaboration with businesses and leaders across the company.

Our Environmental Sustainability team oversees progress towards our 2030 environmental goals and nature-related work. The team reports to our Global Public Policy function, and ultimately, to our Chief Legal & Compliance Officer. Leadership provides updates on our environmental goals and other topics to the Governance and Nominating Committee at least annually.

STAKEHOLDER ENGAGEMENT & PARTICIPATION



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

We believe this feedback can enhance our ability to identify risks and opportunities. We also engage with policymakers on the core policy areas that will impact our business, both directly and through our trade associations.

Learn more:[Corporate Governance](#)[Proxy Statement](#)[Oversight & Accountability Chart](#)[Stakeholder Engagement Table](#)

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OVERVIEW

We are united by the drive to conduct ourselves in a way that earns and honors the trust of our customers, shareholders, employees, and business partners. By adhering to high standards of ethics; complying with applicable laws, rules, and regulations; and continually monitoring our performance, we strive to build on our legacy as a highly trusted and responsible company in the world.

Learn more:

[Supply Chain Topic Brief](#)

[Guest Safety Topic Brief](#)

[Artificial Intelligence Topic Brief](#)

[Journalistic Integrity Topic Brief](#)

[Digital Wellness Topic Brief](#)

[Standards of Business Conduct](#)

[Code of Business Conduct and Ethics for Directors](#)

[Proxy Statement](#)

[Annual Report on Form 10-K](#)

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CORPORATE GOVERNANCE



We strive to adopt appropriate governance policies and practices and have a Board of Directors with relevant experience. The company's Board of Directors has 10 Directors, whose backgrounds encompass a range of talents, skills, and expertise, including experience leading global organizations. Nine of those 10 Directors are independent.[†] Our Directors reflect the company's shareholders, employees, customers, guests, and communities, with five out of 10 Directors representing diverse gender, ethnic, and/or racial backgrounds. As of the end of fiscal 2024, all members of the Audit Committee, Compensation Committee, and Governance and Nominating Committee were independent.

Learn more:

[Oversight & Accountability](#) →

[Corporate Governance](#) ↗

[Proxy Statement](#) ↗

ETHICS



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

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

Anti-Corruption

As a global company, we have a duty to comply with applicable anti-corruption laws.

Whistleblower complaints with allegations of bribery and corruption, fraud, and/or money laundering are reviewed and investigated by Global Ethics and Compliance Management. The Company's Global Anti-Bribery and Anti-Corruption Policy was updated in fiscal 2024. Training on the SOBC and Global Anti-Bribery and Anti-Corruption Policy are completed on a recurring basis by employees.

Learn more:

[Standards of Business Conduct](#) ↗

[Code of Business Conduct and Ethics for Directors](#) ↗

RISK OVERSIGHT

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

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

Learn more:

[Annual Report on Form 10-K](#) ↗

[Proxy Statement](#) ↗

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TAX STRATEGY

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

Learn more:

[Global Tax Strategy Statement](#)

HUMAN RIGHTS



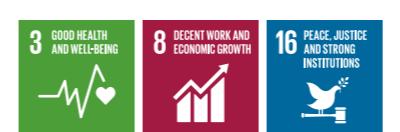
SASB STANDARDS

Now part of IFRS Foundation SV-HL-310a.4

We are committed to respecting human rights, including those of our employees, our guests and customers, our communities, and our business partners. Our [Human Rights webpage](#) identifies our salient human rights issues in the following areas: our people, our content, our products and supply chains, our communities, children, and privacy. We re-evaluate our salient issues as new information becomes available.

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

SUPPLY CHAIN



SASB STANDARDS

Now part of IFRS Foundation SV-HL-310a.4, CG-AA-430b.3

We are committed to working within our global supply chains to foster safe, inclusive, and respectful work environments. We collaborate with suppliers around the world as part of our efforts to prevent, mitigate, and remedy adverse human rights impacts, as well as to reduce the environmental impacts of our operations, products, and services where we operate. We also believe that with a wide range of suppliers in our sourcing process, we can encourage innovative, cost-effective, and high-quality business solutions across the enterprise.

We purchase an extensive array of products, materials, and services from thousands of suppliers to support our operations. We expect our suppliers to uphold the standards of our [Supply Chain Code of Conduct](#) (the Code). The Code is integrated into our business operations, as appropriate, including through a range of specific measures, to monitor and assess compliance.

International Labor Standards

The Disney International Labor Standards (ILS) program governs labor standards compliance across the extensive supply chain for Disney-branded consumer products. In accordance with the ILS program, licensees and vendors producing Disney-branded products in certain countries must conduct audits and provide audit reports on a regular basis. Requirements for our ILS program are described in our [ILS Program Manual](#), as well as in supplemental guides, including those about [forced labor](#) and [health & safety](#). The program is informed by our [Human Rights Policy](#), [Supply Chain Code of Conduct](#), and [Standards of Business Conduct](#), along with a range of other responsible business expectations.

To advance labor standards, we have collaborated with outside organizations to help incubate and pilot scalable tools and programs through Disney's Supply Chain Investment Program (SCIP), which was launched in 2012.

Learn more:

[Supply Chain Topic Brief](#)

[Supply Chain](#)

[Permitted Sourcing Countries Policy](#)

[SCIP Projects](#)

[Data & Reporting Frameworks](#)

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PRODUCT SAFETY



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

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

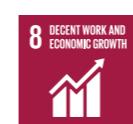
In conjunction with renowned independent testing laboratories, Disney developed product guidelines that specify applicable product safety standards for numerous product categories and geographic regions. These guidelines cover a broad range of physical, mechanical, toxicological, microbiological, flammability,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

We have policies to manage the [use of chemicals in products](#) and have a [Priority Chemicals List \(PCL\)](#) that identifies substances we are working to reduce in our branded products. For Disney-branded products developed and sourced by Disney entities, we have established thresholds and timelines to reduce our use of these chemicals. For our licensed products, we encourage our licensees to similarly work to reduce these chemicals. To address compliance with our PCL policies, Disney uses a risk-based approach that includes random audit testing on select products and the submission of relevant documentation by vendors. We conduct a regular review of our PCL and consider various approaches to chemicals management to determine if changes are necessary.

For more information:

Product Safety

WORKPLACE SAFETY



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

Our internal programs and policies are designed to promote a culture of safety, and our [Standards of Business Conduct](#) and Injury and Illness Prevention Plan provide the avenues to report safety concerns and incidents. Employees can report a safety concern in a number of ways, including to a direct supervisor, our Global Security Communications Center, an anonymous safety line, or by making a report online through our internal system, called The Guideline. In addition, Safety and Wellness Committees in certain areas of our businesses can assist employees in sharing or reporting concerns. We have global safety appreciation programs to recognize employees for exhibiting outstanding safety behaviors.



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GUEST SAFETY

Safety is a top priority of Disney's standards for theme park excellence. Our Safety Team is composed of experts from a broad range of disciplines, including medicine, engineering, quality assurance, maintenance, attraction operations, facilities, ergonomics, industrial hygiene, occupational safety, security, and food safety. We conduct inspections at our properties to monitor compliance with both internal standards and regulations. We regularly provide safety training and information to our cast and crew members through formal instruction, on-the-job training, ongoing communications, and safety culture conversations. These safety culture conversations are conducted throughout the year with salaried leaders at our theme parks to share safety stories, practices, and learnings designed to engage our teams.

Ride Safety

According to the annual International Association of Amusement Parks and Recreation Ride Safety Report administered by the National Safety Council, the industry injury rate per million in attendance in ridership has decreased by approximately 2.7% over the past two years, from 0.73 in 2022 to 0.71 in 2023.[†] Over that same timeframe, our U.S. Disney Parks reported rates averaging 58% below the industry average.

Food Safety

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

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

Outside of parks and resorts, Disney-branded food products, including promotions with food service, are required to meet or exceed applicable food safety laws, regulations, and industry standards.

Safety in Our Communities

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

Accessible Experiences

Our theme parks offer guests with disabilities various tools and options. These have included audio descriptions and Braille; tactile and large-print maps and guides for guests with visual or cognitive disabilities; assistive listening, captioning, and sign language interpretation at select shows for guests; quiet areas designed to help guests with additional sensory needs; and more. Each park shares accessibility information on their site-specific website.

Learn more about safety and accessibility at our parks and resorts:

[Guest Safety Topic Brief](#)

[Accessibility Topic Brief](#)

[Walt Disney World Resort](#)

[Disneyland Resort](#)

[Disneyland Paris](#)

[Hong Kong Disneyland Resort](#)

[Shanghai Disney Resort](#)

[Tokyo Disney Resort](#)

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INFORMATION SECURITY



Now part of IFRS Foundation TC-IM-230a.2

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

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

Learn more:

[Privacy Center](#)

[Privacy Policy](#)

[Children's Privacy Policy](#)

PRIVACY



Now part of IFRS Foundation TC-IM-220a.1

We have policies designed to enhance the protection of the personal information of our customers, guests, non-guests (including job applicants and third-party businesses), and our employees. Our global privacy program is based on the principles of privacy by design, accountability, transparency, and giving individuals meaningful controls over their personal information. We regularly assess and update our program to take into account applicable requirements of new privacy laws and regulations around the world and to keep up with rapid advancements in technology and new business initiatives. In 2024, this included working with people across the company to implement evolving data protection requirements across Europe, the UK, Latin America, Asia, and the U.S. in support of business initiatives.

We provide privacy training to our employees and have incorporated privacy topics into the company's Standards of Business Conduct and information security trainings—both of which are required on a recurring basis. We also regularly conduct specialized trainings for applicable employees on how to properly handle the personal information of customers, employees, contractors, and/or third parties. Day-to-day management of data privacy policies is the responsibility of our Global Public Policy & Privacy function, which ultimately reports to our Chief Legal & Compliance Officer.

ARTIFICIAL INTELLIGENCE

Disney has a rich history at the intersection of creativity and innovation—blending storytelling and technology to bring imagination to life and connect people to iconic characters, stories, and brands. We embrace the promise of Artificial Intelligence (AI) as a tool to benefit our employees, customers, guests, and creators. We are committed to using AI in a responsible, human-centered, and ethical manner that recognizes the value of human creativity, respects intellectual property, and considers our audiences.

We have established an AI governance process that operates pursuant to a principle-based framework. It is designed to identify business, information integrity, human rights, privacy, legal, and other risks associated with a proposed use, as well as measures which can be employed to satisfactorily mitigate them. The governance model includes appropriate updates to executive management and the Board. In addition, our use of AI is subject to our generally applicable governance practices and policies, such as our [Standards of Business Conduct](#), [Privacy Policy](#), [Human Rights Policy](#), and relevant guild or collective bargaining agreements.

Our use of AI currently falls into three broad categories:

- Enhancing human-centered creative output and storytelling capabilities
- Innovating around the guest experience to more effectively meet the needs of our customers
- Improving operational efficiency by empowering our employees with AI tools that help them do their jobs better and improve their experience at the workplace

JOURNALISTIC INTEGRITY



Now part of IFRS Foundation SV-ME-270a.3

It is our responsibility to uphold the principles of fairness and integrity as we gather and report the news. Our journalists worldwide are expected to approach their work with rigor, to question thoroughly and skeptically, to analyze deeply, and to adhere to a journalistic standard of ethics. Our news operations and content are guided by this dedication to high-quality journalism and editorial integrity. This means a commitment to fairness, compelling storytelling, and accuracy across ABC News and ESPN.

Learn more:

[Artificial Intelligence Topic Brief](#)

[Journalistic Integrity Topic Brief](#)

DIGITAL WELLNESS & RESPONSIBLE CONTENT



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

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

We invest in supporting children's digital well-being through our Digital Wellness Grant Program. We provide funding to nonprofits and intergovernmental organizations working to educate children, parents, caregivers, and educators around the globe about digital citizenship and the positive, safe, and responsible use of technology. We also participate in industry coalitions to promote user awareness of online safety.

Learn more:

[Digital Wellness Topic Brief](#)

[Disney+ Parental Controls Page](#)

[Hulu Parental Controls Page](#)

RESPONSIBLE ADVERTISING & MARKETING



SASB
STANDARDS

Now part of IFRS Foundation FB-FN-260a.3

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

Advertising & Marketing to Children

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

Learn more:

[Accessibility Topic Brief](#)

[Nutrition Guidelines](#)

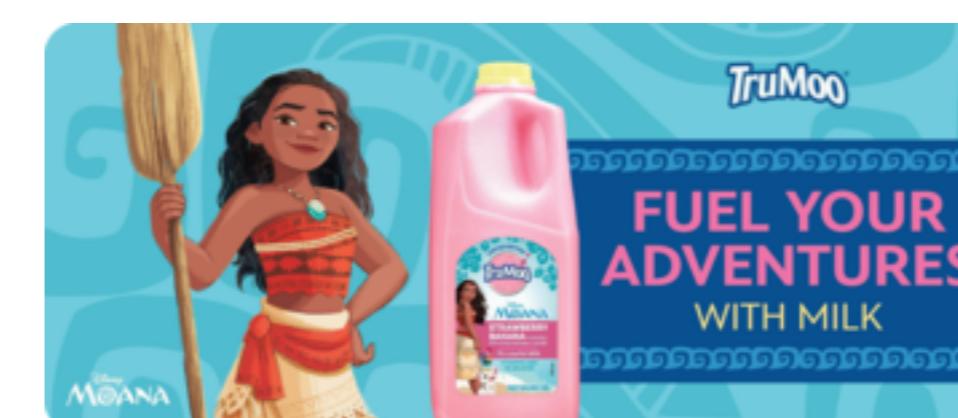
Accessible Content

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

Promoting Healthy Food Choices

We promote healthier food and beverage choices to kids through our Nutrition Guidelines. These guidelines apply when our intellectual property (IP), such as a beloved character, is associated with food and beverage products, and is intended to use kid-appealing characters and IP to promote more nutritious choices for kids and families. Ongoing reviews of these global guidelines help us reflect up-to-date dietary guidance and consider the evolving social and scientific understanding of children's physical and digital lives.

These guidelines apply to Studio promotions and character licensing, as well as third-party advertising on our kids' networks, the placement of food and beverage advertising on Disney+, and to kids' meals in our parks.



Responsible Gaming

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

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

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OVERVIEW

Disney is home to some of the most exceptional and dedicated people. We welcome talent of all kinds from communities all across the globe—from animators, to engineers, to zookeepers, and the many roles in between. We seek to cultivate an environment where every individual feels supported in exploring their career ambitions.

We invest in the professional development, career mobility, safety, and overall well-being of our people to help inspire and empower them to both be and do their best. Our approach focuses on attracting, engaging, developing, and rewarding a best-in-class team and promoting a positive employee experience.

Learn more:

[Investing in Our People](#)

[Inclusion Site](#)

[Social Impact](#)

[Standards of Business Conduct](#)

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COMPREHENSIVE TOTAL REWARDS



Now part of IFRS Foundation SV-HL-310a.3

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

Equitable Pay Commitment

Disney is committed to fostering a respectful and equitable workplace culture. Our [annual pay ratio analysis](#) is just one way we are striving to meet that ongoing commitment. The pay ratio analysis compares the base pay, bonus, and long-term incentives of eligible U.S. employees based on gender, race, and ethnicity. As of September 2024, the adjusted median pay ratio analysis, which adjusted for factors such as role, experience, and location, resulted in each pay ratio at 99% or higher.

We also included an unadjusted median pay ratio analysis for employees in the U.S., which resulted in ratios at 84% or higher when not adjusting for factors such as role, experience, and location. While we disclose our annual pay ratios on an adjusted and unadjusted basis, we believe that the adjusted analysis is more meaningful and consistent with the reporting of the largest U.S. companies.

Wages For Hourly Employees

In 2024, almost all hourly full-time and part-time employees within our U.S. Disney Experiences business earned a base rate of \$18/hour or more, and median hourly earnings are more than \$21/hour.[†]

Pay Transparency

We recognize the importance of pay transparency to our employees, shareholders, and others, and are committed to helping our employees and cast members understand our pay practices, which we believe supports a culture of understanding and trust. In fiscal 2024, we expanded our pay education resources for leaders, included long-term incentive targets on U.S. offer letters for candidates, and began to display base pay ranges on total rewards statements for a pilot group of U.S. employees.

Annual Bonus Plan

Disney's Annual Bonus Plan is a discretionary plan that recognizes eligible employees' contributions towards business results. Generally, eligibility includes our executives, management, and certain professional roles. We updated our fiscal 2024 Annual Bonus Plan performance measures to reflect an increased emphasis on the goals of our businesses and our ongoing commitment to the employee experience.

Employee Benefits

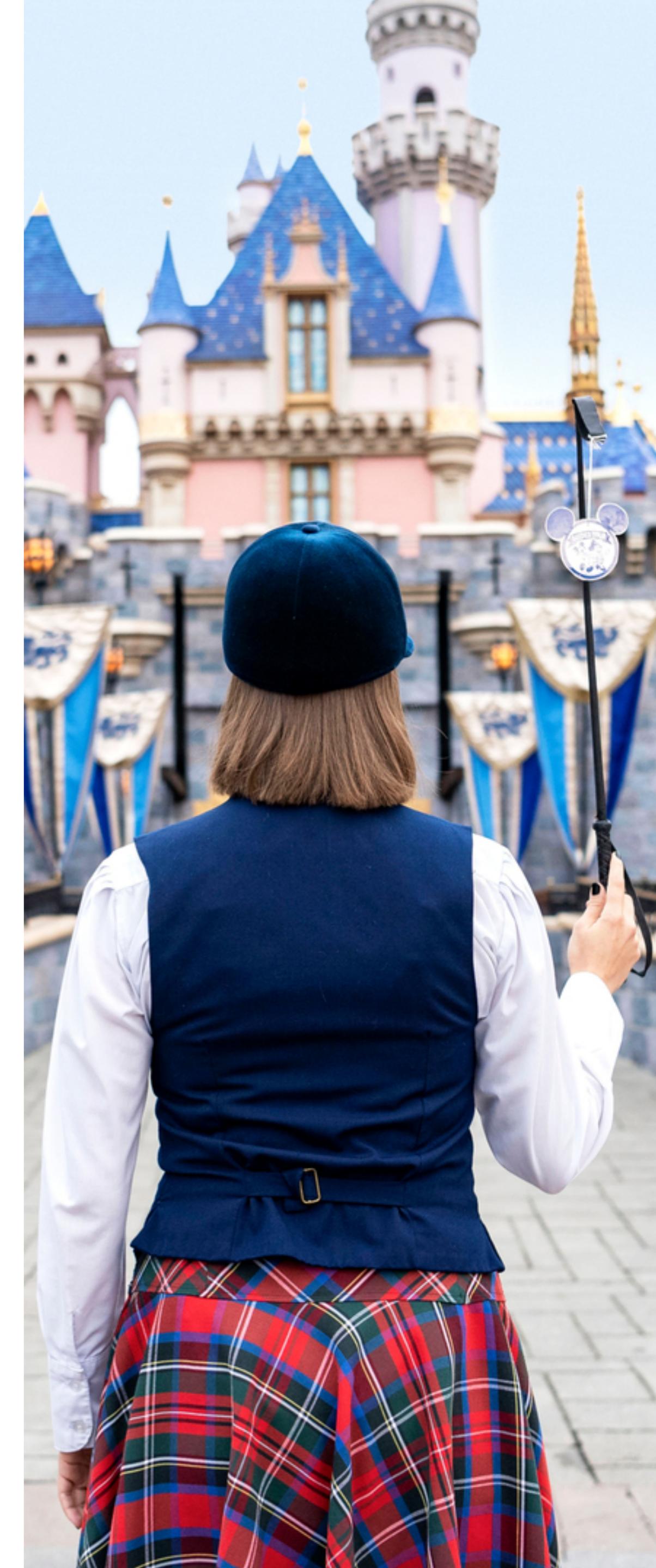
Disney's benefit offerings are designed to meet the varied and evolving needs of our workforce across businesses and geographies while enabling employees and their loved ones to thrive in their daily lives. In fiscal year 2024, we amplified our focus on financial well-being by adding a Student Debt Match component to the U.S. 401(k) plan, as well as establishing new International and U.S. retirement plans for Disney Cruise Line crew members.

Learn more:

[Employee and Cast Member Benefits](#) ↗

[Standards of Business Conduct](#) ↗

[†] See footnote 36 on p. 35



EMPLOYEE HEALTH & WELL-BEING



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

Mental Health

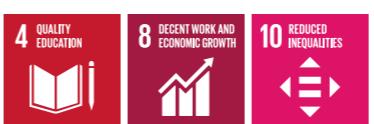
We offer a variety of in-person and virtual resources to employees and their loved ones that span a wide spectrum of care, from mindfulness, meditation, and stress management tools and programs to access to mental health care providers. Our Employee Assistance Program (EAP) is available to eligible employees and their family/household members, providing support and connecting participants directly to licensed network therapists. Employees enrolled in a Disney medical plan have access through their plan to a range of behavioral health resources that provide patient-centered care from mental health professionals. In May 2024, we launched a global Mental Health Awareness Month celebration including a "Disney Day of You," with immersive experiences at our campuses around the world, designed to spread awareness and reduce stigmas around mental health.

Employee Well-Being

Disney offers well-being programs, tools, and resources virtually and onsite for employees around the world and in-person classes and events at campus wellness centers. Employees have access to a variety of on-demand well-being apps and platforms to manage stress, encourage movement, improve mindfulness and sleep, and increase personal resiliency, as well as access to on-demand, personalized financial education. In fiscal 2024, Enterprise Benefits worked closely with our Employee-Led Groups, referred to as Belonging Employee Resource Groups, to host educational events on key topics such as menopause, cardiometabolic, and financial literacy, and continued to offer unique onsite experiences, like our field days and 5k run/walk events (shown below).



EMPLOYEE ENGAGEMENT & INCLUSION



**SASB
STANDARDS**
Now part of IFRS Foundation SV-ME-260a.1, TC-IM-330a.3

Disney is committed to engaging and inspiring employees and creating a culture that is welcoming and respectful of all. By connecting employees to our brand and vision, we drive an exceptional employee experience. Across Disney, we purposefully build supportive environments and champion a culture where everyone feels like they belong, can flourish, and can make a positive impact.

Onboarding New Talent

U.S.-based new hires attend a virtual and live orientation experience that focuses on our history and mission, strategic priorities, global structure, and brand stewardship. They are informed of the benefits, opportunities, and unique only-at-Disney perks available to them as Disney employees. Segments provide business-specific orientation, either in person or virtually.

Listening To and Learning From Our Employees

We are committed to listening to and learning from employees across the enterprise, sharing their stories, and incorporating their valuable ideas and feedback. At the local level, we use feedback to focus our team actions. At the company level, employee insight helps to identify and inform global initiatives to enhance the employee experience and employee well-being.

One way we listen to our employees is through our Disney Employee Experience Survey. The survey is sent to a sample of employees and cast members each quarter, with every eligible employee receiving at least one invitation throughout the year. Nearly 80,000 employees provided their input last year, with representation from all business segments.

In fiscal 2024, we invested in our Disney Employee Experience Survey to improve its simplicity and impact. We refreshed the survey content to be more succinct and targeted, and focused on key outcomes of the employee experience. We also increased the visibility of survey results to employees in fiscal 2024, by posting insights directly on the company's internal website.

Results from employee engagement activities, including surveys, are regularly shared with senior leadership and the Board.

Employee-Led Groups

Disney's Employee-Led Groups, referred to as Belonging Employee Resource Groups, strengthen our culture and community of belonging. These voluntary groups are open to all and provide employees with opportunities to develop leadership skills, network, engage with fellow employees, and participate in meaningful community outreach and volunteer efforts. In fiscal 2024, eight ESPN Belonging Employee Resource Groups celebrated their 15-year anniversaries and three Disney Experience Belonging Employee Resource Groups celebrated their 25-year anniversaries.

EMPLOYEE ENGAGEMENT & INCLUSION (continued)

Recognizing Each Other

Outstanding work by our employees is recognized in several ways. RecognizeNow! is a worldwide digital platform that enables employees to quickly and easily send notes of appreciation, recognition, and gratitude to one another. We also recognize employees, cast members, crew members, and Imagineers for their years of service with Service Celebration events. These celebrations are held around the globe throughout the year to recognize those who have reached milestone anniversaries. In addition, the CEO offers special recognition to employees who have gone above and beyond to make a material impact to the company, including contributions to emergency response.

Supporting Our Employees With Disabilities

We are committed to an inclusive and accessible workplace. We are transparent about our disability accommodations process, with resources like tip guides, workshops, assistive technology, and information in multiple accessible formats. As an example, we are working to increase the number of Connected Spaces across global worksites. Connected Spaces are designed to enhance productivity for hybrid meetings and include several accessibility features, like captioning on screens during video calls. In fiscal 2024, many of our conference rooms in domestic U.S., LATAM, EMEA, and APAC Disney office locations were Connected Spaces.

Engaging Employees & Communities in Social Impact

As part of our employee engagement efforts, we encourage employee volunteering and create special opportunities for employees and cast members to participate in programs they support. Since the Disney VoluntEARS program began in 1983, our employees and cast members have collectively contributed nearly 14 million[†] hours of service to their communities worldwide. We match eligible employee and cast member donations of money and time through our U.S. Matching Gifts and international donation amplification efforts, as well as Disney VoluntEARS Grants programs.

Having a positive impact as we grow our businesses has been a part of our company since its founding. For example, Disney endeavors to create moments of happiness for kids and families when it's needed most through its wish granting efforts and children's hospitals initiative. As the world's largest wish granter for Make-A-Wish®, Disney grants a wish every hour of every day. Since the first official wish was granted at Disneyland® Resort in 1981, Disney has granted more than 165,000 magical wishes globally for children with critical illnesses. Additionally, in 2018, Disney announced a global commitment of \$100 million to help reimagine the patient experience in children's hospitals. We are happy to announce that as of fiscal 2024, we have fulfilled this commitment.

Learn more:

[Accessibility Topic Brief](#)
[Social Impact](#)

TALENT DEVELOPMENT



We reach and attract the best, most talented people around the world. We believe that when our workforce is drawn from the rich diversity and lived experiences of our guests, customers, and future consumers, we can better and more authentically create entertainment that appeals to a global audience. Expanding our pipeline of talent includes strategic talent outreach and engagement efforts, development programs, and marketing roles on platforms that reach potential candidates from a wide range of sources. We offer optional learning experiences to support leaders in identifying, attracting, and engaging a multifaceted talent pool. And we foster an accessible workplace to help attract and support employees with disabilities.

As an equal opportunity employer, all decisions regarding recruiting, hiring, promotion, training, termination, and other conditions of employment are made without unlawful discrimination on the basis of race, color, religion, sex, national origin, age, sexual orientation, gender identity, disability, veteran status, or other protected categories.

Growing Our Pipeline of Talent

To expand our reach for top talent, Disney builds and nurtures relationships with various academic institutions and nonprofit organizations to enhance development opportunities for students and talent that reflect the diversity of experience we seek in our leadership and workforce. We offer internship and apprenticeship programs and host events in collaboration with organizations focused on building long-term pipelines of talent around the world.

Through our Disney on the Yard initiative, we help to build a long-term pipeline of talent from Historically Black Colleges and Universities (HBCUs) and expand access to opportunities within the entertainment industry. Additionally, we continue to strengthen relationships through recruitment outreach, development opportunities, and industry engagement.

Disney develops and facilitates a range of uniquely tailored talent development programs designed to create access to impactful career paths related to Disney's core businesses. As an example, Disney Entertainment Television's Entertainment Incubator Program provides an apprentice-style, rotational experience for individuals with a diversity of perspectives, contributing to talent development across the company's television brands. We also work with and recognize studios and organizations across the film industry, like the Academy of Motion Picture Arts and Sciences and the British Film Institute, that have adopted policies and practices to broaden access and representation in front of and behind the camera.

TALENT DEVELOPMENT (continued)

We are also committed to inspiring the next generation of storytellers and innovators through our Disney Future Storytellers initiative. Through social investments and programs that provide inspiration and hands-on experience, we are inspiring youth to imagine their possibilities and expanding access to training, professional networks, and financial support in the media, entertainment, technology, and hospitality industries.

Early Career Mentorship

The Disney Mentorship Program, a platform for engagement and a pipeline for internships and early career roles, pairs college students with Disney employees. More than 1,200 people have completed the program since its launch in 2021.

Employee Learning Platforms

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

Disney employees around the globe have access to both required training (e.g., Standards of Business Conduct) and optional learning opportunities. Offerings include self-directed and instructor-led training, as well as in-person courses. Employees have access to online learning and development platforms that allow them to search content tailored to their unique needs and preferences.

Investing in Our People Through Education

Disney offers education reimbursement to salaried employees who are interested in furthering their careers through professional and technical education related to their current roles. We also support the long-term career aspirations of our hourly employees through a variety of skill-based and education programs, including Disney Aspire. We contribute upfront tuition costs and reimbursement of expenses like books and other fees for eligible participating employees at a variety of in-network learning providers and universities—ranging from high school completion to undergraduate degrees.

Leadership Development

Throughout fiscal 2024, we continued to offer our signature leadership development experiences, including:

- Disney IGNITE, which empowers Disney directors and vice presidents to develop practical strategies for enhancing collaboration and problem-solving. More than 1,300 executive leaders participated globally throughout fiscal 2024
- Disney Leadership Essentials, our foundational development experience for first-line leaders, helps build core skills and cultivate relationships that will accelerate their contribution to the organization's success. 2,600 leaders participated throughout fiscal 2024

We continued to offer new leadership development programs and experiences, including:

- The Executive Onboarding Resource Site, which helps prepare newly-hired and newly-promoted executives across the company for success in their roles, and equips them with tailored information and a variety of resources
- A scalable one-on-one coaching experience was piloted as a tool for a more customized and personalized method of leadership development with BetterUp. We will continue to offer this program in 2025 and beyond

Supporting Veterans in Our Workforce

We are honored to support active U.S. military, veterans, and their families in many ways across our company. Heroes Work Here, launched in 2012, is an innovative program committed to hiring, training, and providing transitional resources to U.S. military veterans and military spouses while elevating awareness of their significant contributions as civilian employees. For more information on how we support veterans, visit our [Economic Impact](#) page.



Learn more:

[Accessibility Topic Brief](#) ↗

[Investing in Our People](#) ↗

[Inclusion Site](#) ↗

[Aspire.disney.com](#) ↗

[Heroes Work Here](#) ↗

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OVERVIEW

We take meaningful and measurable action to support a healthier planet for people and wildlife. Our commitment to environmental sustainability goes back to our founding more than 100 years ago. The environmental commitments summarized in this report represent some of the ways we are focused on helping to build on that legacy, for every community and across the globe, generation after generation.

Learn more:

[2030 Environmental Goals White Paper](#) ↗

[Environmental Sustainability](#) ↗

[2024 CDP Survey Response](#) ↗

[Disney Conservation](#) ↗

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EMISSIONS



Now part of IFRS Foundation TR-CL-110a.2

2030 Emissions Goals[†]



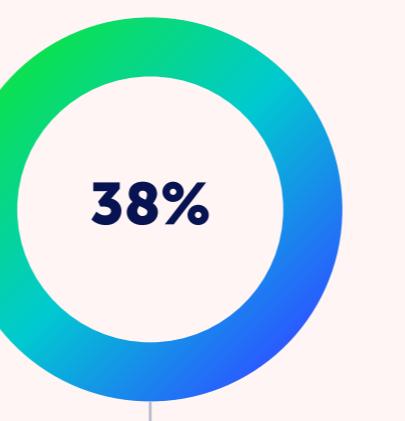
EMISSIONS FROM OUR DIRECT OPERATIONS (SCOPE 1 & 2)

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

EMISSIONS FROM OUR VALUE CHAIN (SCOPE 3)

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

Disney has had a long-term goal to achieve net zero[‡] greenhouse gas (GHG) emissions from our direct operations (Scope 1 and 2) since 2009. As of the end of fiscal 2024, the company has a Science-Based Target to reduce Scope 1, 2, and 3 emissions in line with the Paris Agreement, and a goal to achieve net-zero emissions from our direct operations (Scope 1 and 2), by 2030.



Progress toward reducing our absolute Scope 1 and 2 emissions in support of our 2030 target, as of the end of fiscal 2024



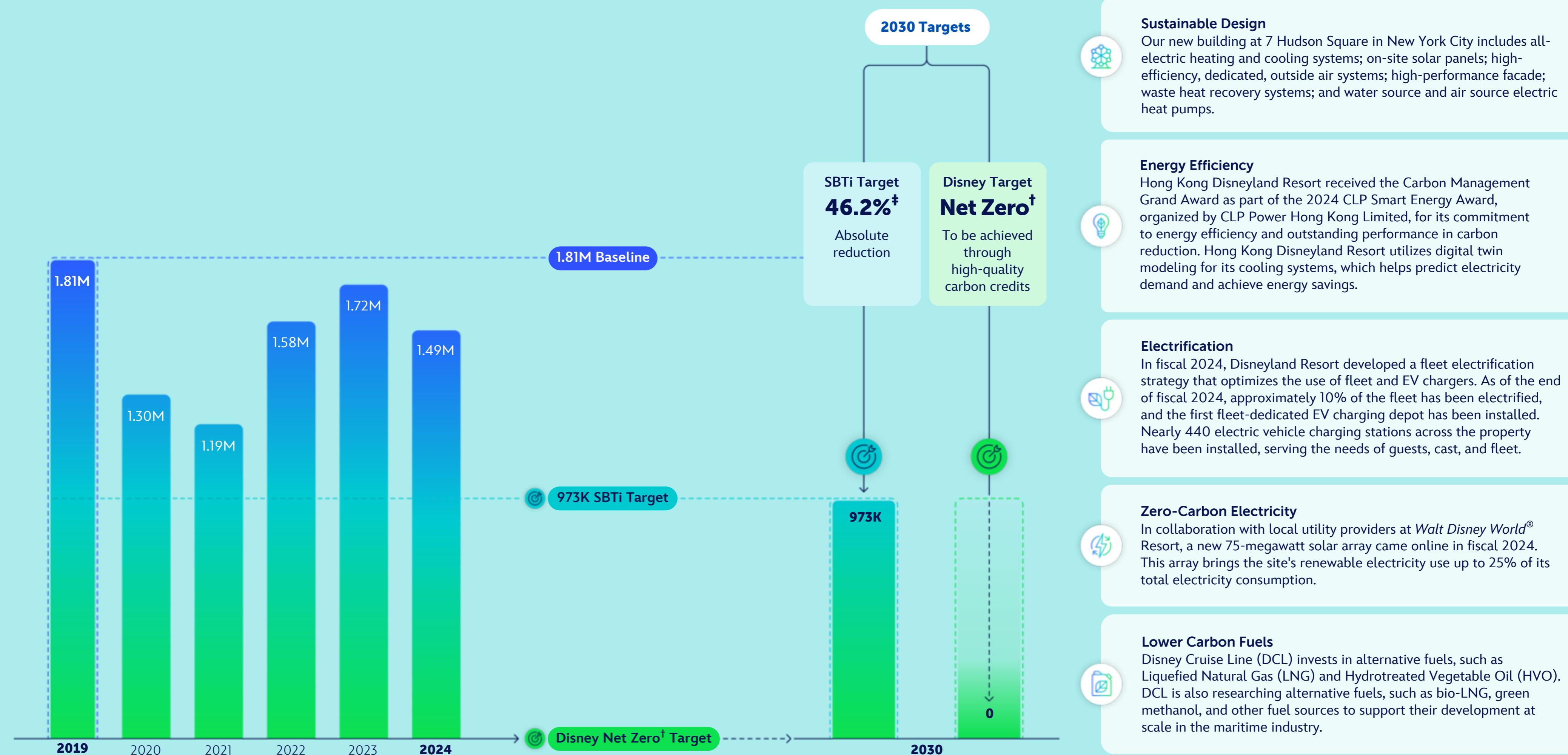
Disney's new state-of-the-art complex in New York City.

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

[‡] See footnote 6 on pg. [34](#).

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

Our Science-Based Targets Initiative (SBTi) target of 46.2% absolute reduction[‡] for direct operations (Scope 1 & 2) by 2030 is expected to be achieved through five key levers.



[†] See footnote 6 on p. 34.

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

EMISSIONS (continued)

Reducing Scope 3 Emissions and Engaging Suppliers and Licensees

Recognizing the complex challenge of achieving our Scope 3 GHG emissions targets, we have collaborated extensively across the company to develop our pathway and identify levers for a Scope 3 emissions reduction journey.

Strategies to reduce our broader value chain emissions include: working with strategic suppliers to increase operational efficiency and the adoption of renewable energy; exploring less carbon-intensive materials for our products and productions; employing sustainable design in new buildings; identifying climate-friendly food and beverage options; and exploring additional employee commuting programs. In fiscal 2024, through a capacity-building program, we collaborated with the consultancy firm Guidehouse, through the Supplier Leadership on Climate Transition program, to help 40 of our higher emitting suppliers and licensees develop their own emissions reduction targets in alignment with the latest guidance from SBTi.

While we develop and implement our value chain decarbonization strategies, we will continue to improve our data collection and reporting methodologies.

Like most companies setting aspirational Scope 3 targets, these are challenging goals, and success is not guaranteed. Achieving our target will depend on several external factors, including global policies toward clean energy solutions, actions by our suppliers to reduce their emissions, global economy-wide transitions to cleaner fuels, the availability of economically feasible solutions at scale, and consumer behavioral changes.

We follow global frameworks to measure Scope 1, 2, & 3 GHG emissions:

[GHG Protocol](#)

Learn more:

[2030 Environmental Goals White Paper](#)

[2024 CDP Survey Response](#)

WATER



2030 Water Goals

- Implement localized watershed stewardship strategies
- Source sustainable seafood[†]



Water is a highly localized issue, and our strategy incorporates individualized considerations in each geography. We continue to implement site-specific water strategies at our high-impact sites, including our global parks and corporate campuses.

Watershed Stewardship

We have performed regional water studies and continue to collaborate with local stakeholders, including nonprofits, to promote the overall health of regional watersheds. In fiscal 2024, we supported a project in The Bahamas with The Nature Conservancy to help protect coastal communities by reducing the impacts of storm surge and flooding.

Water Conservation

We remain committed to implementing water conservation measures across our operations. During production on 20th Century Studios' *Kingdom of the Planet of the Apes*, which was released in fiscal 2024, the special effects team was able to use, and then recycle, water needed for filming. They sourced 60,000 liters of water that was treated and returned to the Sydney, Australia, water system after filming concluded.

Sustainable Seafood

Responsibly selecting and sourcing seafood is an important aspect of our commitment to protect the health of our oceans. In fiscal 2024, our U.S. parks, U.S. resorts, and cruise line sourced 96% sustainable seafood.[†]



[†] Disney's definition of sustainable seafood can be found in our [2030 Environmental Goals White Paper](#). The breakdown of sustainable seafood in fiscal 2024 was 6% Best Choice, 70% Eco-certified, 5% Good Alternative, 4% Avoid, 15% Fishery Improvement Projects, and 1% Unrated.

WASTE

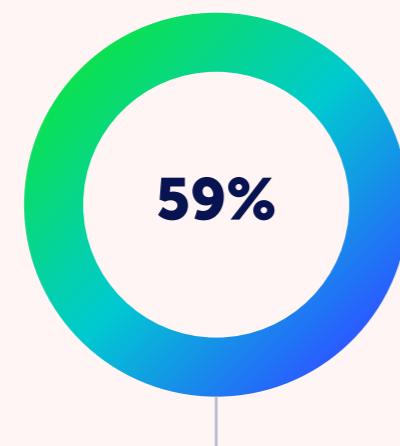


2030 Waste Goals



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

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



Total operational waste diverted from landfill and incineration for owned and operated Disney Parks and Cruise Lines in fiscal 2024

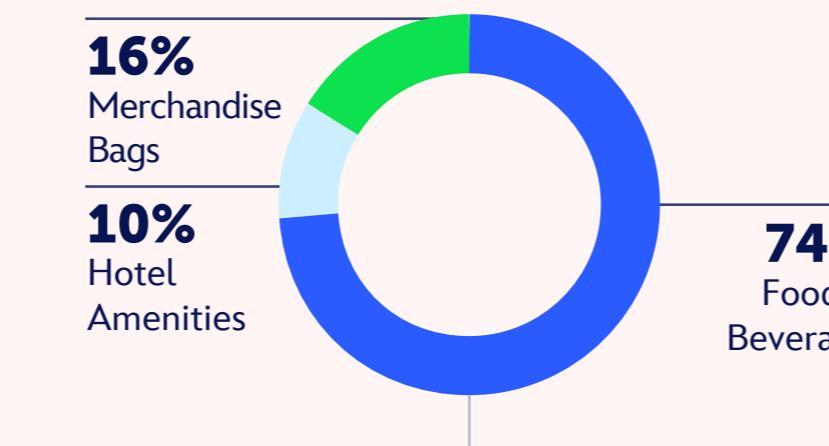
Reducing Single-Use Plastics

A key step in reducing single-use plastics is understanding where they are used. During fiscal 2024, both Disneyland Resort and Walt Disney World Resort conducted their first full inventory of key single-use plastics used in their business operations. This plastics inventory includes food and beverage items like beverage containers, to-go ware, and utensils; in-room hotel amenities; and merchandise bags. In fiscal 2023, the sites purchased a combined more than 4,000 tons of single-use plastic across these categories.[‡]

We are committed to reducing single-use plastics in our parks, resorts, and experiences. We offer reusable dishware options at 116 food and beverage locations, and increasingly choose certified, wood-based cutlery over plastic, offering them in 22% of locations in fiscal 2024.

Sit-down restaurants at Walt Disney World Resort now offer reusable kids cups and Disneyland Paris switched single-use dinnerware to reusable cups, plates, and utensils in all of their major restaurants. Hong Kong Disneyland Resort made progress by reducing single-use plastic hotel amenities, offering them by request only. Disneyland Resort is implementing a campus approach to installing bulk condiment stations that will reduce single-use plastic and food waste in restaurants.

Disney Cruise Line (DCL) continues to build upon past progress in eliminating all non-essential, single-use plastic. In 2023, DCL purchased 29 tons of plastic on their ships under the categories of food and beverage and hotel amenities and aim to eliminate all guest-facing, single-use plastic by the end of fiscal 2025.[‡] To date, DCL has eliminated plastic to-go ware, utensils, water bottles, single-use amenity bottles, and merchandise bags across the fleet. In addition, DCL continues to purchase in bulk, where possible, in order to reduce packaging waste and requests non-plastic packaging options from suppliers, where available.



Categories of single use plastics inventory (by weight) conducted at Walt Disney World Resort and Disneyland Resort in fiscal 2024

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MATERIALS



2030 Materials Goals for Disney-Branded Products

- Paper will contain 100% recycled content or lower impact alternatives for products and packaging
- Wood will contain 100% recycled content or lower impact alternatives for products and packaging
- Palm oils used as an ingredient in Disney-branded products will be from certified sources
- Textiles used in Disney-branded products will be from recycled content or lower impact alternatives
- Plastic in products and packaging will contain at least 30% recycled content or lower impact alternatives
- Packaging will be designed for reuse, recycling, or composting
- Facilities that manufacture Disney-branded products will maintain a Higg Facility Environmental Module (FEM) or Disney-approved manufacturing assessment

Our materials goals focus on reducing the environmental impacts of high-volume or high-impact materials in our consumer products business, while also helping our manufacturing network become cleaner and safer. Collaboration with suppliers is underway to test and scale innovative material solutions, focusing on enabling commercially viable advancements and bringing these changes to life.

A key component of our work toward these goals is the use of a Disney-approved manufacturing certification or assessment, such as the Higg FEM. The Higg FEM assessment serves as a foundational tool for understanding environmental impacts within facilities that manufacture Disney-branded products. In calendar 2024, more than 70% of facilities utilized by vendors[†] completed the Higg FEM.

In 2024, we continued our efforts to source sustainable materials and recycled plastics for our products and packaging. We launched Create Your Own plush headbands, in which all plush attachments contain 100% recycled content stuffing. We followed a similar approach for three Tiana's Bayou Adventure Critters plush toys and nine *Inside Out 2* plush toys, which all contain 100% recycled content stuffing. Combined, these efforts represent 6.8 metric tons of recycled content and 8.8 metric tons of potential carbon dioxide (CO₂) emissions avoided.

In order to assess environmentally-preferred choices made at the product level, we are currently investing in programs and software that can quantitatively track the progress of our consumer products business against the company's environmental goals. These systems are expected to be rolled out by the end of calendar 2025.

SUSTAINABLE DESIGN



2030 Sustainable Design Goals

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

Disney's sustainable design strategy enables us to plan, build, and operate our facilities while minimizing emissions, water, and waste. As our businesses grow and new assets are built, we follow a set of internal Sustainable Design Standards that are aligned with our 2030 goals.

We worked to reduce our impacts on the environment throughout the design, construction, and operation of Disney Lookout Cay at Lighthouse Point, Disney Cruise Line's newest island destination in The Bahamas, which welcomed guests for the first time in 2024. For example, up to 90% of the expected electricity demand for the island destination has been designed to be met by on-site solar panels, equipped with battery storage. The site uses a reclaimed water system for irrigation, washdown, and flushing within its facilities, and features an innovative, open-trestle pier which extends to deep waters and prevented the dredging of a ship channel.

Our new state-of-the-art complex in New York City (shown below), which opened in fiscal 2024, has been designed to meet and exceed Disney's 2030 Environmental Goals. The building is on track to receive two LEED Platinum certifications in 2025—one for New Construction Core and Shell, and one for Interior—the highest level of certification from the U.S. Green Building Council.

Newly constructed Disney Vacation Club cabins at Disney's Fort Wilderness Resort in Walt Disney World Resort, were designed with sustainability in mind and opened to guests in summer 2024. The cabins were built on the existing land footprint with original cabin materials salvaged for reuse or recycling. Our pre-fabrication strategy minimized waste during construction. The new cabins will be 60% more efficient than the baseline design. They incorporate a heat reflective roof, high-efficiency HVAC units, LED lighting, and include electric vehicle charging. Landscaping at the new cabins uses native vegetation and does not require irrigation.



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

[‡] See footnote 6 on p. 34.

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

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NATURE



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

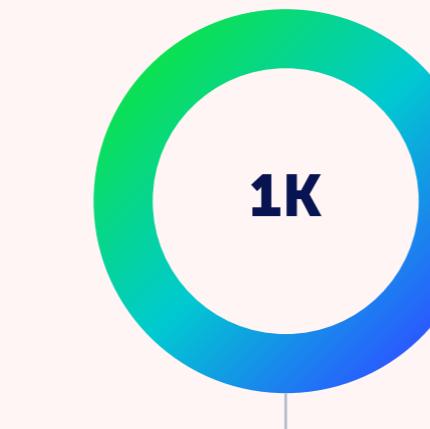
Disney Conservation

Since 1995, Disney has invested more than \$132 million through the Disney Conservation Fund (DCF), a company initiative that supports community-based solutions to protect wildlife and their habitats. In fiscal 2024, DCF invested more than \$7.6 million in grants to support nonprofit organizations working on the ground in nearly 30 countries. This included recognizing Dr. Jane Goodall's 90th birthday with a contribution to Jane Goodall's Roots & Shoots youth-led action program and making additional grants that recognize trailblazing women in conservation globally.

For the release of Disneynature's *Tiger*, Disney awarded a grant to the Wildlife Conservation Society to support their initiatives to safeguard the world's most endangered tigers. Other investments made through DCF supported the creation and restoration of habitats in Shanghai and France, empowered students through environmental education in Türkiye and the U.S., and expanded The Great Reef Census, a global marine conservation effort.



In grants from DCF since 1995[†]



Species of wildlife helped through organizations DCF has supported[†]



Acres of habitat protected globally by organizations DCF has supported[†]

Caring For Animals and the Environment

Disney's Animals, Science and Environment team leads the company's efforts to care for animals, connect people with animals and nature through immersive experiences and storytelling, and conserve our natural resources. The team introduced cutting-edge radio frequency identification (RFID) technology to help track and better care for the birds in our aviaries in fiscal 2024.

Celebrating Earth Month and OurHOME

In April 2024, we elevated stories to inspire action to protect, restore, and celebrate our planet. The ourHOME campaign featured compelling, earth-related content on a range of Disney channels and streaming services, including the release of National Geographic's award-winning *Secrets of the Octopus* documentary series and Disneynature's all-new feature film, *Tiger*.

Learn more:

[Disney Conservation](#)

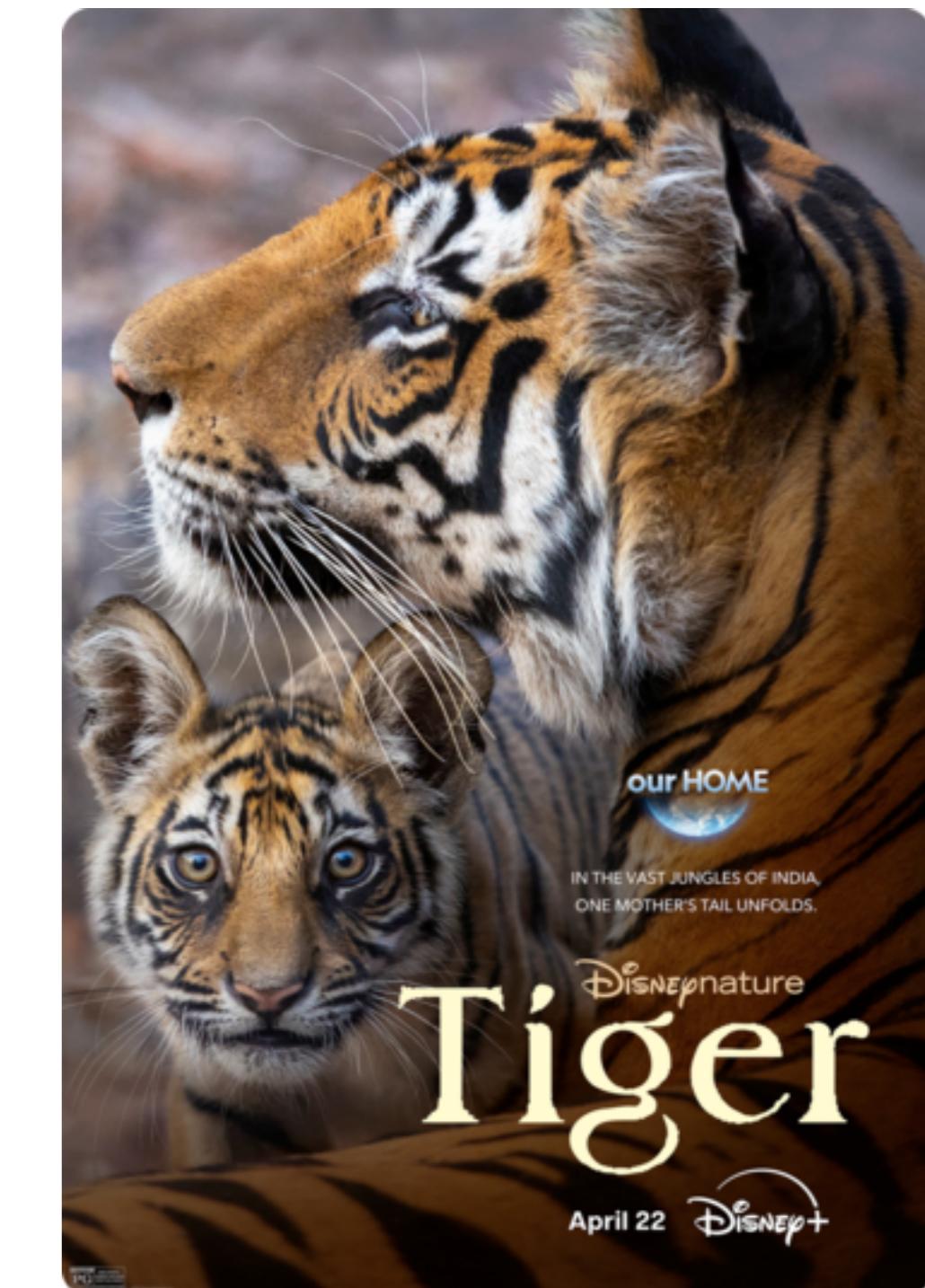


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OVERVIEW

We believe disclosure frameworks are helpful in providing our stakeholders with relevant and decision-useful information. As such, we regularly monitor existing and emerging frameworks to inform our sustainability practices and reporting. We measure year-over-year performance of certain metrics and include responses to select third-party, voluntary reporting framework indicators to help our stakeholders find the information that is important to them. We recognize third-party frameworks are quickly evolving, and we are evaluating which frameworks and disclosures will be helpful to stakeholders in the future.

As it relates to fiscal 2024, we currently align our disclosures to the following frameworks: the Sustainability Accounting Standards Board (SASB) Standards (now part of the International Financial Reporting Standards (IFRS) Foundation), the Task Force on Climate-related Financial Disclosure (TCFD), and the United Nations Sustainable Development Goals (SDGs).

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

TheWaltDisneyCompany.com

Impact.Disney.com

View our Annual Report on Form 10-K for the year ended September 28, 2024:

[Annual Report on Form 10-K](#)

Explore more policies and practices:

[ESG Reporting Center](#)

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SELECT POLICIES & PRACTICES

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

Governance

- [Global Tax Strategy Statement](#)
- [Political Giving & Participation in the Formulation of Public Policy](#)
- [Privacy Center](#)
- [Standards of Business Conduct](#)

People

- [2023 EEO-1](#)
- [2023 UK Modern Slavery Statement](#)
- [2023 Australia Modern Slavery Statement](#)
- [2023 Canada Modern Slavery Statement](#)
- [2024 Workforce Representation Dashboard](#)
- [2024 Pay Ratio Disclosure](#)
- [Charitable Giving Guidelines](#)
- [Conflict Minerals Policy](#)

- [Human Rights Policy](#)
- [International Labor Standards Program Manual](#)
- [Forced Labor Supplement Guide](#)
- [Nutrition Guidelines](#)
- [Permitted Sourcing Countries](#)
- [Smoking in Movies](#)
- [Supply Chain Code of Conduct](#)

Environment

- [2023 Emissions Verification](#)
- [2024 Emissions Verification](#)
- [2030 Environmental Goals White Paper](#)
- [2024 CDP Survey Response](#)
- [Environmental Policy](#)
- [Live Animals in Entertainment Policy](#)
- [Management of Chemicals in Consumer Products](#)
- [Natural Climate Solutions White Paper](#)
- [Paper Sourcing and Use Policy](#)

FISCAL 2024 DATA TABLE¹

Not Reported (NR)

Environmental Sustainability²

	2024	2023	2022	2021	2020
EMISSIONS (METRIC TONS CO₂e)³					
Scope 1 Emissions ^{4, 5}	921,163	993,347	901,714	503,221	614,971
Stationary Fuel	165,174	170,926	181,084	NR	NR
Mobile Fuel	720,766	793,721	696,695	NR	NR
Refrigerants, Livestock, Other	35,223	28,700	23,934	NR	NR
Scope 2 Emissions (location-based) ^{4, 5}	745,985	782,066	702,062	675,984	714,874
Scope 2 Emissions (market-based) ^{4, 5, 6}	572,653	727,414	679,506	687,042	681,456
Electricity	533,016	686,441	642,244	NR	NR
Chilled Water, Hot Water, Other	39,637	40,972	37,262	NR	NR
Total Scope 1 & 2 Emissions (location-based) ^{4, 5}	1,667,147	1,775,413	1,603,776	1,179,205	1,329,845
Total Scope 1 & 2 Emissions (market-based) ^{4, 5, 6}	1,493,816	1,720,761	1,581,220	1,190,263	1,296,427
Retired Carbon Credits ^{6, 7}	576,799	803,744	801,077	410,120	470,209
Net Emissions (market-based) ^{4, 6, 7}	917,017	917,017	780,143	780,143	826,218

	2024	2023	2022	2021	2020
EMISSIONS (METRIC TONS CO₂e)³					
Scope 3 Emissions ^{5, 8}	In Progress	10,849,252	10,637,943	NR	NR
Category 1 Purchased Goods and Services ^{9, 10, 11, 12}	In Progress	6,163,290	6,050,917	NR	NR
Category 2 Capital Goods ^{9, 11}	In Progress	524,813	552,929	NR	NR
Category 3 Fuel- and Energy-Related Activities ^{11, 13}	In Progress	420,059	525,322	NR	NR
Category 4 Upstream Transportation and Distribution ^{10, 14}	In Progress	230,767	369,196	NR	NR
Category 5 Waste Generated in Operations ¹⁵	In Progress	133,599	158,723	NR	NR
Category 6 Business Travel ^{9, 14}	In Progress	243,860	183,080	NR	NR
Category 7 Employee Commuting ^{11, 14}	In Progress	382,932	449,861	NR	NR
Category 8 Upstream Leased Assets ⁹	In Progress	31,455	5,084	NR	NR
Category 9 Downstream Transportation and Distribution ¹⁶	In Progress	NR	NR	NR	NR
Category 10 Processing of Sold Products ¹⁷	In Progress	NR	NR	NR	NR
Category 11 Use of Sold Products ¹⁴	In Progress	25,523	4,628	NR	NR
Category 12 End-of-Life Treatment of Sold Products ^{9, 10, 12}	In Progress	44,197	65,222	NR	NR
Category 13 Downstream Leased Assets ¹⁸	In Progress	70,364	77,697	NR	NR
Category 14 Franchises ^{9, 11, 12, 14, 19, 20}	In Progress	2,538,039	2,156,653	NR	NR
Category 15 Investments ⁹	In Progress	40,354	38,631	NR	NR

FISCAL 2024 DATA TABLE¹ (continued)**Environmental Sustainability² (continued)**

	2024	2023	2022	2021	2020
ENERGY					
Total Energy (MWh) ²¹	6,288,349	6,444,227	5,727,672	3,907,990	4,438,061
Total Electricity (MWh)	2,113,831	2,150,246	1,978,499	NR	NR
Percentage Grid Electricity ²²	34%	33%	35%	48%	42%
Total Zero Carbon Electricity (MWh) ²³	1,041,805	792,866	NR	NR	NR
Zero Carbon Electricity from Grid (MWh)	557,606	584,323	NR	NR	NR
Renewable Electricity from Unbundled RECs (MWh)	52	49,948	100,000	NR	NR
Renewable Electricity from Utility Green Power Programs (MWh)	479,511	157,115	118,145	NR	NR
Renewable Electricity from Owned Solar (MWh)	4,636	1,480	983	NR	NR
Percentage Zero Carbon Electricity ²³	49%	37%	34%	30%	NR
Percentage Renewables ²⁴	10.7%	5.5%	4.4%	5.3%	7.0%
Renewable Fuel (MWh)	185,906	145,549	33,015	NR	NR
WASTE²⁵					
Percentage of Operational Waste Diverted from Landfill and Incineration (Company) ²⁶	62%	61%	58%	61%	60%
Operational Waste Generated (Company) (U.S. Tons) ²⁶	252,165	244,363	215,423	138,785	152,048
Operational Waste Sent to Landfill (Company) (U.S. Tons) ²⁶	91,580	92,232	87,190	53,248	59,268

	2024	2023	2022	2021	2020
Operational Waste Diverted (Company) (U.S. Tons) ²⁶	157,146	148,793	125,945	85,283	90,480
Percentage of Operational Waste Diverted from Landfill and Incineration (Parks, Resorts, and Cruise Line) ²⁷	59%	58%	56%	60%	NR
Operational Waste Sent to Landfill (Parks, Resorts, and Cruise Line) (U.S. Tons) ²⁷	83,049	84,714	80,784	45,059	NR
WATER (BILLIONS OF GALLONS)²⁸					
Total Water Consumption	8.98	9.41	8.00	6.71	NR
Potable Water Consumed	6.77	7.26	6.16	5.09	4.99
Non-Potable Water Consumed	2.21	2.15	1.84	1.62	NR
SUSTAINABLE DESIGN^{25, 29}					
Percentage of Construction Waste Diverted from Landfill and Incineration	84%	90%	95%	96%	NR
Construction Waste Generated (U.S. Tons)	150,567	89,925	100,536	62,332	NR
Construction Waste Sent to Landfill (U.S. Tons)	19,678	8,963	4,997	2,183	NR
Construction Waste Diverted (U.S. Tons)	126,996	80,962	95,538	60,148	NR
MATERIALS					
Facilities that participate in Higg Index or maintain a sustainable manufacturing certification ³⁰	70%	>50%	NR	NR	NR

FISCAL 2024 DATA TABLE¹ (continued)

Workforce

	2024	2023	2022	2021	2020
EMPLOYMENT & EMPLOYMENT STATUS³¹					
Global Employees ^{32, 33}	233,000	225,000	220,000	190,000	203,000
Casual Seasonal (global) ³²	8%	7%	7%	5%	1%
Casual Ongoing (global) ³²	16%	16%	15%	16%	19%
Full-Time (global) ³²	76%	77%	78%	79%	80%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S.)	54%	55%	53%	54%	54%

	2024	2023	2022	2021	2020
TRAINING, DEVELOPMENT, AND COMPETITIVE PAY					
Trainings Offered (unique) ^{34, 35}	10,200	22,800	22,100	20,000	24,000
Number of Trainings Taken ³⁴	2,300,000	2,100,000	2,200,000	2,050,000	1,590,000
Median Wage Earnings for U.S. Disney ³⁶	\$21.00/hour	\$19.00/hour	\$17.50/hour	\$17.00/hour	\$17.00/hour

Workforce – Representation^{31, 37, 38, 39}

	2024	2023	2022	2021	2020
OVERALL WORKFORCE					
Women (global)	51.2%	51.2%	50.9%	50.3%	50.9%
People of Color (U.S.)	48.3%	46.1%	46.7%	46.3%	46.1%
Asian (U.S.)	7.7%	7.4%	7.4%	7.4%	7.3%
Black or African American (U.S.)	8.2%	8.0%	8.1%	8.6%	8.4%
Hispanic or Latino (U.S.)	28.9%	27.3%	27.9%	27.0%	27.1%
American Indian or Alaska Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.7%	0.7%	0.6%	0.6%	0.7%
White (U.S.)	44.9%	45.4%	47.3%	50.9%	51.1%
Two or More Races (U.S.)	2.5%	2.5%	2.4%	2.3%	2.4%
Not Disclosed (U.S.)	6.8%	8.5%	5.9%	2.7%	2.7%
EXECUTIVE					
Women (global)	45.8%	45.6%	45.5%	43.3%	41.8%
People of Color (U.S.)	29.1%	28.5%	27.5%	24.7%	22.5%
Asian (U.S.)	11.6%	11.5%	11.1%	10.2%	9.6%
Black or African American (U.S.)	6.9%	7.0%	6.8%	6.0%	4.9%
Hispanic or Latino (U.S.)	7.6%	7.4%	7.1%	6.3%	6.1%
American Indian or Alaska Native (U.S.)	0.2%	0.1%	0.2%	0.2%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.3%	0.3%	0.3%	0.2%	0.2%
White (U.S.)	68.1%	68.8%	69.9%	73.3%	76.1%
Two or More Races (U.S.)	2.5%	2.2%	2.1%	1.8%	1.4%
Not Disclosed (U.S.)	2.8%	2.7%	2.3%	1.9%	1.4%

	2024	2023	2022	2021	2020
MANAGER					
Women (global)	45.0%	45.0%	44.5%	43.3%	42.8%
People of Color (U.S.)	34.2%	33.0%	32.0%	30.2%	29.3%
Asian (U.S.)	11.4%	10.9%	10.8%	10.3%	10.0%
Black or African American (U.S.)	5.4%	5.6%	5.6%	5.6%	5.2%
Hispanic or Latino (U.S.)	14.1%	13.4%	12.7%	11.7%	11.6%
American Indian or Alaska Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.2%
Native Hawaiian or Pacific Islander (U.S.)	0.5%	0.5%	0.5%	0.4%	0.4%
White (U.S.)	63.1%	64.5%	65.6%	67.8%	69.3%
Two or More Races (U.S.)	2.4%	2.2%	2.1%	1.8%	1.8%
Not Disclosed (U.S.)	2.8%	2.5%	2.3%	2.0%	1.3%
BELOW MANAGER					
Women (global)	52.5%	52.4%	52.2%	51.9%	52.7%
People of Color (U.S.)	51.5%	48.9%	50.0%	50.0%	49.8%
Asian (U.S.)	6.9%	6.6%	6.7%	6.8%	6.8%
Black or African American (U.S.)	8.7%	8.5%	8.5%	9.3%	9.0%
Hispanic or Latino (U.S.)	32.3%	30.3%	31.3%	30.5%	30.4%
American Indian or Alaska Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.7%	0.7%	0.7%	0.7%	0.7%
White (U.S.)	40.9%	41.4%	43.3%	47.2%	47.2%
Two or More Races (U.S.)	2.6%	2.5%	2.5%	2.5%	2.5%
Not Disclosed (U.S.)	7.7%	9.7%	6.6%	2.9%	3.0%

FISCAL 2024 DATA TABLE¹ (continued)**Workforce – Representation & Movement**

	2024	2023	2022	2021	2020
WORKFORCE - EXCLUDING FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES⁴⁰					
OVERALL					
Women (global)	47.8%	NR	NR	NR	NR
People of Color (U.S.)	37.3%	NR	NR	NR	NR
Asian (U.S.)	11.7%	NR	NR	NR	NR
Black or African American (U.S.)	7.1%	NR	NR	NR	NR
Hispanic or Latino (U.S.)	15.0%	NR	NR	NR	NR
American Indian or Alaska Native (U.S.)	0.2%	NR	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.5%	NR	NR	NR	NR
White (U.S.)	59.5%	NR	NR	NR	NR
Two or More Races (U.S.)	2.8%	NR	NR	NR	NR
Not Disclosed (U.S.)	3.2%	NR	NR	NR	NR
Hires					
Women (global)	47.1%	NR	NR	NR	NR
People of Color (U.S.)	50.7%	NR	NR	NR	NR
Asian (U.S.)	18.2%	NR	NR	NR	NR
Black or African American (U.S.)	8.5%	NR	NR	NR	NR
Hispanic or Latino (U.S.)	18.5%	NR	NR	NR	NR
American Indian or Alaska Native (U.S.)	0.1%	NR	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.4%	NR	NR	NR	NR
White (U.S.)	45.3%	NR	NR	NR	NR
Two or More Races (U.S.)	5.0%	NR	NR	NR	NR
Not Disclosed (U.S.)	4.0%	NR	NR	NR	NR

	2024	2023	2022	2021	2020
WORKFORCE - EXCLUDING FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES (continued)					
PROMOTIONS					
Women (global)	51.6%	NR	NR	NR	NR
People of Color (U.S.)	36.0%	NR	NR	NR	NR
Asian (U.S.)	10.0%	NR	NR	NR	NR
Black or African American (U.S.)	5.0%	NR	NR	NR	NR
Hispanic or Latino (U.S.)	17.1%	NR	NR	NR	NR
American Indian or Alaska Native (U.S.)	0.2%	NR	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.6%	NR	NR	NR	NR
White (U.S.)	60.5%	NR	NR	NR	NR
Two or More Races (U.S.)	3.1%	NR	NR	NR	NR
Not Disclosed (U.S.)	3.6%	NR	NR	NR	NR
VOLUNTARY TURNOVER					
Women (global)	51.5%	NR	NR	NR	NR
People of Color (U.S.)	37.4%	NR	NR	NR	NR
Asian (U.S.)	11.8%	NR	NR	NR	NR
Black or African American (U.S.)	8.1%	NR	NR	NR	NR
Hispanic or Latino (U.S.)	13.7%	NR	NR	NR	NR
American Indian or Alaska Native (U.S.)	0.2%	NR	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.6%	NR	NR	NR	NR
White (U.S.)	58.6%	NR	NR	NR	NR
Two or More Races (U.S.)	2.9%	NR	NR	NR	NR
Not Disclosed (U.S.)	4.1%	NR	NR	NR	NR

FISCAL 2024 DATA TABLE¹ (continued)**Workforce – Representation & Movement (continued)**

	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020
FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES⁴⁰										
OVERALL										
Women (global)	53.4%	NR	NR	NR	NR	Women (global)	58.3%	NR	NR	NR
People of Color (U.S.)	54.6%	NR	NR	NR	NR	People of Color (U.S.)	48.4%	NR	NR	NR
Asian (U.S.)	5.3%	NR	NR	NR	NR	Asian (U.S.)	4.5%	NR	NR	NR
Black or African American (U.S.)	8.8%	NR	NR	NR	NR	Black or African American (U.S.)	6.3%	NR	NR	NR
Hispanic or Latino (U.S.)	37.0%	NR	NR	NR	NR	Hispanic or Latino (U.S.)	33.5%	NR	NR	NR
American Indian or Alaska Native (U.S.)	0.3%	NR	NR	NR	NR	American Indian or Alaska Native (U.S.)	0.4%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.8%	NR	NR	NR	NR	Native Hawaiian or Pacific Islander (U.S.)	0.7%	NR	NR	NR
White (U.S.)	36.5%	NR	NR	NR	NR	White (U.S.)	39.0%	NR	NR	NR
Two or More Races (U.S.)	2.4%	NR	NR	NR	NR	Two or More Races (U.S.)	3.0%	NR	NR	NR
Not Disclosed (U.S.)	8.9%	NR	NR	NR	NR	Not Disclosed (U.S.)	12.6%	NR	NR	NR
Hires										
Women (global)	53.3%	NR	NR	NR	NR					
People of Color (U.S.)	68.4%	NR	NR	NR	NR					
Asian (U.S.)	5.1%	NR	NR	NR	NR					
Black or African American (U.S.)	8.8%	NR	NR	NR	NR					
Hispanic or Latino (U.S.)	50.3%	NR	NR	NR	NR					
American Indian or Alaska Native (U.S.)	0.4%	NR	NR	NR	NR					
Native Hawaiian or Pacific Islander (U.S.)	0.8%	NR	NR	NR	NR					
White (U.S.)	29.5%	NR	NR	NR	NR					
Two or More Races (U.S.)	3.0%	NR	NR	NR	NR					
Not Disclosed (U.S.)	2.1%	NR	NR	NR	NR					

Social Impact

	2024	2023	2022	2021	2020
CHARITABLE GIVING					
Charitable Giving (cash, in millions) ⁴¹	\$104.6	\$86.1	\$97.1	\$87.1	\$80.4
Charitable Giving (in-kind donations, in millions) ⁴²	\$159.2	\$149.0	\$136.2	\$206.6	\$252.7
Total Charitable Giving (cash and in-kind donations, in millions) ^{41, 42}	\$263.8	\$235.1	\$233.3	\$293.7	\$333.1

FISCAL 2024 DATA TABLE¹ (continued)

Supply Chain

	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020
FACILITY FOOTPRINT^{43, 44}										
Aggregate Number of Facilities										
Manufacturing Disney-Branded Products During the Fiscal Year	43,100	43,500	44,000	43,700	43,300					
Total Number of Countries	98	99	106	103	99					
Number of Countries with 1% or Less of Total Facilities	83	83	90	87	86					
FACILITY FOOTPRINT: COUNTRY DATA^{43, 44}										
<i>Number of Facilities Manufacturing Disney-Branded Products by Country: # (% of total)</i>										
China	13,230 (31%)	12,950 (30%)	12,510 (28%)	12,070 (28%)	11,640 (27%)					
Japan	8,470 (20%)	8,170 (19%)	8,110(18%)	8,210(19%)	8,050(19%)					
USA	5,570 (13%)	5,750 (13%)	5,630 (13%)	5,540(13%)	5,470(13%)					
South Korea	1,730 (4%)	1,970 (5%)	2,100(5%)	2,120(5%)	2,090 (5%)					
India	1,260 (3%)	1,240 (3%)	1,340(3%)	1,240 (3%)	1,120 (3%)					
Brazil	1,220 (3%)	1,320 (3%)	1,570 (4%)	1,510 (4%)	1,460(3%)					
Taiwan	1,090 (3%)	1,260 (3%)	1,270 (3%)	1,360 (3%)	1,340 (3%)					
Italy	970 (2%)	1,030 (2%)	1,200 (3%)	1,290 (3%)	1,380 (3%)					
France	850 (2%)	870 (2%)	850 (2%)	870 (2%)	920 (2%)					
Portugal	750 (2%)	740 (2%)	720(2%)	750 (2%)	870 (2%)					
Turkey	750 (2%)	870 (2%)	960 (2%)	880 (2%)	780 (2%)					
United Kingdom	710 (2%)	750 (2%)	770 (2%)	780 (2%)	880 (2%)					
Vietnam	630 (1%)	580 (1%)	560 (1%)	550 (1%)	1% or less					
Spain	490 (1%)	460 (1%)	450 (1%)	470 (1%)	1% or less					
Germany	470 (1%)	480 (1%)	490 (1%)	520 (1%)	610 (1%)					
Hong Kong	410 (1%)	1% or Less	1% or Less	1% or Less	1% or Less					
All Other Facilities (in countries with < 1% of total facilities)	4,500 (9%)	5,060 (11%)	5,470 (12%)	5,540 (11%)	6,690 (15%)					
REMEDIATION^{45, 46}										
<i>Percentage of Audits with Findings Identified for Remediation</i>										
Child Labor						<1%	<1%	<1%	1%	<1%
Forced Labor						<1%	<1%	<1%	<1%	<1%
Coercion and Harassment						<1%	<1%	<1%	<1%	<1%
Non-Discrimination						<1%	<1%	<1%	<1%	<1%
Association						<1%	1%	<1%	<1%	<1%
Health and Safety: Factory						82%	85%	85%	85%	87%
Health and Safety: Dormitory						1%	2%	2%	2%	2%
Compensation: Minimum Wage						1%	2%	2%	4%	5%
Compensation: Overtime Wage						3%	4%	3%	5%	7%
Compensation: Overtime Hours						70%	70%	68%	70%	71%
Compensation: Social Benefits						63%	64%	63%	64%	65%
Protection of the Environment						13%	18%	22%	24%	28%
Other Laws						11%	14%	15%	17%	20%
Subcontracting						1%	1%	<1%	1%	1%
Monitoring and Compliance						4%	5%	4%	4%	5%
Publication						2%	2%	2%	1%	2%
FACILITY AUDITS^{45, 46}										
Percentage of Supplier Facilities Audited						37%	37%	35%	34%	32%
Percentage of Audits Conducted by a Third-Party Auditor						97%	97%	97%	96%	94%

FISCAL 2024 DATA TABLE¹ (continued)

Healthy Living⁴⁷

	2024	2023	2022	2021	2020
PERCENTAGE OF DISNEY-LICENSED WHOLESALE FOOD SALES THAT MEET OUR NUTRITION GUIDELINES					
Global	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target	84 %
North America	Meets 85% Target				

Footnotes

General

- Disney's fiscal year ends on the Saturday closest to September 30.

Environmental Sustainability

- Some previously published environmental data has been restated to reflect corrections, updates to methodology, and/or changes in emission factors.
- GHGs are measured and calculated according to the principles in the World Resources Institute and the World Business Council for Sustainable Development Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 Revised Edition" (GHG Protocol).
- The boundary for Disney's GHG emissions reporting includes owned and operated assets (such as theme parks and resorts, Disney Cruise Line, and commercial spaces), leased assets (such as office locations), as well as Productions (including feature films, television, theatricals, and sporting events). Direct CO₂ emissions from biogenic fuels are not included in the Scope 1 totals. They are as follows: Fiscal 2020: 16,799 MT CO₂e; Fiscal 2021: 22,662 MT CO₂e; Fiscal 2022: 4,890 MT CO₂e; Fiscal 2023: 36,393 MT CO₂e; Fiscal 2024: 46,526 MT CO₂e.
- A third-party validator has provided limited assurance of our Scope 1 and 2 GHG emissions since fiscal 2019, and Scope 3 GHG emissions for fiscal 2019, 2022, and 2023. Please see the "Document Center" at the bottom of our [ESG Reporting](#) website for Emissions Verification statements.
- We define "net emissions" and "net zero emissions" for our 2030 goals as follows: Scope 1 emissions plus Scope 2 emissions (market-based) minus carbon credits. Market-based emissions are used where available in calculating carbon credit retirements, total emissions, and net emissions. Scope 2 emissions (market-based) include emission reductions attributed to utility green power purchases, power purchase agreements, and unbundled energy attribute certificates. Our approach to carbon credits can be found in our [Natural Climate Solutions White Paper](#). We will have achieved our 2030 "net zero emissions" goal when "net emissions," as defined above, equals 0.
- Spend-based methodology estimates emissions for goods and services by collecting data on the economic value of goods and services purchased and multiplying that by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods).
- Hybrid methodology uses a combination of supplier-specific activity and/or emission data (where available) and secondary data to fill the gaps.
- Average data methodology estimates emissions for goods and services by collecting data on the mass (e.g., kilograms or pounds) or other relevant units of goods or services purchased, and multiplying by the relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good or service).
- Average product methodology involves estimating emissions for goods by collecting data on the mass or other relevant units of goods purchased and multiplying by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good).
- Fuel-based methodology involves determining the amount of fuel consumed (i.e., Scope 1 and 2 emissions of transport providers) and applying the appropriate emission factor for that fuel.
- Distance-based methodology involves determining the mass, distance, and mode of each transportation activity, then applying the appropriate vehicle-distance, mass-distance, or passenger-distance emission factor for the vehicle used.
- Waste-type specific methodology involves using emission factors for specific waste types and waste treatment methods.
- Emissions within this category were evaluated and determined not to be relevant. Activities identified as downstream transportation and distribution do not result in significant Scope 3 emissions for the company.
- Emissions within this category were evaluated and determined not to be relevant. The company does not have any activities that it characterizes as intermediate goods.
- Site-specific methodology involves identifying site-specific fuel and electricity, and applying the appropriate emission factors.
- Franchise-specific methodology involves collecting site-specific activity data or Scope 1 and 2 emissions data from franchisees.
- Asset-specific methodology involves collecting asset-specific (e.g., site-specific) fuel and energy use data, or Scope 1 and 2 emissions data from individual assets.
- Total energy includes electricity, natural gas, chilled water, hot water, steam, compressed air, renewable energy, and fuels. Fiscal 2020 and 2021 data exclude energy from Productions.
- Percentage grid electricity is purchased electricity consumption divided by total energy consumption.
- We define zero carbon electricity as any type of electricity generation that does not generate GHGs, such as solar, wind, geothermal, nuclear, and large-scale hydropower. Percentage zero carbon electricity is zero carbon electricity consumption divided by total electricity consumption.

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24. Percentage renewables is renewable energy consumption divided by total energy consumption. Renewable energy consumed includes renewable fuels and renewable electricity that we produce or purchase and match with Renewable Energy Certificates (RECs) or Guarantees of Origin (GOs). The renewable portion of the electricity grid mix, for which we do not possess RECs or GOs, is not included in this calculation.
25. Waste diverted includes waste prevention, donations, recycling, compost, anaerobic digestion, and thermal waste-to-energy. Total waste generated includes diverted waste, waste sent to landfill, and incineration without energy recovery. Incineration without energy recovery is not counted in total waste sent to landfill or total waste diverted—thus the two do not sum to total waste generated.
26. For total company operational waste data, facilities include theme parks and resorts, Disney Cruise Line, ESPN, enterprise-owned commercial and office spaces, and Pixar. Excluded are all leased properties, Disney Stores and Distribution Centers, TV stations, and all construction materials.
27. The boundary for this metric is Walt Disney World Resort, Disneyland Resort, Disneyland Paris, and Disney Cruise Line.
28. The boundary for Disney's water consumption includes owned and operated assets (theme parks and resorts, Disney Cruise Line, owned commercial and office spaces, Studios, and ESPN). Water consumption from Disney Stores and leased assets is excluded. Water data for Shanghai Disney Resort were not included in data prior to fiscal 2021.
29. Construction diversion rate includes data from annual facility asset planning construction projects and construction for new assets that became operational in the reporting year, in the U.S. and Europe only.
30. Only includes facilities utilized by vendors to manufacture Disney-branded products for U.S. Disney stores, U.S. Theme Park Merchandise, and disneystore.com. The Higg Index is a suite of tools for the measurement of value chain sustainability. The Higg FEM tool assesses environmental impacts of product manufacturing at facilities.

Workforce & Representation

31. Employee statistics generally reflect our employment base at the end of each fiscal year.
32. Headcount excludes dailies, freelancers, contractors, and domestic Disney employees not paid in the last 60 days.
33. Employee numbers are rounded to the nearest thousand.
34. Learning-related data are approximate and rounded. Data reflect courses offered through our top learning platforms: D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge. D Learn data represent all employees, excluding Pixar, and contract workers for all years, and Hulu employees prior to fiscal 2021. Data incorporates both required and non-required courses, including online courses, orientations, in-person classes, and on-demand content. Participants can attend more than one course and may view online content more than once, depending on their individual needs.
35. Data represent the number of unique courses offered. Prior to fiscal 2022, this metric measured the number of scheduled classes of a unique course. Methodology was updated to better reflect unique courses offered vs. courses consumed.
36. Almost all hourly full-time and part-time, non-tipped employees in our U.S. Disney Experiences business earn a base rate of at least \$18/hour, excluding the value of benefits for eligible employees. This metric excludes Walt Disney World College Program participants (this program is not comparable to other employment opportunities, as it includes other benefits such as housing and transportation), Disney Stores in select regions, and temporary daily hires. All employees earn minimum wage or higher. Median earnings for hourly employees are based on total earnings for total hours paid and includes the impact of overtime, shift premiums, and gratuities. Excludes the value of benefits for eligible employees.
37. Headcount not reported in Women includes Men, Nonbinary (where collected), and Non-Disclosed.
38. Headcount includes full-time and part-time employees, and excludes dailies, freelancers, contractors, casual seasonal, interns, and domestic TWDC employees not paid in the last 60 days. Domestic counts exclude Disney Cruise Line Shipboard. Percentages for Women based on global full- and part-time headcount. Percentages for People of Color include U.S.-based full- and part-time employees only. People of Color includes employees who are Asian American, Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, or Two or More Races.
39. "Executive" includes employees at the Director level and above. "Manager" includes employees at Manager levels. "Below Manager" includes employees that do not meet Executive or Manager criteria. In fiscal 2021 and prior, Twenty-First Century Fox (TFCF) Directors were included in Manager.
40. Due to rounding, total may not equal exactly 100%. Consistent with our current disclosures, gender is reported on a global basis and race and ethnicity is reported for the U.S., in line with the EEO-1 race and ethnicity categories. "Not Disclosed/Not Captured" reflects employees who did not select any ethnicity or selected "I wish not to answer." Due to the unique nature of our Frontline Operations businesses and roles, including the frequent and variable movement of cast members between such roles and how such movement is tracked, our Frontline Operations hiring and retention data are presented separately. Upward changes in job level from a Frontline Operations role into a non-frontline role are captured in the promotions data for the non-Frontline Operations workforce.

Social Impact

41. Charitable cash contributions include company-directed charitable cash donations, which includes contributions made by the Disney Conservation Fund, as well as employee-directed Matching Gifts grants and Disney VoluntEARS Grants.
42. In-kind support refers to non-cash contributions comprising tangible items or non-tangible support. Donations may include, but are not limited to, estimated values for merchandise, theme park tickets, food, public service announcements (PSAs), character/talent appearances, and other non-cash charitable support. Due to differences in distribution, viewership, programming, availability, pricing, marketplace demand, and other variables, PSAs are valued differently across our media platforms. For example, in some cases, PSAs are valued based on an average sales price for the time period. In other cases, the value is based on an average sponsor value across a day part rotation. Therefore, we do not use a single method to value PSAs.

Supply Chain

43. The supply chain for Disney-branded products experiences routine fluctuations in active facilities. In any given year, a significant number of new facilities may become authorized to produce Disney-branded products, which complicates any year-to-year comparison. In fiscal 2024, the facility count shown includes approximately 2,000 suppliers beyond Tier 1 that are subject to the purview of the Disney International Labor Standards (ILS) program.
44. Facility footprint data includes all facilities authorized to manufacture Disney-branded products at any point during the fiscal year. With respect to TFCF intellectual property, as contracts are newly executed, renewed, or amended, with respect to the manufacturing of products, the facilities producing such goods fall under the purview of the Disney ILS Program, and are included in the facility footprint data. Aggregate facility data and country facility data are approximate and rounded.
45. Disney uses the World Bank's Governance Indicators as the primary resource for identifying and comparing areas of risk and determining where to focus our monitoring resources and requirements. Please refer to our [Permitted Sourcing Countries Policy](#).
46. Fiscal 2023 and 2024 supplier audit data includes suppliers beyond Tier 1. Fiscal years prior to 2023 included only Tier 1 suppliers. The Disney ILS Program works toward ongoing and sustainable improvement in working conditions at facilities producing Disney-branded products. All Code of Conduct violations identified in active facilities as the result of audits or assessments must be corrected or remediated within the time periods and in the manner established by the Disney ILS Program as a condition of continued use of the facility for the production of Disney-branded products.

Healthy Living

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

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SASB INDEX

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



Topic	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
GREENHOUSE GAS EMISSIONS	<p>Gross Global Scope 1 emissions</p> <p>Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets</p>	<ul style="list-style-type: none">• Fiscal 2024 Data Table & Data Table Footnotes, pp. 28, 34• 2030 Environmental Goals White Paper• 2024 CDP Survey Response• Emissions, pp. 21-23	TR-CL-110a.1 TR-CL-110a.2
ENERGY MANAGEMENT	<p>(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable</p>	<ul style="list-style-type: none">• (1, 2, 3) Fiscal 2024 Data Table & Data Table Footnotes, pp. 29, 34	TC-IM-130a.1; SV-LF-130a.1; SV-HL-130a.1; FB-RN-130a.1
WATER MANAGEMENT	<p>(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress</p>	<ul style="list-style-type: none">• (1, 2) Fiscal 2024 Data Table & Data Table Footnotes, pp. 29, 34• We are disclosing total potable water consumption and total non-potable water consumption at this time	TC-IM-130a.2; SV-HL-140a.1; FB-RN-140a.1
WASTE MANAGEMENT	<p>(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted</p>	<ul style="list-style-type: none">• (1, 3) Fiscal 2024 Data Table & Data Table Footnotes pp. 29, 34-35• (2) Not reported	FB-RN-150a.1
LABOR CONDITIONS IN THE SUPPLY CHAIN	<p>Percentage of</p> <p>(1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor</p> <p>(1) Priority non-conformance rate and (2) associated corrective action rate for suppliers' labor code of conduct audits</p>	<ul style="list-style-type: none">• (1) Fiscal 2024 Data Table & Data Table Footnotes, pp. 33, 35• (2) Not reported• (3) Percentage of Tier 1 audits conducted by a third-party auditor provided in Fiscal 2024 Data Table & Data Table Footnotes, pp. 33, 35 <p>• (1) Priority nonconformance rate was 13% • Priority nonconformance rate is defined as the percentage of audits with findings where facilities failed to meet Disney's Minimum Compliance Standards. For more information, see the ILS Program Manual • (2) Corrective action rate was 87% • See ILS Program Manual for more information about expectations and timelines for corrective action</p>	CG-AA-430b.1 CG-AA-430b.2
	<p>Description of the greatest</p> <p>(1) labor and (2) environmental, health, and safety risks in the supply chain</p>	<ul style="list-style-type: none">• (1, 2) Supply chain assessments identify the most common risks to be in the areas of health and safety, overtime hours, and social benefits; see Fiscal 2024 Data Table & Data Table Footnotes, pp. 33, 35. We understand that supply chain assessments may not fully capture some underreported issues, such as sexual harassment, forced labor, and interference with freedom of association. We continue to explore additional methods for gaining such visibility. Our supply chain policy commitments are described in our ILS Program Manual, Human Rights Policy, Conflict Minerals Policy, UK Modern Slavery Statement 2023, Australia Modern Slavery Statement 2023, Canada Modern Slavery Statement 2023, and Paper Sourcing and Use Policy• Supply Chain, p. 10	CG-AA-430b.3

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Topic	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	• (1) Fiscal 2024 Data Table & Data Table Footnotes, pp. 29 , 35	CG-AA-430a.2
WORKFORCE DIVERSITY	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals, and (d) all other employees	• Fiscal 2024 Data Table & Data Table Footnotes, pp. 30 - 32 , 35 • Workforce Representation Dashboard • Employee Engagement & Inclusion, pp. 17 - 18 • (1, 2) Please see our 2023 EEO-1 report for data that align with SASB categories. We believe the information provided in our Fiscal 2024 Data Table is more informative and reflects the various facets of Disney's workforce	SV-ME-260a.1 TC-IM-330a.3
LABOR PRACTICES	Programs and policies for fostering equitable employee representation across global operations (1) Voluntary and, (2) involuntary turnover rate for restaurant employees (1) Average hourly wage and (2) percentage of lodging facility employees earning minimum wage, by region (1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region Description of policies and programmes to prevent worker harassment	• (1) Fiscal 2024 Data Table & Data Table Footnotes, pp. 31 - 32 , 35 • (1) Workforce Representation Dashboard • (2) Not reported • (1, 2) Fiscal 2024 Data Table & Data Table Footnotes, pp. 30 , 35 • Comprehensive Total Rewards, p. 16 • (1, 2) Fiscal 2024 Data Table & Data Table Footnotes, pp. 30 , 35 • Comprehensive Total Rewards, p. 16 • Standards of Business Conduct , pp. 9-10, 37-38 • Ethics, p. 9 ; Human Rights, p. 10 ; Supply Chain, p. 10 ; Workplace Safety, p. 11	SV-HL-310a.1 SV-HL-310a.3 FB-RN-310a.2 SV-HL-310a.4
JOURNALISTIC INTEGRITY & SPONSORSHIP IDENTIFICATION	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm	• (1, 2, 3) Journalistic Integrity Topic Brief	SV-ME-270a.3
NUTRITIONAL CONTENT	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	• (1) Not disclosed • (2) Nearly 100% of all food and beverage advertising on our media platforms oriented to kids and families meets Disney Nutrition Guideline standards [†] • Responsible Advertising & Marketing, p. 14	FB-RN-260a.3

[†] Disney Nutrition Guideline standards are informed by national dietary guidelines and focus on limiting calories, fats, sugars, and salt while promoting consumption of fruits, vegetables, whole grains, lean protein, and low-fat dairy.

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Topic	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
DATA PRIVACY	Description of policies and practices relating to targeted advertising and user privacy	<ul style="list-style-type: none"> We are committed to giving customers transparency into our data collection and use practices and having robust controls over how we use data Our guest privacy policy describes how customers' information is collected and used, as well as the very limited circumstances under which customer data may be shared with third parties. That policy also contains information about choices consumers must make to limit the use of their data for targeted advertising and direct marketing purposes. Links to our guest privacy policy, as well as the control mechanisms for limiting targeted advertising, can be found on our Privacy Center Privacy Policy Children's Privacy Policy Privacy, p. 13 	TC-IM-220a.1
DATA SECURITY STANDARDS	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> Information Security, p. 13 	TC-IM-230a.2
DATA SECURITY STANDARDS	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> Disney strives to foster a culture that values intellectual property protection to promote creativity, storytelling, and innovation, as well as to maintain consumer trust. We engage in practices that protect Disney's intellectual property, including our brands, characters, and content. We respect the intellectual property rights of others and do not knowingly use the intellectual property of third parties without appropriate rights. Disney is committed to following intellectual property laws in the markets in which we operate and also requires all employees to respect third-party intellectual property rights. We have also implemented internal intellectual property policies and trainings to increase awareness and respect for intellectual property rights among all Disney employees 	TC-IM-230a.2

ACTIVITY METRIC(S)	LOCATION/RESPONSE	SASB CODE
Households reached by broadcast TV	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, pp. 10-12 	SV-ME-000.A
Subscribers to cable networks	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, pp. 10-12 	SV-ME-000.A
Subscribers to streaming services ("Entity-defined measure of user activity")	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, pp. 45, 49 (1)(2) Fiscal 2024 Data Table & Data Table Footnotes pp. 33, 35 	TC-IM-000.A
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1		CG-AA-000.A
Total number of media productions and publications produced	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, p. 6 	SV-ME-000.B
Number of manufacturing facilities, percentage outsourced	<ul style="list-style-type: none"> Number of manufacturing facilities provided in Fiscal 2024 Data Table & Data Table Footnotes pp. 33, 35 	CG-TS-000.B
Number of available room-nights	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, p. 51 	SV-HL-000.A
Average occupancy rate	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, p. 51 	SV-HL-000.B
Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, (3) franchised	<ul style="list-style-type: none"> (1, 2) The Walt Disney Company Fiscal Year 2024 Annual Report on Form 10-K, pp. 15-19 (3) Not reported Five of the hotels located in Shanghai and Hong Kong are owned via a joint venture where our ownership is less than 50% Disney Vacation Club offers ownership interest in 16 resort facilities, which are operated as hotel rooms when not occupied by Vacation Club members 	SV-HL-000.D

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In line with the Task Force on Climate-related Financial Disclosures (TCFD)'s recommendations, each year we publicly disclose our climate-related information, primarily through our [CDP Survey Response](#).

In the following index, we provide a mapping of TCFD's disclosure recommendations to our CDP responses to make clear where to find comparable information regarding how we approach and manage climate risks and opportunities.

Topic	Description	Complete TCFD Disclosure Requirement	CDP 2024
Governance	Degree of board oversight	a) Describe the Board's oversight of climate-related risks and opportunities.	4.1.2
	Management's role	b) Describe management's role in assessing and managing climate-related risks and opportunities.	4.3
Strategy	Climate-related risks and opportunities	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2.1, 3.1, 3.1.1, 3.6, 3.6.1
	Impacts of risks and opportunities	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1, 5.3.2
	Resilience of the organization's strategy	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	5.1, 5.1.1, 5.1.2
Risk Management	Climate risk identification process	a) Describe the organization's processes for identifying and assessing climate-related risks.	2.1, 2.2.1, 2.2.2
	Climate risk management process	b) Describe the organization's processes for managing climate-related risks.	2.1, 2.2.1
	Integration with other risk management processes	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2.1, 2.2.1
Metrics & Targets	Identify risk assessment metrics	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	7.52, 7.54, 7.54.1, 7.54.2
	Identify GHG emissions	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	7.6, 7.7, 7.8
	Identify targets and risk metrics	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	7.53, 7.53.1, 7.54, 7.54.1, 7.54.2

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SDG INDICATORS

Below we provide select examples of how our sustainability and social impact programs support the SDGs, a collection of 17 global goals intended to provide a shared blueprint to achieve a better future for all.



UN SDG 3: Good Health & Well-Being

Governance

Supply Chain: Management of chemicals is part of our supplemental health and safety guide

Product Safety: Management of chemicals in consumer products

People

Comprehensive Total Rewards

Employee Health & Well-Being: Mental Health: Our Employee Assistance Program (EAP) supports emotional well-being



UN SDG 6: Clean Water & Sanitation

Environment

Water:

- Watershed Stewardship
- Water Conservation

Sustainable Design



UN SDG 7: Affordable & Clean Energy

Environment

Emissions

Sustainable Design:

- Disney Lookout Cay
- Disney's Fort Wilderness Resort



UN SDG 10: Reduced Inequalities

Governance

Human Rights: Human Rights Policy

People

Comprehensive Total Rewards: Equitable Pay

Commitment: Our 2024 adjusted pay ratio analysis includes gender, race, and ethnicity

Employee Engagement & Inclusion

Talent Development



UN SDG 13: Climate Action

Environment

Emissions:

- Pathway to Net Zero Emissions for Direct Operations (Scope 1 & 2)
- Reducing Scope 3 Emissions and Engaging Suppliers and Licensees

Sustainable Design: Disney Lookout Cay includes on-site solar panels equipped with battery storage



UN SDG 14: Life Below Water

Environment

Water

Sustainable Design: Disney Lookout Cay includes an innovative open-trestle pier that extends to deep water

Nature: ourHOME campaign



UN SDG 15: Life on Land

Environment

Emissions

Sustainable Design: Disney Lookout Cay

Nature



UN SDG 16: Peace, Justice & Strong Institutions

Governance

Corporate Governance

Ethics:

- Our Standards of Business Conduct
- Anti-Corruption

Human Rights: Human Rights Policy

Supply Chain: International Labor Standards



UN SDG 17: Partnerships for the Goals

Approach

Stakeholder Engagement & Participation

Environment

Nature

A wide-angle photograph of Disneyland's Main Street, U.S.A. The iconic Disney Castle stands prominently in the center background, its blue roofs and gold spires reaching towards a clear blue sky. The street is lined with classic American-style buildings, including a large clock tower on the left and various storefronts like "Main Street Station" and "Crystal Arts". The architecture is a mix of Victorian and early 20th-century styles. The overall atmosphere is bright and sunny.

The Walt Disney Company

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