



**2022
Corporate Social
Responsibility Report**





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Introduction

At The Walt Disney Company, 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 our founding nearly 100 years ago, storytelling has fueled our Company, and contributing positively to our communities has been integral to how we operate. This report shares our track record and ongoing efforts to make the world better for individuals, families, and communities through our stories, experiences, operations, and philanthropy.

We inspire a world of belonging by embracing stories and storytellers who reflect the life experiences of people from across the globe. In fiscal 2022, we released award-winning and critically acclaimed films and shows that respect and celebrate different communities, such as *Encanto*, *Abbott Elementary*, *Prey*, *Turning Red*, *Reservation Dogs*, and *Ms. Marvel*, among others.

We also continue to make progress toward a workforce reflective of the audiences and guests we serve. This past year we continued to invest in programs like Disney's Veterans Institute, Disney on the Yard, Women's Talent Network, and Black Talent Network, to help attract and develop a more diverse workforce at all levels. We also celebrated the 10th anniversary of our Heroes Work Here program, which has resulted in more than 12,500 veterans being hired across the Company through the end of 2022. And we launched Disney Future Storytellers to increase access to careers in media, entertainment, technology, and hospitality. Additionally, more than \$140 million of our charitable giving was directed to programs serving underrepresented communities.

We encourage a world in balance by lowering the environmental impact of our operations and investing in wildlife care and conservation.

This past year we launched the *Disney Wish*, designed to be among the most energy-efficient cruise ships on the water. We also continued to reduce the environmental impact of our productions and received 58 Green Seals and 38 Gold Seals from the Environmental Media Association. In December 2022, we updated our emission reduction goals to include our broader value chain and we plan to submit our goals to the Science Based Targets initiative for validation. And our Disney Conservation Fund contributed nearly \$6.7 million in grants to more than 60 nonprofit organizations across 32 countries.

We support a world of hope and deliver joy, comfort, and peace of mind to our communities when they're needed most through our charitable giving, which totaled approximately \$233 million in fiscal 2022. We have now invested more than \$75 million in our \$100 million hospital initiative to bring the positive power of Disney stories and characters to more than 700 children's hospitals and pediatric places of care around the world. We also continue to grant thousands of wishes annually to children facing critical illness.

Our success, however, is defined not by our efforts, but by the actual good we do for the communities we serve. True community engagement is about more than writing a check. Through our Disney VoluntEARS program, our employees and cast members worldwide have collectively contributed nearly 13 million hours of service to their communities since the program was started nearly 40 years ago.

We continue to invest in our people. The underlying character of our Company comes from the hard work, energy, and dignity of our people. Investing in the health, safety, and overall well-being of our employees; providing opportunities for development and career mobility; and maintaining a supportive, respectful workplace require concrete solutions. In 2022, we expanded our education investment and career development program, Disney Aspire, and launched a new virtual leadership program for senior leaders called Disney IGNITE. We also reported adjusted pay ratios, which were at least 99% across gender, race, and ethnicity in the U.S.

We are focused on operating responsibly and on conducting our business in accordance with high standards of ethics. In 2022, we updated our Human Rights Policy, enhanced our Supply Chain Code of Conduct, and celebrated the 10th anniversary of our Supply Chain Investment Program, which provides grant funding to support tools and programs that improve working conditions and enhance accountability in global supply chains.

As you read this report, we hope you share our excitement about the progress we made this past year and the many opportunities ahead to deliver meaningful impact from our efforts. We are excited to celebrate our 100th anniversary; create even more magical experiences; and further serve our employees, guests, consumers, and communities in 2023 and beyond.



Our Approach

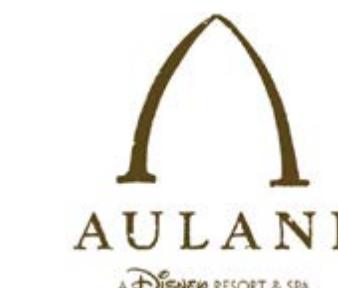
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OUR BUSINESSES

The mission of The Walt Disney Company 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.



SETTING OUR CSR PRIORITIES & STRATEGY

Since the Company's founding nearly 100 years ago, operating responsibly has been an integral part of our DNA.

Our corporate social responsibility (CSR) efforts address the expectations of our people, consumers, communities, and investors, and help us to attract, retain, and develop talented and diverse creators, cast members, and employees, all of whom contribute to our business success. We take a strategic approach to setting our CSR priorities, addressing issues that are important to our businesses and to the communities where we operate. We regularly monitor issues and evolve our efforts to ensure we remain focused on the economic, environmental, and societal matters that impact those we serve.

Disney strives to inspire a **world of belonging** by embracing broad representation and respect for every individual in our workplace, storytelling, and communities; a **world in balance** by taking action to create a cleaner, safer, and healthier world; and a **world of hope** by supporting our communities, especially children. We are also **investing in our people** and **operating responsibly**. Working together, side by side, our first responsibility is to have a meaningful, measurable, and positive impact on the people we serve. This report details our key actions across these focus areas and describes how we've continued to implement our CSR strategy across our offerings, operations, and charitable giving initiatives. Inclusion of information in this report should not be construed as a characterization of the materiality or financial impact of that information.

We are committed to creating a better world for the people we serve

Focus Areas



World of Belonging

DIVERSITY, EQUITY & INCLUSION

Create authentic and unforgettable stories that inspire global audiences



World in Balance

ENVIRONMENT & CONSERVATION

Help change the course of our planet's story, creating a healthier home for people and wildlife



World of Hope

COMMUNITY

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

Foundational Pillars



Investing in Our People

Foster a culture where employees are inspired and empowered to do their best work



Operating Responsibly

Operate our businesses with integrity and adopt governance policies that reflect our stakeholders' interests

These topics inform our CSR strategy and practices and are addressed in this report as well on our website:

FISCAL 2022 HIGHLIGHTS

(All data points are for fiscal 2022 unless otherwise noted)

World of Belonging

DIVERSITY, EQUITY & INCLUSION

We are committed to cultivating a welcoming and respectful workplace, creating content and experiences that inspire our global audiences, and collaborating with community organizations to make our industries accessible to all.

7 out of 11 Board of Director nominees at our 2023 Annual Meeting

Are women and/or racially/ethnically diverse

~47% of our U.S. employees

Were People of Color

~51% of our employees worldwide

Were women

12,500+ veterans hired

Through our Heroes Work Here initiative from 2012 through the end of 2022; celebrated the program's 10th anniversary

\$800+ million

Spent with diverse suppliers¹

\$5 million

Pledged to organizations serving the LGBTQIA+ community

World in Balance

ENVIRONMENT & CONSERVATION

Through our 2030 environmental goals, we are working to reduce emissions, use and waste less, lower the impact of our products, build sustainably, and inspire communities to protect the magic of nature together.

Scope 1, 2 & 3 emissions targets

Plan to submit emissions targets to the Science Based Targets initiative in 2023

200+ megawatts of solar capacity

Commissioned or announced as of fiscal 2022

58% of total Company operational waste

Diverted from landfill and incineration

~\$6.7 million in Disney Conservation Fund grants

Supported 60+ nonprofits focused on species and habitat protection

Environmental Media Association awards

Two EMAs awarded, as well as 58 Green Seals and 38 Gold Seals

World of Hope

COMMUNITY

We support communities around the world in ways only Disney can, leveraging the power of our stories and beloved characters, reach of our platforms, and employee and cast member talents.

\$230+ million total charitable giving

Including \$140+ million directed to programs serving underrepresented communities²

480,000+ volunteer hours

Contributed by employees and cast members through Disney VoluntEARS

Expanded children's hospital concepts and experiences

In several U.S. states, Singapore, Japan, India, and eight countries across the Europe, Middle East & Africa region

160,000+ toys collected

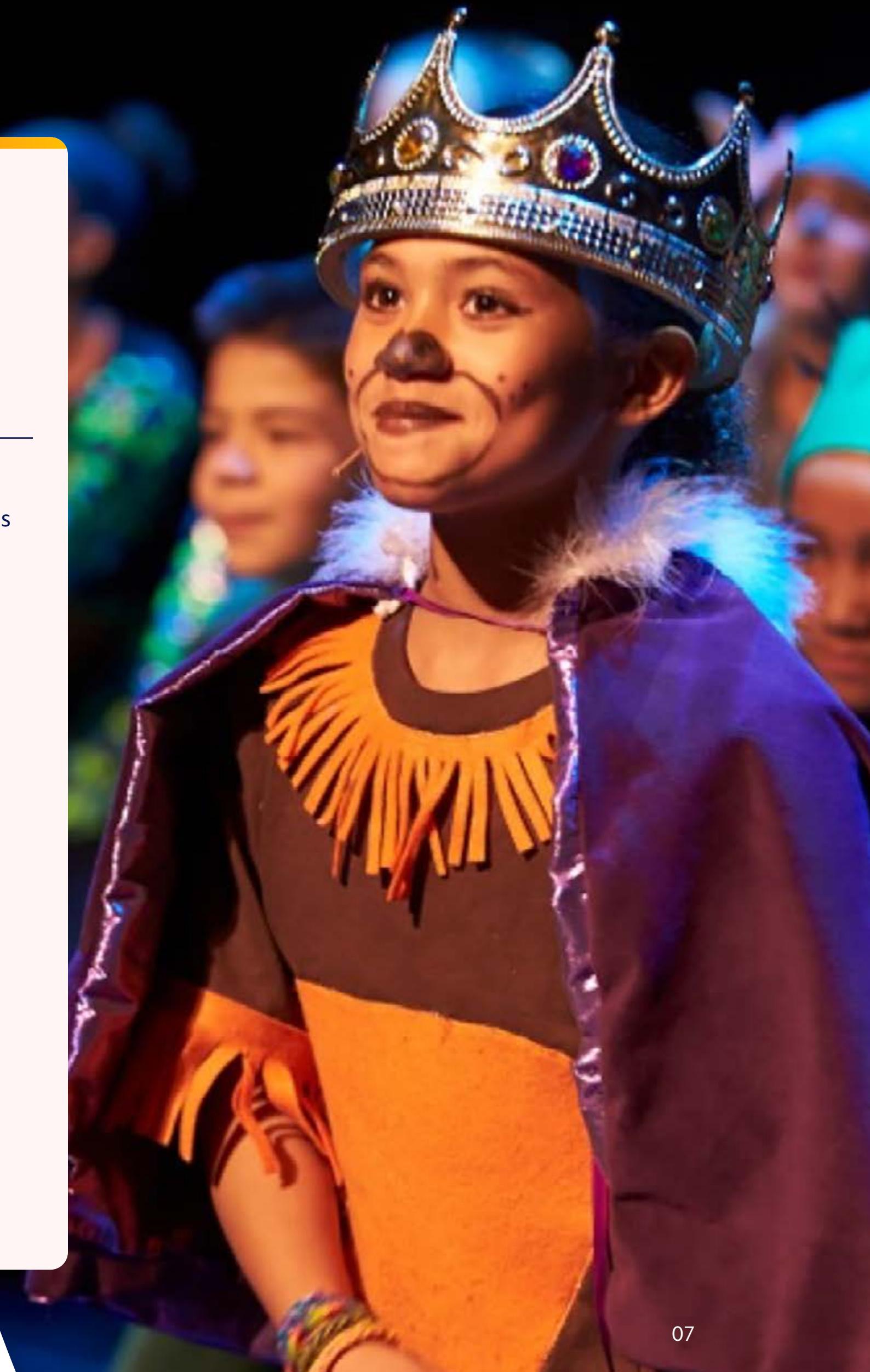
Through the Disney Ultimate Toy Drive for the Marine Toys for Tots Program

3+ million books

Donated to First Book to support under-resourced educators and children

\$3+ million raised for UNICEF

Via ABC News coverage and on-air mentions across our networks to support the humanitarian crisis in Ukraine



¹ See footnote 7 on p. 26.

² See footnote 3 on p. 12.

FISCAL 2022 HIGHLIGHTS (continued)

(All data points are for fiscal 2022 unless otherwise noted)

Investing in Our People

Our employees are at the heart of every one of our stories and are the reason we can entertain, inform, and inspire people all over the world. We are focused on investing in our peoples' health, safety, and overall well-being; creating a supportive and inclusive culture; and providing opportunities for growth, development, and career mobility.

~13,000 employees

Enrolled in Disney Aspire, our education investment and career development program

99%+ adjusted pay ratios

Across gender, race, and ethnicity in the U.S. as of June 2022

35 mentoring programs

An increase from 13 programs in fiscal 2021, with overall enrollment increasing by ~44%

Launched Disney IGNITE

New learning experience for senior leaders, focused on empowering them to be more confident in leading with care and a people-first mindset

~2.2 million employee learning sessions

Taken online or in-person through D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge—our top learning platforms

First Global Well-Being Week

Spotlighting the wide-ranging physical, mental, and financial benefits we offer employees

Operating Responsibly

We are committed to operating our businesses with integrity and adopting governance policies that represent our stakeholders' interests, and we are committed to conducting business in accordance with high standards of business ethics and complying with applicable laws, rules, and regulations.

Updated Human Rights Policy

Refreshed our human rights policy and human rights reporting on our website

Enhanced Supply Chain Code of Conduct

Expanded and enhanced our Supply Chain Code of Conduct

\$24+ million contributed to our Supply Chain Investment Program

Since 2012, and celebrated our 10th anniversary of driving improvements in working conditions

~100% of food & beverage advertising

Across our media platforms oriented to kids and families met our nutrition guidelines

Expanded digital wellness education

With new programs in Belgium, Bulgaria, Kenya, Nigeria, and South Africa



Examples of Recent Awards & Recognition

World's Most Admired Companies, #5
Fortune, February 2022

America's Most Responsible Companies, #39
Newsweek & Statista, December 2022

Dow Jones Sustainability Index North America
S&P Global Dow Jones Indices, December 2022

FTSE4Good Global Index
FTSE Russell, August 2022

First Tier Company
CPA Zicklin Index, October 2022

Corporate Equality Index, Perfect Score, 16th consecutive year
Human Rights Campaign Foundation, January 2022

Best Places to Work for Disability Inclusion, 100% Score
Disability:In, August 2022

Distinguished Supplier Diversity Award
Minority Business Development Agency, September 2022

Forefront 50 Award
National Minority Supplier Development Council, October 2022

6 Environmental Media Awards nominations, 2 wins
Environmental Media Association, October 2022

58 Green Seals and 38 Gold Seals
Environmental Media Association, October 2022

Annual Sustainable Innovation Award for Corporate Sustainability
U.S. Green Building Council, December 2022

Best Employers: Excellence in Health & Well-being
Business Group on Health, April 2022

Corporate Partner of the Year
Student Veterans of America, January 2022

10 National Edward R. Murrow Awards for Journalism
Radio Television Digital News Association, August 2022

8 Salute to Excellence Awards
National Association of Black Journalists, August 2022

5 Annual Safety Awards
Unified Safety Council, March 2022

Central Florida Diversity Champion Award
The National Association of Minority Contractors, November 2022

Ocean Champion Award
International Fund for Animal Welfare, August 2022

4 GLAAD Media Awards
33rd Annual GLAAD Media Awards, April 2022



CSR OVERSIGHT & ACCOUNTABILITY

CSR at Disney is led by our Executive Vice President (EVP), Corporate Social Responsibility, Jennifer Cohen, who reports to our Chief Executive Officer. She works in close collaboration with our Chief Financial Officer, Chief Human Resources Officer, Chief Diversity Officer, Chief Compliance Officer, General Counsel, Investor Relations, Global Public Policy, Government Relations, our segment business leaders, and their respective teams. Together they develop strategies, policies, programs, and other initiatives to address our priorities across our offerings, operations, and philanthropic giving.

Additionally, the Governance and Nominating Committee of the Board has oversight of CSR programs and reporting. Our EVP of CSR provides updates on CSR topics to the Committee throughout the year and presents to the full Board at least annually. The Board has also delegated oversight of specific topics to certain committees. The Governance and Nominating Committee oversees human rights policies and lobbying and political strategy. The Audit Committee oversees cybersecurity and data security risks and mitigation strategies. And the Compensation Committee oversees workforce equity matters. This includes compensation of the Company's executive officers; for example, diversity has been included as a factor in the executive bonus plan for many years, and in fiscal 2022, diversity and inclusion again had the highest weighting among nonfinancial objectives.

Read more about our approach to corporate governance:

Read about our compensation structure:

Framework Alignment

You will see relevant icons in various sections throughout this report to demonstrate where our efforts align with specific United Nations Sustainable Development Goals (SDGs)—a collection of global goals intended to create a cleaner, safer, and healthier future for all. And you will see the Sustainability Accounting Standards Board (SASB) logo followed by relevant indicators—a set of standards to guide the disclosure of sustainability information by companies to their investors:

SDG ICONS



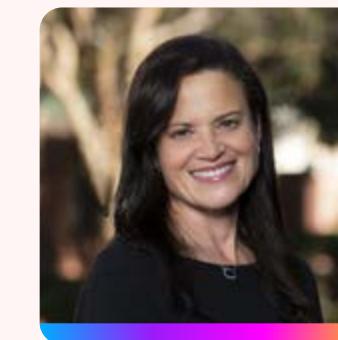
SASB LOGO



Read more about how our disclosures align with these frameworks, along with an index for Task Force on Climate-related Financial Disclosures (TCFD) indicators:

For an index of Global Reporting Initiative (GRI) indicators that correspond to our disclosures, visit our website:

“ We are committed to operating respectfully and responsibly in all that we do, and having a meaningful, positive impact on all the communities and people we serve. **”**



Jennifer Cohen
Executive Vice President,
Corporate Social
Responsibility,
The Walt Disney Company

STAKEHOLDER ENGAGEMENT & PARTICIPATION



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

We maintain relationships with the stakeholders and communities we serve through ongoing dialogue. We work with a variety of stakeholders representing diverse perspectives—including consumers, employees, industry and business communities, nonprofit and social impact organizations, and shareholders—as we believe this can enhance our ability to identify opportunities and, in some cases, solutions to some of our most pressing challenges. We also engage on policy issues both directly and through industry associations on issues relevant to our businesses. Ongoing and responsive engagement with key stakeholders continues to inform our CSR strategy, goals, and initiatives.

Community Group	Examples of Engagement	Objective of Engagement
CONSUMERS	<ul style="list-style-type: none"> • Consumer surveys • Focus groups • Fan events • Social media interactions • Customer service emails and calls • Cause marketing campaigns 	Our customer engagement approach helps us better understand what our consumers expect from us. For example, it helps inform how we can utilize our unique content and experiences to inspire millions globally to show up as a force for good in our world.
EMPLOYEES	<ul style="list-style-type: none"> • Employee surveys and focus groups • Town halls • Conversations focused on topics that matter to our employees, like inclusion and respect in the workplace • Employee volunteering and giving • Business unit-specific initiatives (e.g., Disney Studios virtual executive coffees) 	Through a variety of outlets, we participate in a two-way responsive dialogue where we learn what our employees value, their levels of satisfaction as well as their concerns, and their knowledge of and engagement with key issues at Disney. For example, in 2022 we surveyed employees across the enterprise. Learnings help to inform our ongoing work to develop programs that support and further the employee experience.
INDUSTRY & BUSINESS COMMUNITIES	<ul style="list-style-type: none"> • Industry conferences • Industry and multi-stakeholder coalitions • Supplier meetings and collaborations 	Through engagement with industry leaders and suppliers, we join efforts to create large-scale, industry-wide change, as well as to learn about trends and insights related to our specific businesses. For example, we are active participants in multi-stakeholder efforts to improve labor conditions in global supply chains, such as the Joint Forced Labor Working Group and the <i>Business at OECD</i> Investment and Responsible Business Conduct Committee.
NGOs & SOCIAL IMPACT ORGANIZATIONS	<ul style="list-style-type: none"> • Signature social impact initiatives • Campaigns (e.g., cause marketing, awareness campaigns) • Multi-stakeholder coalitions • Charitable giving • Employee volunteering and giving • Consultation on priority topics (e.g., climate change, human rights, diversity, environmental goals) 	NGOs and social impact organizations address challenges, both globally and locally. Their expertise and on-the-ground programs enable us to reach individuals and communities that need us most, such as historically underrepresented communities that we aim to serve through our Disney Future Storytellers program. Additionally, these organizations educate us on the evolving trends regarding impact areas and/or regions.
SHAREHOLDERS	<ul style="list-style-type: none"> • Management and Board engagement • Earnings calls • Annual shareholder meetings • Conferences and events 	Members of management, the Board, and our Investor Relations team have a strong program of engagement with shareholders. For example, in calendar year 2022, our Investor Relations team contacted more than 95% of our largest 50 shareholders, and our Investor Relations team and Board held two formal rounds of shareholder engagement. This was in addition to regular ongoing engagement throughout the year with investors of all sizes from around the world. The feedback gathered during these conversations helps inform the Board's thinking, including on CSR practices and disclosures.

CHARITABLE GIVING APPROACH

Through financial contributions, collaboration with nonprofit organizations, and in-kind donations, Disney brings positive, meaningful, and measurable impact to our communities around the world. Guided by our [Charitable Giving Guidelines](#), we focus on investments that align to our CSR focus areas; leverage our unique resources, skills, talents, and expertise; and address pressing community needs.

In the past decade, we have also matched more than \$104 million in employee and cast member personal donations of money and time through Disney's Matching Gifts and VoluntEARS Grants programs. Charitable giving highlights are included throughout this report.

Charitable Giving Strategy

Our charitable giving is focused on three strategic pillars:

World of Belonging

DIVERSITY, EQUITY & INCLUSION

Grants that advance authentic representation and increase access and opportunity in media and entertainment

World in Balance

ENVIRONMENT & CONSERVATION

Grants that protect species and habitats and inspire kids and families to take action for wildlife and the planet

World of Hope

COMMUNITY

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

We are committed to directing >50% of our annual charitable giving to programs benefiting underrepresented communities. In fiscal 2022, ~60% of our ~\$233 million in total cash and in-kind charitable contributions supported this commitment.³

³ Charitable giving that we report includes grants specifically directed toward historically underrepresented and protected communities, including the Asian American, Pacific Islander, Black, Hispanic, Native American/Indigenous, and LGBTQIA+ communities, as well as People with Disabilities, veterans, and women. We also include grants to organizations where a percentage of their services reaches underrepresented and protected communities. If the organization spends a majority of their efforts on these communities, we count the entire grant, and if the organization does not spend a majority, we count a proration of the grant. For grants to these two types of organizations, we rely on their self-reported percentages regarding communities served. On a sample basis, we validate the percentages that we report.



World of Belonging

We inspire a world of belonging through stories and storytellers who reflect the rich diversity of our world.

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Diversity, Equity & Inclusion

OVERVIEW

Disney is committed to celebrating an inclusive and respectful world. We create authentic and unforgettable stories, characters, experiences, and products that capture the imagination of our global audiences.

Our workplace practices help us to make progress toward attracting, retaining, and developing a workforce that reflects the diverse life experiences of our audiences and guests. Disney also collaborates with community organizations to create opportunity around the world through charitable giving and strategic endeavors. These efforts are described in the following sections that reflect our diversity, equity, and inclusion (DEI) focus areas:

**PEOPLE → | CULTURE → | CONTENT → | COMMUNITY →
TRANSPARENCY & ACCOUNTABILITY →**



Reimagine Tomorrow endeavors to inform employees, community organizations, and fans about our DEI commitments and actions. Learn more at our digital destination:



Latondra Newton
Senior Vice President,
Chief Diversity Officer,
The Walt Disney Company

“ Our Diversity, Equity, and Inclusion team is working across the Company to inspire positive change. By supporting the creation of content and experiences that resonate with our ever-expanding global audiences, promoting diverse representation, and collaborating with numerous nonprofit organizations and cultural experts, we are helping Disney remain a place for boundless creativity and belonging.”



PEOPLE



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



Our Intention

To make progress toward a workforce that reflects the market.

We are focused on engaging, developing, and retaining a diverse workforce and leadership team. When our workforce reflects the diversity of our consumers worldwide, we are able to better and more authentically serve those consumers.

Attracting & Developing Talent That Reflects Our Audiences

Disney takes a meaningful and measurable approach to expanding our pipeline of talent, and we strive to follow industry best practices, including marketing roles on platforms that reach broad audiences; using respectful, welcoming language in our job descriptions; and forming inclusive panels to interview candidates. We offer optional training to support leaders in identifying, attracting, and

engaging a multifaceted talent pool. We also work to engage, develop, and retain a leadership team and workforce that reflect our audiences. For example, we promote accessible workplaces and we strive to recruit, train, and integrate employees with disabilities in alignment with industry best practices.

To attract and retain representative talent at the executive level, we invest in talent development programs like the Black Talent Network, which launched in 2020. This initiative expands exposure for Black talent across the Company and helps to increase representation in senior-level roles. Participants engage with senior leaders and create career plans to expand their opportunities within the Company, and 86% of Black Talent Network participants said they know the next steps to achieve their career possibilities.

In fiscal 2022, we launched two new cohorts of the Women's Talent Network to enhance careers for Asian American & Pacific Islander (AAPI) as well as Latina employees. One hundred participants joined the pilot across both programs.

Our individual businesses also facilitate talent development programs. For example, Disney General Entertainment continues its Executive Incubator Program, which works to create a pipeline of the next generation of creative executives by providing participants from underrepresented backgrounds with experience in various aspects of the content business. A few additional examples of how we are building a robust talent pipeline are included on the next page.

Access featured stories on some of the people who make our content possible:

See the spotlight on our Heroes Work Here initiative to hire and support veterans:

Learn more about talent development, compensation, benefits, and pay equity:



86%

Of Black Talent Network participants said they know the next steps to achieve their career possibilities

Attracting & Developing Talent That Reflects Our Audiences (continued)



CREATING OPPORTUNITIES FOR HBCU ALUMNI

Now in its second year, [Disney on the Yard](#) continues to build a community for alumni from Historically Black Colleges and Universities (HBCUs) and provide meaningful opportunities for HBCU students who dream of one day working in the entertainment field. The program builds on Disney's support of HBCUs through scholarships and engagement with students, faculty, and alumni. Focused on building a robust, long-term pipeline of Black talent, in fiscal 2022 Disney on the Yard launched an inaugural summer program in which students from HBCUs received unique on-the-job experience with Disney.



ATTRACTING DIVERSE TECH TALENT

Disney is working to attract wide-ranging talent to our technology teams. We are a proud supporter of The Grace Hopper Celebration of Women in Computing, the world's largest gathering of women and nonbinary people in technology. In fiscal 2022, we supported the conference, both in-person and virtually, as a top-tier Emerald sponsor with more than 300 Disney representatives attending. Since 2020, Disney has also participated in AfroTech, an annual gathering of technologists focused on celebrating Black and African American community, culture, and innovation. These conferences, and many others, enable Disney to engage with prospective talent and share innovations and content from across the Company.



BREAKING BARRIERS TO ENTRY

In fiscal 2022, Disney's Lucasfilm launched the Get in the Door initiative, which offers a robust website and documentary video series showcasing various Disney career opportunities and how to build a rewarding career in the industry. The initiative encourages talent from underrepresented backgrounds to explore careers in entertainment production. It reaches a broad cross-section of audiences, allowing them to see themselves in these roles through a wide network of social platforms, presentations, and recruitment avenues.



DEVELOPING DIVERSE TALENT IN ANIMATION

The Walt Disney Studios supports the professional development initiatives of LatinX in Animation (LXiA), a signature program of the Latino Film Institute, by hosting talks to inspire artists in their own work and facilitating networking and hiring opportunities for LXiA members. LXiA is dedicated to uniting a talented pool of diverse innovators across the animation, visual effects, and gaming industries. Through our collaboration, talented groups of Latino creators are empowered to craft exceptional stories across multiple platforms and help bring valuable perspectives to our talent pipeline.

SPOTLIGHT

Championing Veterans

We are honored to champion the veteran community of the United States of America.



Hiring Veterans at Disney

In 2022, Disney celebrated the [10th anniversary](#) of [Heroes Work Here](#), an innovative hiring program that has resulted in more than 12,500 veterans being hired across the Company through the end of 2022, and we look forward to continuing to grow this program.

Launched in 2012, the program is committed to hiring, training, and supporting U.S. military veterans and military spouses while elevating awareness of their significant contributions as civilian employees. The program, which also included a supporting comic book from Marvel Entertainment, quickly surpassed its initial benchmark of providing at least 1,000 career opportunities for veterans by 2015—a goal that was met in less than a year. And it continues to support individuals who have worn the uniform who are transitioning to the civilian workforce at Disney and beyond.

Promoting Veterans' Professional Development

In 2013, Disney launched the Veterans Institute, a series of no-cost events designed to help companies enhance their recruiting, training, and development of veteran talent. The institute provides a forum for sharing best practices in hiring veterans and military spouses, and promoting skills and opportunities for a successful transition from the military to the civilian workforce.

In fiscal 2022, the seventh [Veterans Institute Summit](#), presented by [Disney Institute](#) and Wounded Warrior Project, convened 600+ organizations and challenged organizations and individuals to determine “what’s next” in hiring, training, and support programs for veterans and military spouses.

Learn more about our support for veterans:

“ Support for the U.S. Armed Forces is a long-standing Disney tradition, and our Heroes Work Here program continues that proud legacy. Employees with military service are an essential part of our Disney family and contribute immeasurably to our work of telling incredible stories and making magic. We could not be more honored to champion U.S. military service members in all lines of work here at Disney.”

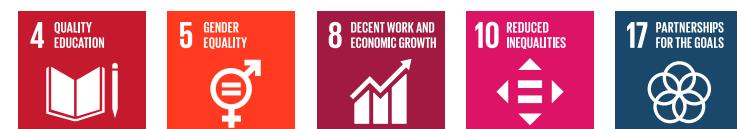


Cappy Surette
Senior Manager,
External Communications,
Disney Parks, Experiences
and Products; retired U.S.
Navy Captain; a founder
of the Disney SALUTE
Veteran BERG



U.S. Army Reservist and Walt Disney World Resort cast member Greg Jackson is one of thousands of employees across Disney who have proudly served in uniform.

CULTURE



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

Our Intention

To put the responsibility for an inclusive culture in the hands of our leaders and employees through comprehensive educational opportunities and engagement efforts.

Across Disney, we cultivate, value, and encourage curiosity, collaboration, and creativity from everyone and strive to build supportive environments that inspire optimism and drive innovation. We work to create a culture that is respectful and welcoming to all, including through our Business Employee Resource Groups (BERGs) and employee affinity groups, celebrations of heritage months, and leadership accountability and engagement. With the addition of a new human resources management system, employees in select countries and regions now have the option to indicate their pronouns. And employees also have access to optional DEI learning programs that help foster a culture that welcomes all, celebrate our unique perspectives, and promote respect for one another regardless of identity or background.



Employee-Led Groups

Disney supports affinity groups and more than 100 BERGs, our voluntary, employee-led groups formed around shared identity, interests, and pursuits. These groups are a key component of nurturing a sense of employee belonging, visibility, and cultural understanding. Employees can network with peers, participate in outreach and mentoring programs, acquire new skills, build leadership capabilities, and develop their careers.



Heritage Celebrations

In fiscal 2022, we expanded our celebration of affinity months and cultural moments. We elevated the voices and stories of employees, talent, producers, fans, and families around the world; engaged employee VoluntEARS; amplified awareness on social media; and supported community organizations with social impact grants. For example:

- Freeform's [Put You On](#) campaign during Black History Month featured Black Freeform employees, talent, fans, and influencers.
- FX collaborated with the National Indigenous Women's Resource Center to support an awareness week for missing and murdered Indigenous women and girls.
- On International Women's Day, we held an executive speaker series on global gender equality challenges.
- During Asian American & Pacific Islander Heritage Month, Disney engaged experts and talent to explore mental health stigmas and challenges in the AAPI community and shared tools and resources for self-care and allyship.

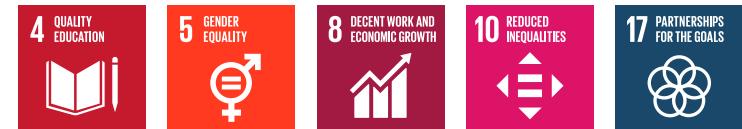


Pride Year-Round

In fiscal 2022, we formed a dedicated team focused on year-round LGBTQIA+ inclusion in our workplace, content, and community giving and engagement. Disney also pledged \$5 million to organizations serving the LGBTQIA+ community through support for inclusive and respectful workplaces and authentic representation of LGBTQIA+ in media and entertainment. In addition, Disney became a Human Rights Campaign National Corporate Partner at the Platinum tier.

During LGBTQIA+ Pride Month, Disney employees participated in Pride parades in 17 cities while our Owned Television Stations and Hulu live-streamed Pride parades. Hulu was the exclusive streaming platform for GLAAD Media Awards and supported GLAAD PSAs featuring the story of an LGBTQIA+ teen and his family. Disney+ released *Say It with Pride* on its [YouTube](#) and [Facebook](#) channels. Additionally, the Disney Pride Collection was created by LGBTQIA+ employees and allies at The Walt Disney Company, and all profits from sales from the collection in June 2022 were donated to [organizations around the world that support LGBTQIA+ communities](#).

CONTENT



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

Across our platforms, we champion storytelling that reflects the world around us and helps us develop meaningful relationships with our consumers.

We strive to present genuine, authentic, and respectful storytelling. To do so, we engage individuals, families, and communities across the globe, and we embrace different perspectives in our filmmaking, both in front of and behind the camera.

Across the film and television industry, studios and organizations like the British Film Institute and the Academy of Motion Picture Arts and Sciences have adopted policies, practices, and standards to grow representation and respect for all communities. In line with evolving industry practices, we have and are continuing to develop representation guidelines across Disney General Entertainment (DGE) content and Studio live-action productions.

Recent Examples of Our Inclusive Storytelling (pictured to the right)

Walt Disney Animation Studios' *Encanto* (Academy Award winner), Pixar's *Turning Red*, ESPN+'s exclusive coverage of the annual *Department of Defense Warrior Games*, ABC and 20th Television's Emmy Award-winning *Abbott Elementary*, 20th Century Studios' *Prey*, Marvel Studios' *Eternals* and *Ms. Marvel*, Star Wars' *Andor*, Hulu Originals' *This Fool*, Onyx Collective's *The Hair Tales*, FX's Peabody Award-winning *Reservation Dogs*, and Nat Geo's *Life Below Zero: First Alaskans*.

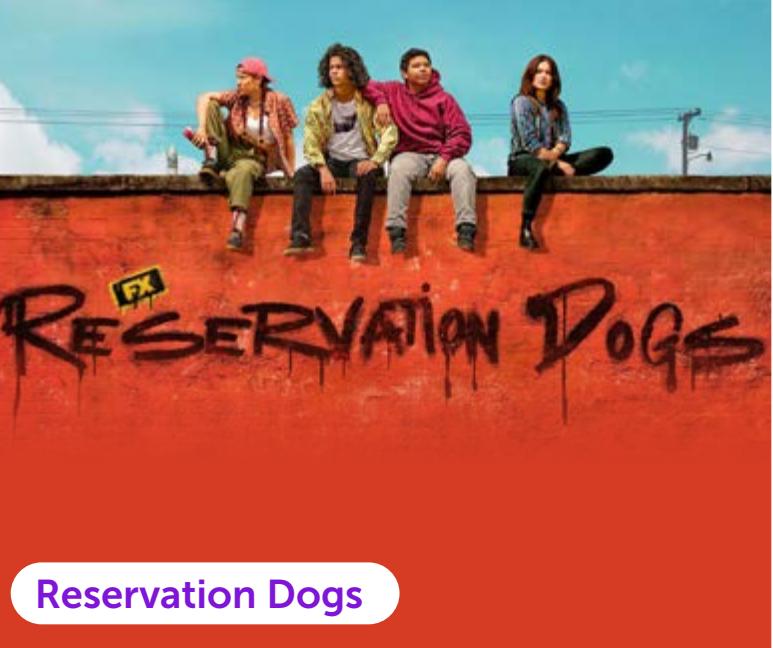
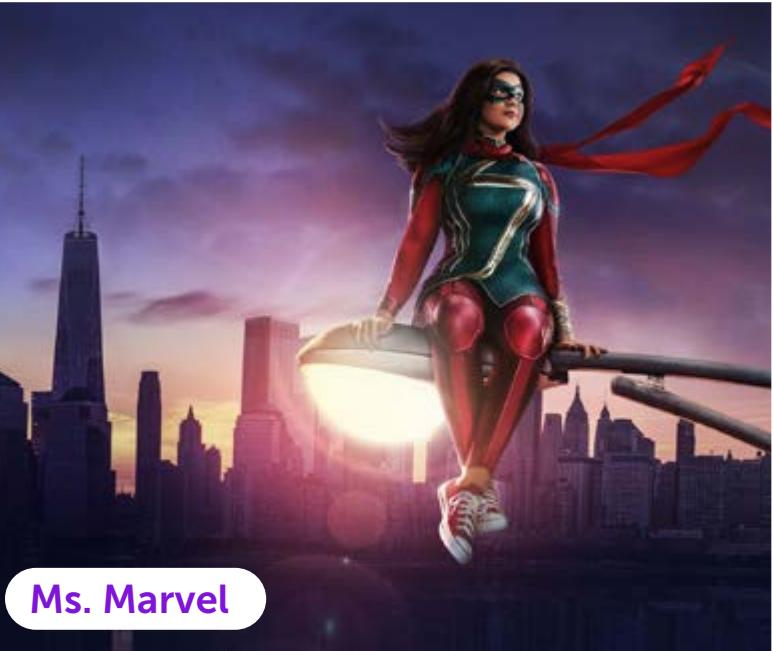
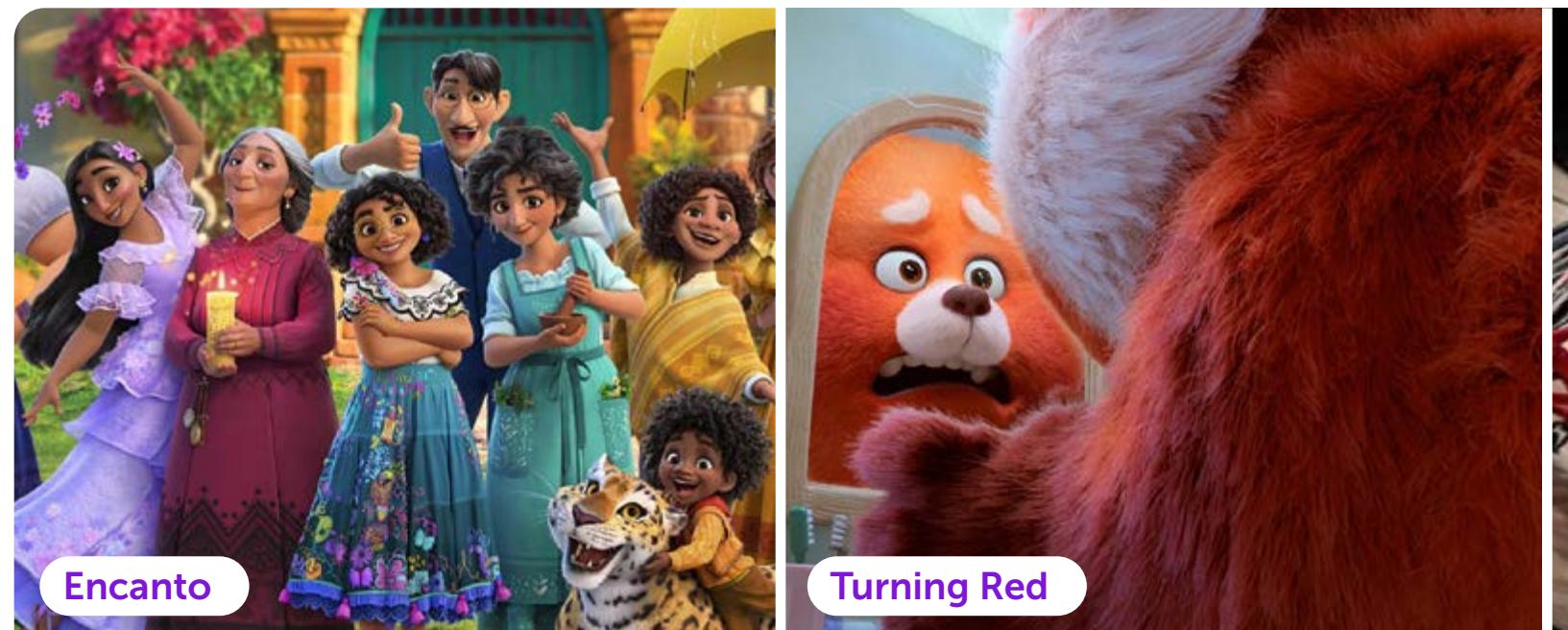


Photo Credits: *Abbott Elementary*: ABC/Matt Sayles. *This Fool*: Courtesy of Hulu / Copyright 2023, Hulu. All rights reserved. *Reservation Dogs*: Courtesy of FX Networks / Copyright 2023, FX Networks. All rights reserved. *Life Below Zero*: Jody Potts-Joseph in the winter season. (National Geographic / George Ilutsik).

Fostering Diverse Talent Behind the Camera



SUPPORTING MUSLIM ARTISTS

In fiscal 2022, we collaborated with the Pillars Fund to create the Pillars Muslim Artist Database, which contains profiles of actors, directors, cinematographers, sound technicians, and other Muslim professionals working in the U.S. film industry. The network is accessible to directors, producers, and casting directors who can search the profiles and invite artists to collaborate on their projects.



CREATIVE TALENT PIPELINE PROGRAM

Disney's Creative Talent Development & Inclusion (CTDI) team connects writers, producers, directors, and other creative talent from a variety of backgrounds to opportunities across DGE. In fiscal 2022, 100% of CTDI Writers and Directors program participants were staffed on DGE-scripted series. CTDI continues to provide direct mentorship and support to talent through events, networking opportunities, and coursework, including the DGE Writing Program, Directing Program, and Production Assistant Program.

Learn more about CTDI's efforts:



DEVELOPING EMERGING FILMMAKERS

[Disney Launchpad: Shorts Incubator](#) serves as an entry point for emerging filmmakers, including writers and directors, from underrepresented backgrounds and with varied perspectives, with the goal of making an original short for Disney. In fiscal 2022, Launchpad expanded from six directors to 12 writers and directors after receiving nearly 2,000 applications. Season Two filmmakers come from a variety of backgrounds, including Black, Native American, Native Hawaiian, and LGBTQIA+. The program, which also expanded to include creative executives across the Company as mentors, is on track to release six short films in 2023.

“ Diversity has to be on the page before it can ever show up on the screen. With the pairing of writers and directors for our new season, we can't wait to share a new group of thought-provoking and creatively inspiring shorts that reflect the world we live in. **”**



Phillip Yaw Domfeh
Senior Manager
and Producer,
Disney Launchpad,
Season Two



AUTHENTIC & ACCURATE PORTRAYALS

Disney collaborates with many leading community organizations to guide content creators in developing authentic stories and accurate cultural portrayals. These organizations include CAPE, GLAAD, IllumiNative, NALIP, National Hispanic Media Coalition, Pillars, RespectAbility, and the Geena Davis Institute on Gender in Media. In addition, in fiscal 2022 Disney collaborated with Gold House to launch an industry-wide [media guide](#) that provides resources to support creators in developing authentic and affirming representation of Asian & Pacific Islander communities.

SPOTLIGHT

Accessible Experiences

Making Theme Parks More Accessible

Disney wants every guest to be able to enjoy our experiences, and we work to adhere to accessibility best practices and standards. Our parks offer many accessible options, starting with online information and printed guidebooks to help guests fully experience the magic of the parks. Each park shares accessibility information on their site-specific website.

As examples of our efforts, at Walt Disney World Resort, accessibility services include wheelchair/Electric Conveyance Vehicle access, captioning, assistive listening, sign language interpretation, audio description, and more. At Disneyland Paris, we adapt our offerings to accommodate a range of disabilities. We empower guests to access all attractions based on their autonomy. We have integrated audio description services across the resort, provide a console with 3D printed maps for visually impaired guests, introduced sign language interpretation at select shows, offer assistive listening devices, adapted changing areas, adapted hotel and shuttle services, and more. We continue to ensure that accessibility priorities are taken into account for our guests and cast members. And at Hong Kong Disneyland, we teamed up with the Hong Kong Federation of Handicapped Youth to pilot a new accessibility training program for cast members. After completing the intensive training, cast members are appointed “barrier-free” ambassadors.



Inclusive Offerings & Experiences

Shanghai Disney Resort celebrated International Day of Persons with Disabilities (IDPD) with an inspirational surprise, its [first wheelchair flash-mob dance](#), where wheelchair dancers delighted guests with their moves. Additionally, since 2021, Hong Kong Disneyland Resort has showcased a wheelchair dance performance with Hong Kong Wheelchair Dance Sport Association to create an inclusive cavalcade for IDPD.

Also, just in time to mark the 25th anniversary of the [“it’s a small world” Holiday experience](#), the beloved Disneyland Resort attraction welcomed two new dolls in wheelchairs to better reflect the diversity of children across the globe. From design to installation, Imagineers worked closely with Resort Enhancement, Animation, Wardrobe, and the ENABLED BERG that advocates for People with Disabilities.

Learn more about accessible experiences:



Wheelchair dancers gave a spirited performance in Shanghai Disney Resort's first wheelchair flash-mob dance in December 2021.

SPOTLIGHT

Accessible Content



Accessibility on Our Streaming Platforms & Networks

We offer a range of tools and accessibility features across our streaming services, and we are working on improving offerings. Features vary by platform and may include tools such as audio descriptions, closed captioning, keyboard navigation, and interoperability with popular screen readers. We are committed to ongoing efforts to increase the accessibility of our content for all consumers.

In addition, ABC was recently honored by the American Council of the Blind with an award for Outstanding Achievement Audio Description Contribution for Live Events for their audio descriptions of live specials like the *Oscars*®.

See examples of our digital accessibility offerings:



Making Moviegoing More Accessible

Disney is exploring ways to make moviegoing more accessible. In fiscal 2022, we worked with KultureCity, a leading nonprofit focused on sensory accessibility and acceptance, to launch sensory-inclusive movie screenings that cater to audiences with sensory needs such as autism. Exceptional Minds, a nonprofit academy and post-production studio for people on the autism spectrum, consulted on our strategy and attendee experience.

Together, we designed a moviegoing experience featuring trained staff, expedited check-in, reduced seating capacity, dimmed lighting, lowered sound, and sensory bags with items like noise-canceling headphones. In June 2022, we piloted the experience at the El Capitan Theatre in Los Angeles, which has committed to hosting at least one screening respectful of audiences with sensory needs for each new major release moving forward.



Marvel Studios' First Deaf Super Hero

Marvel Studios' *Eternals* presented an important opportunity to include the Deaf and Hard of Hearing community in Disney's ongoing work to make content more accessible. *Eternals*' diverse team of heroes features the first Deaf character in the Marvel Cinematic Universe, played by Deaf actress Lauren Ridloff. We worked with exhibitors to provide on-screen captions, held an open-caption premiere with American Sign Language (ASL) interpreters, and hosted screenings for organizations supporting the Deaf and Hard of Hearing community. Exhibitors, including AMC Theatres and Regal Cinemas, announced their commitment to on-screen captioning for *Eternals* and new movie releases across multiple regions.



Disney Songs in Sign Language

We often adapt songs into ASL music videos so the Deaf and Hard of Hearing community can experience popular tracks from their favorite films and franchises. This year, the Disney Music Group collaborated with Deaf West Theatre on an ASL version of *We Don't Talk About Bruno* from Disney Animation's *Encanto* for International Day of Sign Languages. [We Don't Talk About Bruno](#) and *Surface Pressure* were also released in British Sign Language (BSL).

COMMUNITY



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

Our Intentions

To direct more than 50% of our annual charitable giving to programs serving underrepresented communities⁴ and to spend at least \$1 billion annually with diverse suppliers by 2024.⁵

In fiscal 2022, more than \$140 million (~60%) of our charitable giving was directed to programs that support Asian American and Pacific Islander, Black and African American, Hispanic and Latino, Native American and Indigenous, and multicultural communities, as well as women, veterans, People with Disabilities, and LGBTQIA+ individuals.⁴ Through impactful collaborations and strategic community investments, we are helping to advance authentic representation in media and entertainment (e.g., the Pillars Muslim Artist Database); drive economic opportunity, access, and equity in the business communities in which we operate (e.g., Out & Equal, RespectAbility); create inclusive and respectful entertainment experiences (e.g., sensory-accessible movie screenings with Exceptional Minds); and empower future generations of storytellers and innovators (e.g., Ghetto Film School, Hispanic Scholarship Fund, Asian Pacific Islander American Scholars, American Indian College Fund). In fiscal 2022, we launched the Disney Future Storytellers initiative, described in the spotlight on the next page.

\$140M+

Charitable giving directed to programs supporting underrepresented communities⁴

Access additional information on our philanthropy:

Disney employees paint a mural that honors LGBTQIA+ history and culture in East Los Angeles with Rainbow Labs.



⁴ See footnote 3 on p. 12.

⁵ See footnote 7 on p. 26.

SPOTLIGHT

Empowering the Next Generation Through Disney Future Storytellers

In fiscal 2022, we launched Disney Future Storytellers, Disney's commitment to empowering the next generation of storytellers and innovators. From charitable grants and programs that provide inspiration and hands-on experience in arts and science, technology, engineering, and math (STEM) education for school-age children, to scholarships, mentoring, and creative and technical skill-building for teens and young adults, Disney is increasing access to careers in the media, entertainment, technology, and hospitality industries for youth, especially for individuals from historically underrepresented or underserved communities.

It all starts with inspiring today's youth to **dream** about their future by sparking an interest in storytelling and technology. From there, we invest in programs that help them **build** the skills they need to turn their dreams into reality. Finally, we help young adults **become** who they imagine they can be by removing barriers and expanding access to professional training and networks with early career opportunities and financial support.

We want all youth to have access to rewarding opportunities in our industries. It is important to our future success to have a workforce that is representative and respectful of all communities so that we can create successful content and products reflecting our wide-ranging audiences.

Dream

Sparking interest in storytelling and technology, inspiring the next generation to dream about their possibilities

**DISNEY MUSICALS IN SCHOOLS**

Disney Musicals in Schools, which builds sustainable arts programs in under-resourced public schools, was rebooted in 22 markets following the pandemic. Through the program, elementary school students and teachers join professional artists to produce their very own Disney KIDS musical on stage. Research conducted by Search Institute discovered that the program nurtures developmental relationships, with children finding a platform for connection, collaboration, and creative expression.⁶

Build

Supporting essential training and development programs to help youth build their talents and skills

**NEW INITIATIVES IN JAPAN AND KOREA**

In Japan, Disney collaborated with Junior Achievement and sponsored our first-ever program for middle school students in provincial areas. Students created characters and stories, and local Disney producers served as mentors to guide the students.

In Korea, in alignment with the Disney+ launch in November 2021, we expanded programs that invest in young creators. Programs support underprivileged children as well as teens that attend special-purpose schools, such as animation high schools.

**PROVIDING OPPORTUNITIES IN CODING**

In fiscal 2022, Disney began working with ChickTech, an organization committed to bringing gender equity to technology. We are supporting ChickTech's high school program, which includes a free, yearlong series of technology workshops, mentoring, and internship connections for eighth to 12th grade students. Our support includes grant funding for the program; mentorship, networking, and event opportunities; and the development of a technical workshop with Disney technologists.



SPOTLIGHT**Empowering the Next Generation Through Disney Future Storytellers (continued)****Become**

Expanding access to our industries and empowering young adults to become who they imagine they can be

**NURTURING RISING BLACK TALENT**

In fiscal 2022, [Disney joined the Propel Center](#), a first-of-its-kind education hub for HBCUs, as the organization's arts, media, entertainment, and hospitality lead sponsor. We also created the [Disney Storytellers Fund at Howard University](#) and Florida A&M University to generate opportunities for historically underrepresented students in media and entertainment. Additionally, we continued our long-standing work with United Negro College Fund (UNCF) and [announced the 2022 Disney UNCF Corporate Scholars](#). Scholars receive a \$5,000 annual scholarship, a paid summer internship at Disney, mentorship opportunities, and assistance with securing possible full-time roles with Disney upon graduation.

DEVELOPING FUTURE TALENT IN EUROPE

In the UK, we strengthened local collaborations with education, community, and industry nonprofits. Organizations included MAMA Youth Project, The London Screen Academy, Stage One, Artistry Youth Dance, and The Thea Barnes Legacy Fund, among others. In fiscal 2022, Marvel entered the second year of a three-year [collaboration with The Prince's Trust](#), which offers training and mentorship for young people in the field of product design, and released the "Women of Marvel: Stronger Together" collection, featuring clothing, bags, and more.

ADVANCING A NEURODIVERSE TALENT PIPELINE

We made a \$1 million contribution to Exceptional Minds in fiscal 2022 to help source, skill, scale, support, and sustain neurodiverse talent over the next three years. Our funds will be used for scholarships, academy faculty, career support services, and facilities and technology. Many of the program's graduates are offered full-time employment at Disney, Marvel, and other studios.

PROVIDING A BEHIND-THE-SCENES VIEW

Disney mentors are working with students in the Anaheim Union High School District through Anaheim's Innovative Mentoring Experience. As part of an ongoing workforce development initiative, Disneyland Resort has been a key supporter of the program since 2019, providing funding and mentorship, including a behind-the-scenes look at how business is conducted with a bit of Disney magic.

Photo Credit: Disney/Heidi Gutman

Supplier Diversity

We believe that including diverse suppliers in our sourcing process provides a meaningful opportunity to seek innovative, high-quality, and cost-effective business solutions, while also supporting communities. Last year, we set a goal to spend at least \$1 billion annually with diverse suppliers by 2024. Reaching this goal would place Disney among the top U.S. companies that are spending with diverse suppliers and would impact the communities where we do business by creating jobs and opportunities. In fiscal 2022, we spent more than \$800 million with diverse suppliers, an increase of almost 80% compared to fiscal 2021.⁷

Throughout fiscal 2022, the Supplier Diversity team worked closely with internal analytics groups to develop a dashboard that guides business unit leaders in their supplier diversity benchmarks. Internal leaders can access the dashboard to review their teams' progress toward our diverse spending goal. This and other initiatives influenced the significant increase in diverse spending in fiscal 2022. In fiscal 2022, we also expanded our diversity classifications to include U.S. military spouse-owned businesses.



COLLABORATING FOR CHANGE

We collaborate with supplier diversity-focused organizations at the national, regional, and local levels, as well as business development organizations, advocacy groups, and trade show organizers. In fiscal 2022, our Supplier Diversity and Disney Parks, Experiences and Products (DPEP) teams sponsored the Russell Innovation Center for Entrepreneurs (RICE) Supply Chain Accelerator pilot that helped Black entrepreneurs do business with industry leaders, large corporations, and government agencies. The pilot included 35 growth-stage companies—66% of which were women-owned—and began with a comprehensive gap assessment to understand needs and drive a detailed action plan.



SUPPORTING INDUSTRY DIVERSITY

Our Supplier Diversity team also began working with the Supplier Diversity Action Committee, an internal coalition of television marketing executives who advocate for agencies run by People of Color, women, LGBTQIA+ individuals, veterans, People with Disabilities, and others in the agency selection process. DGE led a committee that identified and created a database of more than 1,000 vendors to open doors to diverse businesses in the production and post-production categories.

Diverse entrepreneurs participated in sessions on storytelling, customer service, and supplier diversity at Walt Disney World Resort as part of the Company's support for the Russell Innovation Center for Entrepreneurs Supply Chain Accelerator.



⁷ Supplier diversity data include Tier 1 spend with firms that have obtained certification from a third-party agency as being at least 51% owned, controlled, and operated by a minority, woman, disabled person, veteran, service-disabled veteran, veteran spouse, or lesbian, gay, bisexual, or transgender person. We validate diverse status through certification compliance using WBENC, NMSDC, Department of Veterans Affairs, NGLCC, and Disability:IN.



U.S. Air Force Thunderbirds air demonstration team flies over Cinderella Castle at Magic Kingdom Park at Walt Disney World Resort in Lake Buena Vista, Florida, October 27, 2022, as a prelude to the beginning of National Veterans and Military Families Month in November.

Supplier Diversity (continued)

CHAMPIONING U.S. VETERAN- AND VETERAN SPOUSE-OWNED BUSINESSES

We continue to expand our commitment to the individuals who have worn the uniform and have served the United States of America. Our efforts for U.S. veterans and their families extend beyond our Heroes Work Here program with our Heroes Supply Here endeavor. Through this program, we support businesses that are owned by veterans, including service-disabled veterans, as well as U.S. military spouses. We're committed to helping these communities earn the financial security they want, need, and deserve. By focusing our supplier efforts on work with veteran entrepreneurs and business owners, Disney has increased Company-wide spending with U.S. veteran- and veteran spouse-owned businesses to approximately \$6.4 million in 2022.

Learn more about our support for veterans:

The Walt Disney Company
**HEROES
★ SUPPLY ★
HERE**

PROVIDING OPPORTUNITIES FOR WOMEN

In 2022, Disney participated in panel discussions and business workshops in New Orleans that were hosted by minority business development groups, including Women's Business Enterprise Council (WBEC) South and the U.S. Department of Commerce's Minority Business Development Agency. Disney also sponsored and provided executive support for WBEC's National Black Business Pitch, an event dedicated to discovering, promoting, and investing in Black business talent.

Access additional information on supplier diversity:

TRANSPARENCY & ACCOUNTABILITY



SASB STANDARDS
Now part of IFRS Foundation

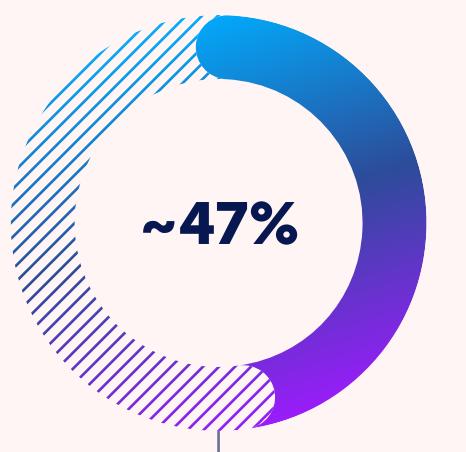
SV-ME-260a.1; TC-IM-330a.3; SV-HL-310a.4

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

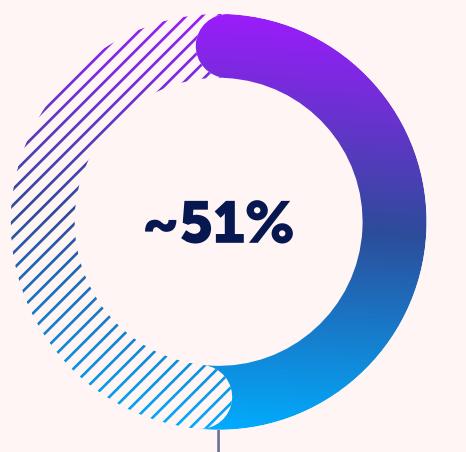
Transparency and accountability are an important part of our efforts. In fiscal 2022, we increased disclosure of meaningful metrics by releasing a new Pay Ratio Disclosure dashboard, and we continued to share data on representation of women and People of Color in our workforce and in front of and behind the camera. Our [2022 Workforce Diversity Dashboard](#), [2022 Content Representation Dashboard](#), [2021 EEO-1 report](#), and our adjusted [Pay Ratio Disclosure](#) are available online, and we intend to continue publishing these reports annually.

Access additional DEI data:

FISCAL 2022 EMPLOYEE DIVERSITY



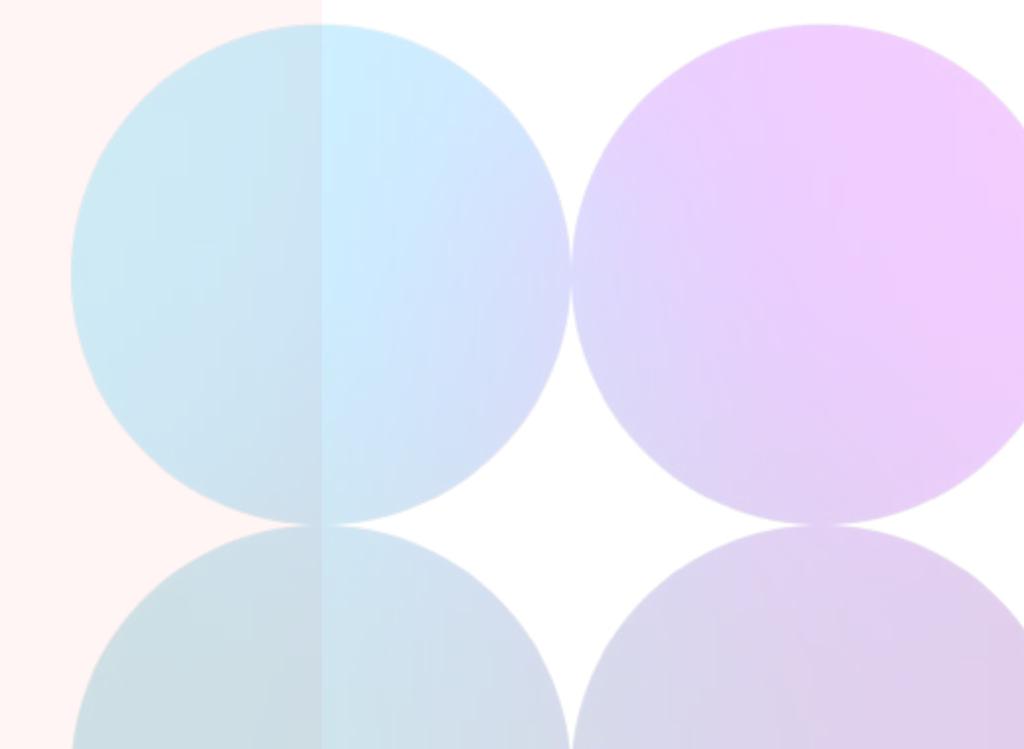
Of our U.S. employees
were People of Color



Of our employees
worldwide were women

Our Senior Vice President and Chief Diversity Officer, Latondra Newton, leads the Company's strategic DEI initiatives in partnership with businesses and leaders across the Company. The CEO Diversity, Equity, and Inclusion Council is accountable for establishing and advancing DEI efforts and outcomes. And the Creative Inclusion Council unites leaders from our creative teams to identify and scale practices that foster inclusion and respect in the creative process and deliver authentic and meaningful stories to our audiences around the world.

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



World in Balance

We come together to help change the course of our planet's story, creating a cleaner, safer, and healthier world for people and wildlife.

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Environment & Conservation

OVERVIEW

Disney is committed to taking meaningful and measurable action to support a healthier planet for future generations as we operate and grow our businesses. We are focused on putting possibility into practice and inspiring optimism for a brighter, cleaner, and healthier future—a unified commitment we call [Disney Planet Possible](#).

Our commitment to environmental sustainability goes back to our founding nearly 100 years ago. As Walt Disney himself said, “Conservation isn’t just the business of a few people, it’s a matter that concerns all of us.” Our environmental commitments, summarized in this report and detailed in our [2030 Environmental Goals White Paper](#), represent some of the ways we are focused on helping to build on that legacy for communities around the globe, generation after generation.



2030 ENVIRONMENTAL GOALS

In December 2020 and December 2022, we established a set of environmental goals that aim to reduce greenhouse gas (GHG) emissions; help protect local watersheds; minimize waste; create products and packaging with environmentally preferable materials; and design and construct our buildings and attractions sustainably.

See more information about our environmental goals and how we plan to achieve them:

Environmental Action Through Collaboration



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

We are a member of several initiatives and organizations, which we engage with regularly to support actions consistent with the Paris Climate Agreement and other environmental, climate, and conservation ambitions. These groups include:

- Association of Zoos and Aquariums
- Business Alliance to Scale Climate Solutions
- BSR
- Business Roundtable
- Ceres Company Network
- Clean Energy Buyers Association
- Climate Solutions working group
- Conservation Measures Partnership
- Cruise Lines International Association
- DIMPACT
- International Union for Conservation of Nature
- Sustainable Apparel Coalition
- Sustainable Aviation Buyers Alliance
- Sustainable Production Alliance
- Textile Exchange
- The Chamber of Commerce Climate Task Force
- The World Resources Institute’s Corporate Consultative Group and Aqueduct Alliance
- U.S. Green Building Council®
- World Association of Zoos and Aquariums



EMISSIONS



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

2030 Emissions Goals



Reduce absolute emissions from direct operations (Scope 1 & 2) by 46.2% against a 2019 baseline

Achieve net zero emissions for direct operations⁸

Reduce Scope 3 emissions in line with a “well below 2°C” scenario

Purchase or produce 100% zero carbon electricity

Invest in natural climate solutions

In alignment with our net zero emissions goal set in 2020, as well as the Paris Climate Agreement, we announced in December 2022 that we are setting a science-based target for all our emissions—Scopes 1 and 2 in our direct operations, as well as Scope 3 in our broader value chain. We plan to submit this target to the Science Based Targets initiative (SBTi) for assessment.

Our strategy for achieving net zero for Scope 1 and 2 emissions by 2030 is based on the following fact-based reduction hierarchy:

1. Designing our built environment to reduce or avoid emissions
2. Reducing emissions through fuel and energy efficiency
3. Replacing high-carbon energy sources with lower-carbon alternatives
4. Investing in certified natural climate solutions

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

We follow the global frameworks established by the GHG Protocol to measure Scope 1, 2 & 3 GHGs:

See more information about our environmental efforts:

Access emissions data:

⁸ We define “net emissions” and “net zero emissions” for our 2030 goals as follows: “Net emissions” = Scope 1 emissions + Scope 2 emissions (market-based) – carbon credits. Scope 2 emissions (market-based) include emission reductions attributed to utility green power purchases, power purchase agreements, and unbundled energy attribute certificates (EACs). 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.



Progressing Toward Net Zero GHG Emissions for Direct Operations⁹

We are working to reduce our emissions by identifying ways to improve efficiency, reduce energy use, and use alternative low-carbon fuels.



REDUCING EMISSIONS FROM PRODUCTION

Our film and television productions are working to reduce emissions by replacing the diesel generators traditionally used to power sets and instead tying into the grid while on location or using battery electric, hybrid (diesel plus battery), and green hydrogen fuel cell generators. For example, in 2022, battery electric generators, which were recharged by solar panels, provided power for several weeks while filming on a beach, and grid ties replaced diesel generators on backlots in London, Vancouver, and Los Angeles.



ENERGY-EFFICIENT UPGRADES AT THEME PARKS

We continue to make energy-efficient upgrades at our theme parks and resorts. For example, Shanghai Disney Resort installed a new water pump in the Pirates of the Caribbean attraction and added timing controls to outdoor fountains. Together, we expect to see approximately 830,000 kilowatt-hours in electricity savings annually. And Hong Kong Disneyland completed the installation of smart air conditioner occupancy sensors in guest rooms. This energy-saving feature is now in use in all three hotels.



USING LOWER-CARBON FUELS

The *Disney Wish* set sail in fiscal 2022 and was designed to be among the most energy-efficient cruise ships on the water. The *Disney Wish* was primarily powered by liquified natural gas in fiscal 2022, which, when compared to traditional diesel or marine fuel, significantly reduces several emissions and pollutants.



NATURAL CLIMATE SOLUTIONS

We also invest in high-quality, verified, and rigorously vetted natural climate solutions that generate meaningful carbon reductions as well as positive social and economic impacts. These projects help us address emissions from our direct operations that we cannot avoid. For example, our investment with Proyecto Mirador provides fuel-efficient, wood-burning cookstoves to families in rural Honduras and Guatemala.

Access emissions data:

⁹ See footnote 8 on p. 31.



Mickey-shaped solar facility (located near EPCOT), which provides power to Walt Disney World Resort, was built in collaboration with Reedy Creek Improvement District and Duke Energy.

Accelerating Disney's Renewable Energy Portfolio

Disney is committed to purchasing or producing 100% zero carbon electricity for all direct operations globally by 2030. We continue to research, invest in, and develop renewable electricity projects across our global portfolio. As of fiscal 2022, we have commissioned or announced more than 200 megawatts of solar capacity. Examples include:

- In collaboration with the utility serving Walt Disney World Resort, two 75-megawatt solar facilities are expected to come online and are projected to bring the Resort's renewable energy consumption up to nearly 40% of its annual total power use.
- Disneyland Paris is continuing the construction of approximately 50 acres of solar canopies, which will provide shade and shelter to more than 11,000 parking spaces and are estimated to generate approximately 36 gigawatt hours of electricity once fully operational.
- Hong Kong Disneyland has embarked on the next phase of one of the largest solar panel sites in Hong Kong, installed at 21 different attractions and buildings.
- Select operations subscribe to high-credibility green power programs that advance the decarbonization of Disney and our local communities. For example, Pixar is subscribed to 100% renewable electricity through East Bay Community Energy.

SOLAR CAPACITY



Solar capacity commissioned or announced as of fiscal 2022

WATER



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

2030 Water Goals

Implement localized watershed stewardship strategies

Source sustainable seafood¹⁰



Disney recognizes that water is essential for ecosystems and vital for communities and our operations around the world. Water is a shared resource, and we know that the Company's operations have an impact on local watershed conditions as well as on the health of our oceans. In keeping with the latest data and standards, our strategy reflects that water is a highly local issue, with individualized considerations in each geography.

See more information about our water conservation efforts:

Access water data:

Water Conservation

In 2022, we continued to implement site-specific water conservation strategies at our theme parks and resorts. For example, we are using artificial turf and are implementing a sophisticated irrigation control system at Disneyland Resort as part of drought-fighting efforts. And Disneyland Paris is in the process of retrofitting the showerheads in two hotels with new LED-lit technology heads that allow guests to adjust their use to help conserve water. The turbine-powered LED lights change color based on the amount of water used, moving from blue to green, yellow, and eventually red when water use exceeds a certain volume. In a pilot, the new showerheads reduced water use by an average of 22% per room.

Watershed Investments

We are identifying critical regional water issues and are continuing to collaborate with local stakeholders, such as industry and nonprofit organizations, to safeguard the overall health of watersheds as a multi-use sustainable resource. For example, we support WWF-Hong Kong's project to foster innovative approaches, such as the use of water buffalo, to conserve wetlands in the Shui Hau watershed and increase water security for local people and wildlife. We also support The Nature Conservancy's work in central Florida, including efforts to address growing freshwater demands, enhance water quality, improve water supply, and reduce flood risks through green stormwater infrastructure.

Photo Credit: WWF-Hong Kong

¹⁰ Disney's definition of sustainable seafood can be found in our [2030 Environmental Goals White Paper](#). The breakdown of sustainable seafood in fiscal 2022 was: 6% Best Choice, 73% Eco-certified, 11% Good Alternative, <1% Avoid, 9% Fishery Improvement Projects (FIP), and <1% Unrated.

WASTE



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

2030 Waste Goals



Achieve zero waste to landfill for wholly owned and operated parks, resorts, and cruise line¹¹

Reduce single-use plastics in parks and resorts

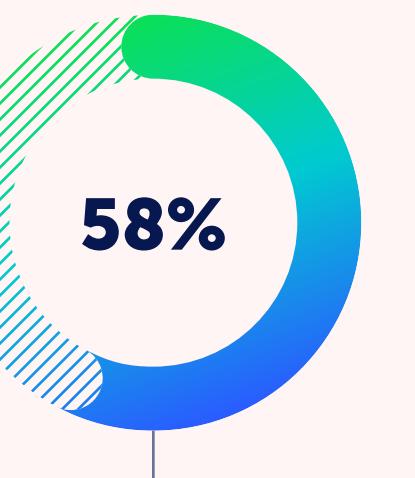
Eliminate single-use plastics on cruise ships by 2025

See more information on our waste reduction strategies, including plastics reduction:

The growing amount of waste produced today poses a threat to our environment and ecosystems, and to communities around the world. Disney is committed to working to achieve zero waste to landfill for our wholly owned and operated parks, resorts, and cruise line by 2030.¹¹

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

MINIMIZING WASTE



Of total Company operational waste diverted from landfill and incineration in fiscal 2022



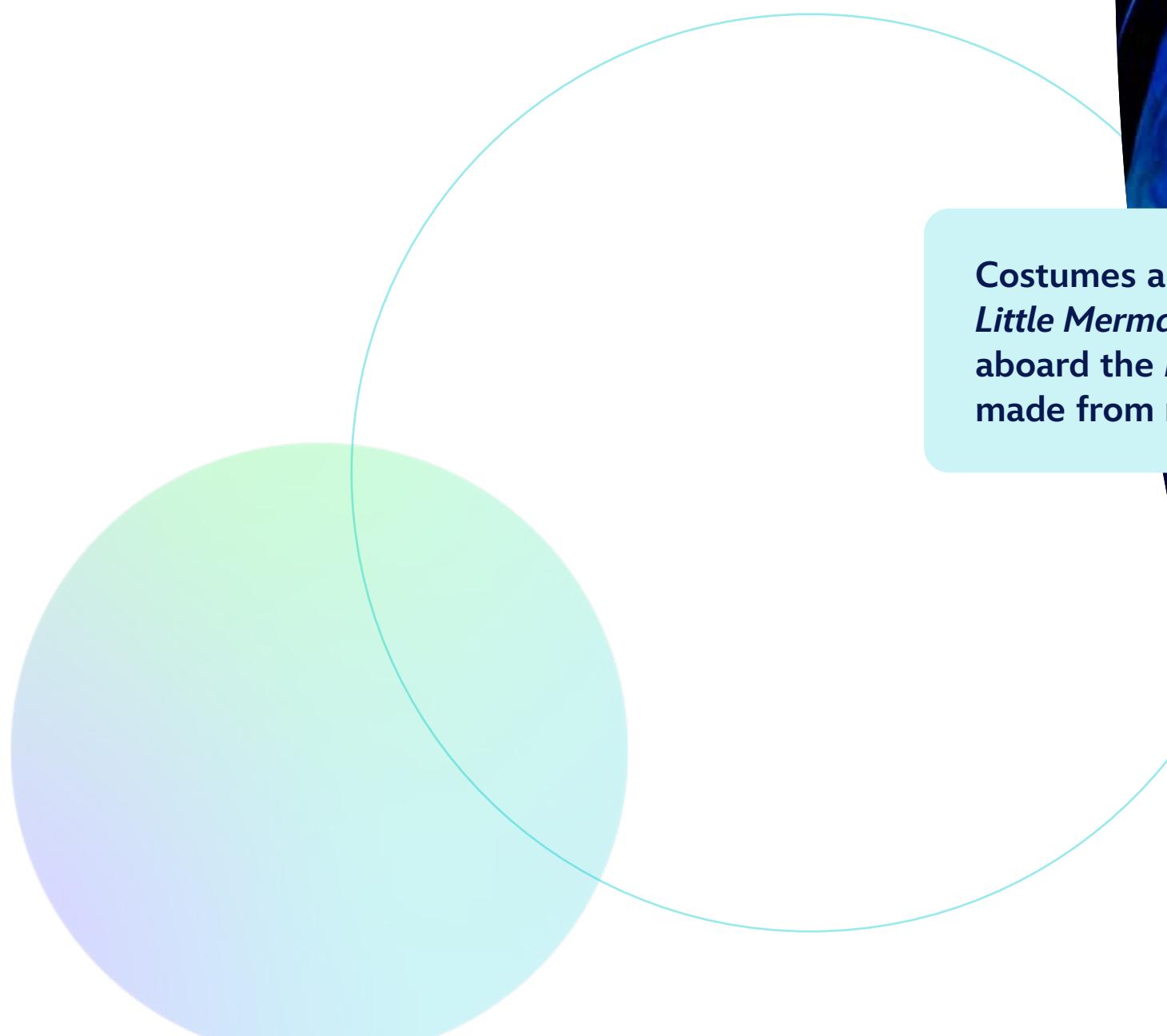
¹¹ Zero waste to landfill is defined as 90% operational waste diversion, including thermal waste-to-energy for Walt Disney World, Disneyland Resort, Disneyland Paris, and Disney Cruise Line.

Costumes from Recycled Materials

Our parks, hotels, and cruise businesses are integrating recycled content fiber into their cast and crew member costumes. For example, costumes and set pieces in *The Little Mermaid* theatrical production aboard the *Disney Wish* ship are made from recycled plastic, with more than 50% of the fabric used in the production made from recycled materials. The fabrics were also uniquely dyed using a waterless printing method, saving water compared to traditional dyeing processes. Back on land, the cast members at the newly opened *Guardians of the Galaxy: Cosmic Rewind* attraction at EPCOT are donning uniforms designed and created from sustainable features—70% of each uniform's base fabric is made from recycled content.

Reducing Waste on Productions

Marvel Studios' *Moon Knight* series created a pop-up “waste garden” where recyclables and other waste were collected and sorted by a local company that provides training and jobs to people transitioning out of homelessness. At the studio where *Moon Knight* was filmed, we plan to set up waste gardens for future films. In addition, *Prom Pact*, a Disney+ Original movie, introduced refillable water stations, saving the equivalent of more than 40,000 single-use plastic bottles of water during production. As we evolve our COVID-19 health and safety practices in line with local, regional, and federal guidelines, eliminating single-use plastic water bottles through refillable water stations will once again be a focus for our studios.



Costumes and set pieces in *The Little Mermaid* theatrical production aboard the *Disney Wish* ship are made from recycled materials.





Reducing Food Waste

Our approach to reducing food waste begins with menu planning to predict how many meals we will serve in a given day in order to prevent food waste before it begins. When there is unused food, we donate it to support local communities whenever feasible. We also utilize composting and biodigestion, and convert food waste into animal feed where possible. For instance, we have composting pilots at several restaurants, and Vero Beach Resort and Castaway Cay have installed biodigesters to manage inedible food waste.



Reducing Single-Use Plastics

We are committed to reducing single-use plastics in our parks and resorts, and eliminating single-use plastics on our cruise ships. For example, in fiscal 2022, Hong Kong Disneyland replaced plastic, disposable food service ware items, including to-go containers and cutlery, with wood alternatives and reusable melamine. Disney Cruise Line has been working to eliminate single-use plastic categories and intends to be free of single-use plastics by 2025. Examples include introducing alternatives to plastic merchandise bags and guest laundry bags, disposable cutlery, cold beverage lids, and even plastic drink garnish sticks. In addition, to encourage the use of reusable water bottles, refill stations have been installed on all ships and Castaway Cay.



From Glass to Groundcover

As we explore options for the responsible disposal of glass from Walt Disney World Resort, we are piloting the use of a machine that pulverizes glass into gravel and sand-like pieces. This material can be used across the property in areas such as roadbeds, golf course bunkers, filtration systems, sandbags, and drainage.

MATERIALS



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

2030 Materials Goals for Disney-branded Products



Use recycled, certified, or verified sustainable paper and wood

Use plastic that contains at least 30% recycled content or a lower-impact alternative material

Design packaging for reuse, recycling, or composting

Use recycled, sustainably sourced, or lower-impact alternative textiles

Ensure all facilities participate in the Higg Index or maintain a sustainable manufacturing certification

See full description of our materials goals:

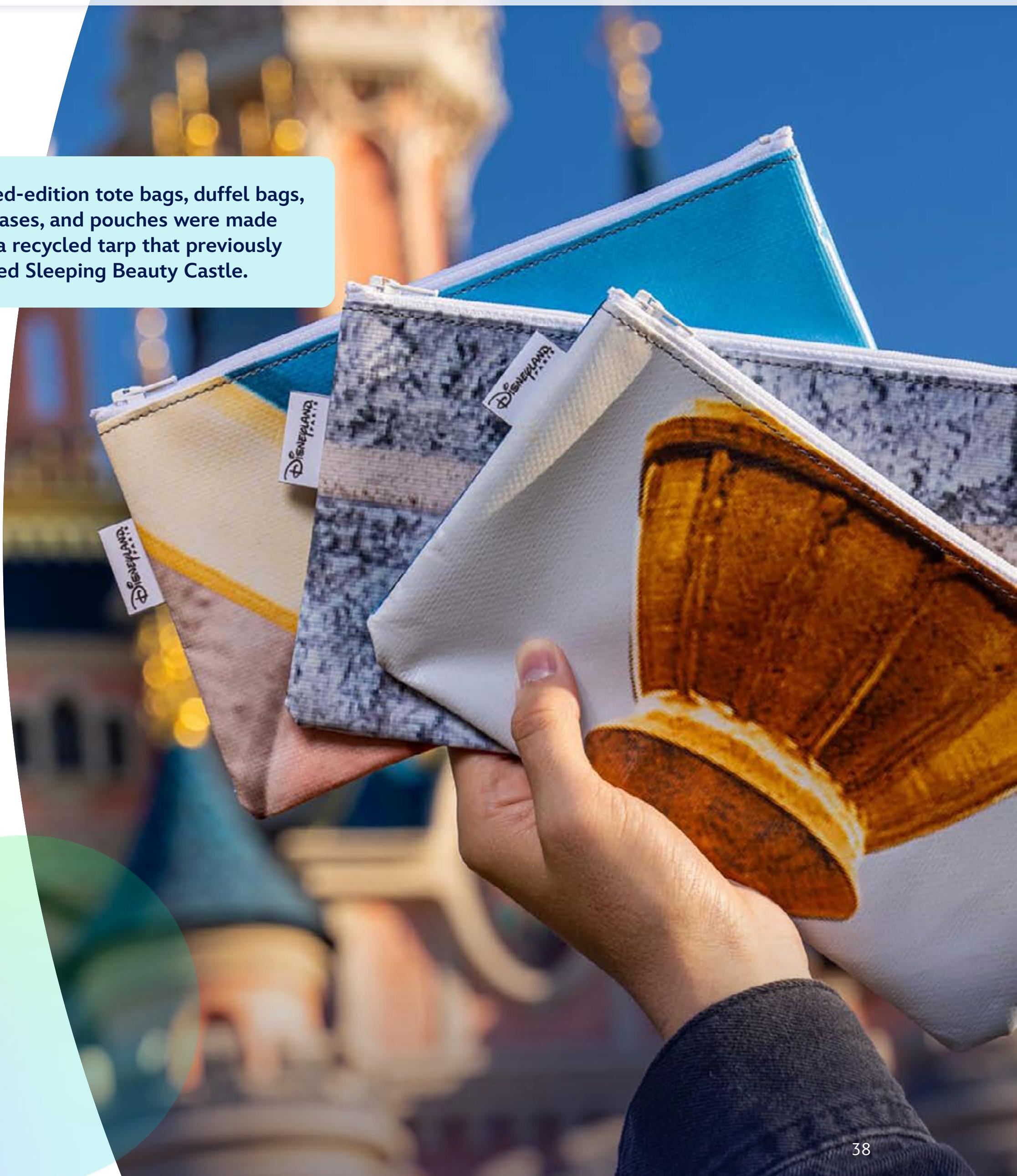
To reduce environmental impacts across our consumer products portfolio, we identified a set of materials that are consistently used in high volumes and/or are known to have significant environmental impacts associated with their production and/or use. Such materials include paper, wood, and palm oil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

Our cross-functional consumer products task force works to advance our materials goals and produce comprehensive training resources to help our global teams and external collaborators understand how to help achieve our 2030 goals. To measure progress on our goals, we are building new tracking systems that will allow us to report on select quantitative measures. In the interim, we will continue to provide qualitative updates on our progress.

Unique Upcycled Accessories

Disneyland Paris offered guests limited-edition tote bags, duffel bags, briefcases, and pouches for purchase, which were [made from a recycled tarp that previously covered Sleeping Beauty Castle](#) during renovation work. Disney worked with a French-based SMB (small- to medium-sized business) that specializes in the upcycling of materials to create these unique goods.

Limited-edition tote bags, duffel bags, briefcases, and pouches were made from a recycled tarp that previously covered Sleeping Beauty Castle.



SUSTAINABLE DESIGN



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

2030 Sustainable Design Goals



Design new projects to achieve near net zero GHG emissions,¹² maximize water efficiencies, and support zero waste operations¹³

Achieve 90% diversion of construction waste across new projects in the U.S. and Europe

Learn more about our goals for new projects across emissions, water, and waste:

Designing, building, and operating to avoid or reduce emissions, water, and waste have been core parts of Disney's sustainable design strategy.

For new projects, we are integrating sustainability throughout the design process, promoting a culture of continuous improvement, and exploring innovative solutions. In collaboration with our various design teams across Disney, and leveraging the creative expertise of our Disney Imagineers, we follow a rigorous set of internal Sustainable Design Standards aligned with our 2030 goals. This work is critical to helping us achieve our emissions goals since our built environment, ranging from theme parks to offices, accounts for the majority of our Scope 1 and 2 emissions. Our approach to sustainable design also helps contribute to cleaner air, more efficient use of water, and less waste for the communities in which we operate.

One example from our Disney Parks, Experiences and Products segment (DPEP) is Lighthouse Point in The Bahamas—the newest addition to Disney Cruise Line's island destinations—expected to welcome visitors in 2024. Only 16% of the site will be developed and much of it for low-density uses like the placement of beach chairs and umbrellas. The areas that will be developed will incorporate numerous design features to reduce environmental impacts, such as elevated walkways and structures to reduce disturbing the land. We are also designing to support zero waste to landfill as we explore innovative waste sorting and disposal technologies. We expect 90% of the energy demand to be met from renewable sources when it opens and for the site to be fully powered by renewable energy by 2030. In addition, we are developing a multi-faceted program to educate employees, vendors, and guests about the role they play in protecting the site.

Concept art for Disney's Lighthouse Point in The Bahamas. Disney is working closely with Bahamian artists and advisors to create a destination that represents the natural beauty and rich culture of The Bahamas.



¹² See footnote 8 on p. 31.

¹³ See footnote 11 on p. 35.

SPOTLIGHT

Stories & Experiences Inspire Connections with the World We Share



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

Through National Geographic, DisneyNature, and our other content platforms, Disney enjoys a rich and growing library of programming that connects audiences with the wonders of our natural world and inspires action to create a cleaner, safer, and healthier planet. In 2022, our broad portfolio of nature-focused stories included DisneyNature's *Polar Bear* and National Geographic's *Explorer: The Last Tepui, Secrets of the Whales*, and *The Biggest Little Farm: The Return*.

The [Environmental Media Association \(EMA\) Awards](#) honor films and shows that increase public awareness of climate change, sustainability, and other environmental topics in their storylines. In 2022, we won two EMA Awards and received 58 Green Seals and 38 Gold Seals from EMA recognizing our efforts to reduce the environmental impact of production.

6 nominations, 2 wins

58 Green Seals and 38 Gold Seals

Environmental Media Association Awards, 2022

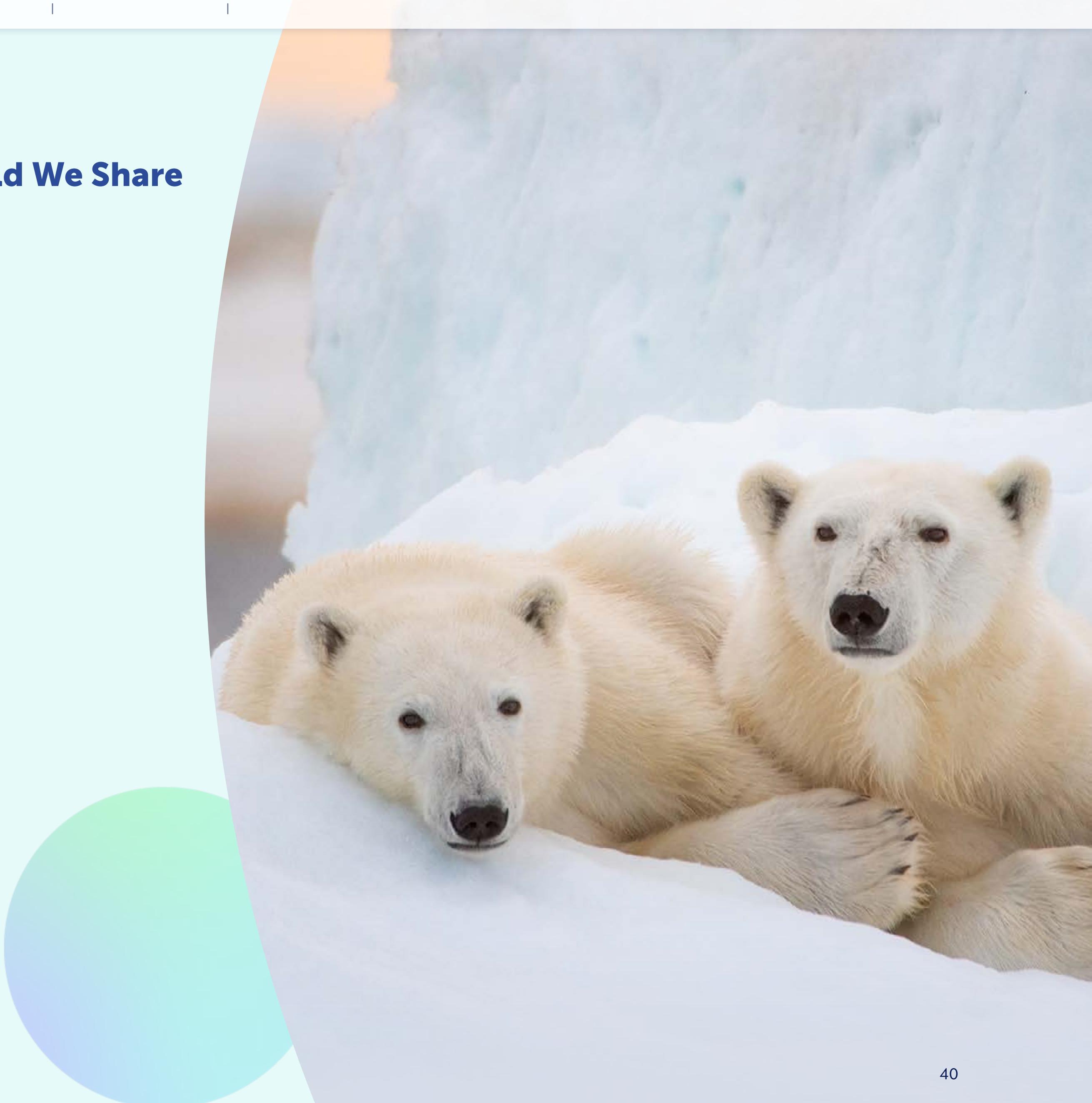
Giving Back Through National Geographic

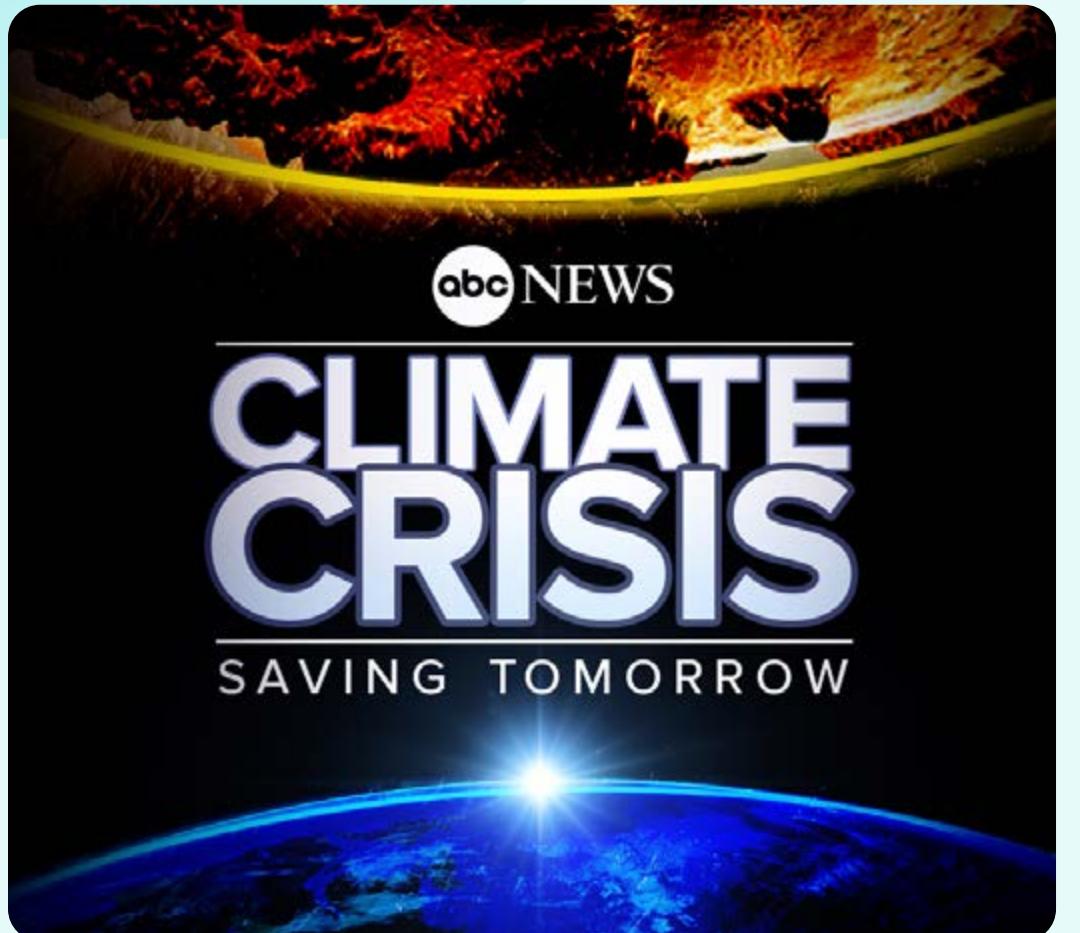
National Geographic has been actively caring about our planet for well over a century. Today, National Geographic Partners—a joint venture between The Walt Disney Company and nonprofit National Geographic Society—continues this legacy. We return 27% of the net proceeds from our National Geographic lines of business to fund conservation, education, and sustainability projects.

National Geographic Partners aims to unite, inspire, and support the global travel community, with the brightest and best minds in scientific, travel, and cultural exploration, sharing groundbreaking, highly visual storytelling.

Protecting Wildlife

We have a strong track record of protecting wildlife. For example, with the release of DisneyNature's *Polar Bear* in 2022, the Disney Conservation Fund (DCF) is supporting polar bear conservation with nonprofit organization Polar Bears International. Disney's grant will support research of promising aerial radar detection to identify hidden polar bear dens and help protect mothers and cubs; help to reduce possible human–bear conflicts to keep both bears and people safe in the Arctic; and aid the preservation of polar bears' habitats.



SPOTLIGHT**Stories & Experiences Inspire Connections with the World We Share** (continued)**Covering Climate News**

ABC News has a dedicated climate unit. In fiscal 2022, the unit highlighted people and organizations making an impact in *Hidden Climate Heroes* and took an in-depth look at the causes and risks of climate change in a monthlong series, *Climate Crisis: Saving Tomorrow*. The unit also teamed up with *Teen Vogue* to explore teenagers' growing concerns about climate change and the effects on their mental health.

**Earth Month Celebrations**

Earth Month kicked off with a conversation between DPEP Chairman Josh D'Amaro and the legendary ethnologist and conservationist Dr. Jane Goodall. DCF made a gift to support the work of Dr. Goodall's Roots & Shoots, a program that supports young people working to effect positive change for the planet, starting in their local communities.

National Geographic India launched the year-round One for Change effort on Earth Day to spotlight change makers across India working to restore and preserve the environment. And National Geographic Latin America released a new edition of its Lo Que Haces Cuenta ("What You Do Counts") campaign during Climate Change Day.



WILDLIFE CARE & CONSERVATION



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

The [Disney Conservation Fund](#) was created more than 25 years ago to build on Walt Disney's legacy of saving wildlife, inspiring action, and helping to protect the planet. DCF philanthropic grants have helped bring wildlife like California condors, green sea turtles, and Atala butterflies back from the brink of extinction; plant millions of trees in critical forests; remove tons of debris from the ocean; advance conservation education for youth; and more.

Disney Conservation Fund has invested more than \$120 million, along with the expertise of dedicated teams, in community-led biodiversity conservation efforts since 1995 to help protect more than 1,000 species of wildlife and safeguard more than 315 million acres of habitat—an area equal to more than 10,000 Walt Disney World Resorts.

In fiscal 2022, the DCF made nearly \$6.7 million in grants, supporting more than 60 nonprofit organizations working across 32 countries. The DCF also honored 20 Disney Conservation Heroes—an award recognizing Indigenous and local people dedicated to promoting a world where people, plants, and animals all have a thriving place to call home.

Learn more about our Disney Conservation efforts online:

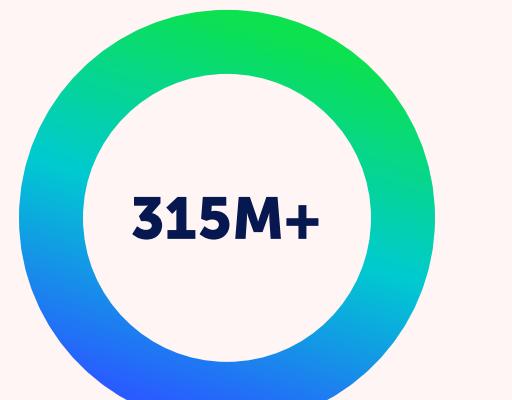
DISNEY CONSERVATION FUND EFFORTS SINCE 1995



Invested in DCF to date



Species of wildlife protected



Acres of habitat safeguarded

The Disney Conservation Fund supported Arizona State University's efforts to work with Baja fisher communities to reduce the accidental catch of endangered sea turtles, sharks, and rays.





Coral Reef Restoration

We continue to collaborate with a diverse group of coral reef management and conservation leaders to bring hope to the largest coral reef in the continental United States, the Florida Reef Tract.¹⁴ Disney Conservation Team Wildlife has provided leadership and expertise to support the Orlando-based Florida Coral Rescue Center. This state-of-the-art facility was established for gene banking and care of Florida corals rescued from reefs not yet affected by Stony Coral Tissue Loss Disease, which has put 22 coral species at risk of extinction. The center is the largest facility of its kind in the United States and is part of a national network coordinated by the Association of Zoos and Aquariums to support breeding programs and efforts to return coral back to the ocean. In April 2022, the first reported spawning of rough cactus coral in human care took place at the Center.



Local Wildlife Conservation

Disney Conservation Team Wildlife includes cast members working to inspire conservation actions and collaborating globally to share expertise and drive programs to positively impact wildlife and habitats. At Walt Disney World Resort, Team Wildlife monitors species diversity in our 8,000+ acre Wildlife Management Conservation Area to support statewide efforts to help preserve and connect key habitats. Nearby at the headwaters of the Everglades, we have also supported protection and restoration efforts at The Nature Conservancy's Disney Wilderness Preserve. The preserve spans 11,500 acres of restored wetland and upland habitats and is home to many native plants and animals, including threatened and endangered species like gopher tortoises and red-cockaded woodpeckers.



Rescuing & Rehabilitating Elephants

Our Disney team based in India began supporting Wildlife SOS's efforts in 2021 and continued support throughout 2022 to rescue and rehabilitate elephants illegally taken from the wild. To date, more than 40 elephants have been given care and medical treatment at Wildlife SOS's Elephant Hospital and Elephant Conservation and Care Centre, established in 2010 and the first center of its kind in northern India.



Sea Turtle Conservation

As part of the \$5 million we have invested since 1995 to help sea turtle conservation efforts globally, in 2022, the DCF supported a new mentorship and career training program hosted by the Sea Turtle Conservancy to spark passion for sea turtle conservation among central Florida youth from diverse and underserved communities. Students attended the [2022 Tour de Turtles event at Disney's Vero Beach Resort](#), an annual event that helps researchers, conservationists, and government agencies gather satellite transmitter data from migrating sea turtles to make more informed decisions about conservation methods and policies. In fiscal 2022, our sea turtle efforts reached an important milestone: Disney Conservation Team Wildlife celebrated 1.5 million sea turtles hatched from nests monitored by our team at Disney's Vero Beach Resort since 2003.

¹⁴ This effort is led by the Association of Zoos & Aquariums with involvement from Disney Conservation, the Fish & Wildlife Foundation of Florida, the Florida Fish and Wildlife Conservation Commission, NOAA Fisheries, and SeaWorld.



Disney's Animal Kingdom celebrated the birth of the 13th white rhino born at Walt Disney World Resort.

Excellence in Animal Care

Disney's Animals, Science and Environment team leads the Company's efforts to care for animals and the environment, connect people to nature, and conserve our natural resources.

WHITE RHINOS BORN AT WALT DISNEY WORLD RESORT

At Disney's Animal Kingdom Theme Park, we celebrated the birth of the 13th white rhino born at Walt Disney World Resort—an important milestone made possible by the dedication and care of Disney scientists, veterinarians, and keepers. Each birth has been part of the Species Survival Plan for white rhinos, overseen by the Association of Zoos and Aquariums to help promote responsible breeding of endangered species in managed care. These rhinos help us learn more about this near-threatened species, share learnings with other institutions, and offer guests an opportunity to connect with incredible animals in person.



CELEBRATING GINO'S 41ST BIRTHDAY

In December 2021, Disney's Animal Kingdom celebrated the 41st birthday of Gino, the oldest western-lowland gorilla at Walt Disney World Resort. Gino is a favorite of many guests and something of an icon in the zoological community. Due to the trusted relationship he has developed with Disney's animal care team and his laid-back attitude, Gino has helped his keepers develop important techniques to care for gorillas in managed settings that have been modeled by other zoological institutions. He is one of the first gorillas in the world to allow his caretakers to perform cardiac ultrasounds without anesthesia, an important step in the advancement of care for his species, and more broadly for animal care and gorilla conservation globally.

World of Hope

We are committed to bringing joy, comfort, and peace of mind to our communities and inspiring hope, especially for children.

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Community

OVERVIEW

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

“ At Walt Disney Imagineering, we make the impossible possible. We combine innovation and storytelling to bring Disney stories, characters, and worlds to life. Helping to reimagine the patient experience in children’s hospitals to include Disney magic has delivered joy when it’s needed most to so many kids and families all over the world—one of the most rewarding experiences of my career.”



Josh Shaver-Moskowitz
Producer, Walt Disney
Imagineering



CHILDREN'S HOSPITALS

Since Walt Disney himself first brought animators to visit hospitalized children, Disney stories have uplifted young people facing serious illness. In 2018, Disney announced a global commitment of \$100 million to help reimagine the patient experience and deliver joy when it's needed most. Since setting our commitment, and despite pandemic-related delays, by the end of fiscal 2022, we had directed more than \$75 million to our hospital initiative.

We bring the positive power of Disney stories and characters to children in more than 700 children's hospitals and pediatric places of care around the world. In fiscal 2022, we expanded our hospital installations globally, while continuing to provide new Disney-themed Starlight Hospital Wear and products, Disney Movie Moments, and Disney+ access.

Reimagining the Patient Experience

Disney's efforts in fiscal 2022 included transforming hospital spaces with imaginative installations like interactive murals, digital displays, and play spaces to ease the fear and anxiety of a hospital stay and bring comfort to patients and their families.

- Our children's hospital concepts and experiences expanded to hospitals in several U.S. states, Singapore, Japan, India, and eight countries across the Europe, Middle East & Africa (EMEA) region.
- Kanagawa Children's Medical Center became the first hospital in Japan to offer interactive Disney murals that bring beloved characters and stories from Disney, Pixar, Marvel, and Lucasfilm to life.
- We added wall art in two new hospitals in India. The installations at Holy Spirit Hospital in Mumbai and Homi Bhabha Cancer Hospital in Varanasi delight and bring comfort to more than 200 children each day.



Disney concepts were installed in Dr. von Haunerschen Kinderspital in Germany (top left), Ankara Bilkent City Hospital in Turkey (top right), KK Women's and Children's Hospital in Singapore (bottom left), and Kanagawa Children's Medical Center in Japan (bottom right) in fiscal 2022.



MOMENTS OF COMFORT



Child Life Specialist teams provided with complimentary Disney+ access in children's hospitals in fiscal 2022



Of participating hospitals that were surveyed said complimentary Disney+ and Disney Movie Moments access positively impact the patient experience¹⁵

Creating Moments of Comfort

In 2022, we expanded complimentary access to Disney+ for the teams in children's hospitals around the world who support patients. These Child Life Specialists have reported that Disney+ is a valuable tool that offers a sense of normalcy and eases stress during a child's hospital stay.

Additionally, to provide a sense of community and comfort during a time in which children may not be able to visit movie theatres, we more than doubled the number of participating hospitals in our [Disney Movie Moments](#) program, with more than 225 hospitals or places of care receiving special access to new movie titles from The Walt Disney Studios. New and existing hospitals kicked off their programs with a special screening of Disney and Pixar's animated film *Lightyear*.



A Magical Day for Children

In May 2022, [Disneyland Paris](#) invited hundreds of children facing serious illness and their families to enjoy the park's 30th Anniversary festivities. The special event was planned in collaboration with Pièces Jaunes, part of the French Fondation des Hôpitaux, whose mission is to improve the conditions of hospitalized children and adolescents. Guests were joined by French First Lady Brigitte Macron, who is President of the Fondation des Hôpitaux, and Didier Deschamps, French national soccer team manager and godfather of Pièces Jaunes.

¹⁵ Survey by Starlight Children's Foundation® in January 2023 of hospitals or pediatric places of care that are in Starlight's network.

SPOTLIGHT

Delivering Joy Through the Power of Disney Characters and Stories

Disney's collaboration with Starlight Children's Foundation®—a nonprofit dedicated to delivering happiness to seriously ill children and their families—continues to bring moments of joy and comfort during hospital stays and challenging moments. More than 500 hospitals in the United States and Canada received Disney-themed Starlight Hospital Wear, toys, books, and games in fiscal 2022, and we continue to focus our donations on the medically underserved and vulnerable populations that need it most. Disney, Pixar, Marvel, Lucasfilm, and ESPN Starlight Hospital Wear collections provided patients with their choice of fun and comfortable clothing to wear during their hospital stay.



May the 4th Be With You

Our [May the 4th celebration](#) helped distribute lightsabers, adaptive costumes designed for children in wheelchairs, and more to hospitals around the U.S.



Bringing Movie Magic to Hospital Gowns

Pixar-themed Starlight Hospital Wear, inspired by iconic characters including those from Disney and Pixar's *The Incredibles*, Buzz Lightyear and Jessie from *Toy Story*, and Russell from *Up*, were offered to all hospitals within Starlight's network for the first time. Additionally, QR codes printed on the gowns provide an immersive experience for patients.



Delivering Smiles

Marvel-themed toys, books, and games were delivered to children's hospitals nationwide in August 2022. Patients at Texas Children's Hospital were delighted by a special *Spidey and his Amazing Friends* event with the voice talent of Hulk himself visiting.



A young patient looks at Magic Art, a delightful digital screen that sparks to life with favorite characters delivering inspirational messages.

Improving the Patient Experience:

[Disney Institute](#) has trained more than 23,000 hospital workers since 2018. In fiscal 2022, experts from Disney Institute again held training sessions for KK Women and Children's Hospital (KKH) in Singapore. The course focused on training hospital staff to create compassionate connections and meaningful moments with patients through three service principles: Serve with Heart, Reach Higher, and Own It. More than 5,000 KKH employees and leaders from multiple departments were in attendance.

Learn more about Disney Institute:

DISNEY INSTITUTE TRAINING



Hospital workers trained since 2018

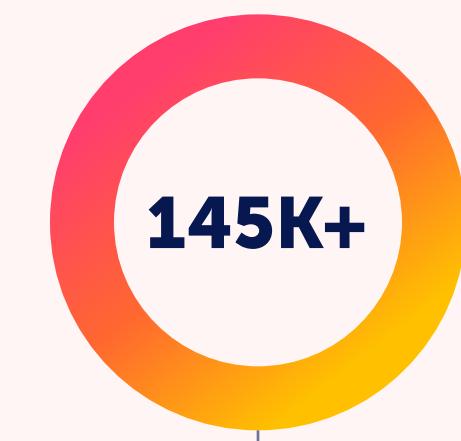


Attendees at KKH's training in 2022

WISH GRANTING

Disney supports children beyond their hospital stays by helping grant life-changing Disney wishes for children when they need it most. Together with Make-A-Wish®, Disney has helped grant more than 145,000 magical wishes since 1980. Annually, we grant thousands of wishes in collaboration with wish-granting organizations around the globe. We are committed to helping kids feel like kids rather than patients by sharing unforgettable moments with their families. After a hiatus due to pandemic restrictions, in-person wish granting has made a gradual return.

MAKE-A-WISH



Magical wishes granted with Make-A-Wish since 1980



Joy for Children Who Need It Most

The Walt Disney Company UK & Ireland, Make-A-Wish UK, and The Kentown Wizard Foundation collaborated for a second year to provide magical Disney wish experiences for children with critical illnesses. In 2022, they granted more than 225 wishes and included children from Make-A-Wish Ireland. Disney VoluntEARS gave their time and skills, contributing more than 1,100 volunteering hours to these wish efforts. In addition to Disney experiences, the event also featured accessible activities such as a carousel for kids of all abilities to share everyday family moments together.

Granting Wishes Around the World

Wish granting has resumed at all of our [theme parks](#) around the world, as well as at Aulani Resort and [Walt Disney Imagineering](#). In 2022, wish families were given a special sneak peek of the [Star Wars: Galactic Starcruiser](#) at Walt Disney World Resort before it opened to the public. And in China, in celebration of the fifth anniversary of Make-A-Wish Shanghai, Disney committed funds to support the construction of a wish room at Shanghai Children's Medical Center. A wish room, run by Make-A-Wish staff and volunteers, supports medically eligible children through the wish-granting process.



Sports Stars Delivering Joy

ESPN's *My Wish* series has returned to *SportsCenter*. The award-winning series has collaborated with Make-A-Wish since 2006 to fulfill 75 sports-themed wishes for children with critical illnesses. In fiscal 2022, wishes featured Patrick Mahomes of the Kansas City Chiefs, Klay Thompson of the Golden State Warriors, Austin Riley of the Atlanta Braves, and the NFL's New York Giants.



Movie Premiere Wishes

In July 2022, two Make-A-Wish kids and their families sat front row as stars walked the blue carpet into the premiere of *ZOMBIES 3*, a Disney+ Original movie from Disney Branded Television. The children also got to meet with stars after the movie.



A Very Special Bon Voyage

Disney Cruise Line's newest ship, the *Disney Wish*, debuted with the help of wish kids. During the ceremony, three Make-A-Wish ambassadors—Colby, 10; Megan, 16; and Jenna, 13—symbolically bestowed good fortune on the vessel and its passengers. All wish kids, including past, present, and future wish recipients, will be honored as the ship's "godchildren," redefining the long-standing maritime tradition of appointing a ship "godmother."



A child's heartfelt wish can mark a turning point in their treatment, giving them strength, joy, and a greater sense of hope for their future.

VOLUNTEERING

Volunteering is a central and enduring part of our Company's culture and at the heart of our community engagement efforts.

Through our Disney VoluntEARS program, the Company encourages passionate employees in every community to donate their time and talents to their local communities. Since the program was started nearly 40 years ago, our employees and cast members worldwide have collectively contributed nearly 13 million hours of service to their communities. Additionally, the VoluntEARS Grants program lets employees direct donations to eligible nonprofits of their choosing as a benefit for the time they spend volunteering.

In fiscal 2022, we enhanced VoluntEARS Online, our in-house tool that promotes volunteer opportunities tied to our signature programs and campaigns. We also enhanced the Disney VoluntEARS Grants program to make it easier for VoluntEARS to be able to direct donations for their hours volunteered throughout the year.

DISNEY VOLUNTEARS



Service hours contributed worldwide over nearly 40 years



VoluntEARS planted butterfly-friendly environments to increase monarch populations in 2022



Keeping Our Beaches Clean



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



Protecting Butterflies



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

Several of our businesses supported beach cleanup events in fiscal 2022. In honor of World Ocean Day on June 8th, 30 Disney VoluntEARS and family members took part in a beach cleanup in Guangzhou, China. The team worked together to positively impact the planet and teach children at the event about the ocean and the importance of protecting the magic of nature. For International Volunteer Day, VoluntEARS from Shanghai Disney Resort supported beach cleanup in Chongming Island, Shanghai.



Giving Back at D23 Expo

Throughout a long-awaited D23 Expo near Disneyland Resort—a three-day event for Disney fans showcasing what is happening at Disney and what fans can expect in the coming years—guests visited the Inspire a Better World pavilion to explore Disney's social responsibility projects and participate as honorary Disney VoluntEARS.

During the D23 Expo, guests:

- Designed more than 5,500 cards of encouragement for children with critical illnesses. For each card designed, we donated \$5 to Make-A-Wish.
- Helped support our *Avatar: The Way of Water* “Keep Our Oceans Amazing” initiative by designing almost 4,000 *Avatar*-inspired ocean creatures. For each ocean creature created, we gave \$5 to The Nature Conservancy.
- Cast approximately 5,100 votes to help DonorsChoose allocate a Disney grant to support reading and creative writing, visual arts, STEM, music and performing arts, and sports in public schools nationwide. This funding was part of Disney Future Storytellers, described in more detail on pages [24–25](#).

D23 EXPO HONORARY VOLUNTEARS



Donated to charities thanks to D23 Expo honorary VoluntEARS



Special Care Packages

In South Korea, VoluntEARS prepared 200 Winnie the Pooh-themed gift packages, which were delivered to children of families from under-resourced communities.



Volunteering: Challenge Accepted

During Walt Disney World Resort’s 50th Anniversary, Disney VoluntEARS were invited to take part in a [50 for 50 Challenge](#). Hundreds of VoluntEARS participated in this challenge to personally attain 50 volunteer hours and attend 50 VoluntEARS events during the 18-month-long celebration.

SPOTLIGHT

Gratitude & Respect for U.S. Armed Services

Disney has a long track record of respect and appreciation for the U.S. Armed Services, which began with the Company's founders, who both served their country during World War I. We recognize the commitment and dedication of military service and value the leadership skills and sense of purpose the military instills in its service members and in society. We are honored to support active U.S. military, veterans, and their families in many ways across our Company.

Learn more about our support of veterans:

Supporting Blue Star Families



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

In fiscal 2022, Disney collaborated with Blue Star Families to host the 20th [Blue Star Books](#) event with a reading by First Lady Dr. Jill Biden. The event was part of the White House's Joining Forces initiative to support military and veteran families, caregivers, and survivors.

Supporting the Marine Toys for Tots Program

Disney's relationship with the Marine Toys for Tots Program began in 1947, when Walt Disney and his animators designed the original Toys for Tots train logo that is still used today. Since then, Disney has supported Toys for Tots to help bring toys to millions of children in need during the holiday season. In fiscal 2022, through the Disney Ultimate Toy Drive, more than 160,000 toys were collected at our sites, events, and through dedicated segments on our TV networks. Employees donated more than 20,000 of these toys and contributed more than 4,000 hours of service as part of the Disney VoluntEARS program.

2022 Department of Defense Warrior Games

The Department of Defense Warrior Games, hosted by the U.S. Army's Training and Doctrine Command, celebrates the passion, resiliency, and dedication of wounded, ill, and injured active duty and veteran U.S. military service members. Hundreds of elite athletes, including those from international allied nations, compete in adaptive sporting events such as wheelchair basketball, cycling, indoor rowing, and sitting volleyball, among other sports. In fiscal 2022, Disney donated use of the ESPN Wide World of Sports Complex at Walt Disney World Resort to serve as a Warrior Games venue for the first time.

“

These courageous service members, injured during their military duty, have demonstrated their resilience and an ability to overcome unthinkable obstacles. They are the truest definition of the warrior's spirit, and we were honored to welcome them to the Warrior Games at ESPN Wide World of Sports this summer.”



Jeff Vahle
President,
Walt Disney
World Resort



Disney has supported the Marine Toys for Tots Program since 1947 to help bring toys to millions of children in need during the holiday season.

STORIES OF HOPE IN COMMUNITIES AROUND THE WORLD



Supporting Hunger Relief

Over the past decade, Disney has collaborated with Feeding America to improve access to nutritious meals. This year, in addition to supporting 30 Feeding America member food banks to help increase access to fresh produce for communities that need it most, Disney also supported Feeding America's efforts in response to Hurricane Ian. In addition, Disney continues to help alleviate food insecurity by supporting hunger relief organizations worldwide. For example, in Latin America, Disney supports the work of the Global Food Banking Network and the efforts of food banks in Argentina, Brazil, Chile, Colombia, and Mexico.

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



Supporting Cancer Research

The V Foundation for Cancer Research was founded in 1993 by ESPN and the late Jim Valvano, legendary North Carolina State basketball coach and ESPN commentator. In fiscal 2022, with support from ESPN fans, employees, and partners, more than \$13 million was raised during V Week—a record-breaking amount—to support the V Foundation's fight to achieve Victory Over Cancer.

Together with the 2022 ESPYS fundraising and other events, ESPN raised more than \$27 million, bringing the total that ESPN has helped raise to nearly \$170 million for the V Foundation since its inception in 1993.



Supporting Disaster Relief

Disney provides emergency relief and supports recovery efforts in communities worldwide. We continue to support several organizations, including UNICEF, the American Red Cross, and Good360. In fiscal 2022, our disaster relief included supporting [Hurricane Ian recovery efforts](#), addressing the impacts of wildfires in Argentina, supporting children and families in Ukraine, and providing short-term monetary assistance to employees experiencing hardships—including those impacted by Hurricane Ian—through the Employee Relief Fund.

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



Supporting Children and Families in Ukraine

We have worked with UNICEF for many years, and when the humanitarian crisis began in Ukraine, we leveraged our media platforms to support UNICEF in helping families displaced by the conflict. ABC News coverage and on-air mentions across our networks drove thousands of viewers to UNICEF's website, raising more than \$3 million in a few weeks. ABC News's David Muir also led coverage on the crisis, anchoring special editions of *World News Tonight* from the Ukraine–Poland border and anchoring a special report on Ukrainian President Volodymyr Zelenskyy.

In addition to providing support to nonprofits, our employees rallied to support those affected and displaced into neighboring countries through our Matching Gifts program and volunteering events. Disney VoluntEARS in the EMEA region packed supplies, prepared food, and created temporary Disney-themed playrooms. The Company and employees also provided Ukrainian-dubbed screenings of Disney Animation's *Encanto* and *Raya and the Last Dragon*, Disney and Pixar's *Luca*, *Ron's Gone Wrong*, and other titles for Ukrainian children and families through community nonprofits.



Magic of Storytelling

First Book is a nonprofit organization dedicated to removing barriers to educational equity by providing free and affordable new books and educational resources to educators who serve children in need. In fiscal 2022, we donated more than 3 million books to First Book, and since 2000 we've distributed more than 90 million books to help inspire the next generation of storytellers.

Since 2012, we have also collaborated with First Book to distribute books to under-resourced educators and children through the Magic of Storytelling campaign. [Take a behind-the-scenes look at how we inspire imagination and a lifelong love of reading.](#)



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

FIRST BOOK DONATIONS



Books donated in
fiscal 2022



Books distributed since
2000 to help inspire
the next generation
of storytellers



Encouraging Youth in India

In fiscal 2022, we worked with CARE India to empower 1,400 adolescent girls across 10 schools in Mumbai, helping them realize their potential to lead a better life. The program has established 18 vibrant community learning centers that give girls a space outside of school to learn and hone their vocational skills. We also worked with the Parivaar Education Society in India to support 400 girls with education, boarding, food, medical assistance, sports and recreation, clothing, and more. In addition, with Yuva Unstoppable, we've helped create a holistic learning environment for students across 12 schools by providing resources for science labs, sports, arts, and technology (such as tablets).



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

SPOTLIGHT**Inspiration & Hope Through Sports****Superhero Series**

Superhero Series is the UK's only sports event dedicated to the nation's approximately 14 million People with Disabilities. The family-inclusive event has been powered by Marvel for the past four years. During this time, and despite the pandemic, it has seen 11,000 Superhero participants and 9,800 Sidekick volunteers take part in its signature events, including Superhero Tri, Winter Wonderwheels, and At-Home Superhero Challenge, and raised more than \$1 million for local charities.

**Access to Sports**

ESPN continues to support the Special Olympics USA Games. In fiscal 2022, more than 5,500 athletes and coaches from all 50 states and the Caribbean united for a week of competition, sportsmanship, and fun at the ESPN Wide World of Sports Complex at Walt Disney World.

Additionally, ESPN's Access to Sports initiative works to provide children from all backgrounds with the chance to play. For example, one program supports the United States Tennis Association Foundation's National Junior Tennis & Learning network. It promotes the power of tennis and

provides direct support for tennis and education programs that serve youth of color in eight chapters in four major cities. In Latin America, ESPN codeveloped the campaign *Historias que Inspiran* (*Stories that Inspire*) with the Disney Princess franchise, featuring short videos with four athletes sharing their personal journeys. When the videos achieved five million views, we donated \$100,000 to Coaches Across Continents, which supports access to sports-related educational programs in vulnerable communities. This donation built on an annual grant and long-term relationship with the organization in Argentina, Brazil, Chile, Colombia, and Mexico.

**UEFA Playmakers Inspired by Disney**

The Union of European Football Associations (UEFA) and Disney teamed up to launch the Playmakers program in 2020, bringing together the magic of Disney storytelling with the latest research on the benefits of play-based learning.

Providing a fun and safe introduction to football for five- to eight-year-old girls, Playmakers was operating in 44 countries as of fiscal 2022, with nearly 38,000 girls having taken part across Europe. It teaches important movement and life skills, creates friendships and confidence among girls, and inspires a lifelong love of the game.

Investing in Our People

Disney is home to some of the most exceptional, extraordinary people. We are where creativity meets opportunity and careers are a journey of accomplishment and celebration. We are a welcoming home for talent of all kinds, from animators to engineers to zookeepers and many roles in between. We work together, and thrive together, in making Disney one of the world's most recognized, respected, and well-regarded entertainment companies.

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TALENT MANAGEMENT STRATEGY

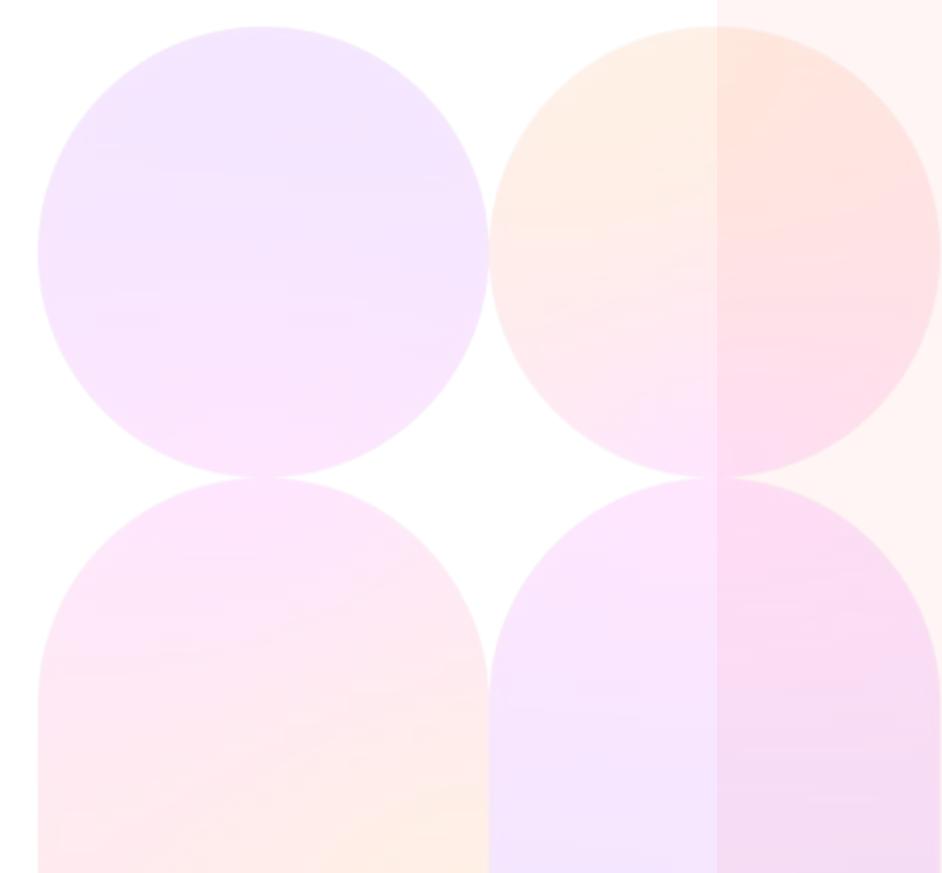
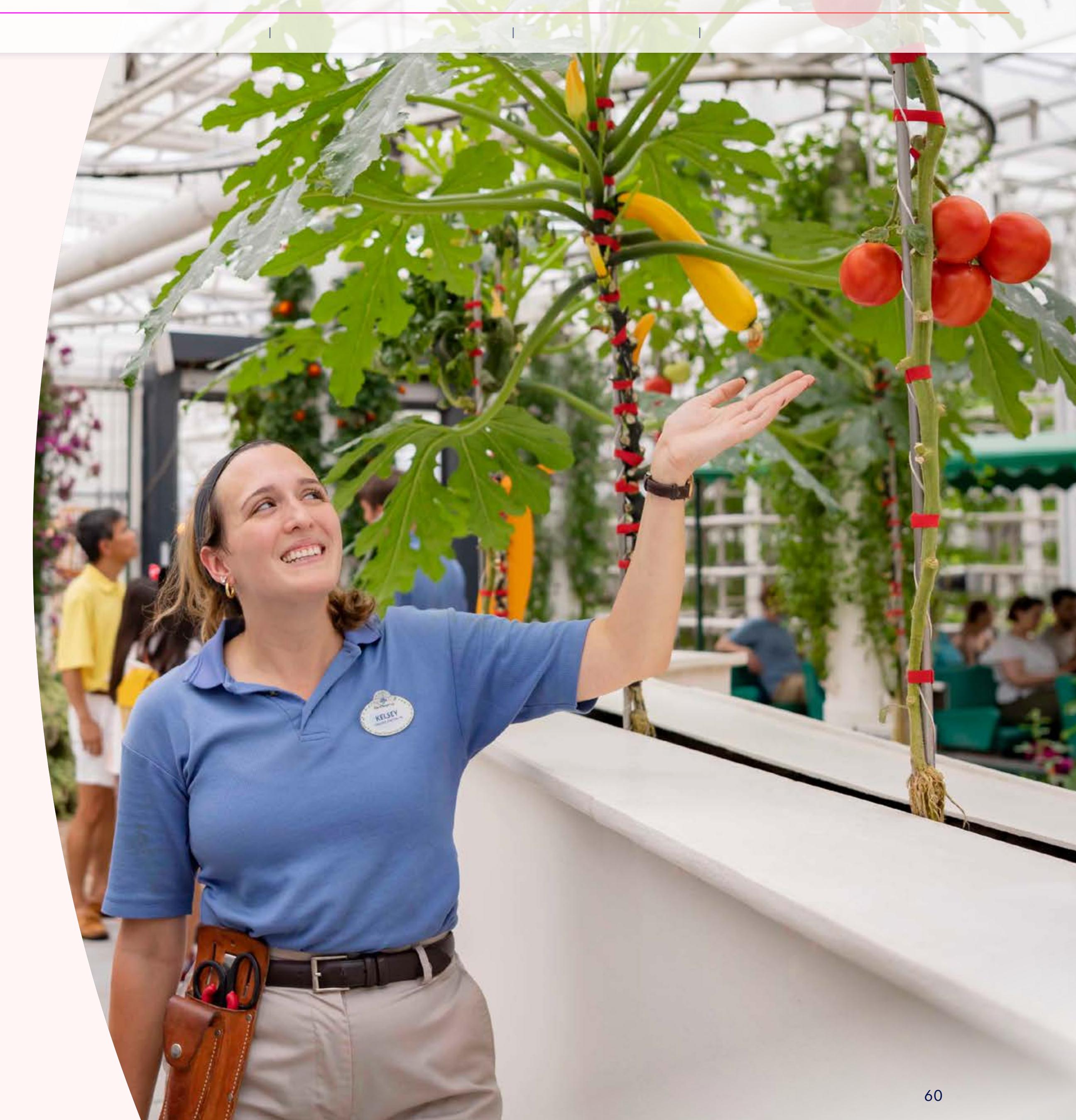
For nearly 100 years, Disney employees and cast members have made Disney a leading global entertainment company. Disney is a place where careers are a journey of creativity, accomplishment, and celebration, and where everyone is respected.

Our Chief Human Resources Officer, Paul Richardson, continues to lead our human capital management strategy and reports directly to our CEO. He regularly updates our Board of Directors on topics such as talent development and employee engagement and is directly supported by a variety of dedicated human resources functions across our businesses, content engines, and regions. Our approach focuses on attracting, engaging, developing, and rewarding a talented, diverse team while providing a respectful, collaborative, and safe work environment.

“We move into our second century knowing that the extraordinary talent, diversity, and creativity of our teams around the world is what brings our stories and experiences to life. When we come together as a unified team, leaning into imaginative new ideas, we're able to build on our legacy of excellence with integrity and an inclusive mindset. **”**



Paul Richardson
Chief Human
Resources Officer,
The Walt Disney Company





EMPLOYEE FEEDBACK & RECOGNITION

We foster a culture where our employees can thrive, both personally and professionally, and seek to create a work environment that inspires optimism, creativity, collaboration, and innovation.



Understanding Employee Needs

We actively listen to and learn from our employees, share their stories, and incorporate their ideas and feedback into our activities, policies, and processes.

- Throughout fiscal 2022, employees across the enterprise were surveyed at different points in time. We found that engagement levels were very high and that employees have pride in working for the Company.
- In addition to surveys, we hosted diversity, equity, and inclusion executive Coffee Talks with nearly 1,500 registrants in fiscal 2022. Feedback from Coffee Talk sessions was a driver of our new senior leadership development experience, Disney IGNITE (described on page [65](#)), which hosted its first two sessions in 2022.



Celebrating and Uplifting Our Employees

We recognize outstanding work by our employees in several ways.

- In fiscal 2022, Disney continued to offer RecognizeNow!, a digital platform that enables employees to appreciate and recognize their peers around the world.
- A new Mobile Cast Compliment feature was introduced in fiscal 2022 in the My Disney Experience and Disneyland mobile apps, enabling guests visiting Walt Disney World and Disneyland Resort to submit digital recognition to cast members who made their visit memorable. Since we added the feature, more than 450,000 compliments have been sent to our cast members by guests.
- At our Disney Parks, Experiences and Products segment, the Legacy Award also continues. The Legacy Award is the highest honor a cast member can receive for embodying Walt Disney's legacy of excellence in dreaming, creating, and inspiring in the workplace. In 2022, 745 employees and cast members across the globe received this prestigious honor.

EMPLOYEE RECOGNITION



Employee recognitions sent through RecognizeNow! in fiscal 2022



Employees and cast members honored by the Legacy Award in 2022

Learn more about how we champion inclusion for our employees:

SAFETY, HEALTH & WELL-BEING

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

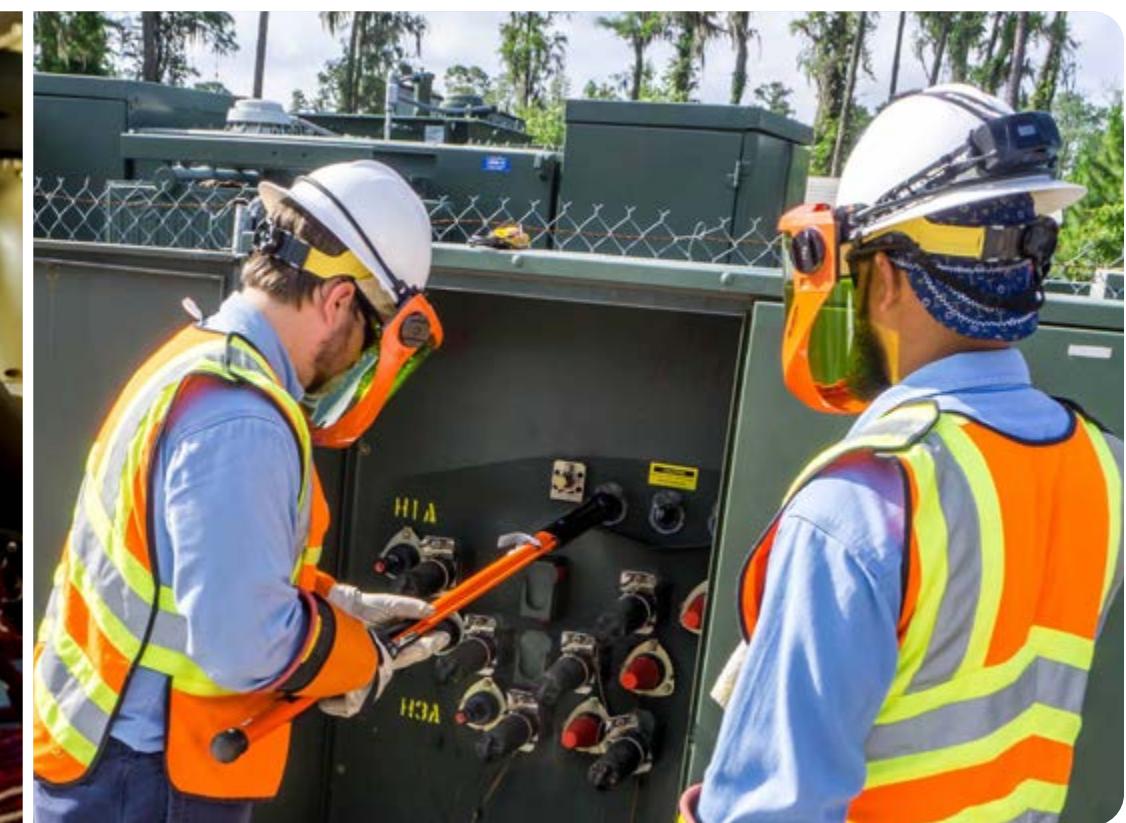
UNIFIED SAFETY COUNCIL'S ANNUAL SAFETY AWARDS



Safety Awards won in 2022

12

Years of continuous recognition



Workplace Safety

The safety of our employees is a top priority in the decisions we make. We promote a culture of safety through numerous quality assurance programs and internal safety standards, and our [Standards of Business Conduct](#) provide the process to report safety concerns and incidents. Employees can report a concern by calling our Global Security Communications Center or an anonymous safety line, or by making a report online through our internal system called The Guideline. Many operating areas also have a Safety and Wellness Committee that can assist employees in sharing or reporting concerns.

We have dedicated safety professionals in areas including food safety, ride safety, occupational safety, public health, and training and development. As an example, Disney Parks, Experiences and Products' Safety Champions help engage their teams in safety and wellness programs, processes, and culture, and assist in the oversight and implementation of safety

and wellness initiatives. To help minimize workplace safety risks, we offer employees and cast members a variety of required and voluntary safety trainings. This includes Safety and Wellness Leadership in Action, focused on accident prevention, and Improve Your Move, focused on ergonomics. And the Company's Personal Protective Equipment (PPE) Matrix is updated regularly, detailing appropriate PPE required for specific work tasks alongside helpful visuals.

In fiscal 2022, four individual cast members and one team at Walt Disney World Resort were recognized at the Unified Safety Council's (USC) Annual Safety Awards for ingraining safety and wellness into everyday park culture. USC is a nationally recognized safety training and educational organization, and this win marks the 12th year in a row that Walt Disney World locations and/or individuals have been recognized.



A cast member enjoys yoga at Hong Kong Disneyland as part of our efforts to support employee well-being and mental health.



Mental Health



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

Disney prioritizes destigmatizing mental health challenges and breaking down barriers to access resources and care.

- We offer a variety of easy-to-access and innovative programs for employees and cast members, including access to counselors, meditation, and mindfulness activities, as well as tips for building resilience and getting more restful sleep.
- We continue to offer our Employee Assistance Program (EAP), which is available to all employees, cast members, and their family and household members. Our EAP provides 24/7 support and connects participants directly to a licensed network therapist at no cost.
- Employees have access to Headspace, where they can follow guided meditations, animations, articles, and videos on topics like meditating and mindful eating.
- The Disney Healthy Pursuits Wellness Team also hosts BrainBreaks, which are virtual activities to help employees stay on top of their health.
- In 2022, Disney won a Best Employers: Excellence in Health & Well-Being Award from the nonprofit Business Group on Health for our health and well-being benefits.

GLOBAL WELL-BEING WEEK

Employee Well-Being



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

We hosted our first Global Well-Being Week in 2022, spotlighting the wide-ranging physical, mental, and financial benefits we offer, while also providing employees with easy ways to take advantage of the benefits. As a special offering in fiscal 2022, Disney provided Recharge Days for eligible U.S. and international employees. These additional paid days off provided a shared-time-off experience, allowing teams to disconnect from work, email, and calls, all on the same days.

Employees are also able to connect with health coaches to learn how to get and stay healthy, including by developing a nutrition and physical activity routine. With access to easy-to-use digital resources like Grokker and LifeCare, employees can watch videos and read articles on relaxation techniques, managing work/life balance, and more.

In 2022, we continued to promote our new Center for Living Well—Gaea Center for Gynecology, Maternity, and Fertility—in Orlando. The center provides employees, cast members, and their partners with comprehensive, connected, and compassionate care to help navigate their family-building journeys.

TALENT DEVELOPMENT



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

We are committed to the ongoing development of our workforce, offering an array of opportunities that enable our employees to be the best versions of themselves and make the most of their careers at Disney, no matter their individual aspirations.

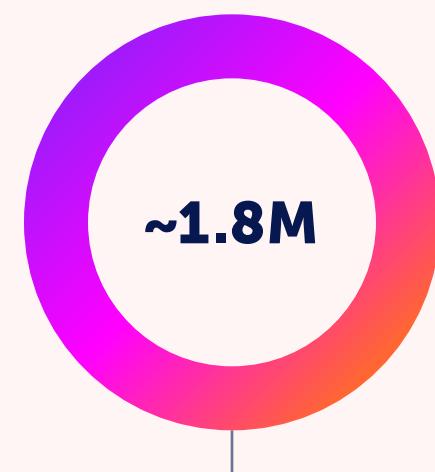


Onboarding New Talent

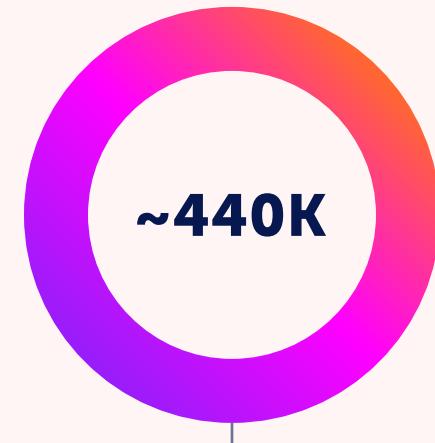
Following Disney Beginnings, one of our orientation sessions, new hires attend the Disney Beginnings Expo, a new virtual offering that creates connections and illustrates the many uniquely-Disney programs and experiences available to them, such as Disney VoluntEARS.

Access information on Disney VoluntEARS:

EMPLOYEE LEARNING THROUGH TOP PLATFORMS



Times self-directed offerings were consumed through D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge in fiscal 2022



Times instructor-led offerings were taken through D Learn in fiscal 2022

Employee Learning Platforms

We support the growth and development of our employees and cast members through online and in-person learning tools and programs designed to support employees both personally and professionally—regardless of where they are in their careers. The top platforms used by employees in fiscal 2022 included:

D LEARN

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

- Instructor-led offerings were taken almost 440,000 times in fiscal 2022, from required new-hire orientations to optional leadership learning
- Self-directed offerings were consumed more than 1.5 million times in fiscal 2022
- Top learning items included: Workday Navigation, Disney Leader Essentials, and Our Commitment to the Company and Our Shareholders

HARVARD SPARK

Harvard Spark offers employees learning and development content tailored to their unique aspirations and personal preferences, meeting them exactly where they are on their career journeys.

- Self-directed offerings were consumed more than 208,000 times in fiscal 2022
- Top learning items included: Your Career Path and Raise Your Emotional Intelligence



HARVARD MANAGEMENTOR

Harvard ManageMentor offers a customized experience similar to Harvard Spark, specifically geared to our leadership teams and those seeking management skill development.

- Self-directed offerings were consumed nearly 20,000 times in fiscal 2022
- Top learning items included: Presentation Skills and Leading People

HARVARD LEADING EDGE

Harvard Leading Edge is a learning platform for leaders and aspiring leaders that consolidates reputable publications on topics ranging from corporate social responsibility to hiring to innovation, and more.

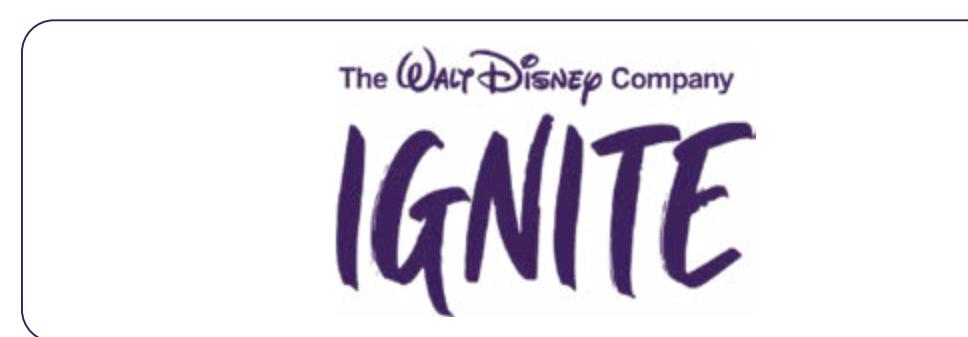
- Self-directed offerings were consumed nearly 9,000 times in fiscal 2022
- Top learning items included: How to Succeed Quickly in a New Role and The Virtual Work Skills You Need—Even If You Never Work Remotely



Leadership Development



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



In fiscal 2022, we launched Disney IGNITE, a new multi-month virtual learning experience for senior managers, directors, and vice presidents that is focused on empowering them to be more confident in leading with care and a people-first mindset.

In the first session, 640 leaders participated from North America; Latin America (LATAM); and the Europe, Middle East & Africa (EMEA) region, across all businesses. The second session of IGNITE—for leadership teams across the Asia Pacific (APAC) region—began in late 2022, and we plan to continue offering IGNITE to even more leaders in the future.

ADDITIONAL EXAMPLES OF LEADERSHIP DEVELOPMENT PROGRAMS INCLUDE:

- We continued our Disney Leadership Essentials program, which reached more than 1,080 leaders across the U.S., EMEA, LATAM, APAC, and India. Post-program surveys showed that 100% of participants took at least two actions as a result of participating.
- At Disney Parks, Experiences and Products (DPEP), high-potential senior managers and directors engaged in our cohort-based Leadership Immersion Program, which works to accelerate participants' readiness for critical positions.
- We increased our mentoring programs from 13 to 35 across Disney in fiscal 2022. Enrollment in these programs increased by 44% and mentoring hours increased by 25% from fiscal 2021. As examples, we launched the Mano a Mano mentoring program to champion the professional development of Florida cast members; Disney General Entertainment launched a new mentoring program and Career Development Office; and our Enterprise Mentorship Program—focused on Finance, Technology, CSR, and other topics—had more than 1,900 individuals enrolled in fiscal 2022, the seventh year of the program.

Learn about additional talent development programs, such as our Black Talent Network and Women's Talent Network:

DISNEY IGNITE



Of participants strongly agreed that IGNITE was worth the time and effort they put into it



Of participants were able to identify specific actions they could take to improve as leaders as a result of IGNITE

COMPREHENSIVE REWARDS PACKAGE

Disney offers a competitive rewards package that includes pay, health, and savings benefits; time-off programs; educational opportunities; and more. Together, these rewards make up a comprehensive package that helps our employees and cast members live their best lives, grow personally and professionally, and take advantage of the special extras that only Disney can provide.

Equitable Pay



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

Disney is committed to fostering a truly respectful and equitable workplace culture. As part of that focus, in 2022 we shared the results of an [adjusted pay ratio analysis](#), comparing the base pay of U.S. employees based on gender, race, and ethnicity, controlling for role, experience, and location. Each adjusted pay ratio was at least 99% as of June 2022 (with one ratio at 100%), and we continue to strive for 100% equity across all categories. We are committed to reporting the adjusted pay ratio for our U.S. employee base pay annually, and plan to include bonus and long-term incentives in our adjusted pay ratio in 2023, as well as an unadjusted median analysis of base pay (with no

accounting for factors such as role, experience, or location) in 2024. We are also working toward expanding the gender pay ratio analysis to countries outside the United States.

We recognize the importance of pay transparency to our employees, shareholders, and others, and are committed to ensuring our employees and cast members have the facts that determine their pay. As part of this effort, we provided new educational resources on compensation to leaders and employees in fiscal 2022.

We also actively work with labor unions throughout the year to promote a fair and just working experience for the employees they represent—including reliable scheduling, a clean workplace, and fair compensation.

Almost all of the hourly full-time and part-time employees in our U.S. Disney Parks, Experiences and Products business earn a minimum of \$15/hour, and median hourly earnings are more than \$17.50/hour.¹⁷

Read our [Standards of Business Conduct](#) for more details on our commitment to maintaining fair working conditions for employees.

[Access more information on benefits:](#)

[Learn more about our people and values:](#)

¹⁷ Almost all hourly full-time and part-time non-tipped employees in our U.S. Disney Parks, Experiences and Products business earn a base rate of at least \$15/hour, excluding Walt Disney World College Program participants (this program is not comparable to other employment opportunities, as it includes other benefits such as housing and transportation) and Disney Stores in select regions. All employees earn minimum wage or higher. Median earnings for hourly employees is 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.

Annual Bonus Plan

In fiscal 2022, to reward the important contributions of certain job levels below the executive level, Disney expanded eligibility for participation in our Annual Bonus Plan. The Plan is tied to the Company's fiscal-year performance and recognizes the contributions employees make to business results.

Investing in Our People Through Education

Disney Aspire pays 100% of tuition up front for eligible hourly employees at a network of learning institutions. See our spotlight on Disney Aspire on the next page.

Disney also continues to offer education reimbursement to salaried employees who are interested in furthering their careers through professional and technical education related to their current roles.

And to alleviate the financial burden of higher education on Disney employees, we offer scholarships to eligible children of Disney employees who are high school seniors through our Disney Scholars program. Scholarships are awarded based on academic achievement, extracurricular activities, community service, and demonstrated leadership.



SPOTLIGHT

Disney Aspire Sets the Bar for Corporate-Funded Education



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

Disney Aspire—The Walt Disney Company’s education investment and career development program—pays 100% of tuition up front at network schools and is available to 85,000 eligible hourly full-time and part-time employees and cast members in the United States. Disney Aspire continually evolves to meet the ever-changing needs of our diverse employee base, as well as the ever-evolving job landscape, and the program saw growth in fiscal 2022.

Additional Colleges and Universities

Disney Aspire’s network of learning institutions continued to grow throughout fiscal 2022, adding four new colleges and universities. The additions included the first in-network HBCU, North Carolina A&T State University, as well as the first culinary-dedicated option, Johnson & Wales University. The network also grew to include two more California-based options—California State University, Fullerton; and Fullerton College—expanding in-person learning opportunities for our eligible California-based employees.

Career Advisors

In fiscal 2022, we introduced Disney Aspire Career Advisors. These advisors meet both one-on-one and in group settings with students and graduates to help them more confidently navigate their career journeys, whether at Disney or beyond. In fiscal 2022, more than 1,400 advising sessions were hosted with employees.



Advocate Program

We also introduced the Disney Aspire Advocate program in fiscal 2022, which brings together Disney Aspire program graduates from across the Company who have experienced internal career mobility. Advocates help spread the word, showcase Disney Aspire’s impact, and serve as mentors for those exploring or currently enrolled in the program.

Disney Aspire continues to set the standard for employer-funded education programs. We externally publish graduate and mobility data and invest in our employees well beyond graduation. Looking forward to the year ahead, Disney Aspire will be celebrating its fifth anniversary in August 2023.

DISNEY ASPIRE PARTICIPANTS



Employees enrolled as of the end of fiscal 2022



Past and present Disney Aspire participants internally promoted as of the end of fiscal 2022



“As a little girl growing up in a small village in Haiti—where my parents had to sacrifice to send me to school for a better future—I never once believed I could be part of such of an amazing program. Disney Aspire has given me hope and opened so many doors for me. I recently completed my bachelor’s degree in hospitality and am now working toward my master’s degree in human resources. Disney Aspire is a gift of a lifetime.”



Maniala Lucien
Disney Aspire graduate and Walt Disney World Resort cast member

Operating Responsibly

We are focused on operating our businesses with integrity, honesty, trust, respect, and teamwork.

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CORPORATE GOVERNANCE



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

We strive to adopt governance policies and practices that represent our stakeholders' interests, and we seek to have a well-rounded Board of Directors. The Company has nominated 11 Directors for our 2023 annual meeting with relevant experience, including from leading global organizations, and encompassing a diverse range of talents, skills, and expertise. Ten of those 11 Director nominees are independent, and all members of the Audit, Compensation, and Governance and Nominating Committees are independent. Our Directors reflect a diverse cross-section of the Company's shareholders, employees, consumers, and communities, with seven out of 11 nominees representing diverse gender, ethnic, or racial backgrounds.

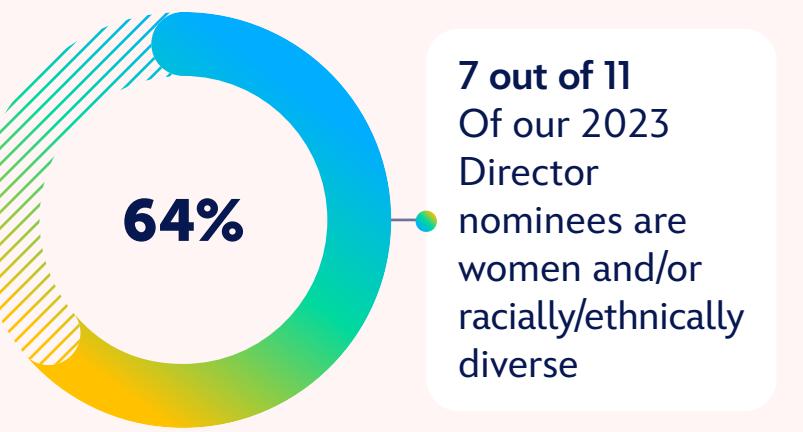
Read more about Board accountability for CSR in Our Approach:

Read more about our corporate governance practices:

Board Diversity

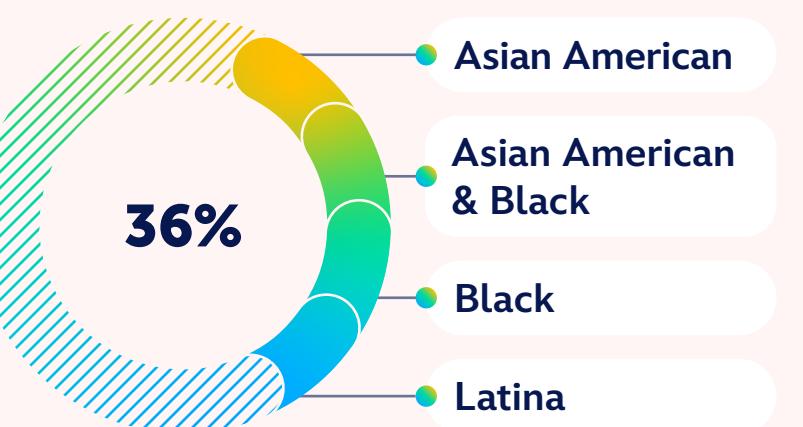
(Based on 11 Directors nominated for our 2023 Annual Meeting)

RACIAL/ETHNIC/GENDER DIVERSITY



RACIAL/ETHNIC DIVERSITY

4 out of 11 of our 2023 Director nominees are racially/ethnically diverse



GENDER DIVERSITY



ETHICS



SASB STANDARDS
Now part of IFRS Foundation

SV-HL-310a. 4

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

Disney strives to conduct business in accordance with high standards of business ethics and comply with applicable laws, rules, and regulations wherever we operate. Our [Standards of Business Conduct](#) apply to all employees and provide resources and tools to promote ethical conduct and compliance with the law. Our Board of Directors is also held accountable to these principles, as well as our [Code of Business Conduct and Ethics for Directors](#). We regularly engage our leaders and employees on these Standards through training and other forms of communication, and employees can confidentially report ethical concerns to our internal alert hotline, The Guideline.

Learn more:



RISK OVERSIGHT

The Board, either as a whole or through committees, assesses major risks that relate to the Company and its performance, including risks that relate to key economic and market assumptions that inform the Company's business plans (including significant transactions) and growth strategies, and significant operational risks related to the conduct of the Company's day-to-day operations.

Read more about risk management in our Proxy Statement and 10-K, both available on our Investor Relations website:

HUMAN RIGHTS

Our commitment to respect human rights is a Company priority. Our commitment is informed by the United Nations Guiding Principles on Business and Human Rights, the United Nations International Bill of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

We exercise due diligence on an ongoing basis to identify, prevent, mitigate, and account for human rights risks and impacts, and we update our assessment of salient human rights risks as new information becomes available. Through collaboration and regular dialogue, we also work with a variety of external stakeholders, industry associations, and intergovernmental organizations to identify and manage human rights risks.

In fiscal 2022, we updated our [Human Rights Policy](#) to reflect the evolving nature of our products and services, changes in our business, and the world in which we operate. Updates include, among others, new sections on content, communities, and privacy; additional information on grievance mechanisms and remedies; and expanded content on online safety to include children's privacy, safety and development, parental controls, and responsible marketing guidelines.

Our refreshed content on our [human rights webpage](#) highlights various policies, practices, and programs that implement our Human Rights Policy, and identifies our salient human rights issues in the following areas: our people, our content, our products and supply chain, our communities, children, and privacy.

The Governance and Nominating Committee of our Board of Directors oversees the Company's human rights policies. Our General Counsel has oversight for compliance with our policy and works across the Company to monitor emerging issues, share progress, and identify areas for improvement.





SUPPLY CHAIN



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

Disney-branded products are produced in approximately 44,000 facilities in more than 100 countries. This manufacturing network and global footprint creates a highly complex network of suppliers, many of them several degrees removed from our direct operations.

In addition, we purchase a vast array of products, materials, and services from thousands of suppliers to support our operations, such as theme parks and resorts; cruise and vacation experiences; film, television, streaming, and theatrical productions; and offices and distribution centers.

Responsible sourcing is an important focus of Disney's overall corporate social responsibility efforts. We are focused on respecting human rights, reducing the environmental footprint of our supply chain, monitoring the safety and integrity of products, promoting supplier diversity, and working in collaboration with others to meet our objectives.

International Labor Standards

We strive to foster safe, inclusive, and respectful workplaces wherever Disney-branded products are produced. Disney has set labor standards for the tens of thousands of facilities that make Disney-branded products, whether we procure products to sell directly to the consumer or license our intellectual property to independent businesses that use their own supply chains.

These standards come to life through our International Labor Standards (ILS) program, which licensees and vendors producing Disney-branded products are contractually obligated to comply with. The program is informed by our [Standards of Business Conduct](#), [Human Rights Policy](#), and [Supply Chain Code of Conduct](#), along with a range of other responsible business expectations. Now in its third decade, the ILS program tracks the names and locations of authorized factories making Disney-branded products; sets standards for when, where, and how social compliance audits confirm compliance with our standards; and provides guidance to vendors and licensees on improving the labor conditions of their facilities, if needed. Suppliers are provided onboarding training and can participate in ongoing training sessions offered by our team.

ACCOUNTABILITY, TRANSPARENCY & COMPLIANCE ON INTERNATIONAL LABOR STANDARDS

To promote Company-wide integration, our Chief Financial Officer has responsibility for the ILS program. The Audit Committee of the Company's Board oversees and periodically reviews the program and receives updates, generally on an annual basis, about its performance.

We use ILS audits as a tool to identify and address labor-related issues. Audits are conducted by either third-party auditors or Disney staff. Submitted social compliance audits are reviewed for compliance with ILS program requirements. Corrective action plans are subsequently sent to licensees and vendors, who are expected to review them with their facilities and implement steps to promptly remedy any identified compliance violations.

Supplemental guides are made available to our licensees and vendors to help them work with their facilities on program compliance. Along with an updated [Forced Labor Guide](#), we also published a new [Health and Safety Guide](#) in fiscal 2022. To further promote program compliance, we regularly refine our [Permitted Sourcing Countries](#) list and periodically update our published [list of facilities](#) that produce Disney-branded products that are sold, distributed, or used in our own retail and wholesale businesses, as well as those used in our internal operations.

In fiscal 2022, we enhanced and expanded our Supply Chain Code of Conduct (previously named the Code of Conduct for Manufacturers). The updated Code applies to both branded and nonbranded products, as well as their upstream components and materials, and formally recognizes the United Nations Guiding Principles on Business and Human Rights and the International Labor Organization's (ILO) Declaration on the Fundamental Principles and Rights at Work. It also includes, for the first time, our expectations that suppliers will work to mitigate their environmental impacts as aligned with our [2030 environmental goals](#).

We are active participants in community efforts to improve labor conditions in global supply chains, including the Joint Forced Labor Working Group, *Business at OECD* Investment and Responsible Business Conduct Committee, the ILO Global Business Network on Forced Labor, ILO Better Work, and others.

Learn more about our ILS program:

SPOTLIGHT

10 Years of Impact Through the Supply Chain Investment Program

Advancing labor standards requires sustained investment to incubate and pilot scalable tools and programs. 2022 marked the 10th year of Disney's Supply Chain Investment Program (SCIP), which provides grant funding to nonprofit organizations, social enterprises, and United Nations agencies to create solutions that address root-cause issues of poor working conditions and help enhance supply chain visibility. Over the past decade, SCIP has addressed issues including forced labor, worker voice, supply chain traceability, child labor, and ethical recruitment.

Since 2012, Disney has contributed more than \$24 million through SCIP to 40 unique programs in more than 20 countries, directly benefiting 250,000 workers and supporting tools that have reached and benefited 14 million additional workers.

Read more about SCIP projects we have funded:



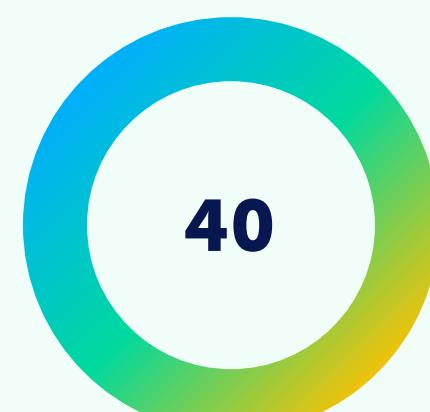
IN 2022, SCIP PROVIDED FUNDING TO THE FOLLOWING ORGANIZATIONS

- International Organization for Migration (IOM):** Our funding supported IOM's International Recruitment Integrity System (IRIS) Global Policy Network, a platform for dialogue and exchange between policymakers, regulators, and key stakeholders to facilitate ethical and responsible recruitment of migrant workers.
- FishWise:** Disney's funding supported the creation of a market-based framework for monitoring labor and human rights in the seafood sector in alignment with existing human rights due diligence practices and models.

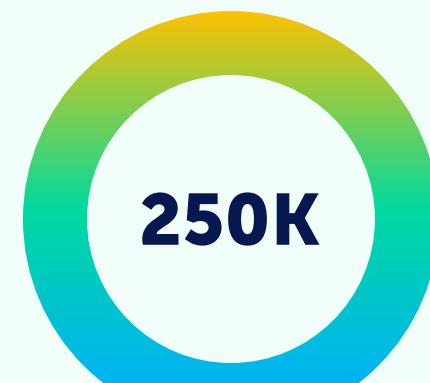
SUPPLY CHAIN INVESTMENT PROGRAM



Contributed by Disney through SCIP since 2012



Unique programs supported in more than 20 countries since 2012



Workers directly benefited since 2012

SUPPLY CHAIN INVESTMENT PROGRAM CELEBRATES 10 YEARS



GUEST SAFETY

In our parks and resorts around the world, safety is the first of the “[Five Keys](#)” of Disney’s standards for theme park excellence. We demonstrate our commitment to safety in numerous ways at our properties—from the Imagineers who apply advanced safety technologies to our attractions, to our security cast members who patrol our properties 24 hours a day. Our safety professionals reflect a broad range of disciplines, including medicine, engineering, quality, maintenance, attraction operations, ergonomics, industrial hygiene, occupational safety, and food safety.



Parks Safety

To support guest safety at our parks, we use innovative and “smart safety” systems for our attractions. Every night, maintenance teams perform priority maintenance functions, and our computerized maintenance management system tracks the completion of each procedure. The system includes Disney-patented technology that prevents a ride from accepting guests unless required critical maintenance has been completed and the ride has been deemed ready to open for operations. We regularly provide our cast and crew members safety training and information through formal instruction, on-the-job training, and a structured communications process.

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 has decreased by 47% over the past 18 years, from 7.0 to 3.7 injuries. Over the past 10 years, our U.S. Disney Parks have reported rates averaging 41% below the industry average.¹⁸



Wild About Safety Program

2023 marks the 20th anniversary of the Disney Wild About Safety program, which engages families in safety and health through storytelling. The program features Timon and Pumbaa from *The Lion King* animated movie as official “spokes-characters” on a mission to spread important safety and health messages to guests through a series of illustrations in tip cards, activity books, videos, and other materials throughout our domestic and international theme parks and resorts. We’ve extended the program by providing materials on a streaming platform for our employees, cast members, and educators to use in schools and in the community. The lesson-based, multilingual, global educational program aims to improve children’s awareness and understanding of safety, health, and environmental issues, and ultimately to impact their behavior.

PRODUCT SAFETY



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

The safety of products bearing Disney brands, characters, and other intellectual property is of the utmost importance to us. Disney-branded consumer products, spanning numerous categories from toys and apparel to books and fine art, are produced by thousands of independent licensees and vendors around the world. Our product safety program accounts for this breadth, as well as the rapid changes in scientific knowledge, evolving regulations, and consumer and community concerns.

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

We also have policies to manage the use of chemicals in products. These require vendors and licensees to conduct analytical tests by certified third-party testing laboratories or equivalent procedures, including testing for chemical levels to verify that,

at a minimum, the products meet applicable regulatory requirements. Under the Disney Product Integrity Program, all test reports submitted are reviewed to verify that the testing was appropriate and that the proper procedures were performed. In 2022, we introduced a new requirement prohibiting the use of per- and polyfluoroalkyl substances—known as PFAS—in consumer products developed, sourced, and distributed by a Disney entity.

In fiscal 2022, we updated our [Supply Chain Code of Conduct](#) to include "Quality and Safety." Although we had already communicated quality and safety expectations to suppliers, the updated Code formalized our expectations across our supply chains.

Read more about how we manage the use of chemicals:



PRIVACY & CYBERSECURITY



TC-IM-220a.1; TC-IM-230a.2; FB-RN-260a.3

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

Disney has implemented a robust and comprehensive global privacy program based on the principles of privacy by design, accountability, transparency, and giving consumers meaningful controls over their personal data. We regularly assess and update our program to meet the requirements of emerging privacy laws and regulations across the world, as well as to keep up with rapid advancements in technology and new business initiatives. In 2022, this included updates to reflect laws going into effect in 2023 in California, Virginia, Colorado, Utah, and Connecticut.

Day-to-day management of our data privacy policies is overseen by our Senior Vice President of Global Public Policy, who reports directly to our General Counsel. We have incorporated privacy topics into the Company's annual [Standards of Business Conduct](#) and information security training, and we conduct ongoing specialized training for relevant groups that handle consumer and employee data.

Our Senior Vice President, CISO Cybersecurity & Technology, oversees day-to-day management of data security. This role reports to our Executive Vice President of Enterprise Technology and Chief Information Officer, who reports directly to our Chief Financial Officer. The Audit Committee oversees cybersecurity and data security risks, and the Chief Information Officer updates the Board of Directors or Audit Committee, at least annually, on the Company's cybersecurity and data security risks and mitigation strategies.

The Company's information security program incorporates the core functions of the National Institute of Standards and Technology Cybersecurity Framework, which provide a strategic view of an organization's management of cybersecurity risk. These functions cover areas such as asset management, governance, risk management, identity and access management, awareness and training, data and information protection, response and recovery, and communication protocols.

We have an established information security risk management framework that outlines the following steps:

- **Prepare:** Prepare the organization to manage its information security risks by identifying key roles, documenting responsibilities, establishing information security risk principles, and helping ensure users are educated.
- **Categorize:** Categorize information systems based on risk factors such as type of information stored or processed, exploitability, and business impact.
- **Select and Implement:** Protect information systems commensurate with risk by selecting, documenting, and implementing necessary controls.

• **Assess:** Determine whether controls are implemented correctly, operating as intended, and producing the desired outcome. This is accomplished through log collection and reporting, control evaluations, risk assessments, and remediation activities.

• **Authorize:** Provide accountability by requiring control owners to determine whether the security risk, based on the operation of controls, is acceptable.

• **Monitor:** Maintain awareness about the security of systems through ongoing monitoring.

Read more about our approach to privacy:

Read more about our approach to cybersecurity:

DIGITAL WELLNESS & RESPONSIBLE CONTENT

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

We deliver content through multiple channels, including our own digital offerings. Our internal policies and practices promote safety within our digital experiences. We also provide parents with controls and recommendations so that they can have the information they need to choose the content and experiences right for their families. For example, Disney+ and Hulu provide parents and caregivers with controls to manage their family's engagement with our content. This includes readily accessible content ratings as well as the ability to create profiles that can be tailored to provide a curated set of content appropriate for the profile user. In addition, subscribers can establish a PIN to control profile access.

In addition to designing our digital platforms with safety in mind, we invest in supporting children's digital well-being through our digital grant portfolio. We provide funding to NGOs and other organizations working on digital issues to educate children, parents, and teachers around the globe about digital citizenship. Grantees provide expertise in areas including digital literacy and resilience, privacy, responsible internet use, critical thinking, and educator training.

In 2022, we expanded our comprehensive digital wellness education programs with new programs in Belgium, Bulgaria, Kenya, Nigeria, and South Africa. Altogether, we supported 19 organizations around the world while increasing our focus on underserved communities, such as children in rural areas, Indigenous people, refugees, and children with disabilities. Our initiatives supported peer-to-peer training, youth advisory councils, and media literacy initiatives (including reporting portals and chat lines to assist children in crisis, and more).

As an example, the Paradigm Initiative works to connect underserved African youth with digital opportunities to improve livelihoods. Disney supports its LIFE (Life skills, Information & communications technology, Financial literacy, and Entrepreneurship) Legacy Program, which equips participants with digital literacy and entrepreneurship skills and connects them to internships or entrepreneurial ventures.

We also participate in industry coalitions to promote user awareness of online safety. For example, we are a longtime sponsor of fragFINN, collaborate with Childnet on Safer Internet Day in the UK, act as signatories to the Alliance to Better Protect Minors Online, and participate in the Members Group of the Family Online Safety Institute. In 2022, we joined the International Telecommunication Union's Partner2Connect Digital Coalition initiative, a multi-stakeholder platform that mobilizes resources, partnerships, and commitments to foster meaningful connectivity and digital transformation globally, in the hardest-to-connect communities.

See more on our approach to digital wellness:

Learn more about the content safety functionalities on some of our platforms:



RESPONSIBLE ADVERTISING & MARKETING



FB-RN-260a.3

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

Disney maintains standards and practices with respect to the advertising we will accept on our media properties, which reflects our commitment to help promote truthful, accurate, and appropriate advertising.

We also prioritize the rights and the cognitive and emotional maturity of children when accepting and developing advertising and marketing materials. Our guidelines and policies governing our products, experiences, and communications are designed to promote the digital and physical safety of children, give parents the ability to decide on the appropriate experiences for their families, and encourage children to make good choices.

We are also intentional about how we promote healthy food and beverages to kids through our [Nutrition Guideline Policy](#). These guidelines apply to our Studio promotions, food and beverage licensing, third-party advertising on our kids' networks, and kids' meals in Disney Parks. Ongoing reviews of these global guidelines help us reflect up-to-date dietary guidance and consider the evolving social and scientific understanding of children's physical and digital lives. In fiscal 2022, we continued to have approximately 100% of food and beverage advertising on our owned and controlled media platforms oriented to kids and families meet our Nutrition Guideline Policy. In addition, we again achieved our global target to have 85% of our licensed food and beverages intended for children and families meet our nutrition criteria for healthier choices and carry the Disney Check to signify this.



Through the Disney Check program, which marked its 10th anniversary in 2022, we help kids and families identify healthier food and beverage options on licensed products wherever Disney products are sold and at our U.S. theme parks and Disneyland Paris.

Read more about our approach to responsible marketing online:



We work to make healthy living fun and simple. In 2022, Marvel teamed up with Dole Food Company on the Healthy Heroes, Assemble! campaign to create *Avengers: Super Fuel!* short-form content to encourage kids to try fruits and vegetables.

JOURNALISTIC INTEGRITY



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

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

ABC News is committed to the independence of our editorial decision-making from commercial, political, and other interests of the Company's management or owners, as well as from the interests of external stakeholders, and to providing citizens with accurate and useful information across our platforms. It is our responsibility to uphold the principles of fairness and integrity as we gather and report the news. ABC News journalists are expected to approach their work with rigor, to question thoroughly and skeptically, to analyze deeply, and to adhere to the standards of good journalism.

New ABC News hires take part in standards and ethics training upon joining the Company. And every year, training sessions on updated standards are held for all ABC News journalists.

ABC News is focused on research quality (e.g., thoroughness, diligence, control) and integrity. Plagiarism and the acceptance of payments, undue gifts, or considerations are violations of ABC News standards. Audience concerns and grievances about ABC News reporting are collected through a number of mechanisms, including email and voicemail. Concerns are considered and, when deemed appropriate, we issue updates, clarifications, or corrections.

ABC News editorial and management executives are responsible for monitoring the performance of the News Division, including journalism ethics. Senior editorial executives and senior management executives are responsible for oversight of media ethics and guidelines at ABC News.

ABC News received numerous prestigious industry awards in 2022, such as nine Emmy News and Documentary Awards, including Outstanding Environmental Coverage for *World News Tonight with David Muir* and *Nightline* for *Madagascar: The Children of Climate Change*; eight Edward R. Murrow Awards across broadcast and radio, including the Excellence in Diversity, Equity, and Inclusion Award for *Soul of a Nation* and the Continuing Coverage Award for *Climate Crisis: Saving Tomorrow*; eight National Association of Black Journalists' Salute to Excellence Awards; three Society of Professional Journalists Awards; two Multichannel News Wonder Women Awards; and one George Foster Peabody Award.

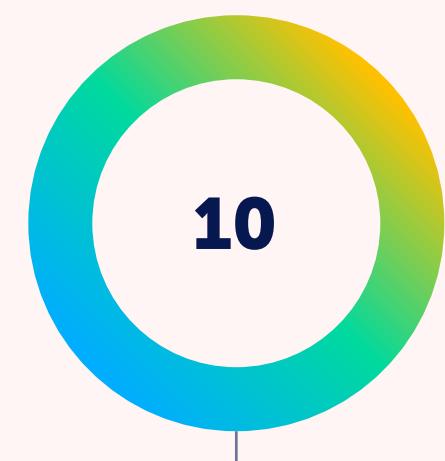
ESPN upholds similar standards for journalistic integrity. Additionally, ESPN's Inclusive Content Committee strives to enhance ESPN's storytelling by serving as a diverse resource for content creators. In fiscal 2022, ESPN received two Edward R. Murrow Awards for journalism and ESPN's *E:60* received its 19th Sports Emmy since 2010.

[Read more about journalistic integrity:](#)

INDUSTRY AWARDS



Emmy News and Documentary Awards presented to ABC News in 2022



Edward R. Murrow Awards presented to ABC News and ESPN in 2022



Sports Emmy awards presented to ESPN's *E:60* since 2010

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 strategy. Our tax strategy and its underlying principles apply to all controlled subsidiaries in The Walt Disney Company and guide the decisions we make relating to corporate tax matters. We operate with a zero-tolerance approach to tax evasion and the facilitation of tax evasion.

[Read more:](#)



Data & Reporting Frameworks

We measure year-over-year performance of certain metrics and include select reporting standard indexes to help our stakeholders find the information that is important to them.

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OVERVIEW

We are committed to providing an annual account of our performance on corporate social responsibility topics and we appreciate feedback on our efforts and reporting. Our assessment of priority areas of impact to our businesses and stakeholders drives the content and data in this report. These priorities—and thereby our reporting of them—are informed by various frameworks. These include Sustainability Accounting Standards Board (SASB), CDP (formerly the Carbon Disclosure Project), Task Force on Climate-related Financial Disclosure (TCFD), United Nations Sustainable Development Goals (SDGs), and others.

This update represents our impacts, progress, and results as they relate to social and environmental responsibility. Our Corporate Reporting function, which also manages Disney's financial data and reporting, collects and validates our data. We take care to explain estimates or assumptions that have been used in the development of metrics, as appropriate.

Scope

Unless otherwise specified, all data and information in this CSR Report pertain to efforts in fiscal 2022, which began on October 3, 2021, and ended on October 1, 2022. For the most part, data refer to assets under management as of the beginning of the fiscal year. The terms "Company," "we," "Disney," and "our" are used to refer collectively to the parent company and the subsidiaries through which business is conducted. Inclusion of information in this report should not be construed as a characterization of the materiality or financial impact of that information.

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

View our Annual Report on Form 10-K for the year ended October 1, 2022 and other publicly filed documents

Visit our ESG Reporting Center to see more policies & practices:

Select Policies & Practices

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

ENVIRONMENT

- [2022 CDP Climate Change Survey Response](#)
- [2030 Environmental Goals White Paper](#)
- [Live Animals in Entertainment Policy](#)
- [Management of Chemicals in Consumer Products](#)
- [Natural Climate Solutions White Paper](#)
- [Paper Sourcing and Use Policy](#)

SOCIAL

- [California Transparency in Supply Chains Act Statement](#)
- [Charitable Giving Guidelines](#)
- [Conflict Minerals Policy](#)
- [2021 EEO-1](#)
- [Human Rights Policy](#)
- [International Labor Standards Program Manual](#)
- [Involuntary Labor Policy](#)
- [Nutrition Guidelines](#)
- [Our Stories and Characters](#)
- [Pay Ratio Disclosure](#)
- [Permitted Sourcing Countries Policy](#)
- [Privacy Center](#)
- [Smoking in Movies](#)
- [Supply Chain Code of Conduct](#)
- [UK Modern Slavery Act Transparency Statement](#)

GOVERNANCE

- [Anti-corruption Policy](#)
- [Anti-piracy Policy](#)
- [Global Tax Strategy Statement](#)
- [Information Security Management System](#)
- [Political Giving & Participation in the Formulation of Public Policy](#)
- [Standards of Business Conduct](#)



FISCAL 2022 DATA TABLE¹⁹

Not Reported (NR)

Environmental Sustainability²⁰

	2022	2021	2020	2019
EMISSIONS (METRIC TONS CO₂e)				
Scope 1 Emissions ^{21, 22, 46}	901,714	503,221	614,971	909,382
Stationary Fuel	181,084	NR	NR	NR
Mobile Fuel	696,695	NR	NR	NR
Refrigerants, Livestock, Other	23,934	NR	NR	NR
Scope 2 Emissions (location-based) ^{21, 22, 46}	702,062	675,984	714,874	913,359
Scope 2 Emissions (market-based) ^{21, 22, 23, 46}	679,506	687,042	681,456	898,696
Electricity	642,244	NR	NR	NR
Chilled Water, Hot Water, Other	37,262	NR	NR	NR
Total Scope 1 & 2 Emissions (location-based) ^{21, 22, 46}	1,603,776	1,179,205	1,329,845	1,822,741
Total Scope 1 & 2 Emissions (market-based) ^{21, 22, 23, 46}	1,581,220	1,190,263	1,296,427	1,808,078
Retired Carbon Credits ^{23, 24}	801,077	410,120	470,209	860,620
Net Emissions (market-based) ^{21, 22, 23, 24}	780,143	780,143	826,218	947,458

	2022	2021	2020	2019
EMISSIONS (METRIC TONS CO₂e) (continued)				
Scope 3 Emissions ²⁵	In progress	NR	NR	10,237,024
Category 1 Purchased Goods and Services ^{26, 27, 28, 30}	In progress	NR	NR	5,343,559
Category 2 Capital Goods ^{26, 28}	In progress	NR	NR	317,349
Category 3 Fuel- and Energy-Related Activities ^{28, 29}	In progress	NR	NR	366,608
Category 4 Upstream Transportation and Distribution ^{27, 31}	In progress	NR	NR	317,832
Category 5 Waste Generated in Operations ³²	In progress	NR	NR	117,241
Category 6 Business Travel ^{26, 31}	In progress	NR	NR	297,813
Category 7 Employee Commuting ^{28, 31}	In progress	NR	NR	462,086
Category 8 Upstream Leased Assets ²⁶	In progress	NR	NR	34,563
Category 9 Downstream Transportation and Distribution ³⁶	In progress	NR	NR	NR
Category 10 Processing of Sold Products ³⁷	In progress	NR	NR	NR
Category 11 Use of Sold Products ³¹	In progress	NR	NR	7,250
Category 12 End-of-Life Treatment of Sold Products ^{26, 27, 30}	In progress	NR	NR	18,034
Category 13 Downstream Leased Assets ³³	In progress	NR	NR	72,588
Category 14 Franchises ^{26, 28, 30, 31, 34, 35}	In progress	NR	NR	2,789,705
Category 15 Investments ²⁶	In progress	NR	NR	92,396

FISCAL 2022 DATA TABLE¹⁹ (continued)

Not Reported (NR)

Environmental Sustainability²⁰ (continued)

	2022	2021	2020	2019
ENERGY				
Total Energy (MWh) ³⁸	5,727,672	3,907,990	4,438,061	5,962,270
Total Electricity (MWh)	1,978,499	NR	NR	NR
Percentage Zero Carbon Electricity ⁴¹	34%	30%	NR	NR
Percentage Grid Electricity ³⁹	35%	48%	42%	NR
Percentage Renewables ⁴⁰	4.4%	5.3%	7.0%	NR
Renewable Fuel (MWh)	33,015	NR	NR	NR
Renewable Electricity, On-site Generation (MWh) ⁴⁰	983	NR	NR	NR
Utility Green Power Programs (MWh) ⁴⁰	118,145	NR	NR	NR
Unbundled RECs (MWh) ⁴⁰	100,000	NR	NR	NR
WASTE⁴²				
Percentage of Operational Waste Diverted from Landfill and Incineration (Company) ⁴³	58%	61%	60%	57%
Operational Waste Generated (Company) (tons) ⁴³	215,423	138,785	152,048	252,744
Operational Waste Sent to Landfill and Incineration (Company) (tons) ⁴³	87,190	53,248	59,268	103,115
Operational Waste Diverted (Company) (tons) ⁴³	125,945	85,283	90,480	145,271
Percentage of Operational Waste Diverted from Landfill and Incineration (Parks, Resorts, and Cruise Line)	56%	60%	NR	NR
Operational Waste Sent to Landfill (Parks, Resorts, and Cruise Line) (tons)	80,784	45,059	NR	NR

	2022	2021	2020	2019
WATER⁴⁵				
Total Water Consumed (billions of gallons)	8.00	6.71	NR	NR
Potable Water Consumed (billions of gallons)	6.16	5.09	4.99	6.53
Non-Potable Water Consumed (billions of gallons)	1.84	1.62	NR	NR
SUSTAINABLE DESIGN^{42, 44}				
Percentage of Construction Waste Diverted from Landfill and Incineration	95%	96%	NR	NR
Construction Waste Generated (tons)	100,536	62,332	NR	NR
Construction Waste Sent to Landfill (tons)	4,997	2,183	NR	NR
Construction Waste Diverted (tons)	95,538	60,148	NR	NR

FISCAL 2022 DATA TABLE¹⁹ (continued)

Social Impact

	2022	2021	2020	2019
CHARITABLE GIVING				
Charitable Giving (cash contributions, in millions) ⁴⁷	\$ 97.1	\$ 87.1	\$ 80.4	\$ 107.0
Charitable Giving (in-kind donations, in millions) ⁴⁸	\$ 136.2	\$ 206.6	\$ 252.7	\$ 231.2
Total Charitable Giving (cash and in-kind donations, in millions) ^{47, 48}	\$ 233.3	\$ 293.7	\$ 333.1	\$ 338.2
Charitable Giving to Programs Supporting Underrepresented Communities (cash and in-kind donations, in millions) ^{47, 48, 49}	\$ 140.3	\$ 153.8	NR	NR

	2022	2021	2020	2019	
VOLUNTEERING					
VoluntEARS Hours ⁵⁰		480,000	341,500	321,700	612,300
SUPPLIER DIVERSITY					
Total Direct Spend with Minority, Women, Disabled, U.S. Veteran, Service-Disabled U.S. Veteran, U.S. Veteran Spouse, and LGBTQIA+ Owned Business Enterprises (in millions) ⁵¹		\$803.6	\$449.0	\$438.7	\$590.8

Workforce

	2022	2021	2020	2019
EMPLOYMENT & EMPLOYMENT STATUS⁵²				
Global Employees ^{53, 54}	220,000	190,000	203,000	224,000
Casual Seasonal (global) ⁵³	7%	5%	1%	7%
Casual Ongoing (global) ⁵³	15%	16%	19%	18%
Full-Time (global) ⁵³	78%	79%	80%	75%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S.)	53%	54%	54%	50%

	2022	2021	2020	2019	
TRAINING, DEVELOPMENT, AND COMPETITIVE PAY					
Learning Courses Offered (unique) ^{55, 56}		22,100	20,000	24,000	13,700
Number of Learning Courses Taken ⁵⁵		2,200,000	2,050,000	1,590,000	1,600,000
Median Wage Earnings for U.S. Disney Parks, Experiences and Products Hourly Employees ⁵⁷	\$17.50/hour	\$17/hour	\$17/hour	NR	
Percentage of U.S. Disney Parks & Resorts Hourly Employees Earning Minimum Wage or Higher ⁵⁷		100%	100%	100%	NR

Not Reported (NR)

FISCAL 2022 DATA TABLE¹⁹ (continued)

Diversity & Inclusion: Workforce Representation^{52, 58, 59}

	2022	2021	2020	2019
OVERALL WORKFORCE				
Women (Global)	50.9%	50.3%	50.9%	50.9%
People of Color (U.S.)	46.7%	46.3%	46.1%	45.6%
Asian (U.S.)	7.4%	7.4%	7.3%	7.2%
Black or African American (U.S.)	8.1%	8.6%	8.4%	8.4%
Hispanic or Latino (U.S.)	27.9%	27.0%	27.1%	26.7%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Other Pacific Islander (U.S.)	0.6%	0.6%	0.7%	0.7%
White (U.S.)	47.3%	50.9%	51.1%	51.5%
Two or More Races (U.S.)	2.4%	2.3%	2.4%	2.3%
Undisclosed (U.S.)	5.9%	2.7%	2.7%	2.9%
EXECUTIVE				
Women (Global)	45.5%	43.3%	41.8%	40.9%
People of Color (U.S.)	27.5%	24.7%	22.5%	21.2%
Asian (U.S.)	11.1%	10.2%	9.6%	9.0%
Black or African American (U.S.)	6.8%	6.0%	4.9%	4.4%
Hispanic or Latino (U.S.)	7.1%	6.3%	6.1%	6.1%
Native American or Alaskan Native (U.S.)	0.2%	0.2%	0.3%	0.2%
Native Hawaiian or Other Pacific Islander (U.S.)	0.3%	0.2%	0.2%	0.2%
White (U.S.)	69.9%	73.3%	76.1%	77.1%
Two or More Races (U.S.)	2.1%	1.8%	1.4%	1.3%
Undisclosed (U.S.)	2.3%	1.9%	1.4%	1.6%

	2022	2021	2020	2019
MANAGER				
Women (Global)	44.5%	43.3%	42.8%	42.6%
People of Color (U.S.)	32.0%	30.2%	29.3%	29.3%
Asian (U.S.)	10.8%	10.3%	10.0%	10.1%
Black or African American (U.S.)	5.6%	5.6%	5.2%	5.0%
Hispanic or Latino (U.S.)	12.7%	11.7%	11.6%	11.8%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.2%	0.2%
Native Hawaiian or Other Pacific Islander (U.S.)	0.5%	0.4%	0.4%	0.4%
White (U.S.)	65.6%	67.8%	69.3%	69.3%
Two or More Races (U.S.)	2.1%	1.8%	1.8%	1.8%
Undisclosed (U.S.)	2.3%	2.0%	1.3%	1.4%
BELOW MANAGER				
Women (Global)	52.2%	51.9%	52.7%	52.8%
People of Color (U.S.)	50.0%	50.0%	49.8%	49.3%
Asian (U.S.)	6.7%	6.8%	6.8%	6.6%
Black or African American (U.S.)	8.5%	9.3%	9.0%	9.1%
Hispanic or Latino (U.S.)	31.3%	30.5%	30.4%	30.1%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Other Pacific Islander (U.S.)	0.7%	0.7%	0.7%	0.7%
White (U.S.)	43.3%	47.2%	47.2%	47.5%
Two or More Races (U.S.)	2.5%	2.5%	2.5%	2.4%
Undisclosed (U.S.)	6.6%	2.9%	3.0%	3.2%

FISCAL 2022 DATA TABLE¹⁹ (continued)

Not Reported (NR)

	2022	2021	2020	2019		2022	2021	2020	2019
SCRIPTED AND FILM^{60, 62}									
DIRECTORS									
People of Color									
People of Color	42.0%	39.0%	33.5%	NR	People of Color	42.1%	40.7%	39.6%	NR
White	58.0%	61.0%	66.5%	NR	White	57.9%	59.3%	60.4%	NR
Women	45.1%	42.2%	40.3%	NR	Women	34.3%	34.4%	33.4%	NR
Men	54.9%	57.8%	59.7%	NR	Men	65.7%	65.6%	66.6%	NR
SERIES REGULARS / LEADS									
People of Color									
People of Color	49.1%	47.0%	45.4%	NR	People of Color	32.4%	31.2%	29.2%	NR
White	50.9%	53.0%	54.6%	NR	White	67.6%	68.8%	70.8%	NR
Women	46.7%	47.3%	45.9%	NR	Women	38.2%	38.2%	38.6%	NR
Men	53.3%	52.7%	54.1%	NR	Men	61.8%	61.8%	61.4%	NR
PRODUCERS									
People of Color									
People of Color	24.9%	22.9%	22.8%	NR	People of Color	32.4%	31.2%	29.2%	NR
White	75.1%	77.1%	77.2%	NR	White	67.6%	68.8%	70.8%	NR
Women	37.1%	37.4%	35.3%	NR	Women	38.2%	38.2%	38.6%	NR
Men	62.9%	62.6%	64.7%	NR	Men	61.8%	61.8%	61.4%	NR
WRITERS									
People of Color									
People of Color	39.0%	33.2%	31.4%	NR	People of Color	32.4%	31.2%	29.2%	NR
White	61.0%	66.8%	68.6%	NR	White	67.6%	68.8%	70.8%	NR
Women	48.4%	42.7%	42.1%	NR	Women	38.2%	38.2%	38.6%	NR
Men	51.6%	57.3%	57.9%	NR	Men	61.8%	61.8%	61.4%	NR

FISCAL 2022 DATA TABLE¹⁹ (continued)

Not Reported (NR)

Supply Chain

	2022	2021	2020	2019
FACILITY FOOTPRINT^{63, 64}				
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year	44,000	43,700	43,300	42,500
Total Number of Countries	106	103	99	101
Number of Countries with 1% or Less of Total Facilities	90	87	86	88
FACILITY FOOTPRINT: COUNTRY DATA^{63, 64, 65}				
Number of Facilities Manufacturing Disney-Branded Products By Country: # (% of total)				
China	12,510 (28%)	12,070 (28%)	11,640 (27%)	11,210 (26%)
Japan	8,110 (18%)	8,210 (19%)	8,050 (19%)	7,960 (19%)
USA	5,630 (13%)	5,540 (13%)	5,470 (13%)	5,200 (12%)
South Korea	2,100 (5%)	2,120 (5%)	2,090 (5%)	1,900 (4%)
Brazil	1,570 (4%)	1,510 (4%)	1,460 (3%)	1,520 (4%)
India	1,340 (3%)	1,240 (3%)	1,120 (3%)	1,100 (3%)
Taiwan	1,270 (3%)	1,360 (3%)	1,340 (3%)	1,300 (3%)
Italy	1,200 (3%)	1,290 (3%)	1,380 (3%)	1,370 (3%)
Turkey	960 (2%)	880 (2%)	780 (2%)	670 (2%)
France	850 (2%)	870 (2%)	920 (2%)	930 (2%)
United Kingdom	770 (2%)	780 (2%)	880 (2%)	930 (2%)
Portugal	720 (2%)	750 (2%)	870 (2%)	810 (2%)
Vietnam	560 (1%)	550 (1%)	1% or less	1% or less
Poland	500 (1%)	530 (1%)	1% or less	1% or less
Germany	490 (1%)	520 (1%)	610 (1%)	640 (2%)
Spain	450 (1%)	470 (1%)	1% or less	1% or less
All Other Facilities (in countries with <1% of total facilities)	4,970 (11%)	5,010 (10%)	6,690 (15%)	6,960 (16%)

	2022	2021	2020	2019
REMEDIATION^{66, 67}				
Percentage of Audits with Findings Identified for Remediation				
Child Labor	<1%	1%	<1%	1%
Involuntary Labor	<1%	<1%	<1%	1%
Coercion and Harassment	<1%	<1%	<1%	<1%
Non-Discrimination	<1%	<1%	<1%	1%
Association	<1%	<1%	<1%	1%
Health and Safety: Factory	85%	85%	87%	85%
Health and Safety: Dormitory	2%	2%	2%	3%
Compensation: Minimum Wage	2%	4%	5%	6%
Compensation: Overtime Wage	3%	5%	7%	10%
Compensation: Overtime Hours	68%	70%	71%	68%
Compensation: Social Benefits	63%	64%	65%	63%
Protection of the Environment	22%	24%	28%	30%
Other Laws	15%	17%	20%	22%
Subcontracting	<1%	1%	1%	2%
Monitoring and Compliance	4%	4%	5%	6%
Publication	2%	1%	2%	3%
FACILITY AUDITS^{66, 67}				
Percentage of Tier 1 Supplier Facilities Audited	35%	34%	32%	NR
Percentage of Tier 1 Audits Conducted by a Third-Party Auditor	97%	96%	94%	NR

FISCAL 2022 DATA TABLE¹⁹ (continued)

Healthy Living⁶⁸				
	2022	2021	2020	2019
<i>Percentage of Disney-Licensed Wholesale Food Sales Dedicated to Everyday Foods That Meet Our Nutrition Guidelines</i>				
Global	Meets 85% Target	Meets 85% Target	84%	Meets 85% Target
North America	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target

Footnotes

General

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

Environmental Sustainability

20 Some previously published environmental data have been restated to reflect corrections, updates to methodology, and/or changes in emission factors. Fiscal 2019 and fiscal 2020 data have been revised to include Twenty-First Century Fox operations.

21 The boundary for Disney's greenhouse gas emissions (GHG) reporting includes owned and operated assets (such as Theme Parks & Resorts, Disney Cruise Line, and commercial spaces), leased assets (such as office locations), as well as Productions (including feature films, television, theatricals, and sporting events). Direct CO₂ emissions from biogenic fuels are not included in the Scope 1 totals. They are as follows: FY19: 29,146 MT CO₂e; FY20: 16,799 MT CO₂e; FY21: 22,662 MT CO₂e; FY22: 4,890 MT CO₂e.

22 GHG emissions are measured and calculated according to the principles in the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 Revised Edition" (GHG Protocol).

23 Market-based emissions are used where available in calculating carbon credit retirements, total emissions, and net emissions. We define "net emissions" as follows: Scope 1 emissions + Scope 2 emissions (market-based) – carbon credits. Scope 2 emissions (market-based) include emission reductions attributed to utility

green power purchases, power purchase agreements, and unbundled energy attribute certificates (EACs). 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.

24 Carbon credits are from projects developed according to recognized standards (e.g., Climate Action Reserve, Verified Carbon Standard, Gold Standard). All credits are verified by accredited third-party reviewers.

25 Scope 3 emissions calculations follow guidance provided by the GHG Protocol. In many instances, these emissions calculations are based on estimated and extrapolated data and rely on third-party emission factor databases and industry averages. We expect to make continuous improvements to Scope 3 estimates over time, including updates to assessments of business activities and activity boundaries, and improvements in input data and emission factors. At the time of publishing this report, fiscal 2019 is our most recent Scope 3 inventory, with fiscal 2022 Scope 3 footprint calculation in progress (to be reported out at a later date).

26 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).

27 Hybrid methodology uses a combination of supplier-specific activity data (where available) and secondary data to fill the gaps. This method involves: collecting allocated Scope 1 and Scope 2 emissions

data directly from suppliers; calculating upstream emissions of goods and services from suppliers' activity data on the amount of materials, fuel, and electricity used, as well as distance transported and waste generated from the production of goods and services, and applying appropriate emission factors; and using secondary data to calculate upstream emissions wherever supplier-specific data are not available.

28 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).

29 Fuel-based methodology involves determining the amount of fuel consumed (i.e., Scope 1 and Scope 2 emissions of transport providers) and applying the appropriate emission factor for that fuel.

30 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).

31 Distance-based methodology involves determining the mass, distance, and mode of each shipment, then applying the appropriate mass-distance emission factor for the vehicle used.

32 Waste-type specific methodology involves using emission factors for specific waste types and waste treatment methods.

33 Site-specific methodology involves site-specific fuel, electricity, and fugitive emissions data, and applying the appropriate emission factors.

34 Franchise-specific methodology involves collecting site-specific activity data or Scope 1 and Scope 2 emissions data from franchisees.

35 Asset-specific methodology involves collecting asset-specific (e.g., site-specific) fuel and energy use data and process and fugitive emissions data, or Scope 1 and Scope 2 emissions data from individual leased assets.

36 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.

37 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.

38 Total energy includes electricity, natural gas, chilled water, hot water, steam, compressed air, renewable energy, and fuels. FY19–FY21 data excludes energy from Productions.

39 Percentage grid electricity is purchased electricity consumption divided by total energy consumption.

40 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.

FISCAL 2022 DATA TABLE¹⁹ (continued)

Footnotes

41 Percentage zero carbon electricity is zero carbon electricity consumption divided by total electricity 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.

42 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 nor total waste diverted—thus the two do not sum to total waste generated.

43 For total Company data, facilities include Theme Parks & Resorts, Disney Cruise Line, ESPN, enterprise-owned commercial and office spaces, and Pixar. Excluded are all leased properties, Disney Stores and Distribution Centers, TV stations, and all construction materials.

44 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.

45 The boundary for Disney's water volume reporting includes owned and operated assets (Theme Parks & Resorts, Disney Cruise Line, owned commercial and office spaces, Studios, and ESPN). Water consumption from Disney Stores and leased assets are excluded. Water data for Shanghai Disney Resort were not included in data prior to fiscal 2021.

46 A third-party validator provided limited assurance of our fiscal 2019, fiscal 2020, and fiscal 2021 GHG emissions. Limited assurance of fiscal 2022 emissions will be reported out upon completion.

Social Impact

47 Charitable cash contributions include Company-directed charitable cash donations, including contributions made by the Disney Conservation Fund, as well as employee-directed Matching Gifts grants and Disney VoluntEARS Grants.

48 In-kind support refers to noncash contributions comprising tangible items or non-tangible support. Donations may include, but are not limited to, estimated values for merchandise, theme park tickets, food, public service announcements (PSAs), character/talent appearances, and other noncash charitable support. Due to differences in distribution, viewership, programming, availability, pricing, marketplace demand, and other variables, PSAs are valued differently across our media platforms. For example, in some cases, PSAs are valued based on an average sales price for the time period. In other cases, the value is based on an average sponsor

value across a daypart rotation. Therefore, we do not use a single method to value PSAs.

49 Includes grants directed toward historically underrepresented and protected communities, including Asian American & Pacific Islander, Black & African American, Hispanic & Latino, Native American & Indigenous, and LGBTQIA+ communities, as well as People with Disabilities, veterans, and women. We also include grants to organizations where a percentage of their services reaches underrepresented and protected communities. If the organization spends a majority of its efforts on these communities, we count the entire grant, and if the organization does not spend a majority, we count a proration of the grant. We rely on each organization's self-reported percentages regarding communities served. On a sample basis, we validate the percentages that we report.

50 Disney VoluntEARS data includes hours logged by employees of The Walt Disney Company and its subsidiaries and is rounded.

51 Supplier diversity data includes Tier 1 spend with firms that have obtained certification from a third-party agency as being at least 51% owned, controlled, and operated by a minority, woman, disabled person, veteran, service-disabled veteran, veteran spouse, or lesbian, gay, bisexual, or transgender person. We validate diverse status through certification compliance using WBENC, NMSDC, Department of Veterans Affairs, NGLCC, and Disability:IN.

Workforce, Diversity & Inclusion

52 Employee statistics generally reflect our employment base at the end of each fiscal year.

53 Headcount includes employees at The Walt Disney Company (TWDC), Hulu, Pixar, Disneyland Paris, and Twenty-First Century Fox (TFCF). Excludes dailies, freelancers, contractors, and domestic TWDC employees not paid in the last 60 days.

54 Consistent with our 10-K, Global Employee numbers are rounded to the nearest thousand.

55 Learning-related data are approximate and rounded. Data reflects courses offered through our top learning platforms: D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge. D Learn data represents 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.

56 Data represents the number of unique courses offered. In CSR Reports in prior years, this metric measured the number of scheduled classes of a unique course. Methodology was updated to better reflect unique courses offered vs. courses consumed.

57 Almost all hourly full-time and part-time nontipped employees in our U.S. Disney Parks, Experiences and Products business earn a base rate of at least \$15/hour, excluding Walt Disney World College Program participants (this program is not comparable to other employment opportunities, as it includes other benefits such as housing and transportation) and Disney Stores in select regions. All employees earn minimum wage or higher. Median earnings for hourly employees is 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.

58 Headcount includes full-time and part-time employees at TWDC, Hulu, Pixar, Disneyland Paris, and TFCF. 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, Native American or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Two or More Races.

59 "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, TFCF Directors were included in Manager.

60 Scripted & Film Representation percentages include ABC Entertainment, ABC Signature (previously known as ABC Studios), Disney Branded Television, Freeform, FX, Hulu Originals, National Geographic, Onyx Collective, 20th Television, and feature films from Disney, Disney Animation, Pixar, Lucasfilm, 20th, Searchlight, and Marvel. Data are limited to content developed by TWDC and excludes Daytime, unscripted, global content developed in region, and Star. Data are not available for fiscal 2019.

61 News and Sports Representation percentages include executive, project hire, and full- and part-time employees. Data excludes contingent workers, student programs, daily employees, and seasonal employees. Employees that did not disclose gender information or disclosed they are Non-binary/Third Gender are included in the Men metric. Employees that did not disclose ethnicity information are included in the White metric. Data are not available for fiscal 2019.

62 Content representation data for Scripted & Film for fiscal 2021 were restated due to a change in calculation methodology. Updated methodology totals talent by show instead of business unit, providing a more accurate measurement of representation.

Supply Chain

63 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 2022, the facility count shown includes approximately 2,100 beyond Tier 1 that are subject to the purview of the Disney International Labor Standards (ILS) program.

64 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. Facility data are rounded to the nearest hundred.

65 For country facility data, total facilities are approximate and rounded.

66 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](#).

67 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

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

TCFD INDEX

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

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

TOPIC	DESCRIPTION OF TCFD DISCLOSURE REQUIREMENT	COMPLETE TCFD DISCLOSURE REQUIREMENT	RELEVANT 2022 CDP CLIMATE CHANGE SURVEY RESPONSES
GOVERNANCE	Degree of Board oversight	(a) Describe the Board's oversight of climate-related risks and opportunities.	C1.1b
	Management's role	(b) Describe management's role in assessing and managing climate-related risks and opportunities.	C1.2, C1.2a
STRATEGY	Climate-related risks and opportunities	(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	C2.1a, C2.3, C2.3a, C2.4, C2.4a
	Impacts of risks and opportunities	(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	C2.3a, C2.4a, C3.1, C3.2b, C3.3, C3.4
	Resilience of the organization's strategy	(c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C-or-lower scenario.	C3.2, C3.2a, C3.2b
RISK MANAGEMENT	Climate risk identification process	(a) Describe the organization's processes for identifying and assessing climate-related risks.	C2.1, C2.2, C2.2a
	Climate risk management process	(b) Describe the organization's processes for managing climate-related risks.	C2.1, C2.2
	Integration with other risk management processes	(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	C2.1, C2.2
METRICS & TARGETS	Identify risk assessment metrics	(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	C4.2, C4.2a, C4.2b
	Identify GHG emissions	(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	C6.1, C6.3
	Identify targets and risk metrics	(c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	C4.1, C4.1a, C4.2, C4.2a, C4.2b

SASB INDEX

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



TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
GREENHOUSE GAS EMISSIONS	Gross Global Scope 1 emissions	<ul style="list-style-type: none"> Fiscal 2022 Data Table & Data Table Footnotes, pp. 81, 87, 88 	TR-CL-110a.1
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emission reduction targets, and an analysis of performance against those targets	<ul style="list-style-type: none"> 2030 Environmental Goals White Paper 2022 CDP Climate Change Survey Response 	TR-CL-110a.2
ENERGY MANAGEMENT	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	<ul style="list-style-type: none"> (1, 2, 3) Fiscal 2022 Data Table & Data Table Footnotes, pp. 82, 87 	TC-IM-130a.1; SV-LF-130a.1; SV-HL-130a.1; FB-RN-130a.1
WATER MANAGEMENT	(1) Total water withdrawn, and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<ul style="list-style-type: none"> (1, 2) Fiscal 2022 Data Table & Data Table Footnotes, pp. 82, 88 We are disclosing the total potable water consumption and total non-potable water consumption at this time and will assess the expansion of our disclosures in future reporting. 	TC-IM-130a.2; SV-HL-140a.1; FB-RN-140a.1
WASTE MANAGEMENT	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	<ul style="list-style-type: none"> (1, 3) Fiscal 2022 Data Table & Data Table Footnotes, pp. 82, 87, 88 (2) Not reported 	FB-RN-150a.1

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
LABOR CONDITIONS IN THE SUPPLY CHAIN	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, and (3) percentage of total audits conducted by a third-party auditor	<ul style="list-style-type: none"> (1) Fiscal 2022 Data Table & Data Table Footnotes, pp. 86, 88 (2) Not reported (3) Percentage of Tier 1 audits conducted by a third-party auditor provided in Fiscal 2022 Data Table & Data Table Footnotes, pp. 86, 88 	CG-AA-430b.1; CG-TS-430a.1
	Priority nonconformance rate and associated corrective action rate for suppliers' labor code of conduct audits	<ul style="list-style-type: none"> Priority nonconformance rate was 9% Priority nonconformance rate is defined as the percentage of audits with findings where facilities failed to meet TWDC Minimum Compliance Standards. For more information, see the ILS Program Manual. Corrective action rate was 94% See ILS Program Manual for more information about expectations and timelines for corrective action. 	CG-AA-430b.2; CG-TS-430a.2
	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	<ul style="list-style-type: none"> (1, 2) Supply chain assessments identify the most common risks to be in the areas of health and safety, overtime hours, and social benefits; see Fiscal 2022 Data Table & Data Table Footnotes, p. 86. We understand that supply chain assessments may not fully capture some underreported issues, including such issues 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, California Transparency in Supply Chains Act, UK Modern Slavery Act, and Paper Sourcing and Use Policy. 	CG-AA-430b.3
WORKFORCE DIVERSITY	Programs and policies for fostering equitable employee representation across global operations	<ul style="list-style-type: none"> World of Belonging, pp. 15–20, 28 Fiscal 2022 Data Table & Data Table Footnotes, pp. 84, 85, 88 Standards of Business Conduct, p. 10 Reimagine Tomorrow digital destination 	SV-ME-260a.1
	Percentage of gender and racial/ethnic group representation for (1) management, (2) professionals, and (3) all other employees	<ul style="list-style-type: none"> (1, 2, 3) Fiscal 2022 Data Table & Data Table Footnotes, pp. 84, 85, 88 Reimagine Tomorrow digital destination 	TC-IM-330a.3

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
LABOR PRACTICES	(1) Average hourly wage and (2) percentage of hourly employees earning minimum wage	<ul style="list-style-type: none"> (1, 2) Fiscal 2022 Data Table & Data Table Footnotes, pp. 83, 88 	SV-HL-310a.3; FB-RN-310a.2
	Description of policies and programs to prevent worker harassment	<ul style="list-style-type: none"> Standards of Business Conduct, pp. 9–10, 37–38 	SV-HL-310a.4
MEDIA PLURALISM	Description of policies and procedures to ensuring pluralism in news media content	<p>ABC News is committed to Diversity & Inclusion. There are three pillars to ABC News' Diversity & Inclusion efforts:</p> <ul style="list-style-type: none"> PEOPLE—Our people, at all levels, should reflect the life experiences of our audiences. This is reflected across all staffing levels, correspondents, executives, managers, producers, writers, editors, and junior staff. CONTENT—Our work is relevant to a rapidly diversifying audience. This is reflected in the growth of content and story coverage that focuses on the experiences and interests of diverse audiences at the intersection of race, politics, culture, and lifestyle. CULTURE—Our environment promotes curiosity, innovation, and ideas from everyone. This is reflected in a number of initiatives, including the News Division-wide “Everyday Inclusion” program, relevant employee committees, and frequent Diversity & Inclusion workshops and discussions programmed throughout the year. <p>ABC News’s commitment to the straightforward pursuit of truth drives all our work across platforms in established and new-and-emerging technologies. Our success lies in our dedication to the highest-quality journalism, which means a commitment to fairness, compelling storytelling, and, of utmost importance, uncompromising accuracy. We expect employees to approach their work with rigor, to question thoroughly and skeptically, and to analyze deeply.</p> <p>We continue to build on the exceptional legacy of ABC News, upholding high standards in journalism, while also leading in innovation. Our editorial integrity and commitment to accuracy provide the foundation for the outstanding work that we do.</p>	SV-ME-260a.2
JOURNALISTIC INTEGRITY & SPONSORSHIP IDENTIFICATION <i>(continued on next page)</i>	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability	(1) Truthfulness, accuracy, objectivity, fairness, and accountability: It is the mission of ABC News to inform the public on matters of interest and importance to them. The credibility we have with our audience is essential to this mission and we, therefore, attach great importance to the maintenance of our fairness and integrity—both real and perceived—as we gather and report the news. Company policies on Business Ethics, Fairness, and Insider Trading apply to all employees in every division, and those policies are particularly important to ABC News employees. We share responsibility for maintaining our reputation for fairness and accuracy. Action that damages that reputation, or even gives the appearance of compromising it, harms both ABC News and the individuals involved. All employees of ABC News are, therefore, required to abide by the letter and spirit of our policies and to be alert to subtle efforts that could have the effect of compromising the integrity of ABC News.	SV-ME-270a.3

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
JOURNALISTIC INTEGRITY & SPONSORSHIP IDENTIFICATION (continued)	(2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm	<p>(2) Independence of content and/or transparency of potential bias: ABC News employees are hired to report and record news events, not to participate in them. News employees should remain professionally detached in all situations and not take action that would be seen as favoring one side or the other. We take particular care to act in a neutral and professional manner where the passions of others are engaged or aroused. We must all share an uncompromising commitment to accuracy and fairness in reporting the news. We are committed to seeking out knowledgeable and credible sources of information, as well as reaching out for and carefully evaluating comments from those accused of wrongdoing and others with relevant information and perspectives on the matters that we are covering. When ABC News covers stories about The Walt Disney Company or other affiliated or subsidiary companies, we make clear disclosures about the relationship.</p> <p>(3) Protection of privacy and limitation of harm: News staffers receive extensive guidance and training on privacy concerns and other legal issues through legal and standards training sessions. And as a regular part of our newsgathering process, there are targeted reporting meetings to discuss journalistic and legal issues.</p> <p>Similarly, the mission of ESPN is to provide credible, timely, contextual, and trustworthy information. This mission is supported by detailed editorial guidelines intended to protect ESPN's journalistic credibility across platforms and with the oversight of the ESPN Editorial Board. ESPN reviews its performance against these standards on an ongoing basis and regularly reviews and provides training on guidelines for personnel. Ultimately, every member of the ESPN editorial teams is responsible for upholding the reputation and integrity of ESPN reporting.</p>	SV-ME-270a.3
NUTRITIONAL CONTENT	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	<ul style="list-style-type: none"> Approximately 100% of food and beverage advertising on our media platforms oriented to kids and families meets Disney Nutrition Guideline standards. Disney Nutrition Guideline standards are informed by national dietary guidelines and focus on limiting calories, fats, sugars, and salt while promoting consumption of fruits, vegetables, whole grains, lean protein, and low-fat dairy. 	FB-RN-260a.3
DATA PRIVACY	Description of policies and practices relating to behavioral advertising and user privacy	<ul style="list-style-type: none"> We are committed to giving consumers transparency into our data collection and use practices and having robust controls over how we use that data. Our privacy policy describes how consumers' information is collected and used, as well as the very limited circumstances under which consumer 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 the privacy policy, as well as the control mechanisms for limiting targeted advertising, can be found on our Privacy Center. 	TC-IM-220a.1
	Number of users whose information is used for secondary purposes	<ul style="list-style-type: none"> As described above, we are committed to giving consumers notice about how their data will be used, and we only share data with third parties in very limited circumstances, such as when the consumer gives their consent or where the third party is acting as our service provider. Accordingly, we do not have a policy of using consumers' data for secondary purposes. 	TC-IM-220a.2
DATA SECURITY STANDARDS	Description of approach to identifying and addressing data security risks, including use of third-party guidelines for children	<ul style="list-style-type: none"> Our approach to cybersecurity is addressed in the Operating Responsibly section of this report on p. 75, and in greater detail in our Information Security Management System document online. 	FB-RN-260a.3

SASB INDEX (continued)

TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
INTELLECTUAL PROPERTY PROTECTION & MEDIA PIRACY	Description of approach to ensuring intellectual property (IP) protection	<ul style="list-style-type: none"> Disney strives to foster a culture that values intellectual property protection to promote creativity, storytelling, and innovation, as well as maintain consumer trust. We engage in practices that protect Disney's intellectual property, including our brands, characters, and content. We also respect the intellectual property rights of others and do not knowingly use the intellectual property of third parties without appropriate rights. Disney also requires all contributors to respect third-party intellectual property rights. We have also implemented internal intellectual property policies and trainings to increase awareness and respect for intellectual property rights among all Disney employees. 	SV-ME-520a.1
	Households reached by broadcast TV	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2022 10-K, p. 7 	SV-ME-000.A
	Subscribers to cable networks	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2022 10-K, pp. 7, 9 	SV-ME-000.A
	Subscribers to streaming services (“Entity-defined measure of user activity”)	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2022 10-K, p. 40 	TC-IM-000.A
	Total number of media productions and publications produced	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2022 10-K, pp. 11–12 Our film library includes content from approximately 100 years of production history, as well as acquired film libraries, and totals approximately 5,100 live-action titles and 400 animation titles. The library includes approximately 50 movies and approximately 30 series that the Studios group produced for initial distribution on our DTC platforms. Our television programming library includes content from approximately 70 years of production history. Series with four or more seasons include approximately 75 one-hour dramas, 55 half-hour comedies, 5 half-hour non-scripted series, 30 one-hour non-scripted series, 15 half-hour animated series, and 10 half-hour live-action series. The library includes approximately 130 series produced for initial distribution on our DTC platforms. 	SV-ME-000.B
	Number of manufacturing facilities, percentage outsourced	<ul style="list-style-type: none"> Number of manufacturing facilities provided in Fiscal 2022 Data Table & Data Table Footnotes, pp. 86, 88 	CG-TS-000.B
	Number of available room-nights	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2022 10-K, p. 44 	SV-HL-000.A
	Average occupancy rate	<ul style="list-style-type: none"> The Walt Disney Company Fiscal Year 2022 10-K, p. 44 	SV-HL-000.B
	Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, and/or (3) franchised	<ul style="list-style-type: none"> (1, 2) The Walt Disney Company Fiscal Year 2022 10-K, pp. 14–17 (3) N/A 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 15 resort facilities, which are operated as hotel rooms when not occupied by Vacation Club members. 	SV-HL-000.D

SDG INDICATORS

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



UN SDG 1 No Poverty

- We have worked with UNICEF for many years, and when the humanitarian crisis began in Ukraine, we leveraged our media platforms to support UNICEF in helping families displaced by the conflict. ABC News coverage and on-air mentions across our networks drove thousands of viewers to UNICEF's website, raising more than \$3 million in a few weeks.
- In fiscal 2022, in addition to supporting 30 Feeding America member food banks to help increase access to fresh produce for communities that need it most, Disney also supported Feeding America's efforts in response to Hurricane Ian. In addition, Disney continues to help alleviate food insecurity by supporting hunger relief organizations worldwide. For example, in Latin America, Disney supports the work of the Global Food Banking Network and the efforts of food banks in Argentina, Brazil, Chile, Colombia, and Mexico.



UN SDG 3 Good Health & Well-Being

- [Disney Institute](#) has trained more than 23,000 hospital workers since 2018. In fiscal 2022, experts from Disney Institute again held multiple training sessions for KK Women and Children's Hospital (KKH) based in Singapore. The course focused on training hospital staff to create compassionate connections and meaningful moments with patients through three service principles: Serve with Heart, Reach Higher, and Own It. More than 5,000 KKH employees and leaders from multiple departments were in attendance.
- We continue to offer our Employee Assistance Program (EAP), which is available to all employees, cast members, and their family and household members. Our EAP provides 24/7 support and connects participants directly to a licensed network therapist at no cost.
- Disney hosted our first Global Well-Being Week in 2022, spotlighting the wide-ranging physical, mental, and financial benefits we offer while providing employees with easy ways to take advantage of the benefits.
- In 2022, Disney continued to promote our new Center for Living Well—Gaea Center for Gynecology, Maternity, and Fertility—in Orlando. The center provides employees, cast members, and their partners with comprehensive, connected, and compassionate care to help navigate their family-building journeys.
- We are intentional about how we promote healthy foods and beverages to kids through our [Nutrition Guideline Policy](#). These guidelines apply to our Studio promotions, food and beverage licensing, third-party advertising on our kids' networks, and kids' meals in Disney Parks. Ongoing reviews of these global guidelines help us reflect up-to-date dietary guidance and consider the evolving social and scientific understanding of children's physical and digital lives. In fiscal 2022, we continued to have approximately 100% of food and beverage advertising on our owned and controlled media platforms oriented to kids and families meet our Nutrition Guideline Policy.



UN SDG 4 Quality Education

- We made a \$1 million contribution to [Exceptional Minds](#) in fiscal 2022 to help source, skill, scale, support, and sustain neurodiverse talent over the next three years. Our funds will be used for scholarships, academy faculty, career support services, and facilities and technology.
- In fiscal 2022, we launched Disney Future Storytellers, Disney's commitment to empowering the next generation of storytellers and innovators. From charitable grants and programs that provide inspiration and hands-on experience in arts and science, technology, engineering, and math (STEM) education for school-age children, to scholarships, mentoring, and creative and technical skill-building for teens and young adults, Disney is increasing access to careers in the media, entertainment, technology, and hospitality industries for youth, especially for individuals from historically underrepresented or underserved communities.
- In fiscal 2022, we donated more than 3 million books to First Book, and since 2000 we've distributed more than 90 million books, to help inspire the next generation of storytellers. We also collaborated with Blue Star Families to host the 20th [Blue Star Books](#) event with a reading by First Lady Dr. Jill Biden. The event was part of the White House's Joining Forces initiative to support military and veteran families, caregivers, and survivors.
- In fiscal 2022, we worked with CARE India to empower 1,400 adolescent girls across 10 schools in Mumbai, helping them realize their potential to lead a better life. The program has established 18 vibrant community learning centers that give girls a space outside of school to learn and hone their vocational skills. We also worked with the Parivaar Education Society in India to support 400 girls with education, boarding, food, medical assistance, sports and recreation, clothing, and more.



SDG INDICATORS (continued)

UN SDG 5 Gender Equality

- 45% of our 2023 Director nominees are women.
- In fiscal 2022, women represented 51% of our employees worldwide, based on self-reported information.
- In fiscal 2022, we worked with CARE India to empower 1,400 adolescent girls across 10 schools in Mumbai, helping them realize their potential to lead a better life. The program has established 18 vibrant community learning centers that give girls a space outside of school to learn and hone their vocational skills. We also worked with the Parivaar Education Society in India to support 400 girls with education, boarding, food, medical assistance, sports and recreation, clothing, and more.
- In fiscal 2022, we launched two new cohorts of the Women's Talent Network to enhance careers for Asian American & Pacific Islander and Latina employees. One hundred participants joined the pilot across both programs.



UN SDG 6 Clean Water & Sanitation

- In 2022, we continued to implement site-specific water conservation strategies at our theme parks and resorts, including using artificial turf and implementing a sophisticated irrigation control system at Disneyland Resort as part of drought-fighting efforts.
- Disneyland Paris is in the process of retrofitting the showerheads in two hotels with new LED-lit technology heads that allow guests to adjust their use to help conserve water. The turbine-powered LED lights change color based on the amount of water used, moving from blue to green, yellow, and eventually red when water use exceeds a certain volume. In a pilot, the new showerheads reduced water use by an average of 22% per room.
- We are identifying critical regional water issues and are continuing to collaborate with local stakeholders, such as industry and nonprofit organizations, to safeguard the overall health of watersheds as a multiuse sustainable resource. For example, we support WWF-Hong Kong's project to foster innovative approaches, such as the use of water buffalo, to conserve wetlands in the Shui Hau watershed and increase water security for local people and wildlife. We also support The Nature Conservancy's work in central Florida, including efforts to address growing freshwater demands, enhance water quality, improve water supply, and reduce flood risks through green stormwater infrastructure.
- Our approach to sustainable design helps contribute to cleaner air, more efficient use of water, and less waste for the communities in which we operate.



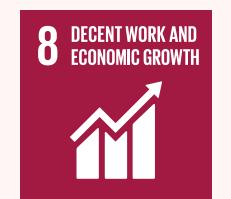
UN SDG 7 Affordable & Clean Energy

- As of fiscal 2022, we commissioned or announced more than 200 megawatts of solar capacity.
- In collaboration with the utility serving Walt Disney World Resort, two 75-megawatt solar facilities are expected to come online and are projected to bring the Resort's renewable energy consumption up to nearly 40% of its annual total power use.
- Disneyland Paris is continuing the construction of approximately 50 acres of solar canopies, which will provide shade and shelter to more than 11,000 parking spaces and are estimated to generate approximately 36 gigawatt hours of electricity once fully operational.
- Hong Kong Disneyland has embarked on the next phase of one of the largest solar panel sites in Hong Kong, installed at 21 different attractions and buildings.
- Select operations subscribe to high-credibility green power programs that advance the decarbonization of Disney and our local communities. For example, Pixar is subscribed to 100% renewable electricity through East Bay Community Energy.



UN SDG 8 Decent Work & Economic Growth

- Since 2012, Disney has contributed more than \$24 million through our [Supply Chain Investment Program \(SCIP\)](#) to 40 unique programs in more than 20 countries, directly benefiting 250,000 workers and supporting tools that have reached and benefited 14 million additional workers.
- Our International Labor Standards (ILS) program is informed by Disney's [Standards of Business Conduct, Human Rights Policy](#) (which was updated in 2022), and [Supply Chain Code of Conduct](#), along with a range of other responsible business expectations.
- Disney Aspire pays 100% of tuition up front at network schools and is available to ~85,000 eligible hourly full-time and part-time employees and cast members in the United States. As of the end of fiscal 2022, ~13,000 employees were enrolled in Disney Aspire.
- In fiscal 2022, approximately 2.2 million employee learning sessions were taken online or in person through D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge—our top learning platforms.
- We increased our mentoring programs from 13 to 35 across Disney in fiscal 2022. Enrollment in these programs increased by 44% and mentoring hours increased by 25% from fiscal 2021.
- In fiscal 2022, to reward the important contributions of certain job levels below the executive level, Disney expanded eligibility for participation in our Annual Bonus Plan.



SDG INDICATORS (continued)

UN SDG 10 Reduced Inequalities

- In fiscal 2022, ~60% of our charitable giving was directed to programs supporting underrepresented communities.⁶⁹
- Disney pledged \$5 million to organizations serving the LGBTQIA+ community through support for inclusive and respectful workplaces and authentic representation of LGBTQIA+ in media and entertainment.
- Now in its second year, [Disney on the Yard](#) continues to build a community for alumni from Historically Black Colleges and Universities (HBCUs) and provides meaningful opportunities for HBCU students who dream of one day working in the entertainment field. We also joined the Propel Center (an education hub for HBCUs) as a lead sponsor, and created the Disney Storytellers Fund at Howard University and Florida A&M University. Additionally, we continued our long-standing work with United Negro College Fund (UNCF) and announced the 2022 Disney UNCF Corporate Scholars.
- Our Heroes Work Here initiative celebrated its [10th anniversary](#) in 2022 and has resulted in more than 12,500 veterans being hired across the Company through the end of 2022.
- In fiscal 2022, we worked with KultureCity, a leading nonprofit focused on sensory accessibility and acceptance, to launch sensory-inclusive screenings that cater to audiences with sensory needs, such as autism.
- ESPN continued to support the Special Olympics USA Games. In fiscal 2022, more than 5,500 athletes and coaches from all 50 states and the Caribbean united for a week of competition, sportsmanship, and fun at the ESPN Wide World of Sports Complex at Walt Disney World.
- Our [2022 Workforce Diversity Dashboard](#), [2022 Content Representation Dashboard](#), [2021 EEO-1 report](#), and our [Pay Ratio Disclosure](#) are available online.
- In fiscal 2022, we spent more than \$800 million with diverse suppliers, an increase of almost 80% compared to fiscal 2021. Disney has also increased Company-wide spending with U.S. veteran- and veteran spouse-owned businesses to approximately \$6.4 million in 2022.



UN SDG 11 Sustainable Cities & Communities

- In fiscal 2022, we gave a total of ~\$233 million in cash and in-kind charitable contributions.
- Through our Disney VoluntEARS program, our employees and cast members worldwide have collectively contributed nearly 13 million hours of service to their communities since the program was started nearly 40 years ago.
- In fiscal 2022, our disaster relief support included [Hurricane Ian recovery efforts](#), addressing the impacts of wildfires in Argentina, supporting children and families in Ukraine, and providing short-term monetary assistance to employees experiencing hardships—including those impacted by Hurricane Ian—through the Employee Relief Fund.
- Our approach to sustainable design helps contribute to cleaner air, more efficient use of water, and less waste for the communities in which we operate.



UN SDG 12 Responsible Consumption & Production

- In fiscal 2022, we diverted 58% of total Company operational waste from landfills and incineration.
- Disney Cruise Line intends to be free of single-use plastics by 2025. Examples include introducing alternatives to plastic merchandise bags and guest laundry bags, disposable cutlery, cold beverage lids, and even plastic drink garnish sticks. In addition, to encourage the use of reusable water bottles, refill stations have been installed on all ships and Castaway Cay.
- In 2022, we introduced a new requirement prohibiting the use of per- and polyfluoroalkyl substances—known as PFAS—in consumer products developed, sourced, and distributed by a Disney entity.
- Disneyland Paris offered guests limited-edition tote bags, duffel bags, briefcases, and pouches for purchase, which were [made from a recycled tarp that previously covered Sleeping Beauty Castle](#) during renovation work.
- Our Product Integrity function oversees Disney's safety policies, procedures, and operating requirements for physical products containing Disney intellectual property across the enterprise. Disney requires that licensees and vendors contractually commit to follow sensible, reasonable, and proper procedures for verifying that Disney-branded products comply with applicable safety regulatory requirements and any additional requirements that may be specified by Disney. We also have policies to manage the use of chemicals in products, and in fiscal 2022 we updated our Supply Chain Code of Conduct to include "Quality and Safety."



UN SDG 13 Climate Action

- We are committed to achieving net zero GHG emissions for direct operations by 2030, including reducing our absolute Scope 1 and Scope 2 GHG emissions by 46.2% by 2030, against a 2019 baseline.⁷⁰
- We are committed to reducing Scope 3 emissions in line with a "well below 2°C" scenario by 2030.
- The *Disney Wish* set sail in fiscal 2022 and was designed to be among the most energy-efficient cruise ships on the water. The *Disney Wish* was primarily powered by liquefied natural gas in fiscal 2022, which, when compared to traditional diesel or marine fuel, significantly reduces several emissions and pollutants.
- In fiscal 2022, ABC News' dedicated climate unit highlighted people and organizations making an impact in *Hidden Climate Heroes* and took an in-depth look at the causes and risks of climate change in a monthlong series, *Climate Crisis: Saving Tomorrow*. The unit also teamed up with *Teen Vogue* to explore teenagers' growing concerns about climate change and the effects on their mental health.
- Through National Geographic, DisneyNature, and our other content platforms, Disney enjoys a rich and growing library of programming that connects audiences with the wonders of our natural world and inspires action to create a cleaner, safer, and healthier planet. In 2022, our broad portfolio of nature-focused stories included DisneyNature's *Polar Bear* and National Geographic's *Explorer: The Last Tepui, Secrets of the Whales*, and *The Biggest Little Farm: The Return*.



⁶⁹ See footnote 3 on p. 12.

⁷⁰ See footnote 8 on p. 31.

SDG INDICATORS (continued)

UN SDG 14 Life Below Water

- Responsible selection and sourcing of seafood is important to our business, to the livelihoods of the fishing industry worldwide, and to the health of the planet for future generations. In fiscal 2022, our U.S. parks, resorts, and cruise line sourced nearly 100% sustainable seafood.⁷¹
- Disney Conservation Team Wildlife has provided leadership and expertise to support the Orlando-based Florida Coral Rescue Center. This state-of-the-art facility was established for gene banking and care of Florida corals rescued from reefs not yet affected by Stony Coral Tissue Loss Disease, which has put 22 coral species at risk of extinction. In April 2022, the first reported spawning of rough cactus coral in human care took place at the Center.
- As part of the \$5 million we have invested since 1995 to help sea turtle conservation efforts globally, in 2022, the Disney Conservation Fund supported a new mentorship and career training program hosted by the Sea Turtle Conservancy to spark passion for sea turtle conservation among central Florida youth from diverse and underserved communities.
- In fiscal 2022, our sea turtle efforts reached an important milestone. Disney Conservation Team Wildlife celebrated 1.5 million sea turtles hatched from nests monitored by our team at Disney's Vero Beach Resort since 2003.
- Several of our businesses supported beach cleanup events in fiscal 2022. In honor of World Ocean Day on June 8th, 30 Disney VoluntEARS and family members took part in a beach cleanup in Guangzhou, China. For International Volunteer Day, VoluntEARS from Shanghai Disney Resort supported beach cleanup in Chongming Island, Shanghai.



UN SDG 15 Life On Land

- Disney Conservation Fund has invested more than \$120 million—along with the expertise of dedicated teams—in community-led biodiversity conservation efforts since 1995 to help protect more than 1,000 species of wildlife and safeguard more than 315 million acres of habitat—an amount equal to more than 10,000 Walt Disney World Resorts.
- To help increase the Western monarch butterfly population, more than 400 Disney VoluntEARS across the United States planted butterfly-friendly backyard environments in 2022.
- Our Disney team based in India began supporting Wildlife SOS's efforts in 2021 and continued support throughout 2022 to rescue and rehabilitate elephants illegally taken from the wild. To date, more than 40 elephants have been given care and medical treatment at Wildlife SOS's Elephant Hospital and Elephant Conservation and Care Centre, established in 2010 and the first center of its kind in northern India.
- At Disney's Animal Kingdom Theme Park, we celebrated the birth of the 13th white rhino born at Walt Disney World Resort—an important milestone made possible by the dedication and care of Disney scientists, veterinarians, and keepers.
- In December 2021, Disney's Animal Kingdom celebrated the 41st birthday of Gino, the oldest western-lowland gorilla at Walt Disney World Resort. He is one of the first gorillas in the world to allow his caretakers to perform cardiac ultrasounds without anesthesia, an important step in the advancement of care for his species, and more broadly for animal care and gorilla conservation globally.
- National Geographic has been actively caring about our planet for well over a century. Today, National Geographic Partners—a joint venture between The Walt Disney Company and nonprofit National Geographic Society—continues this legacy. We return 27% of the net proceeds from our National Geographic lines of business to fund conservation, education, and sustainability projects.



UN SDG 16 Peace, Justice & Strong Institutions

- We strive to conduct our business in accordance with high standards of business ethics and comply with applicable laws, rules, and regulations wherever we operate.
- Our [Standards of Business Conduct](#) apply to all employees and provide resources and tools to promote ethical conduct and compliance with the law. Our Board of Directors is also held accountable to these principles, as well as our [Code of Business Conduct and Ethics for Directors](#).



UN SDG 17 Partnerships For The Goals

- We maintain relationships with the stakeholders and communities we serve through ongoing dialogue. We work with a variety of stakeholders representing diverse perspectives—including consumers, employees, industry and business collaborators, nonprofit and social impact organizations, and shareholders—as we believe this can enhance our ability to identify opportunities and, in some cases, solutions to some of our most pressing challenges. We also engage on policy issues both directly and through industry associations on issues relevant to our businesses. Ongoing and responsive engagement with key stakeholders continues to inform our CSR strategy, goals, and initiatives.
- We collaborate with several initiatives and organizations to address environmental and social priorities. See p. [30](#) and p. [71](#) for examples.



FORWARD-LOOKING STATEMENTS

Certain statements in this communication may be deemed to be “forward-looking statements” within the meaning of the Federal 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. These statements are made on the basis of management’s views and assumptions regarding future events and business performance as of the time the statements are made. Management does not undertake any obligation to update these statements. Actual results may differ materially from those expressed or implied. Such differences may result from actions taken by the Company, including restructuring or strategic initiatives (including capital investments, asset acquisitions or dispositions, integration initiatives, 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), or other business decisions, as well as from developments beyond the Company’s control, including:

- further deterioration in domestic and global economic conditions;
- deterioration in or pressures from competitive conditions, including competition to create or acquire content and competition for talent;
- consumer behavior and consumer preferences and acceptance of our content, offerings, pricing model and price increases, and the market for advertising sales on our DTC 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, regulatory, political, legal, or military developments;
- technological developments;
- labor markets and activities;
- adverse weather conditions or natural disasters and environmental developments; and
- availability of content.

Each such risk includes the current and future impacts of, and is amplified by, COVID-19 and related mitigation efforts. Such developments may further affect entertainment, travel, and leisure businesses generally and may, among other things, affect (or further affect, as applicable):

- our operations, business plans, or profitability;
- demand for our products and services;
- the performance of the Company’s content;
- our ability to create or obtain desirable content at or under the value we assign the content;
- the advertising market for programming;
- construction;
- income tax expense;
- expenses of providing medical and pension benefits; and
- performance of some or all Company businesses, either directly or through their impact on those who distribute our products.

Additional factors are set forth in the Company’s Annual Report on Form 10-K for the year ended October 1, 2022, including under the captions “Risk Factors,” “Management’s Discussion and Analysis,” 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.



The **WALT** Disney Company
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