

The *WALT DISNEY* Company

# 2020 CORPORATE SOCIAL RESPONSIBILITY REPORT







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# LETTER FROM OUR CHIEF EXECUTIVE OFFICER



**BOB CHAPEK,**  
Chief Executive Officer,  
The Walt Disney Company

This past year was a challenging one for all of us. The COVID-19 pandemic has had a devastating impact on people, families, economies and businesses worldwide, and our business is certainly no exception. We've had to make some really tough choices to get our company through this difficult period. At the same time, we've found new and innovative ways to deliver the magic of Disney to fans and families around the world, enabling them to experience much-needed moments of happiness and joy. I am proud of all that we've accomplished under difficult conditions, while always maintaining a strong focus on our company's values and priorities, and this includes our longstanding commitment to responsible stewardship.

This stewardship applies to a number of important areas, including: environmental sustainability, conservation, philanthropy, supply chain management, governance, diversity & inclusion, and the well-being and advancement of

our employees. We continue to invest in these areas, while taking appropriate steps to adhere to our high standards and to leverage our unique assets and capabilities to benefit our workforce, communities and planet. This commitment to corporate social responsibility is a priority for our company and for me personally. As a testament to this, I recently named Jenny Cohen Executive Vice President, Corporate Social Responsibility, and I look forward to working closely with her and her team on these critical issues.

Amidst the pandemic, we have found unique ways to make a difference in our local communities, including by providing nearly \$27 million in in-kind support, such as donating food and unused PPE from closed parks and production sets, and enabling and encouraging employees to participate in virtual volunteering opportunities through our Disney VoluntEARS program.

In FY20, we also continued to honor our commitment to delivering comfort and inspiration to children facing serious illness through our global work in children's hospitals and wish granting. With our theme parks shut down, and travel restrictions and stricter hospital protocols in place due to COVID, in-person wishes and hospital installations were paused. Undeterred, our employees found innovative ways to continue to bring Disney magic to sick children and wish kids, including by providing early screenings of Disney films and content, along with care packages, virtual reality headsets, toys, and Disney-themed Starlight Gowns.

Meanwhile, our commitment to environmental stewardship focuses on using resources wisely and protecting the planet as we operate and grow our businesses. Our teams worked hard to meet our 2020 target to reduce net greenhouse gas emissions by 50% relative to total 2012 baseline levels, and we're excited to continue building on that legacy with a slate of new, ambitious 2030 goals designed to further reduce our environmental impact and help protect the planet. We also continued our efforts to conserve wildlife and their habitats through our support of nonprofit conservation organizations worldwide. The Disney Conservation Fund (DCF) celebrated its 25th anniversary this past year, while reaching a cumulative milestone of more than \$100 million in total conservation giving since 1995. We're pleased to report the organizations DCF has supported over the years have helped to protect more than 315 million acres of habitat and hundreds of species globally from tigers and sea turtles, to cranes and crocodiles.

At Disney, our top priority continues to be the well-being and advancement of our employees. While many have been working remotely due to the pandemic, we have increased onsite health and safety protocols at all of our locations, including our parks and resorts and production sites. We've also expanded employee benefits by offering a variety of personal development and wellness initiatives, childcare and back-up care, COVID-related medical care, and fun virtual events to boost morale.

One of the things I'm most proud of is the progress we've made in the area of Diversity & Inclusion. Last June, I outlined

a multi-faceted plan to bring about important changes across our company, comprised of six pillars: Transparency, Representation, Accountability, Community, Content, and Culture. As part of this important work, we've launched a number of new programs and events, such as our Reimagine Tomorrow Conversation Series, Black Employee and Consumer Experience, the Creative Inclusion Council, chaired by Bob Iger and focused on our creative content, and the CEO Diversity & Inclusion Council, which I am honored to lead, alongside our Chief Diversity Officer Latondra Newton. The goal of these endeavors is for every cast member and employee at Disney to feel heard, respected, valued, and able to reach their full potential. This is a top priority, and we intend to continue to build upon the critical work that's underway.

Our progress over the past year is addressed in greater detail in this report. While we have accomplished a lot, there is still more to be done. We remain deeply committed to doing our part to ensure that in growing our businesses, we are operating with integrity, taking care of our people, and doing good in our world.

Sincerely,

A handwritten signature in black ink that reads "Robert A. Chapek". The signature is written in a cursive, flowing style.

# OUR BUSINESS

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.

In 2020, the Company strategically implemented an organizational structure that accelerates growth in the dynamic direct-to-consumer (DTC) space, while enabling it to be more effective and nimble in creating what consumers want most and delivering it in the way they prefer to consume it. Today, the Company is a leading diversified global family entertainment and media enterprise that includes Parks, Experiences and Products; Disney Media & Entertainment Distribution; and three Content Groups—Studios, General Entertainment and Sports.

## PARKS, EXPERIENCES, AND PRODUCTS

Disney Parks, Experiences and Products is the global hub that brings Disney's stories and characters to life through theme parks and resorts, cruise and vacation experiences, and consumer products.



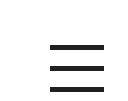
## DISNEY MEDIA AND ENTERTAINMENT DISTRIBUTION

Disney Media and Entertainment Distribution manages Disney's vast content commercialization and distribution ecosystem that delivers the Company's unparalleled storytelling to audiences worldwide.



## CONTENT GROUPS

Our Studios, General Entertainment, and Sports Content Groups produce world-class entertainment, news and sports programming globally.





# OUR APPROACH AND GOVERNANCE



## CORPORATE SOCIAL RESPONSIBILITY AT DISNEY

Disney's longstanding commitment to social responsibility (CSR) is an important part of who we are as a Company. Consumers are increasingly more conscious of the environmental and social impacts of the products, content and experiences they choose, and demand more from businesses. Consumers expect a brand like Disney to operate as an honorable, socially responsible Company, and that is what we strive to be in all that we do.

We draw on the power of our unique assets and capabilities—including our stories, iconic brands and franchises, creative minds and innovative technologies—to drive both business opportunity and social impact. Our approach to CSR includes adhering to high standards of integrity; fostering a respectful, diverse and inclusive workplace; creating inclusive and positive content, products and experiences; taking action to protect

the environment; and providing comfort, inspiration and opportunity to children and families around the world.

Our CSR approach is supported by strong operating policies, planning and performance management systems, and tools and governance structures that help to embed our social and environmental initiatives throughout our Company.

### Evolving our CSR Strategy

This year, the world changed—and so have we.

As we accelerated our Company's pivot towards a DTC-first business model, our CSR disclosure strategy evolved as well to better align with our current business priorities. You will see this evolution reflected in this report—for example, in the additional information provided around our content and products, including online safety.

In addition to our business strategy, the COVID-19 pandemic and increased global

call for racial equality and inclusion have impacted our world, our employees and our CSR strategy. This report outlines examples of how our businesses responded to the global pandemic and further accelerated our diversity and inclusion efforts.

We know that no Company alone can fully address the immense global challenges facing our world; however, we are committed to taking action and being part of the solution. We are working to produce stories, products and experiences that support racial and social equality. We are also working to mobilize our resources and workforce to support our communities in new and innovative ways. We are focused on promoting the continued safety and well-being of our employees, production staff and guests. And we are finding new ways to provide high-quality entertainment that reflects the rich diversity of the world we live in.

From our beginnings as a cartoon studio in the 1920s to today, Disney proudly continues our legacy of creating world-class stories and experiences for every member of the family.



## Defining Our ESG Priorities

We believe CSR represents a long-term investment that serves to strengthen our operations and competitiveness in the marketplace, enhance risk management, attract and engage talented employees, maintain our reputation and forge an even stronger connection with our consumers.

As a global Company operating in many industries and geographies, we must consider a wide and complex set of environmental, social and governance (ESG) topics in our approach to corporate social responsibility. We frequently engage with stakeholders in ongoing dialogue to help us define these ESG issues. We believe that working with stakeholders who represent diverse perspectives, including employees, business associates, shareholders, consumers and governmental and nongovernmental organizations, enhances our ability to identify opportunities and find solutions to some of our most pressing environmental and social challenges.

We conducted an analysis in 2020 to reassess our priority ESG issues. This process included dialogues with both internal and external stakeholders; review

of relevant reporting and evaluation frameworks; ongoing tracking of media and expert opinions; benchmarking of leadership companies; and an evaluation of each topic's importance to our businesses, stakeholders and society. These priority ESG topics are addressed in this report, as well as in policies or disclosures on our corporate website.

[Access additional policies and disclosures online.](#)

## GOVERNANCE

### Corporate Governance

We are committed to operating our businesses with integrity and adopting governance policies that promote the thoughtful and independent representation of our shareholder interests.

The Company's Board of Directors is currently comprised of 10 Directors that encompass a range of talent, skill and expertise sufficient to provide sound and prudent guidance with respect to the Company's operations and interests, and the interests of the Company's shareholders. The Directors reflect the diversity of the Company's shareholders, employees,

consumers and communities. Currently, our independent Lead Director and all four of our Board committee chairs are women, and three of 10 Directors are racially/ethnically diverse.

The Board has adopted [Corporate Governance Guidelines](#) that address, among other things, the composition and functions of the Board of Directors, Director independence, stock ownership by and compensation of Directors, management succession and review, Board leadership, Board committees, the selection of new Directors and Board review of the Company's social responsibilities.

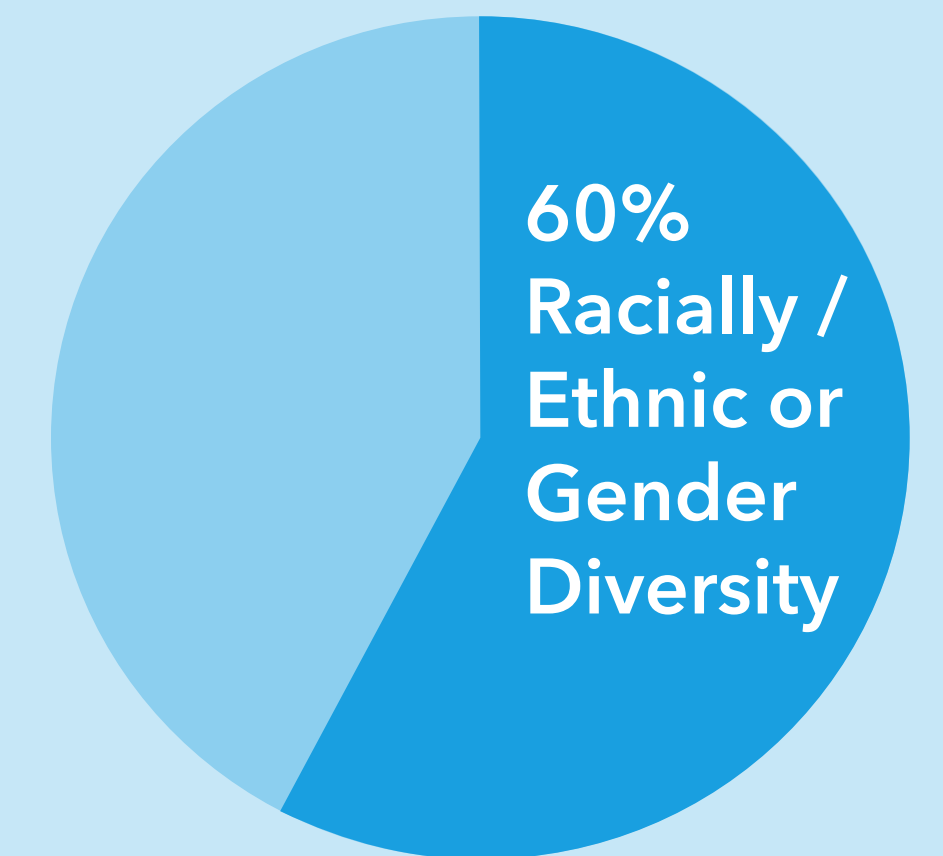
More information on our Corporate Governance practices is available in our most recent [Proxy Statement](#).

### Ethics

Disney is committed to conducting business in accordance with high standards of business ethics and complying with applicable laws, rules and regulations. The trust of our consumers, employees and shareholders stems from our commitment to high standards in everything we do and is important for our continued success.

## DIVERSITY ON OUR BOARD

One criteria with which the Board evaluates new members is "the extent to which the prospective nominee helps the Board reflect the diversity of the Company's shareholders, employees, customers and guests, and the communities in which it operates."



**4 of 10 Directors are women**  
**3 of 10 Directors are racially/ethnically diverse**

Integrity, honesty, trust, respect, playing by the rules and teamwork—these define not only the operating principles of our Company, but also the spirit of our diverse global workforce and how we function.

Our [Standards of Business Conduct](#) apply to all employees and provide the resources and tools necessary to promote ethical conduct and compliance with the law. Our Board of Directors is expected to uphold 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 and cast members can report ethical concerns to our internal alert hotline "[The Guideline](#)."

### CSR Oversight

In FY2020, CSR at Disney was overseen directly by our Chief Financial Officer, in close coordination with our Chief Executive Officer, Chief Human Resources Officer, Chief Diversity Officer, General Counsel and our business leaders. These individuals are supported by a network of teams addressing policy development, strategy, program management, business integration and compliance.

While many of our brands and franchises have their own CSR teams, our enterprise social responsibility (ESR) team acts as a central coordinating function. Our ESR team is responsible for defining our ESG issues of relevance and collaborating across the Company to promote enterprise-wide alignment on our strategic approach to CSR. Our brands, franchises and local teams bring our ESG priorities to life as they drive growth across our various businesses. ESR leadership provide the Board with updates on ESG topics on an as needed basis and in FY21 the Board delegated oversight of workforce equity matters to the Compensation Committee. The Human Resources group will be required to report on these matters at least annually to the Compensation Committee.

Executive leadership councils are also in place to guide key decisions. For example, our active pursuit of a diverse and inclusive workforce requires an ongoing, sustained commitment of senior executive leadership and personal accountability. The Company announced a new CEO Diversity & Inclusion (D&I) Council and a Creative Inclusion Council as part of the Company's ongoing work toward greater workplace and marketplace inclusion.

The CEO D&I Council, led by Bob Chapek, is comprised of global senior leaders across the Company who will help accelerate our progress, drive results and advocate for solutions that support our strategic D&I pillars. The Creative Inclusion Council, led by Executive Chairman and Chairman of the Board, Bob Iger, is a diverse, transformative body composed of creative leaders from across our creative mediums representing different career levels, regions, brands and backgrounds. Together, they will scale existing, best-in-class inclusive content practices from across our businesses, increase cultural competency and connection in our storytelling, drive long-term market relevancy and challenge long-held assumptions in content creation and the systems that surround it.

“Our commitment to corporate responsibility is fundamental to our culture, and aligns with the growing calls for businesses to take action. This year, we met our 2020 environmental goals and set ambitious new 2030 goals, accelerated our initiatives addressing racial and social injustice, and we continue to strengthen our ESG transparency.”

Christine McCarthy,  
Senior Executive Vice President and Chief  
Financial Officer, The Walt Disney Company





# RESPONDING TO COVID-19



The COVID-19 pandemic has impacted every part of the world and nearly every aspect of our organization and our businesses. Over the past year, we have worked relentlessly to promote the safety and well-being of our employees and guests, while supporting our businesses through tremendous change, and increasing support provided to local communities in need. We have also remained steadfast in our mission to provide much-needed entertainment, information and inspiration to people around the globe.

## Equipping Our Businesses

From the earliest stages of the pandemic, Disney recognized the need for an enterprise-wide command center to orchestrate and align crisis management efforts for the fastest and most effective results. This included implementing new policies to govern employee pay, leave and benefits for those directly affected by COVID-19, as well as responsible reopening strategies with health and safety protocols for employees, productions and guests.

We also had to quickly adapt to equip tens of thousands of employees to effectively work from home.

This tremendous effort was led by a team of leaders from across the Company and done with a focus on speed and safety. We also used this learning opportunity to reinforce our Business Continuity Plans. For more information about our Parks health and safety measures, see [page 19](#).

Additionally, the expansion of our digital and streaming offerings, including Disney+ and initiatives like [Disney Magic Moments](#), provided audiences at home with early movie releases, free content, stories, games and educational resources to deliver joy and inspire them during this difficult time.

## Supporting Our Leaders and Employees

In response to the pandemic, we supported leaders as they navigated new circumstances and prioritized the health and well-being of our employees. We built and implemented a COVID-19 employee case intake process, including case tracking and reporting. We augmented our benefit offerings, providing coverage of COVID-19 treatment under Company medical plans at no cost to employees and their dependents. We also covered 100% of healthcare, life and disability insurance employee premium costs for furloughed employees.

## DISNEY MAGIC MOMENTS

In Spring of 2020, Disney used its unparalleled creative talent to help families as they adjusted to staying at home due to the COVID-19 pandemic. [Disney Magic Moments](#) was created to bring the magic of Disney, Pixar, *Star Wars*, Marvel and National Geographic to anyone, anywhere. From a ride on *Pirates of the Caribbean* to our new *At Home with Olaf* series to a look inside the *Star Wars* experience, the website offers numerous opportunities to enjoy Disney characters, shows, movies, cast members and even rides and events virtually.



Responsible reopening plans were instituted across our Disney Parks, Experiences and Products businesses.





Food donations were sent from series halting production and temporarily closed parks and resorts to area food banks in California, Florida, Georgia, New York, Canada and Paris, France.

We broadened childcare programs and enhanced backup care choices, and bolstered free mental and behavioral health resources. This included piloting a digital mental health and happiness program with our U.S. Parks, Experiences and Products cast members. We also launched learning content and resources to educate our leaders, employees and production crews on Company health and safety protocols. With three learning modules launched globally since June 2020, there have been more than 90,000 training completions to date.

### Helping Our Communities

Disney provided nearly \$27 million in in-kind support for communities across the globe, excluding PSA campaigns. Disney also harnessed the power of our storytellers and the reach of our channels to provide people with timely information, fun and engaging content, and to support large-scale fundraising efforts. The following includes several examples of how [we shared the magic](#) of Disney during this extremely challenging time.

### Medical Supply Donations

- 150,000 rain ponchos were sent to MedShare to help protect nurses' clothing along with a \$1 million donation in connection with sales of U.S. cloth face masks.

- More than 100,000 N95 masks were sent to healthcare workers in New York, California, Florida and Washington, D.C.
- Unused gloves, gowns, masks and other medical supplies from the paused productions of *Grey's Anatomy*, *Station 19* and *9-1-1* [were sent](#) to Los Angeles County and USC Medical Center.
- Star India made a cash contribution to Project Mumbai to supply 150,000 urgently requested PPE kits for healthcare providers in Mumbai hospitals.

### Delivering Comfort, Inspiration and Opportunity

- With our theme parks shut down and travel restrictions in place, Disney quickly pivoted to grant wishes virtually whenever possible. Through Make-A-Wish®, we also delivered extra magic to children with wishes on hold, including Disney+ subscriptions and early film screenings.
- We supported virtual formats for programs that help to close representation gaps, including programs like Young Storytellers and Disney Musicals in Schools.

- 35,000 young people took part in ESPN's and DoSomething.org's #oneteam sports-inspired challenges using the power of sports to help protect and uplift the community during the pandemic.

### On-Air Content and PSAs

- Disney General Entertainment Content launched a cross-Company campaign, *Feed the Love*, with talent from ABC, Freeform, FX, National Geographic, ESPN and A&E. *Feed the Love* raised awareness and nearly \$2.8 million in donations to Feeding America's food security efforts.
- ABC News' chief medical correspondent Dr. Jen Ashton addressed viewer questions and concerns about COVID-19 during her daily on-air appearances and ABC news aired multiple primetime specials addressing the pandemic.
- Disney General Entertainment Content and ESPN aired a variety of PSAs with Disney employees, cast members and talent using their voices in the U.S. and EMEA. The PSAs educated audiences of all ages on COVID related topics, including washing hands and the importance of staying home.





### Special Programming and Fundraising

- KABC (Los Angeles) teamed up with the NFL's Los Angeles Rams to host a virtual "Te'LA'thon" benefiting the United Way of Greater Los Angeles' Pandemic Relief Fund.
- ABC, ABC News, ABC News Live, Freeform and Nat Geo each aired a rare cross-network global special by Global Citizen, *One World: Together at Home*, to celebrate frontline healthcare workers and raise funds for the World Health Organization's COVID-19 Solidarity Response Fund. The two-hour program was hosted by a trio of network late-night hosts including ABC's Jimmy Kimmel. Music for the virtual event was curated by Lady Gaga, and the event featured live performances by music stars including Paul McCartney, Elton John, Lizzo and John Legend, as well as appearances by top comedians and global health experts.

The vaccination administration site at Disneyland, which opened January 13, 2021, was the first Super Point-of-Dispensing site in California.

- Disney Theatrical Group, in collaboration with Broadway Cares/Equity Fights AIDS, created virtual events such as Disney on Broadway's 25th Anniversary Concert, collectively raising more than \$615,000 for COVID-19 Emergency Assistance Funds.
- ABC and Disney Channel aired "The Disney Family Singalong," hosted by Ryan Seacrest. The nationwide singalong event featured celebrities and their families as they take on their favorite Disney tunes, each offering messages of support and performances of favorite Disney songs, solo, with their family or "quarantine" partners.
- ABC News aired multiple primetime specials addressing the pandemic, including "20/20: Outbreak: What You Need to Know" "20/20: Pandemic: What You Need to Know" anchored by David Muir with reporting by ABC News' worldwide network of correspondents and "20/20: America Rising: Fighting the Pandemic" highlighting the extraordinary work by healthcare workers on the front lines as well as communities, volunteers and celebrities who are all stepping up to help fight COVID-19.



One million non-medical, reusable cloth face coverings featuring popular Disney, Pixar, Marvel and Star Wars characters were sent to children and families in underserved U.S. communities.



# ADVANCING SOCIAL EQUITY



Horrific events in 2020 brought the complex and longstanding, yet urgent issues of racism and social inequality to the forefront. Systemic inequities were magnified through unjust violence and the killings of Black people, the increased risk and impacts of COVID-19 among communities of color and underserved people and continuing disparities in the workplace, schools and more. People from across the world shared outrage and grief, reflected on their role in these unjust systems and demanded more from companies and leaders.

Disney has an ongoing commitment to diversity and inclusion (D&I) and this year served as a catalyst to further accelerate our response to these injustices. In June 2020, CEO Bob Chapek launched a new Company-wide initiative comprised of [six pillars](#) focused on increasing D&I: Transparency, Representation, Accountability, Community, Content, and Culture. We also unveiled a unifying D&I

effort—Reimagine Tomorrow—and began to execute a multi-faceted plan to drive brave, meaningful change across the Company. Through the *Reimagine Tomorrow Conversation Series*, we hosted eight virtual events designed to elicit meaningful and authentic dialogue on these issues with employees and internal and external experts to support and sustain our progress on inclusion.

In addition to establishing the [CEO D&I Council and Creative Inclusion Council](#) to help accelerate our progress in service of the Company's D&I efforts, in September 2020, we introduced “Inclusion” as the fifth key that guides our culture and renowned approach to service at Disney Parks and Resorts around the world. This key, which joins Safety, Courtesy, Show and Efficiency, is the first addition in more than 60 years and demonstrates our deep commitment to making everyone who experiences Disney feel welcome.

“We realize that now more than ever is the time for us all to further strengthen our commitment to diversity and inclusion everywhere. We intend to keep the conversation going, not just today, but long into the future.”

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



Reimagine Tomorrow Conversation Series, “Black Women’s Perspectives on Race,” featured the unique voices of Black women from a variety of roles across our businesses.





ABC's *black-ish* re-ran its season premiere, a musical episode titled "Juneteenth," about the day commemorating the end of slavery in the United States.

As part of our Community pillar, in June, we deepened our commitment to nonprofit organizations that support underrepresented communities, with a specific focus on Black communities, advance social justice, and strengthen our connections to the next generation of black leaders by pledging \$5 million to existing and new organizations. To date, we have made commitments to the National Association for the Advancement of Colored People, Equal Justice Initiative, United Negro College Fund, Black Girls Code, Ghetto Film School, ARRAY 101, Hidden Genius Project, National Society of Black Engineers and HBCU 20x20. In 2021, we will also begin tracking our community engagement initiatives against our goal that more than 50% of our charitable giving goes to programs directly serving underrepresented communities.

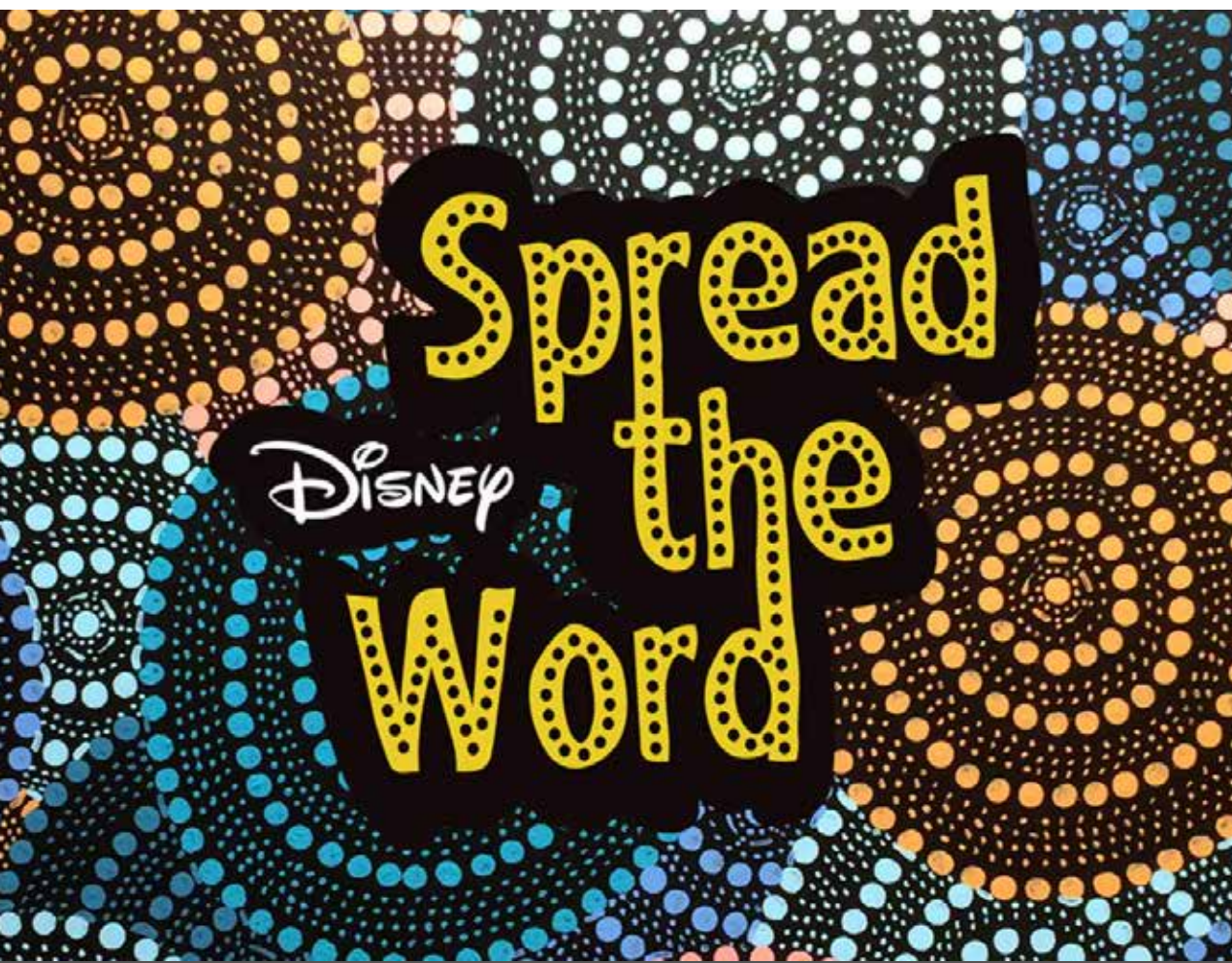
We also leveraged our creative resources and platforms to address issues of race and inequality. For example, ABC News aired a primetime special, "America in Pain:

What Comes Next?," following the killing of George Floyd; "Pandemic—A Nation Divided," featuring several days of coverage examining the increase in racial, ethnic and socioeconomic divides as a result of COVID-19. Additionally episodes of *black-ish* addressed race and inequality. For example, the "Hope" and "Juneteenth" episodes explore police brutality and flaws in the judicial system, and commemorate Juneteenth, the holiday celebrating the end of slavery in America.

Our Content Groups have committed to inclusive and authentic storytelling across our brands and are working to increase diversity in creative roles both in front of and behind the camera. In 2019, the Disney General Entertainment Content (DGE) Production Assistant Program was reimaged in partnership with several community organizations including Academy Gold, Ghetto Film School, Los Angeles City College, Manifest Works, and Evolve Entertainment to provide greater access to job opportunities for

emerging, diverse candidates and built upon the flagship DGE Writers and Directors programs. DGE's Creative Talent and Inclusion strategy also provided a bespoke talent-referral service focused on placement of working creative professionals into leadership roles that can have a more direct and immediate impact on fostering authentic and inclusive content, characters and storylines. Additionally, DGE also invested in development opportunities to cultivate more diversity at all levels of the organization through programs including the Executive Incubator Program and the Apprenticeship Program.






Stories can amplify underrepresented voices, and showcase fresh narratives that foster and fuel representation, understanding and a sense of belonging. As storytellers, we have the power and responsibility to not only uplift and inspire, but to consciously and purposefully champion the spectrum of voices and perspectives in our world. We have worked on several new releases that demonstrate our commitment to diverse storytelling, including Disney and Pixar's *Soul*, the Pixar SparkShort *Loop*, Disney Junior's *Mira, Royal Detective* and Disney Junior's *Doc McStuffins* special "The Doc Is In."

Additionally, this year we showcased how sports can change the world for the better, even when away from the field. The ESPYS and the 2020 Sports Humanitarian Awards came together for a week-long celebration where athletes boldly addressed racial equity head on and called for justice, true unity and change. Inspiring stories from award honorees including Nelson Cruz of the Minnesota Twins, who brought medical clinics to his hometown in the Dominican Republic, and Maryam Shojaei, who fought a ban on female attendance at soccer matches in Iran, demonstrated

the incredible power of sports to unify and break down deep-rooted barriers across communities. This year, ESPN also committed nearly \$3 million to help make sure kids from all backgrounds have the same access to the sports experiences that greatly influence and empower so many lives.

We know that real change will take time, and we are committed to being an enduring driving force.

 [Read more about these efforts in the "Diversity in Content," "Diversity and Inclusion" and "Social Impact" sections of this report.](#)



We have established guidelines and an ongoing process to review our library and have added advisories to content that includes negative depictions or mistreatment of people or cultures. Rather than removing this content, an advisory message will appear at the start of select movies and shows, as we see an opportunity to spark conversation and open a dialogue on history that affects us all.

 [Visit \*Stories Matter\* to learn more.](#)



# Content & Products

The Walt Disney Company and its subsidiaries are a family of creative brands and businesses, all working together to create high-quality, unparalleled stories that audiences of all ages can enjoy together. We work to create inclusive and positive content, products and experiences that are delivered in the ever-evolving ways that consumers request. We take seriously the high expectations that consumers, guests and stakeholders have of our brands and franchises, and know we must continue to earn their trust every day.







## DIVERSITY IN CONTENT

Disney's platforms and brands are united by the drive to tell powerful stories. We have the opportunity and responsibility to create authentic, unforgettable stories, experiences and products that reflect the diversity of cultures and backgrounds of our consumers and the world we live in. It's important that when people engage with Disney content and products, they see themselves and their experiences reflected in our stories.

We believe purposefully championing a multitude of voices and perspectives is integral to the growth and viability of the Company and will forge an even stronger connection with our consumers. In 2020, we enhanced content inclusion standards for our television studios for inclusive storytelling and above and below the line representation in the creative process.

[Directors selected for the 2020 Disney Launchpad Shorts Incubator](#) include Moxie Peng, Hao Zheng, Aqsa Altaf, Ann Marie Pace, Jessica Mendez Siqueiros, and Stefanie Abel Horowitz, shown above.

### Diverse Content Creators

Disney is committed to building a more inclusive Company, while fostering a more equitable entertainment industry. Our initiatives, including the Disney Launchpad: Shorts Incubator and the Future Skills programme, help us to employ and support a diverse array of voices in front of and behind the camera.

The [Disney Launchpad: Shorts Incubator](#), launched in 2019 by The Walt Disney Studios and Disney+, is a competitive production program for experienced directors from underrepresented backgrounds. This annual opportunity to create original, live-action shorts for proposed exhibition on Disney+ looks for artists with varied perspectives, including but certainly not limited to women, people of color, people identifying as LGBTQ+, military veterans and people with disabilities. Artists in the program are mentored by creative executives across the Company and trained on the studio system model to prepare them for future career opportunities.

Together with the British Film Institute, Lucasfilm developed the [Future Skills programme](#) in the United Kingdom to provide diverse craft and technical trainees with education, mentoring, on-the-job training and networking opportunities.

“Our audience is global and diverse. Thus our success is built around being inclusive and celebrating all of the different people in our world – in the stories we are telling and the creators telling those stories. And we will continue to do that on an ever greater scale.”

Victoria Alonso, EVP,  
Production, Marvel Studios







To date, Marvel Studios, Disney Live Action and Lucasfilm have hosted 85 paid trainees. Through the four iterations of the program, 73% of the trainees were women, 38% were from underrepresented ethnic backgrounds, 12% identified as disabled and 32% were from lower income communities. Since completing the Future Skills programme, 70% of the trainees have gone on to secure regular work on other productions and progress in their careers.

ABC News programming 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. Similarly, ESPN highlights stories of hope, stories of change and stories of how sports impact communities for the better. Through the ESPYS and Sports Humanitarian Awards, we presented a collection of stories dedicated to the critical discussion of social justice and provided athletes with the opportunity to address racial inequality. Our hope is that in illuminating a range of diverse issues and experiences, these stories help to foster empathy and unity.

Acclaimed Bollywood choreographer Nakul Dev Mahajan serves as dance consultant and choreographer on Disney Junior's new animated series *Mira, Royal Detective*.

### Championing Diverse Stories

Stories shape how we see ourselves and everyone around us. As part of our ongoing commitment to inclusive storytelling, in March 2020 we launched the [Stories Matter initiative](#) to review our content library and add advisories to titles that include negative depictions or mistreatment of people or cultures. A council of third-party organizations, who advocate for the communities they represent and are at the forefront of driving narrative change in media and entertainment, provided guidance and thought leadership to us as we developed guidelines to assess our content. We recently expanded our reviews to include products, books, music and experiences. This work is ongoing and will evolve as we strive toward a more inclusive tomorrow.

🍌 Visit: [www.Disney.com/StoriesMatter](http://www.Disney.com/StoriesMatter) to learn more.

As storytellers, Disney has the power not only uplift and inspire, but also to champion the spectrum of voices and perspectives in our world. Recent releases that join our diverse content library and demonstrate our commitment to diverse storytelling include Disney and Pixar's *Soul*, the Pixar SparkShort *Loop*, Disney Junior's *Mira, Royal Detective* and Disney Junior's *Doc McStuffins* special "The Doc Is In."

Disney Channel encouraged relatable conversations among their audiences with campaigns including [Use Your Voice](#) and [In the Nook](#).

To children around the world, King T'Challa is a legend and role model. To honor and pay tribute to the late Chadwick Boseman, who starred in Marvel Studios' *Black Panther* as King T'Challa, ABC News and Marvel Studios aired a special presentation of the film, followed by the ABC News special "Chadwick Boseman: A Tribute for a King," and former Disney Imagineer and current concept artist Nikkolas Smith designed a [new mural at Disneyland Resort](#) titled "King Chad."

In 2020, Disney Australia and New Zealand's locally produced series [Spread The Word](#) was made available for the first time on Disney+ in the region. The 10-part series shares 10 different Aboriginal and Torres Strait Islander words from language groups across the country. Sticking to the theme of the power of storytelling, the series highlights the beauty and uniqueness of Aboriginal and Torres Strait Islander languages and allows local communities to share their languages with Australian children of many backgrounds.





[The Undefeated](#) is ESPN's multiplatform content initiative exploring the intersections of sports, race and culture. The platform, launched in May 2016, combines innovative long-form and short-form storytelling, investigation, original reporting and provocative commentary to enlighten and entertain fans seeking a deeper understanding of Black athletes, culture and related issues.

In January 2020, ABC News launched a Race and Culture Unit to support authentic and inclusive storytelling in its news coverage and long-form content. The unit championed the "Turning Point" month-long Nightline takeover to examine the racial reckoning sweeping the nation.

ABC took a stand with its Pride In Solidarity campaign to bring recognition to the Black LGBTQ+ voices that have fought for social justice, while also acknowledging the disproportionate injustices that the black trans community faces. Through on-air promos, ABC created vignettes that celebrated activists Marsha P. Johnson, Audre Lorde, Miss Major Griffin Gracy and Ron Oden and a powerful spot that shed light on violence in the black trans community. Freeform's Progress is Pride multi-platform campaign amplified the celebration of and dedication to equality

in the LGBTQIA+ community through the voices of key people behind the movement, with focus on intersectionality and the resilience and power of the people in creating lasting change.

Disney supports the independent measurement of industry progress in representation. The Annenberg Inclusion Initiative develops targeted, research-based solutions to tackle inequality in media and works in three major areas: research, advocacy and driving actions that facilitate social change. The UCLA Hollywood Diversity Report publishes an annual report that examines the relationship between diversity and the bottom line in the Hollywood entertainment industry. We are a longstanding sponsor of both distinguished organizations.

We also take specific care to produce content that authentically represents people with disabilities. We recognize the importance of accurately portraying people with disabilities in our content and have an ongoing collaboration with RespectAbility. RespectAbility team members consulted on nearly two dozen projects, including television shows and films, for the Company during 2020. Disney is also a principal sponsor of the annual RespectAbility LAB, which trains entertainment professionals with disabilities working behind the camera

and connects them to major studios, networks and productions.

 [Learn more about our diversity efforts in the Workplace, Social Equity Response and Social Impact sections of this report.](#)

## DIGITAL SAFETY

Disney is committed to creating inclusive and positive online experiences that audiences of all ages can enjoy together.

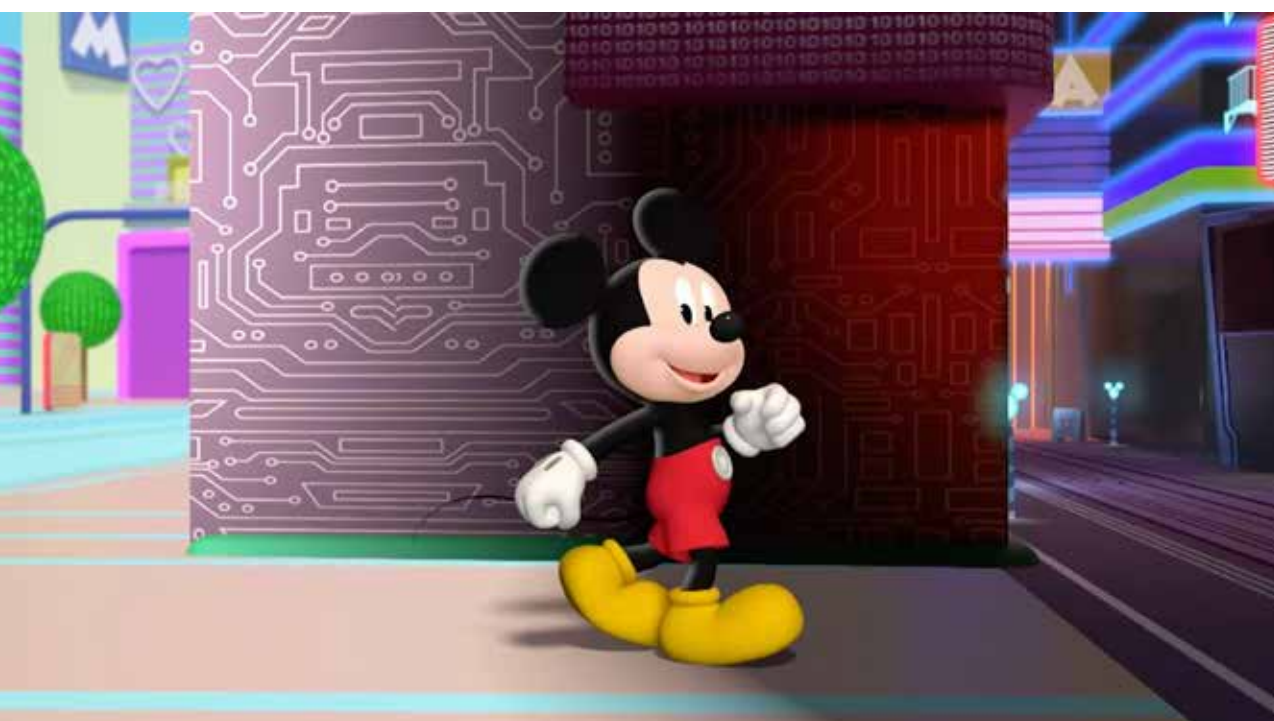
### Online Safety and Digital Citizenship

We continue to recognize the promise of technology for children's education, expression, inclusion and, of course, entertainment. The COVID-19 pandemic only increased the importance of online safety as many families shifted to using digital technology for education, work and socialization.

Disney is dedicated to treating personal information with care and respect and we maintain a range of internal policies and practices to promote safety in our digital experiences. Our [Children's Privacy Policy](#) details our privacy practices and the choices we provide parents and caregivers.

While ESPN's The Undefeated is known for its timely, cutting-edge reporting and programming. Its work over the past year has been extraordinarily relevant and poignant, and it served as a centerpiece for social justice journalism.





In the United States, we worked with Common Sense Media to create an online safety video with Mickey for the benefit of our youngest audiences.

We also offer [Internet Safety tips](#) designed to help families start a dialog about staying safe online, while enjoying all that online experiences have to offer.

In addition to creating positive content and media experiences with a safety-by-design philosophy, we create tools to help children, parents and caregivers choose the experiences that best meet their needs. For example, on our Disney+ service we continue to identify content with negative stereotypes and tobacco depictions and label that content for consumer awareness. Within Disney+ we offer a ‘Kids Mode’ experience, which is the space for our youngest audiences to engage with positive content that has been purposefully curated by people, not algorithms.

Our dedication to creating age-appropriate, high-quality content is not limited to our own platforms. In the United Kingdom, Disney created a [PSA spot with Mickey](#) to share helpful advice on internet safety, which was promoted by Childnet on Safer Internet Day.

Our Digital Citizenship grants support nongovernmental organizations around the globe and are designed to promote, enhance and expand children’s digital well-being.

Grantees in this portfolio provide expertise in areas including digital literacy and resilience, privacy, critical thinking and educator training. In 2020, Disney funded initiatives that supported awareness-raising tips and tools for parents; educator trainings; curriculum about basic privacy skills, fake news and safe searches; and chat lines and hotlines working with children in crisis.

### Data Privacy

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. Our [Privacy Policy](#) is designed to provide transparency into our privacy practices and principles in a format that our employees, guests and consumers can navigate, read and understand.

In addition to our robust policies, Disney has invested in a privacy compliance program designed to make sure that we fully assess and document the data collection that takes place across our digital experiences globally, including our websites, mobile applications and other connected platforms. In addition to these assessments, we perform regular audits and monitoring.

We also adjust our program to respond to new legal and regulatory requirements, as well as new developments in technology. This accountability framework helps to ensure that our privacy principles are upheld in practice and remain current in light of evolving legal and regulatory requirements.

2020 saw a continued trend in the passage of new privacy legislation around the world, with comprehensive privacy laws coming into force in California through the California Consumer Privacy Act, and in Brazil through the Lei Geral de Proteção de Dados (LGPD). With more privacy laws expected in the coming year, we continue to make investments in our privacy program to embed privacy systematically into our policies and processes.

### RESPONSIBLE MARKETING

At Disney, we carefully consider the rights and maturity of children and maintain internal guidelines that apply to marketing presented on our digital properties directed to/intended for children. Among other things, these guidelines take into consideration children’s cognitive and emotional maturity and susceptibility to influence, respect for the caregiver/child relationship and child safety and privacy.



These guidelines are reviewed on an ongoing basis to help ensure that they are compliant with regulations and Company commitments and take into account the evolving social and scientific understanding of children’s physical and digital lives.

For example, our Nutrition Guideline Policy guides the marketing of food and beverages on our children’s platforms and throughout our businesses and strives to positively emphasize more nutritious choices.

 [See Spotlight](#)

## JOURNALISTIC INTEGRITY

Our news operations and content are guided by dedication to high-quality journalism and editorial integrity. This means a commitment to fairness, compelling storytelling and accuracy, which together provide the foundation for the outstanding work that we do.

Our reputation and credibility with viewers, readers and listeners are of paramount importance. At ABC News, our commitment to the straightforward pursuit of truth drives our work across platforms in both established as well as new and emerging technologies. Our mission is 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 expect employees to approach their work with rigor and integrity, to question thoroughly and skeptically and to analyze deeply.

Similarly, at ESPN, our mission is to provide our audience with 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. We review our performance against these standards on an ongoing basis and regularly review and provide training on our guidelines for personnel. Ultimately, every member of our editorial teams is responsible for upholding the reputation and integrity of our reporting.

## GUEST AND PRODUCT SAFETY

The safety of products and experiences bearing Disney brands, characters and other intellectual property is of the utmost importance to Disney. Safety principles guide our operational decisions to create and deliver enjoyable experiences.


Our product integrity function administers Disney’s policies, procedures and operating requirements designed to help us achieve our safety objectives and commitments with respect to physical products containing Disney intellectual property.

Disney requires that licensees and vendors contractually commit to follow reasonable and proper procedures for verifying that Disney-branded products comply with applicable regulatory requirements and any additional requirements that may be specified by Disney. The Product Integrity Program engages in monitoring activities that include requiring designated licensees and vendors to submit product safety testing reports using accredited and independent testing facilities or other compliance documentation to Disney and subjecting Disney-branded products to periodic, risk-based auditing programs to confirm continuing compliance.

In our parks and resorts around the world, Safety is the first of the “Five Keys” of Disney’s standards for theme park excellence, followed by Courtesy, Show, Efficiency and Inclusion. These Keys provide a foundation for our culture and guide

our renowned approach to service as we welcome guests from all over the world. Our cast and crew members are expected to model these standards each and every day and are empowered to take action around safety. Cast and crew members regularly receive safety training and communications through formal instruction, on-the-job training and a structured communication process. These safety workplace programs are designed to educate on regulations, industry and consensus standards, as well as our own standards.

Disney Parks remains committed to focusing on guest, employee and cast member well-being. From increased cleaning and disinfecting across our parks and resorts, to updated health and safety policies, we have reimagined the Disney experience after considering the guidance of government and local health authorities, in addition to Disney’s team of health experts.

 [Learn more: Disney Parks Commitment to Health & Safety Measures and COVID-19 Updates.](#)





## Spotlight On: OUR HEALTHY LIVING COMMITMENT

Disney has a long standing commitment to making healthy living simple and fun and it is realized in many ways, including through our [Nutrition Guideline Policy](#), which drives our approach to food marketing; through our work to inspire and encourage healthy lifestyles; and through our efforts to use storytelling to get families to eat nutritious foods and be active. While the COVID-19 pandemic significantly disrupted the food and beverage supply chain and put stress on our Company and resources, Disney did not waiver on our commitment to Healthy Living.

We continued our collaborations with leading brands to educate and encourage healthy eating. Disney and Pixar partnered with Dole to create at-home activities for kids, including a printable placemat and menu cards with *Ratatouille* characters, a smoothie recipe featuring *Soul* characters, and matching and maze games featuring Pixar characters with Dole fruits and vegetables. In response to the rise in at-home cooking due to COVID-19, we also fostered new relationships with meal delivery services.

We are proud to report that in 2020, we also met our target to have all global food and beverage advertising on our owned and controlled media platforms oriented to kids and families meet Disney's Nutrition Guideline Policy. In order to meet this goal we built an enterprise-wide compliance system. Through training and expanding this online IT compliance platform, we have delivered 100% review accuracy. We continue to closely monitor food and beverage advertising going forward.

In 2020, Disney worked to achieve our target whereby 85% of globally licensed wholesale food sales are dedicated to everyday foods that meet our [Nutrition Guidelines](#). This year the target was missed by 1% due to shifts in theatrical release dates, a reduction in retail foot traffic, product launch delays and pandemic-related consumption changes, which challenged the global licensed food business in FY20. Looking ahead, we continue to focus on fully integrating Disney+ and Hulu into our Healthy Living program.







## Spotlight On: OUR HEALTHY LIVING COMMITMENT

In addition to our focus on advertising healthy foods, hundreds of new plant-based menu options were rolled out at major Walt Disney World Resort and Disneyland Resort quick and table service locations in response to guest feedback. Our new menu icon, a green leaf, makes it easier to find these dishes, made with vegetables, fruits, grains, nuts, seeds and legumes. In late 2019 and early 2020, Disney launched two initiatives to inspire girls in Europe to get active and learn the fundamentals of football.

The English Football Association (FA)'s [FA Shooting Stars](#) initiative, inspired by Disney and launched in 1,200 primary schools across England, uses storytelling from Disney and Pixar's 2018 smash-hit animated superhero movie *Incredibles 2* and the classic 1992 animated version of Disney's *Aladdin* to inspire girls' to get physically active. The program is made up of two initiatives; Active Play Through Storytelling (5-8 years), where the aim is to capture girls' imaginations while developing their fundamental movement and speaking and listening skills; and Girls' Football Clubs (5-11 years), which uses storytelling to help them learn basic footballing skills while engaging in imaginative play."

"The Union of European Football Associations (UEFA) and Disney teamed-up to develop [Playmakers](#), a groundbreaking football program that uses Disney's world-renowned storytelling to encourage more young girls to exercise regularly and kickstart a lifelong love of soccer. Inspired by academic research showing the positive role of storytelling in helping children take up sports, Playmakers aims to increase the proportion of girls meeting the World Health Organization's minimum standards for physical activity—currently, just 16%. Targeting 5-8 year-old girls not currently playing football, the program launched in seven pilot countries - Scotland, Norway, Belgium, Poland, Austria, Romania and Serbia."



The FA's Shooting Stars inspired by Disney program aims to improve girls' physical literacy skills, increase physical activity levels and provide the opportunity to try football for the first time.



As the headline sponsor of the Superhero Series, the United Kingdom's mass-participation sports series dedicated to people with disabilities, Marvel helps everyday super heroes 'Find their Power.' In summer 2020, Marvel announced an all-new mission—At Home Superheroes—that encouraged participants to complete a 20km challenge anywhere (living room, garden, neighborhood) and in any way (walk, run, wheel, swim) they wish.



# Social Impact

We are committed to providing comfort to those in need and inspiration and opportunity to children and families around the world. We do this through cash and in-kind contributions, employee volunteerism and local collaboration, and our signature social impact programs. Throughout our community engagement initiatives, we strive to leverage the best of our assets and capabilities to make a unique contribution for the social good.



Disney VolunteARS in action



“From their own homes during this coronavirus crisis, Disney VoluntEARS are still contributing to our humanitarian relief efforts through virtual mapping. We count on volunteers every day to power our critical mission and are grateful to all our friends at Disney who make our work possible.”

Morgan Beach,  
Senior Officer of Corporate Partnerships,  
American Red Cross



## CHARITABLE GIVING

Through charitable contributions, we strive to make a unique and positive impact in our communities. In FY20, Disney’s \$333 million in cash and in-kind charitable contributions supported programs and nonprofit organizations that bring comfort, inspiration and opportunity to kids, families and communities around the world. Our giving delivers inspiration to children facing serious illness, encourages the next generation of diverse storytellers and innovators and provides access to sports for kids from all backgrounds. We also support organizations protecting wildlife through the Disney Conservation Fund as well as disaster response organizations.

We have a long history of collaborating with organizations that serve diverse and underserved communities and intend to deepen our investments in transformative programs serving underrepresented youth. In 2021, we will begin tracking our community engagement initiatives against our goal that more than 50% of our charitable giving goes to programs directly serving underrepresented communities.

## Supporting Disaster Relief and Recovery

Disney contributes to response and recovery efforts for those impacted by natural disasters and matches donations dollar-for-dollar made by our cast members and employees to eligible relief organizations. For example, in addition to our responses to COVID-19, Disney responded to the Australian Bushfire disaster in January 2020 through donations to the Australian Red Cross and International Fund for Animal Welfare, community engagement and fundraising efforts, and through PSAs aired by ESPN and National Geographic.

## LOCAL COLLABORATION AND VOLUNTEERISM

Disney seeks to be an engaged member of the global communities in which we operate, through collaboration with local stakeholders and active employee volunteerism.

## Disney VoluntEARS

Volunteerism is a central and enduring part of our Company’s culture and at the heart of our community engagement efforts. For more than 37 years, our employees and cast members around the world have contributed over 12 million hours of service supporting the communities where they live and work.

In FY20, Disney cast members and employees contributed **321,700 hours** of service through the Disney VoluntEARS program.



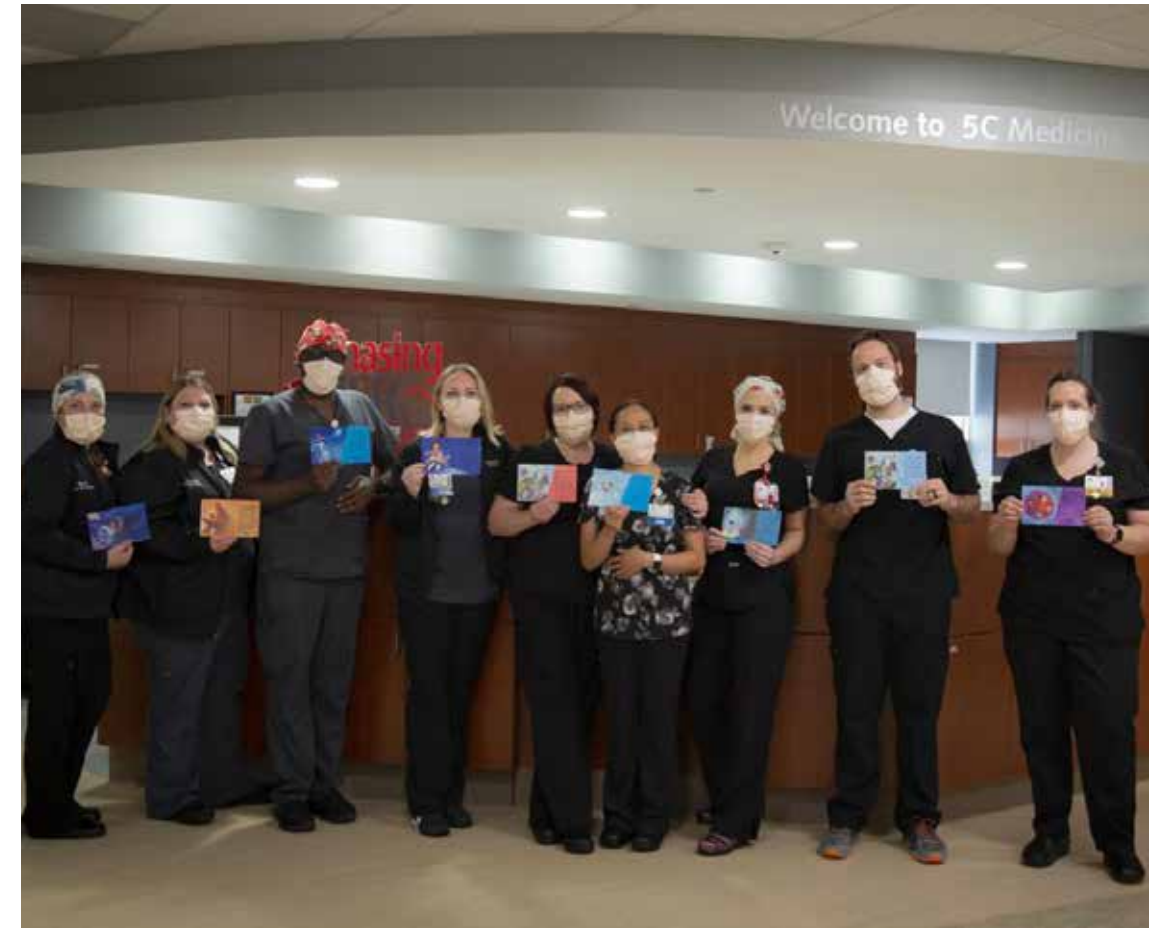
## MISSING MAPS PROJECT

Each year, natural disasters around the world devastate millions of people, and many communities are missing from the maps that responders use to deliver lifesaving aid. To help relief agencies better access some of the most vulnerable communities, the American Red Cross and partner organizations utilize the worldwide Missing Maps project. In FY20, Disney VoluntEARS digitally traced satellite imagery to help disaster responders deliver aid to people in need during times of crisis. The team hosted virtual ‘mapathons’ resulting in 80,000 edits to this vital mapping effort.





Above, Disney VoluntEARS joined LA Promise Fund for a virtual Career Day Panel discussion. LA Promise Fund works to create vibrant community hubs and partnerships that foster motivated, engaged and directed students poised for academic, professional and personal success. Disney VoluntEARS also provided cover letter and resume workshop for the organization.



Above, frontline healthcare workers holding virtual cards made by Disney VoluntEARS. VoluntEARS created digital Disney-themed thank you cards that were then printed and mailed to frontline workers in hospitals across the United States.



Disney General Entertainment Content, ESPN and other Disney media networks, teamed up with I Am A Voter, a nonpartisan movement dedicated to increasing voter registration and participation. Across our brands and platforms, we ran simple, nonpartisan messaging to educate consumers on topics such as voter registration, mail-in ballots, early voting and Election Day, ultimately inspiring and empowering people to be civically engaged in their communities.



Disney General Entertainment Content launched a cross-Company holiday campaign, Feed the Love, with talent from ABC, Freeform, FX, National Geographic, ESPN and A&E. Feed the Love PSAs inspired audiences to support Feeding America, Toys for Tots and One Simple Wish, helping to bring joy and comfort to children and families in need.



In 2012, Disney set a target of five million hours of service by 2020 for our dedicated VoluntEARS, and at the start of the calendar year we were on track to reach and surpass this goal. As a result of COVID-19 health and safety restrictions however, we missed our goal by 84,000 hours. This stems from the inability of employees to serve their local communities in the hands-on, in-person ways they have done in the past, as well as the cancellation of our Global Impact Week of volunteer projects and hundreds of Disney-organized in-person volunteer opportunities.

The Disney VoluntEARS program responded quickly to this challenge, providing employees with new, virtual opportunities that allowed VoluntEARS to wield their laptops and mobile phones in community service. For example, employees transcribed historical documents for the Smithsonian, edited books for Bookshare and created customized 'Thank You' cards that were printed and shipped to frontline healthcare workers at hospitals across the United States.

## SOCIAL IMPACT PROGRAMS

As part of our philanthropic and community engagement efforts, two main areas guide our social impact investments. We focus our efforts on providing comfort to children experiencing illness, and on investing in transformative youth programs. Through our social impact programs, we support children and families in ways only Disney can, leveraging our beloved characters, stories, experiences, employee ingenuity and cast member talent.

### Reimagining the patient journey

We recognize Disney's unique opportunity to provide emotional support for families both in and out of a hospital. In 2018, Disney made a [\\$100 million commitment](#) to help reimagine the patient journey in children's hospitals. As part of that commitment, Disney creates immersive experiences and personal moments that provide comfort and inspiration when it is needed most. We also remain committed to our goal of fulfilling every eligible Disney wish to children with a critical illness.

### Easing the stress of a hospital stay

Disney teams across the Company worked with an expert advisory council to identify unique experiences Disney could provide that would

ease the stress of a hospital stay for children and their families. This advisory council, which included more than 25 physicians, caregivers, patients and child life professionals from around the world, helped us develop concepts that provide comfort and emotional support in moments of high anxiety and stress.

Disney's concepts are designed to draw children into the vibrant and comforting worlds of Disney's storytelling during high-stress moments. These concepts include breathtaking murals; visually stunning, large-scale, interactive wall art; virtual reality experiences; themed hospital gowns; first-run movies through the Disney Movie Moments program; and more. The Disney Institute also developed a customized training program for hospital care workers focused on improving the patient experience.

We debuted our [first suite of experiences](#) at Texas Children's Hospital in 2019. In 2020, prior to the pandemic, we were able to expand the experiences to [AdventHealth for Children](#) and Orlando Health Arnold Palmer Hospital for Children in Florida, and Children's Hospital Los Angeles and Children's Hospital of Orange County in California.



Disney's hospital concepts, including the interactive window shown above, are designed to deliver comfort to children during high-stress moments, such as checking in for a procedure or heading to an exam room.





## PIXAR FEST

This past August, Disney launched Pixar Fest in Europe, a virtual family festival that helped raise awareness of the power of film for children facing serious illnesses. For patients and families in hospitals, a movie can provide much-needed escapism, comfort, happiness, a chance to share a memory together and a sense of normalcy. Through our long-term relationship with charity MediCinema, we leverage the power of our brands, storytelling and characters to inspire and create Moments that Matter for children and those closest to them, when they need it the most. Our \$1 million donation to MediCinema in 2020 will help to create new state of the art family cinema experiences in hospitals in the United Kingdom, Italy and Ireland.

These five hospitals have about 1.8 million pediatric visits in a typical year and our experiences can be enjoyed in high-stress areas such as surgical waiting rooms. In mid-March, as hospitals began to react to the pandemic, hospital installations paused. However, we continued to provide support to the hospitals and plan to resume implementations in calendar year 2021.

In addition to transformative hospital experiences, Disney supports Starlight Children's Foundation® on unique Disney-themed deliveries that provide comfort and inspiration to children in U.S. hospitals. Our support of Starlight this past year enabled them to distribute more than 300,000 Disney-themed Starlight Gowns, care packages, virtual reality headsets, games, books and toys to children in 415 pediatric facilities in the U.S. in 2020. Through a Disney-funded grant this year, Starlight was also able to better target program delivery to pediatric places of care that serve medically underserved and vulnerable populations.

In Europe, we used our stories and much-loved characters to bring comfort to more than 18,550 children in hospitals who were isolated from loved ones due to the pandemic.

On May the 4th, we also delivered *Star Wars*-themed care packages and a virtual Jedi training video to every hospital in Australia and New Zealand.

## Providing transformative wish experiences

Since the first wish that Make-A-Wish® ever granted in 1980 to today, we have fulfilled more than 140,000 wishes, bringing emotional support to families when they need it most. In early 2020 for example, [10-year-old wish kid Nathaniel](#) became the first wish kid to join a Super Bowl MVP parade down Main Street, U.S.A. in our Magic Kingdom.

As our theme parks and film sets were shut down due to the pandemic, and with travel and other safety restrictions in place, nearly all in-person wish granting was paused. Our employees, passionate about this work, quickly found ways to grant wishes virtually whenever possible. For instance, wish kid Ally was able to virtually meet the Pixar filmmakers from her two favorite SparkShorts and exclusively screen our new SparkShort, *BURROW*.

We also worked closely with our nonprofit partners to deliver Disney magic and support children's emotional resilience in other ways.



In November, 6-year-old [Maria](#) had her wish to be a princess granted with a virtual royal visit from Princess Belle, marking the first time a Disney wish was granted entirely in Spanish in the United States.





*The Simpsons* team was thrilled to learn that lifelong fan and wish kid Ray Ray's wish was entirely focused on his love of the show. While COVID-19 meant that Ray Ray couldn't travel to meet with them, the team quickly sprang into action to provide Ray Ray with a special boost and bring *The Simpsons* to him. Animators placed Ray Ray and his family in the iconic family's living room, and a special greeting was recorded by some of the show's most popular characters.

This included delivering extra magic to children with wishes on hold, such as six-month Disney+ subscriptions and an exciting early screening of the Disney Channel Original Movie *Upside-Down Magic*, followed by an exclusive video chat with the film's stars.

Throughout the challenges of 2020, our hospital and nonprofit partners found innovative ways to move forward with new projects and to provide messages of hope to children during the pandemic. We are working with our trusted wish-granting partners and health and safety teams on how to best rebuild wish experiences and meet children's expectations while following COVID-19 safety guidelines in 2021.

### Investing in the Next Generation

Disney invests in transformative youth programs that provide access and opportunity to underserved and underrepresented youth. The events of this past year have only increased the importance of our continued commitment to the next generation: that every young person has an opportunity to dream about the possibilities, build new skills and become anything and everything they imagine.

In 2020, COVID-19 prompted Disney to reimagine the ways that we work to increase equality and access for the next generation, including shifting in-person programs to a virtual format where possible. Below you'll find several examples of how we worked to empower young people to discover and use their unique voices, and inspired youth with the possibilities of science and technology, the arts and sports.

In 2020, Disney, in collaboration with Lucasfilm, provided *FIRST*, the global robotics nonprofit, a \$1.5 million grant to expand access to *FIRST* programs with a focus on underserved and underrepresented youth. Our enterprise-wide collaboration with *FIRST* to inspire the next generation of storytellers and innovators is built upon a legacy that began more than 25 years ago when Disney Parks began supporting and mentoring *FIRST* teams.

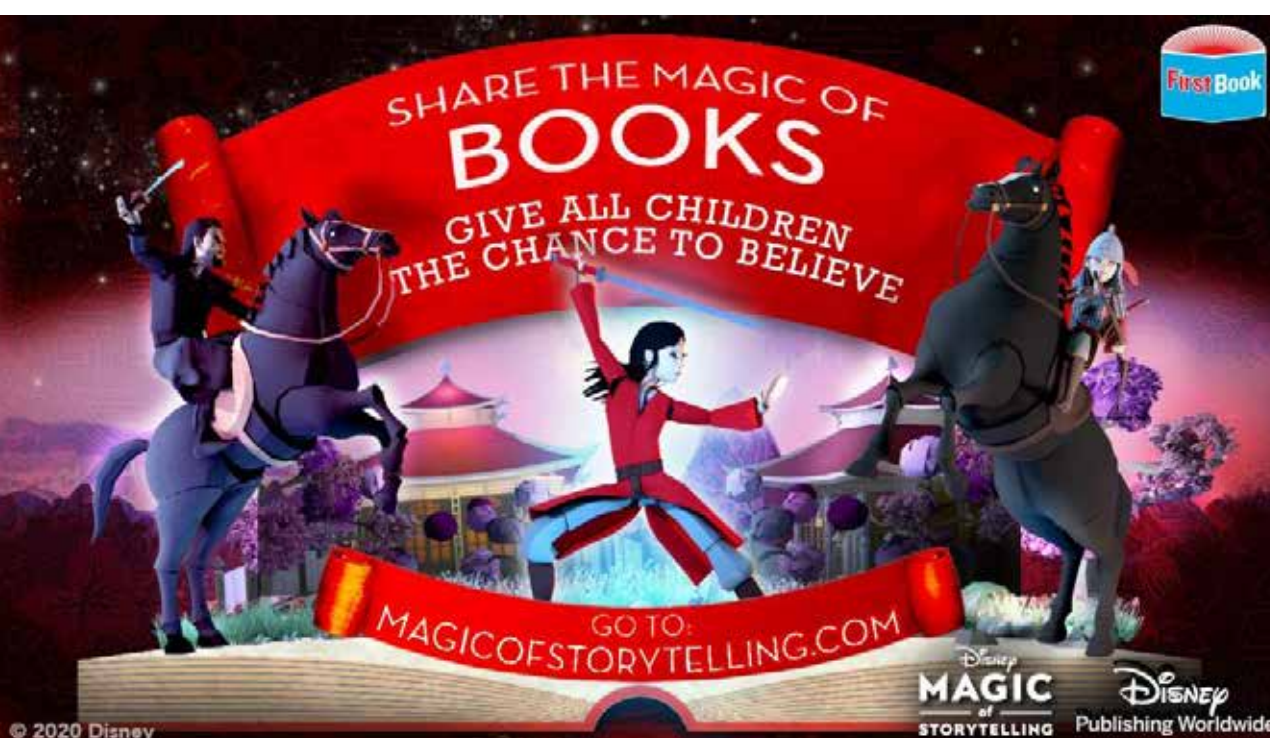
 [See Spotlight.](#)

Disney supports several initiatives designed to close the gender gap in technology and engineering. Through our two-year Snap the Gap initiative, we helped provide 10-12 year old girls in California with the courage, confidence and tools needed to become tomorrow's STEM leaders.



[Disney Musicals in Schools](#) aims to improve access to arts education. Prior to the pandemic, we successfully expanded to schools in Minneapolis, Pittsburgh and Providence in the U.S. and in Glasgow, Scotland, our second international site. With COVID-19 impacting theaters and schools, we extended performance licenses through the end of the next academic year. Many schools elected to produce virtual shows to keep theater programs thriving, an effort supported with special licensing permissions from Disney Theatrical Group. This year we also rolled out our first Diversity, Equity and Inclusion grants to provide staff trainings and facility accessibility improvements.





The Magic of Storytelling campaign aims to inspire families’ imaginations, cultivate a lifelong love of reading in kids and bring books to underserved communities across the country, through our work with First Book.

2020 marked the final year of this program, delivering 15,000 inventor kits and programming to provide experiential learning to Snap the Gap participants. The Girls Who Code Summer Immersion Program traditionally held on Disney’s Burbank campus was held virtually this year, allowing the program to expand from 20 to 35 girls.

Disney Publishing donated more than 9 million books to organizations serving kids in need, continuing their support of First Book and including a pledge of 1 million books to the Boys & Girls Clubs of America (BGCA). BGCA also completed Phase 2 of building out STEM Centers of Innovation in 12 clubs across the U.S., funded by the [\\$1 million donation](#) we made in 2018 in celebration of the record-breaking success of Marvel Studios’ *Black Panther*. Pixar—in collaboration with Old Navy and the Boys & Girls Clubs of Alameda—participated in a program for *Onward* to design a T-shirt that was sold across the U.S.

In the 2020-2021 school year Pixar continued its participation in the Oakland Unified School District Adopt a School program with Madison Park Academy for the third year in a row.

To provide an ongoing relationship with the students throughout their academic careers, Pixar extended the relationship to include engagement with the Madison Park Academy Primary school. The Pixar team also connected students with [Pixar in a Box](#), offered in English, Spanish and Portuguese, to support high-quality distance learning during the unprecedented school closures. Pixar in a Box is a behind-the-scenes look at how Pixar artists do their jobs.

In November 2020, Walt Disney Animation Studios hosted an online Student Summit for more than 1,500 college and university level students with the goal to inform, engage, inspire and prepare them for future careers in animation. The virtual event featured Disney Animation artists, recruiters and talent development representatives that provided practical insights prior to Summer 2021 internship postings.

Disney developed Protagonistas del Futuro to promote digital literacy in young women in Argentina, Mexico, Colombia, Peru, Chile and Uruguay. The six-week immersive experience for 15-18 year old girls includes inspiring conversations with Disney employees and is designed to develop technical, leadership and social impact skills.

“The world expects brands like Disney to make a positive impact on society, and we look to make sure that goal is at the forefront of all that we do. We remain committed to responsible business operations that contribute to a healthy planet, equal access and opportunity and resilient communities.”

Elissa Margolis,  
Senior Vice President, Enterprise Social  
Responsibility  
The Walt Disney Company







Disney has been a proud supporter of the Young Storytellers program since 2012. The program highlights young people as the center of their own narratives, emphasizes that their stories matter and celebrates their unique voices. In 2020, Young Storytellers converted two existing in-person programs—*Day of Story* and *Script-to-Stage*—to virtual, and then launched a new built-to-be virtual program called Virtual Collaborative Stories to continue to help young people explore their creativity and imagination. Disney VoluntEARS provided virtual mentorship and hosted multiple virtual Big Shows for Burbank-area schools.

In recognition of its 40th Anniversary, ESPN committed \$1 million to make sure kids from all backgrounds have the same [access to sports](#) experiences that greatly influence and empower so many lives. This includes youth of color, children living at or below poverty levels, youth exposed to violence in their community, those with physical or intellectual disabilities and others with access difficulties. These grants were in addition to ESPN's other nearly \$2 million provided to Access and Empowerment through Sports programming initiatives, including *Sports 4 Life*.

National Geographic's free [Explorer Classroom](#) connected young people with Explorers around the world from the comfort of their homes.

*Sports 4 Life*, an initiative with the Women's Sports Foundation, aims to increase participation and retention of Black and Hispanic girls in developmental youth sports programs and has positively impacted more than 60,000 girls of color over five years.

### Bringing the Magic of Disney Home

In addition to our investments in the next generation, our brands and franchises created and curated resources for children and families to bring the magic of Disney home this year. Walt Disney Animation Studios created [At Home with Olaf](#) vignettes to inspire and comfort families; [Pixar](#), [Disney Animation](#) and [Disney Parks](#) artists offered how-to-draw tutorials; [Star Wars](#) offered crafts, recipes and games to entertain younglings; Disney stars like [Niles Fitch](#) read books online; Disney Theatrical Group adapted *The Lion King* Experience curriculum for remote learning and made it free to students and teachers; [Disney on Stage](#) in the United Kingdom and [Disney Japan](#) offered dozens of free educational activities; and [Disney TinkerLab](#), [Disney Latin America's](#) educational program, made maker project ideas and teacher guides available online.

 [Experience more #DisneyMagicMoments online.](#)



Harlem Lacrosse aims to break the cycle of generational poverty by delivering full-day, school-based, year-round support and youth development programming for underserved students. With the support of ESPN, Harlem Lacrosse has provided programming centered on four core elements: academic performance, social-emotional growth, deep personal engagement, and on-time school advancement.



## Spotlight On: INSPIRING THE NEXT GENERATION OF STORYTELLERS AND INNOVATORS

At Disney, we are reimagining tomorrow by investing in the next generation of storytellers and innovators. Through the *Star Wars: Force for Change* philanthropic initiative, we work with *FIRST*, the world's leading nonprofit advancing STEM education. Through hands-on, mentor-based robotics programs, *FIRST* equips young people with the skills and experiences they need for future success.

Our enterprise-wide collaboration leverages the iconic storytelling of *Star Wars* and the expertise of talent from around the Company to help make STEM-related programming more accessible and fun. It is built upon an important legacy that began more than 25 years ago when Disney Parks began supporting and mentoring *FIRST* teams.

In 2020, Disney, in collaboration with Lucasfilm, provided more than \$1.5 million in financial support, in-kind resources and mentorship opportunities to help expand access to *FIRST* programs for more students globally, with a focus on reaching underserved and underrepresented communities. *FIRST* was able to expand their program by 18% internationally in part by leveraging Disney's iconic brands to attract and inspire new participants and through in-kind awareness raising donations. Direct Disney funding helped create 8,601 new international teams.

To expand awareness and access to *FIRST*, ABC's *black•ish* aired an episode in which a main character joins a *FIRST* Robotics team. Lucasfilm also launched [Galactic Builders](#), a digital series that shows kids how technology and robotics play a key role in making stories and products come to life, and introduced the '*FIRST* and *Star Wars: Force for Change Build My Droid*' contest, giving fans and artists ages 16 and up the chance to design a droid that will be included in a future story set in the *Star Wars* galaxy. In total, 679,000 youth and 320,000 mentors and volunteers participated in *FIRST* programs around the world in 2019-2020.

As the STEM gap continues to persist in underserved and underrepresented communities, *FIRST* uses targeted funding and programming to create a more equitable and inclusive community for participants. In 2019-2020, with funding provided by Disney and Lucasfilm, *FIRST* expanded access to their robotics and engineering programs to 112,000 students in underserved and underrepresented communities across the U.S., reaching Black and Latinx/Hispanic youth as well as females and individuals receiving free and reduced lunch.

This past June, Disney was also the presenting sponsor of the *FIRST* Global Innovation Award. Originally slated to be held in-person at Walt Disney World, this multi-day virtual program provided mentors, workshops, presenters and speakers to 20 semi-finalist teams from around the world. Teams were tasked with identifying solutions to make a building or public space a better place for everyone. The winning team, Aldeatron Robotix of the Canary Islands, Spain, won for their E-Wall wall solution, a low-cost, lightweight, eco-friendly building block made from recycled cardboard and fountain grass.



Matt Denton, a *Star Wars* designer and puppeteer, talks to program participants about robotics in *Galactic Builders*.



# Workforce

Disney is committed to fostering a safe and inclusive community for our employees. We prioritize the health and well-being of our employees and their families. Through the challenges of the global pandemic and social unrest that occurred in 2020, Disney leaders and employees showed incredible resilience and dedication, helping one another bring their full selves to work and deliver the magic of Disney in new and innovative ways.



Cast members welcome guests back to Walt Disney World



“Even with all of the pandemic-related obstacles, the social injustice issues so many are experiencing and feeling, and the business challenges we’re facing, there are bright spots – the way people continue to support one another, the honest conversations we are having to foster inclusive environments for everyone, and the creativity and innovation that continues to abound.”

Jayne Parker,  
Senior Executive Vice President and Chief  
Human Resources Officer  
The Walt Disney Company



Our global workforce is comprised of approximately 80% full-time and 20% part-time employees. In light of COVID-19’s impacts and our changing business environment, we implemented a number of measures to generate efficiencies in staffing, including limiting hiring to critical business roles. We’ve also made some really tough decisions, including letting go a number of employees who were valued members of our team. Throughout these challenges, we worked to prioritize employee health and well-being, create responsible reopening plans based on guidance from health authorities, work to advance diversity and inclusion, augment our benefit offerings and continue to emphasize the importance of professional and personal development.

### ENHANCED HEALTH, WELLNESS AND FAMILY RESOURCES

Disney’s benefit offerings are designed to meet the varied and evolving needs of a diverse workforce across businesses and geographies. We want our employees and their families to thrive, and in early 2020, we enhanced our Family Building Benefits. These benefits encompass a wide range of services that support employees in starting a

family, including fertility resources, surrogacy, adoption and cryopreservation, as well as personal advocacy and education, behavioral health counseling and clinical care oversight.

We promote the health and well-being of our employees and their families, and 2020 provided us an opportunity to demonstrate this commitment as we responded to the challenges presented by the pandemic. We implemented new policies to govern employee pay, leave and benefits for those directly affected by COVID-19. We augmented employee benefit offerings, providing coverage of COVID-19 treatment under Company medical plans at no cost to employees and their dependents, and built and implemented a COVID-19 employee case intake process. We also covered 100% of healthcare, life and disability insurance employee premium costs for furloughed employees.

We expanded the virtual healthcare services available to employees, resulting in increased utilization of more than 400% since inception.

### MENTAL AND BEHAVIORAL HEALTH RESOURCES

This year we bolstered and enhanced free mental and behavioral health resources. We expanded our Employee Assistance Program (EAP) services to support the mental and emotional well-being of employees and their families during the pandemic. We provided on-demand access to the EAP programs, which included group meditation, mindfulness practices and support groups for workers designated as essential. We temporarily increased the number of EAP sessions available, and sessions were led by well-being coaches and key talent, including Dan Harris, co-anchor of the weekend edition of ABC’s *Good Morning America* and CEO of meditation app 10% Happier.

We also piloted a digital mental health and happiness program with our U.S. Disney Parks, Experiences and Products cast members. Six percent of eligible cast members accessed the digital platform within the three-month pilot period and of the participants, 73% reported they felt more present and 80% reported they felt less stressed. We are currently assessing the feasibility of extending the program beyond the pilot phase.





Our second Center for Living Well serves as a 25,000 sq. ft. near-site medical facility and offers convenience to cast members with an onsite pharmacy, shown above.

And we opened our second Center for Living Well in Orlando, Florida, which serves as a near-site medical facility for Walt Disney World cast members and their families. In addition to primary care/virtual acute care, lab and pharmacy, core services also include vision, women's health/fertility, and infusion. With a focus on preventive care and chronic condition care, patient support services include clinical pharmacist/diabetes educator, medical fitness, nutrition counseling and behavioral health.

## WORKPLACE SAFETY

We take our commitment to supporting worker safety seriously. In reviewing our policies and procedures we take into account the changing composition of our business, volatility in the socio-political landscape and other factors. In response to COVID-19, we increased onsite health and safety protocols for employees, production staff and cast members, and implemented new measures based on guidance from health authorities as part of our responsible reopening plans. Our Learning & Development teams designed, launched and continued to evolve learning content and resources to educate our leaders, employees and production crews on health and safety protocols.

With three learning modules launched globally since June 2020, there have been over 90,000 training completions by the end of FY20.

Like many other companies, we have reimagined flexible work arrangements and supported our employees in their transition to work-from-home environments. In response to remote working and the virtual learning environments many employees are experiencing with their families, we broadened childcare programs. This included providing access to onsite and community centers, enhancing backup care choices to include personal caregivers, providing childcare referral assistance and center discounts, offering homework help and distributing a variety of parent educational resources.

Employees have utilized these resources in meaningful ways, and between September and December 2020, employees leveraged the enhanced Personal Caregiver feature that made up 70%+ of all Backup Care utilization in each month.



Employees in our locations around the world promote safety for both themselves and others on the job.





By the end of calendar year 2021, all U.S. Disney Parks & Resorts hourly employees will earn a minimum of \$15/hour.

## COMPETITIVE PAY

Our long standing compensation commitment is to be the employer of choice for the best talent in a highly diverse and rapidly evolving workforce. We aim to provide incentives and reward behaviors that align employee and shareholder interests and drive unparalleled creativity, exceptional collaboration and strong financial results. For salaried employees, we continue to enhance a strong link between pay and performance by setting pay appropriately within the market pay range.

For hourly employees in our U.S. Disney Parks & Resorts, the median hourly earnings is over \$17/hour, with all employees earning minimum wage or higher<sup>1</sup>. Currently, the vast majority of our U.S. Disney Parks & Resorts hourly employees earn \$15/hour or more, with a commitment that all U.S. Disney Parks & Resorts hourly employees will earn a minimum of \$15/hour by the end of calendar year 2021.

## DIVERSITY AND INCLUSION

Disney has an ongoing commitment to diversity and inclusion (D&I).

This year, the unjust violence and killings of Black people, the increased risk and impacts of COVID-19 among BIPOC (Black, Indigenous and people of color) communities and underserved people, continued racial disparities, and the impact of these experiences on our employees and stakeholders, accelerated our multi-year D&I efforts.

At Disney, our talent recruiting, retention, and development efforts prioritize the cultivation of a strong, diverse and thriving workforce. In FY20, 46% of our U.S. employees identified as people of color and women represented 51% of our global employee population.

Under the unifying effort - [Reimagine Tomorrow](#) - Disney's D&I efforts are supported by six pillars that serve as the aspirational anchors for the Company's critical focus on D&I both inside our Company, through transparency, accountability and diverse representation, and externally, through inspirational content, community investments and culture.



Yaphett Powell and Shola Ajewole attend an event for the Disney Lawyers of Color BERG in Burbank before we transitioned to a virtual working environment.

<sup>1</sup> Median hourly rate is as of FY20 for U.S. Disney Parks & Resorts hourly employee on total earnings for total hours paid. This includes the impact of overtime, shift premiums and gratuities, and excludes value of benefits for eligible employees.





Leaders of Disney's global BERGs came together for the inaugural BERG Summit in February 2020. Nearly 200 leaders from 75+ BERGs around the world shared best practices, gained insights and worked collaboratively to continue to strengthen the culture of belonging for employees around the world.

To support our strategic pillars and drive progress, the Company announced a new CEO D&I Council, led by Bob Chapek, Chief Executive Officer and a Creative Inclusion Council, led by Bob Iger, Executive Chairman and Chairman of the Board. The Company also intends to disclose certain employee policies and Employer Information Report EEO-1 data for calendar 2019 and 2020 following filing of the Company's corresponding EEO-1 report. For FY21, the Compensation Committee determined that diversity and inclusion objectives will have the highest weighting among the bonus plan's other performance factors.

[!\[\]\(666e09182d4cd268646ea700ea60dcdf\_img.jpg\) Read more in \[Our Approach and Governance\]\(#\).](#)

Our **Black Employee and Consumer Experience** team has been working since 2019 to advance diverse workforce, culture and market opportunities. This cross-functional, cross-segment team leads programs including our internal Black Talent Network, designed to accelerate the careers of Black vice presidents across the Company through exposure, development and sponsorship. Our historically black colleges and universities (HBCU) strategy group focuses on developing a stronger

pipeline for Black professionals at Disney and on amplifying the stories of current employees and HBCU alumni. Our Black Employee and Consumer Experience team has also expanded the Company's United Negro College Fund relationship, providing an increased number of Disney scholarships to HBCU students.

We champion dozens of **Business Employee Resource Groups (BERGs)**, our voluntary, employee-led groups formed around shared identity, interests and pursuits. Each BERG offers opportunities to network with peers, participate in outreach and mentoring programs, acquire new skills, enhance leadership capabilities and drive cross-cultural business innovation.

In FY20, D&I leaders from across the Company curated, designed and delivered two learning solutions, *Everyday Inclusion* and *Leading Inclusively*. The learning objectives are customized by audience and focused on impacting culture change and fostering a sense of belonging. Disney's D&I team also adapted a framework for *Brave Conversations* to empower D&I and BERG leaders to address and provide a safe space for employees in response to external regional and global events.



Employees at the BERG summit before we transitioned to a virtual-only learning environment.





As part of the ongoing *Reimagine Tomorrow Conversation Series*, experts from around the world gathered for open, honest, and authentic dialogue with our employees, as seen in the above from our Hispanic Heritage Month event.

Leaders hosted a multitude of meaningful sessions in 2020 on topics including: social and racial justice, discrimination related to the pandemic, mental health disabilities and parenting in the pandemic. We also hosted eight virtual events through the [Reimagine Tomorrow Series](#) to continue driving brave, meaningful dialogue across the Company.

In addition, our businesses have specific programs in place to mobilize and execute our D&I strategy. For example, The Walt Disney Studios also has Inclusion Champions embedded within the business functions. These employees partner with our Multicultural Audience Engagement team and senior leaders to examine areas of opportunity within their function and determine efforts needed to address gaps. Inclusion Champions across the Studio have hosted guest speaker series and training and development opportunities to build culture and drive increased retention in the Studio workforce. The Studio plans to continue evolving the Inclusion Champions network by partnering more with senior leaders to drive greater accountability, representation, community and culture.

Disney remains committed to employing people with disabilities and to making our experiences accessible. We are a Disability:IN Corporate Partner and participate in their Inclusion Works Program, working with experts to create a more welcoming and accessible environment for cast members and guests with disabilities. Magic All, a program at the Shanghai Disney Resort, has been recognized across China as leading in accessible facilities and services.

 [Learn more about D&I in Diversity in Content, Social Equity Response and Social Impact.](#)

## TALENT DEVELOPMENT

We prioritize and invest in creating opportunities to help employees grow and build their careers. Disney offers a multitude of learning and development programs, including online, instructor-led and on-the-job formats, as well as executive talent and succession planning paired with an individualized development approach. In FY20, with the shift to work-from-home, learning teams across the Company leveraged innovative approaches to transition to virtual learning environments.

## BLACK HISTORY MONTH

Throughout February's [Black History Month](#), the Company celebrated the unique perspectives and experiences of the African diaspora through authentic, intersectional storytelling. And employees created and curated a robust slate of events to deepen the Company's culture of belonging and strengthen the foundation of our global diversity and inclusion efforts. FY21 efforts will help build momentum for future efforts that empower, instill optimism with and earn the loyalty of Black employees and consumers. Check out some of our content and events here:

[ESPN & Sports Content](#) | [Disney Branded Content](#)  
[National Geographic](#) | [Walt Disney World](#)







Employees enjoy networking opportunities offered by the Company before we transitioned to a virtual-only learning environment.

For example, Disney Beginnings, our employee orientation for new hires, became available through both Virtual Instructor Led Training and self-directed online training. In addition, we increased the number of on-demand and online educational and development offerings. We also identified opportunities to provide additional resources to employees. As an example, our monthly leadership learning newsletter incorporates timely and relevant topics, such as meditation and self-care. Many of the resources shared in each newsletter were sourced from our newly launched learning platform, Harvard Spark, which is designed to provide a highly personalized learning experience fueled by the latest leadership and management content. In its first year, the Harvard Spark platform garnered more than 150,000 total views. With over 3,000 unique content offerings, the top three courses viewed by our employees included: *The Explainer: How to Collaborate Effectively If Your Team Is Remote*; *Recognize Your Biases*; and *Learning from Success and Failure*.

### Disney Aspire

In its second year, Disney Aspire continued to offer opportunities for full-time and

part-time employees to achieve their dreams through education and personal development. At the end of FY20, over 20,000 employees had enrolled in courses since the program launched in August 2018, with nearly 60% pursuing degree programs and 40% focused on viable skills-based learning.

We were proud to continue offering Disney Aspire to our eligible employees, despite the impact COVID-19 had on our businesses. In response to the workforce reductions that took place throughout the Company this year, we also collaborated with Guild Education, a Disney Aspire partner, to offer a new service called Guild Hire. Guild Hire provides access to a network of employers that are actively hiring and provide education benefits in key regions such as Central Florida and Anaheim, California. We debuted this service in the fall of 2020 exclusively to Disney Aspire participants who were impacted by the workforce reductions, hundreds of whom explored and utilized the service to research their next professional endeavor.



Through Disney Aspire, we pay tuition costs up front at a network of schools and aim to help our hourly employees put their career goals within reach by equipping them with degree programs, coaching, and job skills designed for a rapidly changing workplace and workforce. Above, Tiara learns more about putting her educational Dreams Within Reach through Disney Aspire.



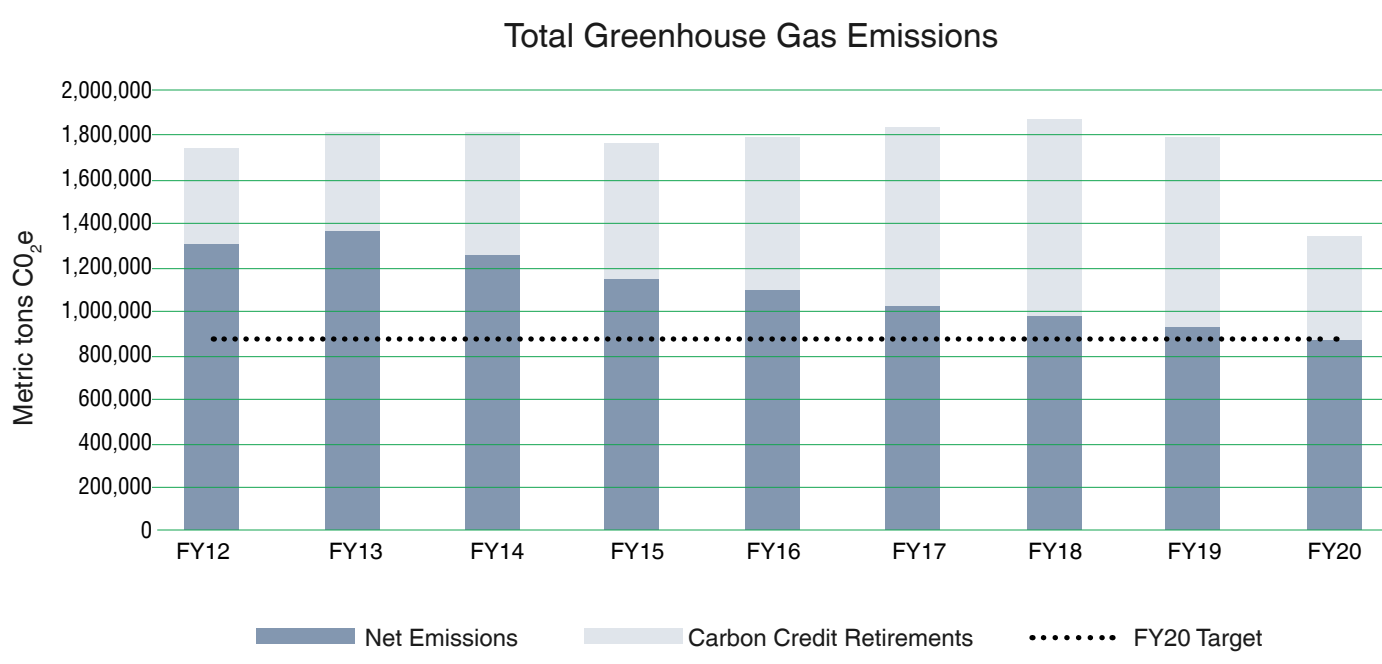
# Environment

Climate change, the scarcity of natural resources and threats to ecosystems and biodiversity are serious environmental issues. These challenges demand fundamental changes in the way society, including the private sector, operates and innovates to drive sustainability. Our commitment to environmental stewardship focuses on using resources wisely and protecting the planet as we operate and grow our business. In late 2020, we launched ambitious new goals to help us continue making progress in addressing our environmental impacts, including an action plan to further reduce greenhouse gas emissions, minimize waste, conserve and protect water resources, lower the impacts of our products and promote sustainable design across our operations.



Solar array at Walt Disney World





In FY20, Disney met its 2020 target to reduce net greenhouse emissions by 50% from 2012 total levels.

## ENVIRONMENTAL SUSTAINABILITY<sup>3</sup>

Our environmental principles are intended to drive both our long-term environmental strategy and the everyday decision-making of our leadership, employees and cast members around the world. These include reducing the impacts of our operations, products, services, suppliers, licensees and value chains, leveraging our content, platforms and experiences to inspire others, promoting an internal culture of environmental stewardship and partnering to achieve longstanding positive impact for future generations.

In FY20, COVID-19 temporarily closed Disney studio and television productions and parks and experiences, which reduced our greenhouse gas emissions, waste tonnage and water consumption in many locations. At the same time, implementing enhanced health and safety procedures for those working onsite increased our reliance on disposable and protective plastic items. We continue to adapt our strategies to manage these new waste streams.

[See \*Disney's COVID-19 response for more details.\*](#)

## Reducing Greenhouse Gas Emissions

**2020 TARGET:** By 2020, reduce net greenhouse gas (GHG) emissions by 50% from 2012 total levels<sup>4</sup>

Since 2009, Disney has operated under a long-term vision to achieve net zero GHG emissions. Over time, we have set and met intermediate milestones, most recently reaching our 2020 target to reduce net GHG emissions by 50% relative to 2012 total levels. We continue to build upon this legacy and recently announced a slate of new, ambitious goals to further reduce our environmental impact, including achieving our long-term vision of net zero GHG emissions for our direct operations by 2030.

[See \*Spotlight.\*](#)

Our emissions reduction strategy includes leveraging a hierarchy of measures recommended by the Intergovernmental Panel on Climate Change (IPCC). These include choosing sustainable design features in buildings, reducing emissions through operational efficiencies, choosing lower carbon fuels and energy sources, and investing in certified natural climate solutions. The following section highlights projects key to achieving our **2020 GHG emissions reduction target.**

## Avoiding Emissions through Sustainable Design:

Designing and building new theme park experiences, creative and office campuses, production facilities and technology centers in a sustainable way is a core part of Disney's environmental strategy. Sustainable design and construction are considered from the start, and our buildings leverage smart design solutions, such as high efficiency lighting and HVAC equipment, geothermal technology, low flow fixtures and energy management controls. These design elements serve to minimize energy use, conserve water and reduce materials and waste. Additionally, we have achieved LEED certification across numerous projects including the Aulani Resort in Hawai'i, Creative Campus in Glendale, technology center in North Carolina and several studio facilities and offices.

## Reducing Emissions through Energy Efficiencies:

Our film sets, theme parks and cruise ships, products and digital streaming services rely on a diverse source of energy types. With the closure of the park and resorts, Hong Kong Disneyland used manual adjustment for the operation of their power consumption to maximize energy saving and efficiencies.

<sup>3</sup> Exclusive of operations acquired as part of the acquisition of TFCF. Unless specified otherwise, the goals and data included in this report do not include those related to businesses acquired with TFCF. Such businesses are being integrated into our policies and data collection.

<sup>4</sup> Goal was established during fiscal year 2013.





The Disneyland Paris solar canopy, shown above, broke ground in FY20.

This included closing off entire sections/floors of the hotels to guests and minimizing power use in those uninhabited sections. Furthermore, our cruise ships use route optimization software to increase fuel efficiency, and our production sets utilize virtual technology solutions that reduce the need for travel, cutting down on carbon emissions.

 [See Spotlight.](#)

### Replacing High-Carbon Energy Sources with Low Carbon Alternatives:

We work to identify opportunities to use renewable energy to power our operations. In FY20, on World Energy Day, Disneyland Paris [broke ground](#) on one of the largest solar canopy plants in Europe that will reduce GHG emissions by more than 750 tons of CO2 per year and generate electricity equivalent to 17% of the resort's energy needs. Furthermore, the ABC transportation facility, which supports local California productions, exclusively offers renewable diesel, while our productions continue to increase their use of renewable fuels. For example, TV series *Big Sky* was the first production in Vancouver to use renewable diesel in its vehicles and generators, and the films *Safety* and *Call of the Wild* both used solar powered trailers for the cast.

### Investing in Natural Climate Solutions:

We invest in high-quality, verified and rigorously vetted natural climate solutions that generate meaningful carbon reductions as well as deliver positive social and economic impacts. We pursue scalable projects created by developers using peer-reviewed methodologies grounded in science that result in quantifiable and permanent emissions reductions. Projects we support meet rigorous standards for quality, such as the International Organization for Standardization 14064, Part 2 and the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol for Project Accounting. For more information on our investments in natural climate solutions, read our [NCS White Paper](#).

Additional information regarding our global GHG emissions and approach to managing climate-related risks and opportunities, including disclosures aligned to recommendations provided by the Task Force on Climate-related Financial Disclosures (TCFD), is provided annually in our report through CDP platform and is available to review at <http://cdp.net>.

“I’ve been an outdoor enthusiast all my life and am very proud to work for a company that takes environmental stewardship seriously. I’m even more proud to work with so many cast members who continuously identify new opportunities to find creative solutions so we can make this world better for future generations to enjoy.”

–Dave Steele, Disneyland Resort  
Cast Member, Disney’s 2020 Global  
Environmentality Champion of the Year







Recycled bottles collected from Walt Disney World Resort were turned into a 50% recycled fiber blend that was then used to create The Mickey & Co. apparel line.

## Maximizing Waste Diversion

**2020 TARGET:** By 2020, achieve 60% waste diverted from landfills and incineration<sup>6</sup>

In FY20, Disney diverted 60% of waste from landfills and incineration, and sent less total waste to landfill in both 2019 and 2020 than we did in 2015. In order to achieve this target, extensive efforts were executed throughout our business segments, including focusing on food waste capture, material sorting and the reduction of plastics and unnecessary waste. Some of these efforts included conducting waste audits at Walt Disney World, Disneyland Resorts, Disney Cruise Lines, Disneyland Paris and California corporate office facilities to identify high volume materials and markets for diversion.

Disney owned-parks and hotels have reduced the amount of single-use plastics, including merchandise bags and travel-size bathroom amenity bottles. They have also eliminated plastic straws and stirrers as well as foam cups across operations. With Disney Cruise Line ships having a home on our oceans, single-use plastic product lines are being evaluated and eliminated on board. This includes cutlery, bottles, stirrers, shopping bags and condiment packets. Additionally, Disney Cruise Line has eliminated more than 6,400 tons of metals,

glass, plastic and paper through recycling, and removed more than 31,000 pounds of debris from beaches and waterways during beach cleanups.

Despite challenges collecting food waste at Walt Disney World due to the pandemic we were able to divert more material from landfill at Walt Disney World than previous years. In addition to joining the Environmental Protection Agency (EPA) / U.S. Department of Agriculture (USDA) U.S. Food Loss and Waste 2030 Champions group, Walt Disney World was recognized for recycling efforts by the state of Florida and honored with the State's Recycling Recognition Award.

**Lowering the impacts of our products:** Disney is the world's leading licensing business, with branded products sold across hundreds of categories from books to figurines, games, apparel and more. We work to improve sustainability across the consumer product lifecycle through material choice, packaging design and sustainable manufacturing.

[Learn more about responsible sourcing on our website and in our 2030 Environmental Goals whitepaper.](#)

“At Walt Disney World Resort, caring for the environment is core to who we are, and we continuously look at how we can operate our business in environmentally responsible ways from how we build and refurbish our facilities to how we manage our waste to lessen its impact on nature.”

–Dr. Mark Penning, Vice President of Animals, Sciences and Environment, Disney Parks



<sup>6</sup> Goal was established during fiscal year 2013.





## Spotlight On: **THE MANDALORIAN—A FOCUS ON SUSTAINABLE PRODUCTION**

Disney is reimagining production models. Using virtual production technology called [The Volume](#), *The Mandalorian* was able to film on stage using digitally created sets, reducing the need to send cast and crew to distant filming sites. The Volume, a set of large smart LED screens, is 20 feet tall, 75 feet across and 270 degrees around. Through this sophisticated virtual technology, Disney can bring breathtaking deserts, alien worlds and spaceship cockpits to life without leaving the stage.

By using The Volume, the production was able to reduce carbon emissions by an average of 30 metric tons, the equivalent of the sequestered carbon of 39 acres of trees, for each location eliminated. The LED set lights used in The Volume also use 70% less energy than traditional lights, which further reduced the show's carbon footprint.

The show's production designers reduced the impacts of set construction by using set walls from other shows and purchasing lauan plywood certified by the Forest Stewardship Council (FSC). In addition, the sculpting foam used to create set pieces was upcycled to create dog beds after production, rather than sending it to a landfill.

Through these efforts, along with food donations, the use of an onsite anaerobic digester (the first of its kind for a television production), and other efforts the production was able to eliminate the majority of waste generated.







DCF supported Audubon Florida's distributed water management project, a collaboration with private landowners to develop solutions for restoration of rangelands and replenishment of the Floridan aquifer. Using GIS mapping of the water basins and properties, this project will create habitats, reduce nutrient runoff and support the year-round base flow to rivers.

### Water Stewardship

In 2020 our potable water consumption remained below our 2013 baseline levels. Disneyland Paris installed a new process for live monitoring and leak warnings to optimize water consumption, while Shanghai Disney Resort added calibration and live monitoring to improve its water metering systems. And, at Hong Kong Disneyland, we installed a new thermal mixing valve in resort room bathrooms to reduce water flow rate. In addition to water conservation, we continue to support [water stewardship efforts](#).

In 2020, the Disney Conservation Fund granted \$300,000 to organizations restoring wetlands in Florida, and to those reducing water pollution and supporting water conservation in Southern California.

### DISNEY CONSERVATION

Disney is committed to supporting and inspiring diverse global communities to protect the magic of nature together. The [Disney Conservation Fund \(DCF\)](#)—a Disney philanthropic initiative—was created to build on Walt Disney's legacy of saving wildlife, inspiring action and protecting the planet.

This year, the DCF marked its 25th anniversary celebrating more than \$100 million directed to nonprofit organizations that have helped protect hundreds of species across half the countries in the world. In addition, since its inception DCF has recognized more than 200 Disney Conservation Heroes—global community conservation champions that work to safeguard local wildlife and habitats.

We are proud of our cast members and employees who helped move forward Disney's longstanding commitment to conservation in a challenging year. In FY20, the DCF completed grants to 50 nonprofit organizations benefiting 100 species, including oysters, sharks, lemurs and more. Our anniversary celebration with Disney Parks and National Geographic was held virtually and included the release of an e-book *Celebrating a Conservation Legacy*, a [video message](#) from Dr. Jane Goodall, DBE, Founder of the Jane Goodall Institute and UN Messenger of Peace, at-home nature opportunities provided by Disney Parks and the launch of a new Disney Conservation Instagram page.

🐼 [Enjoy a digital copy of the \*Celebrating a Conservation Legacy\* book and learn more about our programs and partners.](#)



This year, Disney received Top Honors in the Association of Zoos and Aquariums' William G. Conway International Conservation Award for our longstanding collaboration and support of Proyecto Tití, an organization that engages communities in the conservation of one of the rarest primates in the world, the critically endangered cotton-top tamarin in Colombia (shown above).





Teens roast marshmallows on an Outdoor Afro camping trip.

**Collaborations for Wildlife:** In celebration of *Elephant*, Disney Nature and the Disney Conservation Fund supported Elephants Without Borders and its important work to protect Botswana’s elephant haven, through education, economic development and conservation solutions. Disney is also leading the way on developing pollinator-friendly habitats within and surrounding solar energy facilities, as well as evaluating the impact of the habitats on native pollinator communities to inspire others to engage in and scale these strategies.

**Diversity and Conservation:**

The Disney Conservation Fund has long supported conservation strategies aimed at community-led approaches to protecting wildlife and wild places. This includes support for underrepresented and underserved communities that integrate principles of environmental justice, ranging from capacity-building, economic development, human health and well-being, among other considerations. The Fund has also worked for many years to connect kids around the world with nature; however, we have much more work to do.

We are reevaluating our strategies to determine how we can expand our efforts even further to provide access, inspiration and opportunity that will drive greater representation and inclusion within the animal, conservation and environmental professions. In addition, we will collaborate with thought-leaders and relevant organizations to look at how we invest philanthropically to address the barriers to engaging underrepresented and underserved youth in the natural sciences.

As an example of this growing area of work, we have started a collaboration with Outdoor Afro, a leading network that reconnects thousands of Black people to the outdoors by creating welcoming outdoor experiences that lift up Black leadership, history and sustainable outdoor skills.



**17 YEARS OF SEA TURTLE CONSERVATION**

In FY20, we continued our 17+ year commitment to sea turtle conservation through surveying, monitoring and protecting a five-mile sea turtle nesting beach at Disney’s Vero Beach Resort. Even with the challenges brought about by COVID-19 in 2020, the project protected more than 1,400 sea turtle nests. Additionally, we successfully transformed our largest in-person sea turtle conservation event, the [Tour de Turtles](#) (hosted with the Sea Turtle Conservancy), into a virtual experience that reached more than 1.5 million people online, including coverage from both Disney and Sea Turtle Conservancy social platforms.

Two sea turtles named after the famous Kermit and Miss Piggy take part in the annual Tour de Turtles conservation event. Watch the video made by *The Muppets* [here](#).





# Spotlight On: DISNEY'S 2030 ENVIRONMENTAL GOALS

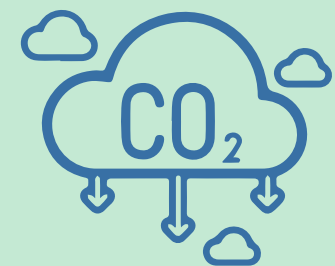
The most recent report from the Intergovernmental Panel on Climate Change (IPCC) indicates that complete decarbonization of the economy is required to avoid the worst impacts of climate change. Businesses have a critical role to play and by reducing our own reliance on fossil fuels, we expect to find ways to decrease our operational costs, improve the resilience of our energy supply and attract investors, employees and customers looking for businesses committed to climate action.

To build upon our legacy of environmental stewardship, this year<sup>5</sup> we developed new, ambitious goals.

These goals focus on areas where we believe we can have a significant, lasting impact and make a positive difference in protecting our planet, including greenhouse gas emissions, water, waste, materials and sustainable design. Central to these are our goals to reach net zero Scope 1 and 2 GHG emissions for our direct operations and zero waste to landfill at our wholly owned and operated parks and resorts by 2030. A path to achieve each goal is set through a hierarchy of shorter-term milestones based on environmental science, expert research and the complexity of our business operations.

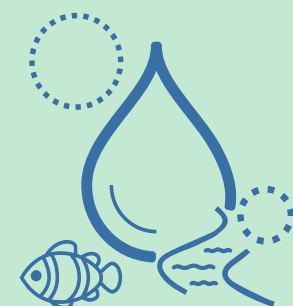
We also recognize our responsibility to address emissions across our value chains, especially given that Scope 3 emissions represent a significant portion of our total emissions footprint. By the end of 2022, our intention is to define a science-based reduction goal for the Company's Scope 3 emissions footprint.

 [Learn more in our 2030 Environmental Goals whitepaper.](#)



## Emissions

- Net zero emissions for direct operations by 2030
- 100% zero carbon electricity by 2030
- Innovation for low carbon fuels
- Investment in natural climate solutions



## Water and Oceans

- Implement localized watershed stewardship strategies
- Source sustainable seafood



## Waste

- Zero waste to landfill for our wholly owned and operated parks and resorts



## Materials

- Use recycled, certified or verified sustainable paper
- At least 30% recycled plastic in products and packaging
- Design packaging for reuse, recycling or composting
- Use recycled content or sustainable textiles for apparel
- Sustainable production processes for our products



## Sustainable Design

- New projects achieve near net zero, maximize water efficiencies, and are designed to support zero waste operations
- 90% diversion for construction waste for projects in U.S. and Europe

[Learn more at twdc.com/environment](#)

<sup>5</sup> 2030 goals announced in December 2020, which fall into fiscal year 2021. 2030 goals are inclusive of TFCF.



# Supply Chain Labor Standards

Disney is committed to conducting business and creating products in an ethical manner. A critical piece of our corporate responsibility efforts is operating a global supply chain that fosters safe, inclusive and respectful workplaces wherever Disney-branded products are made. We work collaboratively with our licensees and vendors to educate them about labor rights expectations, align our supplier policies to international labor and human rights standards, require social compliance audits to assess labor conditions and work with external organizations that are combating the systemic root causes of labor violations.



Factory in Shenzhen, China



## SUPPLY CHAIN OVERSIGHT

Disney is the world's leading licensing business, with licensees using their extensive supply, distribution and retail networks to bring beloved Disney products to the global market. In addition, Disney procures products for sale in our own stores and resorts. Given the tens of thousands of business partners this entails, Disney takes numerous steps to promote a responsible supply chain.

Our [Standards of Business Conduct](#), [Human Rights Policy](#) and [Code of Conduct for Manufacturers](#) define expectations for ourselves and our business partners to assess and address labor rights issues in the production of Disney-branded products. The principles embodied in our Code of Conduct for Manufacturers are consistent with the core conventions of the International Labor Organization (ILO) and prohibit child labor, forced labor, discrimination and interference with the legal right to freedom of association, among other labor rights.

This work is operationalized through our [International Labor Standards \(ILS\) program](#).

This program, now in its third decade, is overseen and managed by dedicated teams located in 12 countries around the world.

The ILS program requires licensees and vendors to conduct on-site social compliance audits in higher risk countries and to provide the resulting audit reports to Disney for review and approval. We maintain a public [list](#) of countries where production of our branded products is permitted, using guidance from the World Bank's Worldwide Governance Indicators. Our commitment to transparency also includes the annual publication of our facility list for products we sell in our own retail outlets, top sourcing locations, aggregate audit findings and ongoing access to our policies and practices. This information is available on our [website](#) and in the [Data and Performance](#) section of this report.

## COLLABORATION AND INVESTMENT

In addition to monitoring our global supply chain, we invest human and financial capital in addressing systemic issues related to global labor rights, including fostering worker empowerment and traceability in supply chains.

[Our Supply Chain Investment Program \(SCIP\)](#), established in 2012, provides financial and programmatic support to nonprofit organizations, social enterprises, and United Nations agencies working on innovative and impactful projects that seek to create scalable, long-term improvements in working conditions and the empowerment of workers in key sourcing markets.

 [See Spotlight.](#)

We also dedicate significant resources and intellectual capital to lead and partner on collaborative initiatives intended to address global labor conditions and expectations of the business community. To that end, we regularly participate in initiatives that share our objectives and vision. These include chairing the Corporate Responsibility and Labor Affairs Committee of the United States Council for International Business and the ILO's Global Business Network on Forced Labor. In addition, we collaborate with external stakeholders across industries, including various agencies of the U.S. government, the OECD's Responsible Business Conduct Centre, the American Apparel and Footwear Association's Social Responsibility Committee and Forced Labor Working Group and the Responsible Labor Initiative.

## PREVENTING INVOLUNTARY LABOR AND STRENGTHENING RESPONSIBLE RECRUITMENT

Disney's [Code of Conduct for Manufacturers](#) prohibits the use of involuntary labor in the production of Disney-branded products. In an effort to strengthen prevention efforts and to underscore the importance of responsible recruitment, in 2020 we clarified our involuntary labor prohibition in our Code of Conduct for Manufacturers. The enhancement explicitly states: (1) the prohibition of workers paying certain fees and expenses to obtain or retain employment; (2) the requirement to reimburse workers who were charged non-permissible fees; (3) the requirement that terms of employment not be unilaterally changed, if those changes negatively impact workers, once they are signed; and (4) the requirement that all terms and conditions of employment be stated in the employment contract and are voluntarily agreed to by workers prior to employment, or in the case of migrant workers, prior to their departure from their points of origin.

Separately, we conducted dozens of education and collaboration sessions with senior leaders about the risks of forced labor in global supply chains and expanded an online forced labor training to approximately 75 sourcing professionals.





## Spotlight On: SUPPLY CHAIN INVESTMENT PROGRAM

Our [Supply Chain Investment Program \(SCIP\)](#) is designed to fund innovations that address the systemic root causes of noncompliance with international labor standards and to identify new tools that improve supply chain transparency. The SCIP provides funding to nonprofit organizations, social enterprises and United Nations agencies specifically to:

- Address forced labor, human trafficking and modern slavery in global supply chains
- Mitigate and prevent child labor and the labor of young workers
- Develop technology-driven supply chain traceability and transparency tools
- Provide workplace training and worker engagement and empowerment mechanisms
- Promote empowerment of female workers in global supply chains
- Improve workplace health and safety conditions

For example, two partners we have supported are:

- [RightsDD](#), an award-winning social startup enterprise that aims to build scalable and

affordable modern slavery due diligence platforms. Through Disney's grant, RightsDD can scale their due diligence tool into a software platform that facilitates small and medium sized enterprises to better address human rights issues and risk areas in their supply chain.

- [Issara Institute](#), a nonprofit organization that aims to eliminate labor exploitation, including forced labor and human trafficking, by empowering and amplifying the voices of workers and job seekers, and transforming recruitment and employment systems through improved transparency, capacity and ethical practice.

Disney's grant funds were used to reduce labor risks in Southeast Asian supply chains through innovative worker voice tools and outreach, such as the Golden Dreams app, improved grievance mechanisms, and strengthening recruitment channels. In response to COVID-19, grant funds supported daily communications with over 200,000 migrant workers and their employers through hotlines, messaging apps, videos

and translation of changing health and travel policies to help workers obtain the latest information on their employment, health and safety, and access to government benefits.

For more information about our Supply Chain Investment Program and the projects and partners we have funded, visit Disney's corporate [website](#).



Above, the Issara Institute holds a worker orientation session with workers in Thailand.



Including diverse suppliers in our sourcing process provides us the greatest opportunity to develop the most innovative, high-quality and cost-effective business solutions while simultaneously supporting the communities where we operate. Our Supplier Diversity team continues to expand the Company's spending with diverse suppliers, including identifying and mentoring potential vendors, providing matchmaking services for internal procurement contacts across Disney's businesses and promoting the competitive advantage that a robust Supplier Diversity process provides the Company. In addition to determining business criteria such as competencies, geographical scope and capacity, we identify minority-, woman-, veteran-, LGBTQ- and/or disabled-owned enterprises that are capable of meeting our business requirements. We actively seek diverse suppliers through participation in national, regional and local business development organizations, advocacy groups and trade shows.

The Company's diverse spend for FY20 was approximately \$438.7M and our efforts were recognized with a 2020 Corporation of the Year Award from the National Minority Supplier Development Council. [Learn more.](#)



# LOOKING AHEAD

As we enter our second century as a Company and reflect back on the past year, massive change and disruption have been constant. We've evolved, grown and reinvented ourselves time and again, while keeping storytelling at the heart of everything we do. The events of 2020 provided a backdrop to test our responsiveness and ability to adapt both our business and social impact programs to this changing landscape.

As we look ahead, we know that responsiveness and flexibility will remain key. The pandemic has created an unprecedented level of uncertainty, and we will continue to evolve our social impact programs to best respond to the changing needs of the communities we serve.

As a Company, we will continue to operate with integrity, contribute to society and find unique ways to drive both business opportunity and social impact. We will continue to find innovative ways for Disney VoluntEARS to contribute to local communities and deepen our focus on racial equality through the contributions and volunteer engagements we support.

In 2021, we will begin tracking our community engagement initiatives against our goal that more than 50% of our charitable giving goes to programs directly serving underrepresented communities.

While our programs may have to adapt further to support COVID-19 safety guidelines, we will continue to deliver immersive experiences and personal moments that deliver comfort and inspiration to children facing serious illness. We will move forward with hospital installations where feasible, and rebuild wish experiences to best meet children's expectations. We will continue our work to advertise better-for-you foods and use Disney storytelling to encourage families to eat nutritious foods and get active. We also plan to grow our investments in transformative programs that provide access and opportunity to create the next generation of diverse storytellers and innovators.

As we move toward the next decade, we will strive to further reduce our environmental footprint and protect our planet. Our 2030 targets to reach net zero GHG emissions for our direct operations and zero waste to landfill at our wholly owned and operated parks and resorts will help push us to drive innovation and efficiencies throughout our brands and businesses.

As our Company continues to reach even more consumers through the growth of our direct-to-consumer platforms, we will work even harder to provide exceptional content that reflects the diversity of cultures and backgrounds of our consumers and the world in which we live. In 2021, we will also continue to strengthen our social impact and ESG reporting and disclosure. We plan to deepen the diversity of the stakeholders with whom we engage so that we can bring even more voices and perspectives into efforts to shape our social responsibility efforts, strategy and disclosure.

While no one knows what the next few years will look like, we are confident in our ability to thrive as a business and to make a unique, positive and lasting impact on the world.



# FY20 HIGHLIGHTS

## GOVERNANCE

- Please refer to the Company's [Proxy Statement](#).

## CONTENT & PRODUCTS

- In partnership with external experts and nongovernmental organizations, we added advisories to legacy content that includes negative depictions or mistreatment of people or cultures
- In just two years, we met our five-year target to have all global food and beverage advertising on our owned and controlled media platforms oriented to kids and families meet Disney's Nutrition Guideline Policy

## SOCIAL IMPACT

- Pledged \$5 million in support to organizations advancing social justice
- Provided nearly \$27 million in in-kind support in response to COVID-19, excluding PSA campaigns
- 300,000+ Disney-themed Starlight Gowns, care packagers, virtual reality headsets, books and toys provided comfort and inspiration to children in U.S. hospitals
- Provided *FIRST* a \$1.5 million grant to expand access to their robotics programs for underrepresented youth

- ESPN committed nearly \$3 million to make sure kids from all backgrounds have the same opportunity to thrive through sports
- Made charitable contributions totaling \$333 million in cash and in-kind support

## WORKFORCE

- Provided coverage of COVID-19 treatment under Company medical plans at no cost to employees and their dependents
- Developed, launched and evolved three COVID-19 safety learning modules globally since June 2020, with more than 90,000 training completions by the end of FY20
- Broadened childcare programs and enhanced backup care choices, and bolstered free mental and behavioral health resources
- Unveiled a unifying effort—Reimagine Tomorrow—and six strategic pillars to support the Company's diversity and inclusion efforts
- Launched a new CEO Diversity & Inclusion Council and a new Creative Inclusion Council
- Opened our second Center for Living Well which serves as a 25,000 sq. ft. near-site medical facility for Walt Disney World cast members and their families

- Piloted a digital mental health and happiness program and 80% of participants reported feeling less-stressed

## ENVIRONMENT

- Met 2020 greenhouse gas target to reduce net emissions by 50% relative to 2012 total levels
- Met 2020 waste target to achieve a 60% diversion from landfills and incineration
- Continued to hold global potable water use flat to 2013 levels
- Celebrating its 25th year, Disney Conservation Fund has directed more than \$100 million to nonprofit organizations that have helped protect hundreds of species
- Disneyland Paris broke ground on one of the largest solar canopy plants in Europe that will generate electricity equivalent to 17% of the resort's energy needs

## SUPPLY CHAIN LABOR STANDARDS

- We clarified our involuntary labor prohibition in our Code of Conduct for Manufacturers
- Diverse supplier spend for FY20 was ~\$438.7M and our efforts were recognized with a 2020 Corporation of the Year Award from the National Minority Supplier

## AWARDS AND RECOGNITION

### FORTUNE

**World's Most Admired Companies** – Fortune Magazine 2020 – The Walt Disney Company, No. 4 overall, No. 1 in entertainment

### Human Resource Executive

**HR Executive Magazine: #1 Most Admired Company for HR in 2020**



**National Minority Supplier Development Council: Corporation of the Year**



**Human Rights Campaign Foundation: 2020 Corporate Equality Index**

**National Business Inclusion Consortium: 2020 Best-of-the-Best Corporation for Inclusion**

**EMA Award, Documentary Series: "Ending Plastic Pollution"** (National Geographic)

**EMA Award, Comedy: Mixed-ish "Nothing's Gonna Stop Us Now"** (ABC Studios)

In 2020, The Walt Disney Company won 11 EMA Gold Seals and 39 EMA Green Seals for both film and television productions.

**Disability: In Employment Index, 2020, 100% score**

**Rep Trak**  
Top 10 Most Reputable Companies Worldwide

**Hispanic Association of Corporate Responsibility (HACR) Corporate Inclusion Index 2020: Excellence across 4 categories**

**American Council of the Blind: 2020 Achievement Award in Audio Description for Disney+**

The Sustainability, Environmental Achievement, and Leadership Awards for our Environmental Initiatives.



# DATA AND PERFORMANCE

We are committed to providing an annual account of our performance on environmental, social and governance (ESG) issues. The content and data of this report is driven by our assessment of priority areas of impact and risk to our businesses, society and stakeholders. These priorities—and thereby our reporting of them – are greatly informed by the various frameworks used to evaluate Company performance. These include, but are not limited to: the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), CDP (formerly the Carbon Disclosure Project), Task Force on Climate-related Financial Disclosure (TCFD), Sustainable Development Goals (SDGs), and others.

This update represents our impacts, progress and results as they relate to social and environmental responsibility. Performance data are presented throughout the update and we are committed to the continued improvement, accuracy and sophistication

of our social and environmental responsibility information. To this end, 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.

This annual update, along with the stories, content and policies available on our website, social media channels and other platforms, provide a broad view of our social and environmental responsibility efforts. We regularly review these materials with stakeholders and appreciate feedback on our efforts and reporting.

To learn more, please visit: [www.thewaltdisneycompany.com](http://www.thewaltdisneycompany.com) and follow us on social media at [@DisneyCSR](https://twitter.com/DisneyCSR).

## SCOPE

Unless specified otherwise, data and information in this CSR Report pertain to efforts in fiscal year 2020, which began on September 29, 2019, and ended on October 3, 2020. For the most part, data refers to assets under management as of the beginning of the fiscal year.

### Additional 2020 Reports

[2020 ESPN Corporate Citizenship Report](#)  
[2020 TWDC CDP Climate Change Disclosure](#)

## ADDITIONAL POLICIES, APPROACHES AND REPORTS

The Company is committed to a number of ESG policies and practices that promote the thoughtful and ethical operation of our business.

### Environment

[2030 Environmental Goals](#)  
[Paper Sourcing and Use Policy & Specifications](#)  
[Use of Live Animals in Entertainment](#)  
[Management of Chemicals in Consumer Products](#)

### Social

[California Transparency in Supply Chains Act Statement](#)  
[Code of Conduct for Manufacturers](#)  
[Permitted Sourcing Countries](#)  
[Conflict Minerals Policy](#)  
[Diversity and Inclusion Commitment](#)  
[Our Stories and Characters](#)  
[Human Rights Policy Statement](#)  
[Nutrition Guidelines](#)  
[Privacy Center](#)  
[Smoking in Movies](#)  
[U.K. Modern Slavery Act Transparency Statement](#)  
[Global Charitable Giving Guidelines](#)

### Governance

[Corporate Governance Guidelines](#)  
[Political Giving and Participation in the Formulation of Public Policy in the United States](#)  
[Standards of Business Conduct](#)  
[Antipiracy Policy](#)



# FY20 DATA TABLE

ENVIRONMENTAL STEWARDSHIP <sup>2</sup>	2020 <sup>1</sup>	2019	2018
<b>Emissions and Energy</b>			
Scope 1 Emissions (metric tons CO <sub>2</sub> e) <sup>3,4,10</sup>	597,067	856,619	897,432
Scope 2 Emissions (location based) (metric tons CO <sub>2</sub> e) <sup>3,4,6,10</sup>	851,029	1,010,447	1,028,828
Scope 2 Emissions (market based) (metric tons CO <sub>2</sub> e) <sup>3,4,6,10</sup>	745,582	931,685	976,732
Scope 1 & 2 Emissions (location based) Emissions (metric tons CO <sub>2</sub> e) <sup>3,4,10</sup>	1,448,096	1,867,067	1,926,260
Scope 1 & 2 Emissions (market based) Emissions (metric tons CO <sub>2</sub> e) <sup>3,4,10</sup>	1,342,649	1,788,305	1,874,164
Retired Carbon Credits (metric tons CO <sub>2</sub> e) <sup>5,6</sup>	470,209	860,620	892,769
Net Emissions (metric tons CO <sub>2</sub> e) <sup>3,4,6</sup>	872,440	927,685	981,385
Total Energy (MWh) <sup>7,10</sup>	4,435,208	5,834,265	5,915,363
Percentage of grid electricity	43%	Not Reported	Not Reported
Percentage renewables	7%	Not Reported	Not Reported
<b>Waste</b>			
	<b>2020</b>	<b>2019</b>	<b>2018</b>
Total Percentage of Operational Waste Diverted from Landfill and Incineration <sup>8</sup>	60%	57%	54%
Total Operational Waste Generated (tons) <sup>8</sup>	152,048	252,744	251,205
Total Operational Waste Sent to Landfill (tons) <sup>8</sup>	59,268	103,115	111,386
Total Operational Waste Diverted (tons) <sup>8</sup>	90,480	145,271	135,617
Total Percentage of Construction Waste Diverted from Landfill and Incineration <sup>8</sup>	90%	92%	90%
<b>Water</b>			
Potable Water Use (billions of gallons) <sup>9</sup>	4.99	6.53	6.46

SOCIAL IMPACT	2020	2019	2018
Corporate Giving (cash, millions U.S. \$) <sup>11</sup>	\$80.4	\$107.0	\$103.7
Corporate Giving (in-kind donations, millions U.S. \$) <sup>12</sup>	\$252.7	\$231.2	\$229.1
Total Corporate Giving (cash and in-kind donations, millions U.S. \$) <sup>11,12,13</sup>	\$333.1	\$338.2	\$332.8
VoluntEARS Hours <sup>13</sup>	321,700	612,300	600,100
<b>WORKFORCE <sup>14</sup></b>			
	<b>2020</b>	<b>2019</b>	<b>2018</b>
Global Employees	202,811	222,564	183,677
<b>Diversity &amp; Inclusion</b>			
Minority Percentage (U.S., all employees) <sup>15</sup>	46.0%	44.0%	42.0%
Minority Percentage (U.S., management) <sup>15,16</sup>	27.8%	26.8%	25.1%
Female Percentage (global, all employees) <sup>17</sup>	51.1%	52.4%	53.1%
Female Percentage (global, management) <sup>16,17</sup>	42.4%	42.4%	43.4%
Total Direct Spend with Minority, Women, Disabled, Veteran, Service-Disabled Veteran, and LGBTQ Owned Business Enterprises (millions, U.S. \$) <sup>18</sup>	\$438.7	\$590.8	\$554.7
<b>Employment Status</b>			
Casual Seasonal (global, all employees)	1%	7%	8%
Casual Ongoing (global, all employees)	19%	19%	20%
Full Time (global, all employees)	80%	74%	72%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S., all employees)	54%	56%	58%
<b>Training, Development and Competitive Pay <sup>19</sup></b>			
Trainings Offered (unique)	41,800	38,000	20,700
Number of Trainings Taken	1,590,000	1,600,000	1,027,500
Median Wage Earnings for U.S. Disney Parks & Resorts Hourly Employees <sup>20</sup>	\$17/hour	Not Reported	Not Reported
% of U.S. Disney Parks & Resorts Hourly Employees Earning Minimum Wage or Higher <sup>20</sup>	100%	Not Reported	Not Reported



# FY20 DATA TABLE

## SUPPLY CHAIN 2020      2019      2018

### Facility Footprint <sup>22</sup>

Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year	43,300	42,500	40,100
Total Number of Countries	99	101	102
Number of Countries with 1% or Less of Total Facilities	86	88	90

### Facility Footprint: Country Data <sup>23</sup>

Number of Facilities Manufacturing Disney-Branded Products By Country: # (% of total)			
China	11,640 (27%)	11,210 (26%)	10,050 (25%)
Japan	8,050 (19%)	7,960 (19%)	8,300 (21%)
USA	5,470 (13%)	5,200 (12%)	4,850 (12%)
South Korea	2,090 (5%)	1,900 (4%)	1,840 (5%)
Brazil	1,460 (3%)	1,520 (4%)	1,460 (4%)
Italy	1,380 (3%)	1,370 (3%)	1,280 (3%)
Taiwan	1,340 (3%)	1,300 (3%)	1,080 (3%)
India	1,120 (3%)	1,100 (3%)	980 (2%)
United Kingdom	880 (2%)	930 (2%)	870 (2%)
France	920 (2%)	930 (2%)	820 (2%)
Portugal	870 (2%)	810 (2%)	700 (2%)
Turkey	780 (2%)	670 (2%)	1% or less
Germany	610 (1%)	640 (2%)	600 (1%)
All Other Facilities (in countries with <1% of total facilities)	6,690 (15%)	6,960 (16%)	7,270 (18%)

## SUPPLY CHAIN (CONT) 2020      2019      2018

### Percentage of Findings Identified for Remediation <sup>22, 24, 25, 26</sup>

Child Labor	0%	1%	1%
Involuntary Labor	0%	1%	1%
Coercion and Harassment	0%	0%	0%
Non-Discrimination	0%	1%	1%
Association	0%	1%	1%
Health and Safety: Factory	87%	85%	84%
Health and Safety: Dormitory	2%	3%	3%
Compensation: Minimum Wage	5%	6%	7%
Compensation: Overtime Wage	7%	10%	11%
Compensation: Overtime Hours	71%	68%	66%
Compensation: Social Benefits	65%	63%	61%
Protection of the Environment	28%	30%	30%
Other Laws	20%	22%	22%
Subcontracting	1%	2%	2%
Monitoring and Compliance	5%	6%	8%
Publication	2%	3%	3%
Percentage of Tier 1 supplier facilities	95%	Not Reported	Not Reported
Percentage of Tier 1 Audits Conducted by a Third-Party Auditor	94%	Not Reported	Not Reported

## HEALTHY LIVING

### Percentage of Disney-Licensed Wholesale Food Sales Dedicated to Everyday Foods that Meet Disney's Nutrition Guidelines <sup>27</sup>

Global	84%	Meets 85% Target	Meets 85% Target
North America	Meets 85% Target	Meets 85% Target	Meets 85% Target



# DATA TABLE FOOTNOTES

## GENERAL

1. Disney's fiscal year generally runs from the Sunday closest to October 1 to the Saturday closest to September 30.

## ENVIRONMENT

2. Environmental data in this report do not include those businesses acquired with the acquisition of TFCF. FY20 total combined location-based emissions of Disney and TFCF acquisitions are 1,516,834 metric tons CO<sub>2</sub>e.
3. The boundary for Disney's greenhouse gas emissions (GHG) reporting includes owned and operated assets (such as Walt Disney Parks and Resorts, Disney Cruise Line and commercial spaces), leased assets (such as Disney Stores and office locations), as well as Productions (including feature films, television, theatricals and ESPN).
4. Greenhouse gas emissions are measured and calculated according to the principles in the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 revised edition" (GHG Protocol).
5. Carbon credits are from projects developed according to recognized standards (e.g., Climate Action Reserve, Verified Carbon Standard, Gold Standard, etc.). All credits are verified by accredited third party reviewers.
6. Market based emissions are used where available in calculating carbon [credit retirements](#), total emissions and net emissions. The GHG target baseline is 2012 total levels of 1,744,880 MTCO<sub>2</sub>e.
7. Total energy includes electricity, natural gas, chilled water, hot water, steam, renewable energy and fuels.
8. Diversion includes operational recycling, compost, donations, sold and liquidated items, items sent to archives, thermal waste-to-energy and non-thermal waste-to energy. Waste includes operational landfill and incineration without energy recovery. Facilities include Theme Parks and Resorts, ESPN, Enterprise Owned and Pixar. Excluded are all leased properties, Disney Stores and Distribution Centers, TV stations, Radio Disney stations and all construction materials. The diversion rate for construction includes data from those projects that are reporting. fewer projects reported in 2020 due to the impacts of COVID-19. Waste data is not inclusive of TFCF.
9. The boundary for Disney's water volume reporting includes owned and operated assets (Theme Parks and Resorts, Disney Cruise Line, owned commercial spaces, Studios and ESPN). Water consumption from Disney Stores and leased assets are excluded. Data for Shanghai Disneyland is not included in this value as it was not part of the 2013 baseline included in the most recent target. The 2013 baseline is 6.86 billion gallons.

10. The data has been revised since the 2019 CSR Update to reflect corrections made to data as a result of internal reviews. The content of this report has also been expanded to represent more examples of our CSR efforts from our businesses around the world.

## CHARITABLE GIVING AND VOLUNTEERING

11. Corporate cash giving includes corporate contributions made by the Disney Conservation Fund.
12. In-kind support refers to any non-cash contribution comprised of tangible items or non-tangible support. Donations may include but are not limited to estimated values for merchandise, theme park tickets, food, public service airtime (PSAs), character/ talent appearances, and other charitable support. Due to differences in distribution, viewership, programming, availabilities, pricing, marketplace demand, and other variables, PSAs are valued differently across our media platforms. For example, in some cases, PSAs are valued based on an average sales price for the time period. In other cases, the value is based on an average sponsor value across a daypart rotation. Therefore, we do not use a single method to value PSAs.
13. Disney VoluntEARS data include hours logged by employees of The Walt Disney Company and its subsidiaries.

## WORKFORCE

14. Employee statistics reflect our employment base at the end of each fiscal year.
15. Minority numbers and percentages include only U.S.-based employees. Disney Cruise Line Shipboard is excluded from domestic counts.
16. Management includes manager level and above.
17. Global employee diversity numbers include all employees except dailies, freelancers, contractors and domestic TWDC employees not paid in the last 60 days.
18. Supplier diversity data includes first tier spend with firms that have obtained certification from a third party agency as being 51% owned, controlled, and operated by a minority, woman, disabled, veteran, service-disabled veteran, or lesbian, gay, bisexual, or transgender person.
19. Training-related data is approximate and rounded. Data represent all employees in DLearn, excluding Pixar, Hulu, and contract workers. Data incorporates both required and non-required training, including online courses, orientations, in-person classes, on-demand content, and on-the-job training. Participants can attend more than one training and may view online content more than once, depending on their individual needs.

20. For hourly employees in our U.S. Disney Parks & Resorts, the median hourly earnings is over \$17/hour, with all employees earning minimum wage or higher. Median hourly rate is as of FY20 for U.S. Disney Parks & Resorts hourly employees is based on total earnings for total hours paid. This includes the impact of overtime, shift premiums, and gratuities, and excludes value of benefits for eligible employees. Currently, the vast majority of our U.S. Disney Parks & Resorts hourly employees earn \$15/hour or more, with a commitment that all U.S. Disney Parks & Resorts hourly employees will earn a minimum of \$15/hour by the end of calendar year 2021.

## SUPPLY CHAIN

21. Facility footprint data includes all facilities authorized to manufacture Disney-branded consumer products at any point during the fiscal year. As contracts are newly executed, renewed, or amended with respect to the manufacture of products branded with TFCF intellectual property, the facilities producing such goods fall under the purview of the Disney International Labor Standards (ILS) Program and are included in the facility footprint data. Facility data is rounded to the nearest hundred.
22. Total facilities are approximate and rounded (for country facility data).
23. Disney uses the World Bank's Governance Indicators (WGI) 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.
24. The International Labor Standards (ILS) Program works towards 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 ILS Program as a condition of continued use of the facility for the production of Disney-branded products.
25. 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.

## HEALTHY LIVING

26. For fiscal year 2020, healthy living licensing results do not include TFCF businesses.



# SUSTAINABLE DEVELOPMENT GOALS

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 illustrates examples of how our corporate social responsibility programs support the SDGs.



- Provided leading STEM education nonprofit *FIRST*—a \$1.5 million grant to expand access to their robotics programs for underrepresented youth.



- Our two-year Snap the Gap initiative helped provide 10-12 year old girls in California with the courage, confidence and tools needed to become tomorrow’s STEM leaders.
- Our program Protagonistas del Futuro continued to promote digital literacy in young women in Argentina, Mexico, Colombia, Peru, Chile and Uruguay.



- Continued to determine relevant diverse business criteria for suppliers, such as competencies, geographical scope and capacity, to identify woman-owned enterprises that are capable of meeting our business requirements.
- *Sports 4 Life*, an initiative aimed at increasing participation and retention of Black and Hispanic girls in developmental youth sports programs, has positively impacted more than 60,000 girls of color over five years.

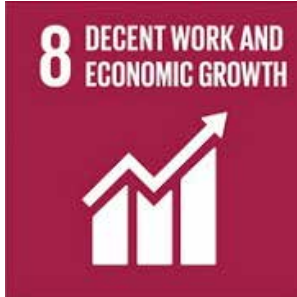


- The Disney Conservation Fund granted \$300,000 to organizations restoring wetlands in Florida and to those reducing water pollution and supporting water conservation in Southern California.
- Supported Audubon Florida’s distributed water management project to restore wetlands and recharge aquifers.
- Established 2030 goal to implement site-specific watershed stewardship strategies at our high-impact sites starting in 2021.



- Disneyland Paris broke ground on one of the largest solar canopy plants in Europe that will generate electricity equivalent to 17% of the resort’s energy needs.
- Established 2030 goal to purchase or produce 100% zero carbon electricity for all direct operations globally by 2030.





- Our Supply Chain Investment Program (SCIP) continued to fund innovations that address the systemic root causes of noncompliance with international labor standards and identifies new tools that improve supply chain transparency.
- More than 20,000 employees have participated in Disney Aspire and nearly 1,500 have graduated or completed their courses.
- Harvard Spark, designed to provide a highly personalized learning experience, garnered more than 150,000 total views.



- Continued to determine relevant diverse business criteria for suppliers, such as competencies, geographical scope and capacity, to identify minority-, woman-, veteran-, LGBTQ- and or disabled-owned enterprises that are capable of meeting our business requirements.
- Pledged \$5 million in support to organizations advancing social justice.
- The Undefeated is ESPN's multiplatform content initiative exploring the intersections of sports, race and culture.
- The Disney Launchpad: Shorts Incubator is a competitive production program for experienced directors from underrepresented backgrounds.
- Lucasfilm and the British Film Institute developed the Future Skills programme to provide diverse craft and technical trainees with education, mentoring, on-the-job training and networking opportunities.
- Disney added advisories to content that includes negative depictions or mistreatment of people or cultures.
- Business Employee Resource Groups offer opportunities to network and connect with peers, acquire new skills, enhance leadership capabilities, and drive cross-cultural business innovation.
- ESPN committed nearly \$3 million to make sure kids from all backgrounds have the same opportunity to thrive through sports.
- Disney is a longstanding sponsor of The Annenberg Inclusion Initiative and the UCLA Hollywood Diversity Report.



- Provided nearly \$27 million in in-kind support for communities across the globe to support COVID response initiatives.
- In FY20, Disney VoluntEARS hosted virtual 'mapathons' resulting in 80,000 edits to Missing Maps project.
- Continued support of disaster response and recovery efforts such as responding to the Australian Bushfire disaster.





- Filming of *The Mandalorian* achieved nearly zero waste through edible food waste donations, the use of an onsite anaerobic digester (the first of its kind for a television production), upcycling polystyrene from set pieces and other efforts.
- Continued to implement water conservation efforts across our business including: Disneyland Paris' new process for live monitoring and leak warnings to optimize water consumption, Shanghai Disney Resort's calibration and live monitoring to improve its water metering systems and Hong Kong Disneyland's installation of thermal mixing valves in resort room bathrooms to reduce water flow rate.
- Recycled bottles collected from Walt Disney World Resort were turned into recycled fiber and The Mickey & Co. apparel line was created from up to 50% recycled fiber.
- Reached our 2020 target to achieve 60% waste diversion from landfills and incineration.
- Established 2030 goals supporting sustainable resource management including: all paper used as a primary material in our branded packaging and products will contain 100% recycled content, or be from a verified or certified sustainable source; all wood used as a primary material in Disney-branded products will be from recycled, certified or sustainable sources by 2030; all palm oil and palm kernel oil used as an ingredient in Disney-branded products will be from certified sustainable sources by 2030.



- Reached our 2020 target to reduce net GHG emissions by 50% relative to total 2012 baseline levels.
- Using virtual production technology called *The Volume*, *The Mandalorian* production reduced carbon emissions by an average of 30 tons per location eliminated.
- Established goal to achieve net zero emissions by 2030.



- Continued our 17+ year commitment to sea turtle conservation through surveying, monitoring and protecting the five-mile sea turtle nesting beach at Disney's Vero Beach Resort, protecting more than 1,400 sea turtle nests.
- Successfully transformed our largest in-person sea turtle conservation event, the Tour de Turtles, into virtual content that reached more than 1.5 million people online.
- Established 2030 goal that beginning in 2022, Walt Disney Parks and Resorts will serve 100% environmentally responsible seafood in our US parks and resorts.
- Supported the evaluation of key geographic areas for opportunities to develop a program to conserve coastal mangrove ecosystems.





- Celebrating its 25th year, Disney Conservation Fund has directed more than \$100 million to nonprofit organizations that have helped protect hundreds of species.
- Supported Elephants Without Borders and its important work to protect Botswana's elephant haven, through education, economic development and conservation solutions.
- Recipient of the Association of Zoos and Aquariums' William G. Conway International Conservation Award for our longstanding collaboration and support of Proyecto Tití.



- Conduct our business in accordance with high standards of business ethics and comply with applicable laws, rules and regulations.
- Our Standards of Business Conduct applies to all employees and provides the resources and the tools necessary to promote ethical conduct and compliance with the law.
- Disney's Code of Conduct for Manufacturers prohibits the use of involuntary labor in the production of Disney-branded products. To strengthen prevention efforts and underscore the importance of responsible recruitment, we clarified our Involuntary Labor prohibition in 2020.
- Conducted dozens of education and collaboration sessions with senior leaders about the risks of forced labor in global supply chains and expanded an online forced labor training to approximately 75 sourcing professionals.



- Established 2030 goal to collaborate with industry groups and invest in low carbon fuel innovation.
- We chair the [Corporate Responsibility and Labor Affairs Committee of the United States Council for International Business](#) and the [ILO's Global Business Network on Forced Labor](#).
- We participate in the [OECD's Responsible Business Conduct Centre](#), the [American Apparel and Footwear Association's Social Responsibility Committee](#) and [Forced Labor Working Group](#) and the [Responsible Labor Initiative](#).



# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

SASB is an independent nonprofit organization that sets 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 all around the globe, we have focused this year's reporting around SASB's recommended frameworks for the "Media & Entertainment" and "Internet Media & Services" industries. Where relevant, we also highlight selected information relevant to SASB's "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"> <li><a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> </ul>	TR-CL-110a.1
Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	<ul style="list-style-type: none"> <li><a href="#">Disney's 2030 Environmental Goals, Pg. 45</a></li> <li><a href="#">2030 Sustainability Goals Whitepaper</a></li> </ul>	TR-CL-110a.2
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	<ul style="list-style-type: none"> <li><a href="#">(1, 2, 3) FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> </ul>	TC-IM-130a.1; SV-LF-130a.1; SV-HL-130a.1; FB-RN-130a.1
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<ul style="list-style-type: none"> <li><a href="#">(1, 2) FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>We are disclosing the total potable water consumption at this time, and will assess the expansion of our disclosures in future reporting.</li> </ul>	TC-IM-130a.2; SV-HL-140a.1; FB-RN-140a.1



TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Waste Management	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	<ul style="list-style-type: none"> <li>• <a href="#">(1, 3) FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• (2) We plan to incorporate percentage food waste into our future reporting framework</li> </ul>	FB-RN-150a.1
Labor Conditions in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	<ul style="list-style-type: none"> <li>• <a href="#">(1, 3) FY20 Data Table &amp; Data Table Footnotes, Pg. 53</a></li> </ul>	CG-AA-430b.1; CG-TS-430a.1
Labor Conditions in the Supply Chain	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	<ul style="list-style-type: none"> <li>• Priority non-conformance rate was 9%</li> <li>• Priority non-conformance rate is defined as the percentage of audits with findings where facilities failed to meet TWDC Minimum Compliance Standards. For more information see the <a href="#">ILS Program Manual</a>.</li> <li>• Corrective action rate was 93%</li> <li>• See <a href="#">ILS Program Manual</a> for more information about expectations and timelines for corrective action.</li> </ul>	CG-AA-430b.2; CG-TS-430a.2



TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Labor Conditions in the Supply Chain	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	<ul style="list-style-type: none"> <li>• (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 page 47 of the Data Table. We understand that supply chain assessments may not fully capture some under-reported 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 International Labor Standards Program, Human Rights Policy Statement, Conflict Minerals Policy, California Transparency in Supply Chains Act, UK Modern Slavery Act, Restricting the Use of Uzbek Cotton statement, Disney Paper Sourcing and Use Policy, and Smart Packaging Initiative.</li> </ul>	CG-AA-430b.3
Workforce Diversity	Programs and policies for fostering equitable employee representation across global operations	<ul style="list-style-type: none"> <li>• <a href="#">Diversity and Inclusion, Pg. 34-36</a></li> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg.52</a></li> <li>• <a href="#">Standards of Business Conduct Pg. 10</a></li> <li>• The Company intends to disclose certain employee policies further in calendar year 2021.</li> </ul>	SV-ME-260a.1
Workforce Diversity	Percentage of gender and racial/ethnic group representation for (1) management, (2) professionals, and (3) all other employees	<ul style="list-style-type: none"> <li>• <a href="#">(1, 2, 3) FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• The Company intends to disclose certain Employer Information Report EEO-1 data for calendar 2019 and 2020 following filing of the Company's corresponding EEO-1 report.</li> </ul>	TC-IM-330a.3



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"> <li>• <a href="#">(1, 2) FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• The Company intends to disclose certain employee policies further in calendar year 2021.</li> </ul>	SV-HL-310a.3 FB-RN-310a.2
Labor Practices	Description of policies and programs to prevent worker harassment	<ul style="list-style-type: none"> <li>• <a href="#">Standards of Business Conduct, Pg. 44</a></li> </ul>	SV-HL-310a.4
Media Pluralism	Description of policies and procedures to ensuring pluralism in news media content	<ul style="list-style-type: none"> <li>• ABC News is committed to diversity and inclusion.</li> </ul> <p>There are three pillars to the ABC News Diversity &amp; Inclusion efforts:</p> <p>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.</p> <p>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.</p> <p>CULTURE - Our environment promotes curiosity, innovation and ideas from everyone. This is reflected in a number of initiative including the News Division-wide “Everyday Inclusion” program, relevant employee committees and frequent Diversity &amp; Inclusion workshops and discussions programed throughout the year.</p>	SV-ME-260a.2

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TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Media Pluralism (cont'd)	Description of policies and procedures to ensuring pluralism in news media content (cont'd)	<p>ABC News’s commitment to the straightforward pursuit of truth drives our work across platforms in established and new-and-emerging technologies. Our success lies in our dedication to high-quality journalism, which means a commitment to fairness, compelling storytelling and, of utmost importance, 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	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm	<ul style="list-style-type: none"> <li>• (1) Truthfulness, accuracy, objectivity, fairness and accountability</li> </ul> <p>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.</p>	SV-ME-270a.3

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TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Journalistic Integrity & Sponsorship Identification (cont'd)	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm (cont'd)	<p>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 the fairness policies and to be alert to subtle efforts that could have the effect of compromising the integrity of ABC News.</p> <p>(2) Independence of content and/or transparency of potential bias</p> <p>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 a commitment to accuracy and fairness in reporting the news.</p>	SV-ME-270a.3

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TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Journalistic Integrity & Sponsorship Identification (cont'd)	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm (cont'd)	<p>We should seek out knowledgeable and credible sources of information, and we should reach out for and carefully evaluate comment 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</p> <p>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.</p>	SV-ME-270a.3

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TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Journalistic Integrity & Sponsorship Identification (cont'd)	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm (cont'd)	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.	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"> <li>• All food and beverage advertising on Disney-branded media platforms oriented to kids and families meets Disney Nutrition Guideline standards. In the U.S., the average reach per quarter in 2020 of the Disney-branded / kid-centric networks is 14.2MM kids 2-11.</li> <li>• 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.</li> </ul>	FB-RN-260a.3
Data Privacy	Description of policies and practices relating to behavioral advertising and user privacy	<ul style="list-style-type: none"> <li>• We are committed to giving consumers transparency into our data collection and use practices and 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 have 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 at our privacy center (<a href="https://privacy.thewaltdisneycompany.com/en/">https://privacy.thewaltdisneycompany.com/en/</a>).</li> </ul>	TC-IM-220a.1



TOPIC	ACCOUNTING METRIC(S)	LOCATION/RESPONSE	SASB CODE
Data Privacy	Number of users whose information is used for secondary purposes	<ul style="list-style-type: none"> <li>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.</li> </ul>	TC-IM-220a.2
Data Security Standards	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> <li><a href="#">TWDC Information Security Management System</a></li> </ul>	TC-IM-230a.2
Intellectual Property Protection & Media Piracy	Description of approach to ensuring intellectual property (IP) protection	<ul style="list-style-type: none"> <li>Disney strives to foster a culture that values intellectual property protection in order 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 in order to increase awareness and respect for intellectual property rights among all Disney employees.</li> </ul>	SV-ME-520a.1



TOPIC	ACTIVITY METRIC(S)	LOCATION/RESPONSE	SASB CODE
	Households reached by broadcast TV	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K, Pg 5</a></li> </ul>	SV-ME-000.A
	Subscribers to cable networks	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K, Pg 4 and 17</a></li> </ul>	SV-ME-000.A
	Subscribers to streaming services	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K, Pg 47</a></li> </ul>	TC-IM-000.A
	Number of manufacturing facilities, percentage outsourced	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K, Pg 9</a></li> </ul>	CG-TS-000.B
	Number of available room-nights	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K, Pg 44</a></li> </ul>	SV-HL-000.A
	Average occupancy rate	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K, Pg 44</a></li> </ul>	SV-HL-000.B
	Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, (3) franchised	<ul style="list-style-type: none"> <li>• <a href="#">(1) The Walt Disney Company Fiscal Year 2020 10-K, Pg 10-12</a></li> <li>• (2, 3) N/A</li> <li>• 5 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.</li> </ul>	SV-HL-000.D
	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	<ul style="list-style-type: none"> <li>• <a href="#">(1) FY20 Data Table &amp; Data Table Footnotes, Pg. 53</a></li> </ul>	CG-AA-000.A



# GLOBAL REPORTING INITIATIVE (GRI) INDEX

The following Index includes the GRI's standards, which provide a set of voluntary indicators on economic, environmental, and governance impacts of a company's performance.

GRI DISCLOSURE	DESCRIPTION	LOCATION/ANSWER
102-1	Name of the organization	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company</a></li> </ul>
102-2	Activities, brands, products, and services	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> <li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li> <li>• <a href="#">The Walt Disney Company Website</a></li> </ul>
102-3	Location of headquarters	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> <li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li> </ul>
102-4	Location of operations	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
102-5	Ownership and legal form	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
102-6	Markets served	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
102-7	Scale of the organization	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
102-8	Information on employees and other workers	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> <li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li> <li>• <a href="#">Data Table, Pg. 53</a></li> </ul>



## GRI DISCLOSURE

## DESCRIPTION

## LOCATION/ANSWER

102-9	Supply chain	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Labor Standards, Pg. 46</a></li><li>• <a href="#">Data Table, Pg. 53</a></li></ul>
102-10	Significant changes to the organization and its supply chain	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li><li>• <a href="#">Our Business, Pg. 4</a></li></ul>
102-12	External initiatives	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance, Pg. 5</a></li><li>• <a href="#">Supply Chain Labor Standards, Pg. 46</a></li><li>• <a href="#">Human Rights Policy Statement</a></li><li>• <a href="#">Social Impact, Pg. 22</a></li></ul>
102-13	Memberships of associations	<ul style="list-style-type: none"><li>• <a href="#">Sustainable Development Goals, Pg. 55</a></li><li>• <a href="#">Our Approach and Governance, Pg. 5</a></li><li>• <a href="#">Supply Chain Labor Standards, Pg. 46</a></li><li>• <a href="#">Human Rights Policy Statement</a></li><li>• <a href="#">Social Impact, Pg. 22</a></li></ul>
102-14	Statement from senior decision-maker	<ul style="list-style-type: none"><li>• <a href="#">Letter from Our Chief Executive Officer, Pg. 3</a></li></ul>
102-15	Key impacts, risks, and opportunities	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Responding to COVID-19, Pg. 8</a></li><li>• <a href="#">Social Equity Response, Pg. 11</a></li></ul>



## GRI DISCLOSURE

## DESCRIPTION

## LOCATION/ANSWER

102-18	Governance structure	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Our Approach and Governance, Pg. 5</a></li></ul>
102-19	Delegating authority	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Our Approach and Governance, Pg. 5</a></li><li>• <a href="#">Standards of Business Conduct</a></li></ul>
102-20	Executive-level responsibility for economic, environmental, and social topics	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance, Pg. 5</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-21	Consulting stakeholders on economic, environmental, and social topics	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance/Defining our ESG Priorities, Pg. 5</a></li></ul>
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-23	Chair of the highest governance body	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-25	Conflicts of interest	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>



## GRI DISCLOSURE

## DESCRIPTION

## LOCATION/ANSWER

102-26	Role of highest governance body in setting purpose, values, and strategy	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance, Pg.5</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-27	Collective knowledge of highest governance body	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-29	Identifying and managing economic, environmental, and social impacts	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance/Defining our ESG Priorities, Pg. 6</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-31	Review of economic, environmental, and social topics	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance/Defining our ESG Priorities, Pg. 6</a></li><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-35	Remuneration policies	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-36	Process for determining remuneration	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-38	Annual total compensation ratio	<ul style="list-style-type: none"><li>• <a href="#">The Walt Disney Company Proxy Statement 2021</a></li><li>• <a href="#">Corporate Governance Section of Investor Relations Website</a></li></ul>
102-40	List of stakeholder groups	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance/Defining our ESG Priorities, Pg. 6</a></li></ul>



## GRI DISCLOSURE

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## DESCRIPTION

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## LOCATION/ANSWER

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102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"><li>• <a href="#">Our Approach and Governance/Defining our ESG Priorities, Pg. 6</a></li></ul>
102-46	Defining report content and topic boundaries	<ul style="list-style-type: none"><li>• <a href="#">Data and Performance, Pg. 51</a></li></ul>
102-50	Reporting period	<ul style="list-style-type: none"><li>• <a href="#">Data and Performance, Pg. 51</a></li></ul>
102-51	Date of most recent report	Our <a href="#">2019 Corporate Social Responsibility Report</a> was published in March 2020.
102-52	Reporting cycle	Annual



# GRI 103: MANAGEMENT APPROACH & GRI 200-400: TOPIC SPECIFIC STANDARDS

GRI STANDARD	DESCRIPTION	LOCATION/ANSWER
<b>Economic</b> 103-1 & 103-2	Explanation of the material topic and its Boundary; management approach	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> <li>• <a href="#">CDP Climate Change 2020</a></li> <li>• <a href="#">Reducing Greenhouse Gas Emissions, Pg. 39</a></li> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
207-1	Approach to tax	
207-2	Tax governance, control, and risk management	<ul style="list-style-type: none"> <li>• <a href="#">The Walt Disney Company Fiscal Year 2020 10-K</a></li> </ul>
<b>Environment</b> 103-1 & 103-2: Emissions, Water and Waste	Explanation of the material topic and its Boundary; management approach	<ul style="list-style-type: none"> <li>• <a href="#">Environmental Sustainability, Pg. 39</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg. 39</a></li> </ul>
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg. 39</a></li> </ul>



GRI STANDARD	DESCRIPTION	LOCATION/ANSWER
<b>Environment</b>		
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> <li>• <a href="#">Reducing Greenhouse Gas Emissions, Pg. 39</a></li> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg. 39</a></li> </ul>
303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> <li>• <a href="#">Water Stewardship, Pg. 45</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg. 39</a></li> </ul>
303-3	Water withdrawal	<ul style="list-style-type: none"> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> </ul>
303-5	Water consumption	<ul style="list-style-type: none"> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> </ul>
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> <li>• <a href="#">Disney Conservation, Pg. 43</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg.39</a></li> </ul>
304-3	Habitats protected or restored	<ul style="list-style-type: none"> <li>• <a href="#">Reducing Greenhouse Gas Emissions, Pg. 39</a></li> <li>• <a href="#">Disney Conservation, Pg. 43</a></li> </ul>
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>• <a href="#">Reducing Greenhouse Gas Emissions, Pg. 39</a></li> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg. 39</a></li> </ul>
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>• <a href="#">Reducing Greenhouse Gas Emissions, Pg. 39</a></li> <li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li> <li>• <a href="#">Disney's 2030 Environmental Goals, Pg. 39</a></li> </ul>



## GRI STANDARD

## DESCRIPTION

## LOCATION/ANSWER

### Environment

305-5

Reduction of GHG emissions

- [Reducing Greenhouse Gas Emissions, Pg. 39](#)
- [FY20 Data Table & Data Table Footnotes, Pg. 52](#)
- [Disney's 2030 Environmental Goals, Pg. 39](#)
- [Maximizing Waste Diversion, Pg. 41](#)
- [FY20 Data Table & Data Table Footnotes, Pg. 52](#)
- [Disney's 2030 Environmental Goals, Pg. 39](#)

### Social

103-1 & 103-2: Workforce

Explanation of the material topic and its Boundary; management approach

- [Workforce, Pg. 31](#)

403-6

Promotion of worker health

- [COVID-19 Response, Pg. 8](#)
- [Enhanced Health, Wellness and Family Resources, Pg. 32](#)

404-1

Average hours of training per year per employee

- [FY20 Data Table & Data Table Footnotes, Pg. 52](#)

404-2

Programs for upgrading employee skills and transition assistance programs

- [Talent Development, Pg. 36](#)

405-1

Diversity of governance bodies and employees

- [Governance, Pg. 5](#)
- [FY20 Data Table & Data Table Footnotes, Pg. 52](#)

103-1 & 103-2: Supply Chain Labor Standards

Explanation of the material topic and its Boundary; management approach

- [Supply Chain Oversight, Pg. 47](#)
- [Responsible Supply Chain](#)
- [Standards of Business Conduct, Human Rights Policy and Code of Conduct for Manufacturers](#)

**GRI STANDARD**

**DESCRIPTION**

**LOCATION/ANSWER**

**Social**

408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Labor Standards, Pg. 46-48</a></li><li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg.53</a></li></ul>
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Labor Standards, Pg. 46-48</a></li><li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg.53</a></li></ul>
414-2	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Labor Standards, Pg. 46</a></li><li>• <a href="#">FY20 Data Table &amp; Data Table Footnotes, Pg. 52</a></li></ul>
103-1 & 103-2: Public Policy	Explanation of the material topic and its Boundary; management approach	<ul style="list-style-type: none"><li>• <a href="#">Political Giving and Participation in the Formulation</a></li></ul>
415-1	Political contributions	<ul style="list-style-type: none"><li>• <a href="#">Political Giving and Participation in the Formulation</a></li></ul>



# 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; expectations; continuation or future execution of initiatives, programs, activities, policies or disclosures; strategies; goals; 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) or other business decisions, as well as from developments beyond the Company’s control, including:

- health concerns;
- changes in domestic and global economic conditions, competitive conditions and consumer preferences;
- adverse weather conditions or natural disasters;
- international, regulatory, political, or military developments;
- technological developments;
- labor markets and activities; and

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):

- demand for our products and services;
- the performance of the Company’s theatrical and home entertainment releases and other content;
- the advertising market for programming;
- construction;
- expenses of providing medical and pension benefits;
- income tax expense; 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 3, 2020 under Item 1A, “Risk Factors,” Item 7, “Management’s Discussion and Analysis,” Item 1, “Business,” and subsequent reports, including, among others, quarterly reports on Form 10-Q.

# The *WALT DISNEY* Company

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