

The *WALT DISNEY* Company

2021 Corporate Social Responsibility Report

DATA TABLE



FY21 Data Table¹

ENVIRONMENTAL STEWARDSHIP²

<i>Emissions & Energy</i>	2021	2020	2019	2018
Scope 1 Emissions (metric tons CO ₂ e) ^{3,4}	503,221	597,067	856,619	897,432
Scope 2 Emissions (location based) (metric tons CO ₂ e) ^{3,4}	675,984	851,029	1,010,447	1,028,828
Scope 2 Emissions (market based) (metric tons CO ₂ e) ^{3,4,5}	687,042	745,582	931,685	976,732
Scope 1 & 2 Emissions (location based) (metric tons CO ₂ e) ^{3,4}	1,179,205	1,448,096	1,867,066	1,926,260
Scope 1 & 2 Emissions (market based) (metric tons CO ₂ e) ^{3,4,5}	1,190,263	1,342,649	1,788,304	1,874,164
Retired Carbon Credits (metric tons CO ₂ e) ^{5,6}	410,120	470,209	860,620	892,769
Net Emissions (market based) (metric tons CO ₂ e) ^{3,4,5}	780,143	872,440	927,685	981,395
Total Energy (MWh) ⁷	3,907,990	4,435,208	5,834,265	5,915,363
Percentage Grid Electricity ⁸	48%	43%	Not Reported	Not Reported
Percentage Renewables ⁹	5.3%	6.9%	Not Reported	Not Reported
Percentage Zero Carbon Electricity ¹⁰	39%	Not Reported	Not Reported	Not Reported

Waste

Total Percentage of Operational Waste Diverted from Landfill and Incineration (Company) ¹¹	61%	60%	57%	54%
Total Operational Waste Generated (Company) (tons) ¹¹	138,683	152,048	252,744	251,205
Total Operational Waste Sent to Landfill (Company) (tons) ¹¹	53,259	59,268	103,115	111,386
Total Operational Waste Diverted (Company) (tons) ¹¹	83,170	90,480	145,271	135,617
Total Percentage of Operational Waste Diverted from Landfill and Incineration (Wholly Owned Parks and Resorts) ¹¹	60%	Not Reported	Not Reported	Not Reported
Total Operational Waste Sent to Landfill (Wholly Owned Parks and Resorts) (tons) ¹¹	44,313	Not Reported	Not Reported	Not Reported

Water

Potable Water Consumed (billions of gallons) ¹²	5.15	4.99	6.53	6.46
Non-potable Water Consumed (billions of gallons) ¹²	1.62	Not Reported	Not Reported	Not Reported

Sustainable Design

Construction Waste Diverted (U.S. and Europe) ¹³	97%	Not Reported	Not Reported	Not Reported
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SOCIAL IMPACT

<i>Charitable Giving</i>	2021	2020	2019	2018
Charitable Giving (cash, millions U.S. \$) ¹⁴	\$87.1	\$80.4	\$107.0	\$103.7
Charitable Giving (in-kind donations, millions U.S. \$) ¹⁵	\$206.6	\$252.7	\$231.2	\$229.1
Total Charitable Giving (cash and in-kind donations, millions U.S. \$) ^{14,15}	\$293.7	\$333.1	\$338.2	\$332.8
Charitable Giving to Programs Supporting Underrepresented Communities ^{14,15,16}	\$153.8	Not Reported	Not Reported	Not Reported
<i>Volunteerism</i>				
VoluntEARS Hours ¹⁷	341,500	321,700	612,300	600,100
<i>Supplier Diversity</i>				
Total Direct Spend with Minority, Women, Disabled, Veteran, Service-Disabled Veteran, and LGBTQ+ Owned Business Enterprises (millions, U.S. \$) ¹⁸	\$449.0	\$438.7	\$590.8	\$554.7

WORKFORCE

<i>Employment & Employment Status</i>	2021	2020	2019	2018
Global Employees ^{19,20,21}	190,000	203,000	224,000	185,000
Casual Seasonal (global) ^{19,20}	5%	1%	7%	8%
Casual Ongoing (global) ^{19,20}	16%	19%	18%	20%
Full-Time (global) ^{19,20}	79%	80%	75%	72%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S.) ^{19,22}	54%	54%	50%	51%
<i>Training, Development & Competitive Pay</i>				
Trainings Offered (unique) ²³	38,300	41,800	38,000	20,700
Number of Trainings Taken ²³	2,050,000	1,590,000	1,600,000	1,027,500
Median Wage Earnings for U.S. Disney Parks & Resorts Hourly Employees ²⁴	\$17/hour	\$17/hour	Not Reported	Not Reported
Percentage of U.S. Disney Parks & Resorts Hourly Employees Earning State Minimum Wage or Higher ²⁴	100%	100%	Not Reported	Not Reported

FY21 Data Table¹

DIVERSITY & INCLUSION: WORKFORCE REPRESENTATION^{19, 25, 26}

<i>Overall Workforce</i>	2021	2020	2019	2018
Women (Global)	50.3%	50.9%	50.9%	51.3%
People of Color (U.S.)	46.3%	46.1%	45.6%	44.2%
Asian (U.S.)	7.4%	7.3%	7.2%	6.7%
Black or African American (U.S.)	8.6%	8.4%	8.4%	8.6%
Hispanic or Latino (U.S.)	27.0%	27.1%	26.7%	25.9%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Other Pacific Islander (U.S.)	0.6%	0.7%	0.7%	0.7%
White (U.S.)	50.9%	51.1%	51.5%	52.4%
Two or More Races (U.S.)	2.3%	2.4%	2.3%	2.1%
Undisclosed (U.S.)	2.7%	2.7%	2.9%	3.4%
<i>Executive</i>				
Women (Global)	43.3%	41.8%	40.9%	40.6%
People of Color (U.S.)	24.7%	22.5%	21.2%	19.5%
Asian (U.S.)	10.2%	9.6%	9.0%	7.7%
Black or African American (U.S.)	6.0%	4.9%	4.4%	4.5%
Hispanic or Latino (U.S.)	6.3%	6.1%	6.1%	5.7%
Native American or Alaskan Native (U.S.)	0.2%	0.3%	0.2%	0.3%
Native Hawaiian or Other Pacific Islander (U.S.)	0.2%	0.2%	0.2%	0.2%
White (U.S.)	73.3%	76.1%	77.1%	79.7%
Two or More Races (U.S.)	1.8%	1.4%	1.3%	1.1%
Undisclosed (U.S.)	1.9%	1.4%	1.6%	0.7%

<i>Manager</i>	2021	2020	2019	2018
Women (Global)	43.3%	42.8%	42.6%	43.7%
People of Color (U.S.)	30.2%	29.3%	29.3%	26.9%
Asian (U.S.)	10.3%	10.0%	10.1%	8.6%
Black or African American (U.S.)	5.6%	5.2%	5.0%	4.7%
Hispanic or Latino (U.S.)	11.7%	11.6%	11.8%	11.5%
Native American or Alaskan Native (U.S.)	0.3%	0.2%	0.2%	0.3%
Native Hawaiian or Other Pacific Islander (U.S.)	0.4%	0.4%	0.4%	0.3%
White (U.S.)	67.8%	69.3%	69.3%	72.0%
Two or More Races (U.S.)	1.8%	1.8%	1.8%	1.5%
Undisclosed (U.S.)	2.0%	1.3%	1.4%	1.1%
<i>Below Manager</i>				
Women (Global)	51.9%	52.7%	52.8%	52.9%
People of Color (U.S.)	50.0%	49.8%	49.3%	47.7%
Asian (U.S.)	6.8%	6.8%	6.6%	6.3%
Black or African American (U.S.)	9.3%	9.0%	9.1%	9.3%
Hispanic or Latino (U.S.)	30.5%	30.4%	30.1%	28.8%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Other Pacific Islander (U.S.)	0.7%	0.7%	0.7%	0.8%
White (U.S.)	47.2%	47.2%	47.5%	48.5%
Two or More Races (U.S.)	2.5%	2.5%	2.4%	2.2%
Undisclosed (U.S.)	2.9%	3.0%	3.2%	3.8%

DIVERSITY & INCLUSION: CONTENT REPRESENTATION^{19, 27}

SCRIPTED & FILM

<i>Directors</i>	2021	2020	<i>Producers</i>	2021	2020
People of Color	39.7%	33.5%	People of Color	26.4%	22.8%
White	60.3%	66.5%	White	73.6%	77.2%
Women	42.2%	40.3%	Women	37.6%	35.3%
Men	57.8%	59.7%	Men	62.4%	64.7%
<i>Series Regulars / Leads</i>			<i>Writers</i>		
People of Color	49.0%	45.4%	People of Color	33.5%	31.4%
White	51.0%	54.6%	White	66.5%	68.6%
Women	47.1%	45.9%	Women	43.3%	42.1%
Men	52.9%	54.1%	Men	56.7%	57.9%

NEWS & SPORTS

<i>On Air</i>	2021	2020
People of Color	40.7%	39.6%
White	59.3%	60.4%
Women	34.4%	33.4%
Men	65.6%	66.6%
<i>Behind the Camera</i>		
People of Color	31.2%	29.2%
White	68.8%	70.8%
Women	38.2%	38.6%
Men	61.8%	61.4%

FY21 Data Table¹

SUPPLY CHAIN

<i>Facility Footprint</i> ^{28, 29}	2021	2020	2019	2018
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year	43,700	43,300	42,500	40,100
Total Number of Countries	103	99	101	102
Number of Countries with 1% or Less of Total Facilities	87	86	88	90

Facility Footprint: Country Data^{28, 29, 30}

<i>Number of Facilities Manufacturing Disney-Branded Products By Country: # (% of total)</i>				
China	12,070 (28%)	11,640 (27%)	11,210 (26%)	10,050 (25%)
Japan	8,210 (19%)	8,050 (19%)	7,960 (19%)	8,300 (21%)
USA	5,540 (13%)	5,470 (13%)	5,200 (12%)	4,850 (12%)
South Korea	2,120 (5%)	2,090 (5%)	1,900 (4%)	1,840 (5%)
Brazil	1,510 (4%)	1,460 (3%)	1,520 (4%)	1,460 (4%)
Taiwan	1,360 (3%)	1,340 (3%)	1,300 (3%)	1,080 (3%)
Italy	1,290 (3%)	1,380 (3%)	1,370 (3%)	1,280 (3%)
India	1,240 (3%)	1,120 (3%)	1,100 (3%)	980 (2%)
Turkey	880 (2%)	780 (2%)	670 (2%)	1% or less
France	870 (2%)	920 (2%)	930 (2%)	820 (2%)
United Kingdom	780 (2%)	880 (2%)	930 (2%)	870 (2%)
Portugal	750 (2%)	870 (2%)	810 (2%)	700 (2%)
Vietnam	550 (1%)	1% or less	1% or less	1% or less
Poland	530 (1%)	1% or less	1% or less	1% or less
Germany	520 (1%)	610 (1%)	640 (2%)	600 (1%)
Spain	470 (1%)	1% or less	1% or less	1% or less
All Other Facilities (in countries with < 1% of total facilities)	5,010 (10%)	6,690 (15%)	6,960 (16%)	7,270 (18%)

<i>Remediation</i> ^{31, 32}	2021	2020	2019	2018
<i>Percentage of Audits with Findings Identified for Remediation</i>				
Child Labor	1%	<1%	1%	1%
Involuntary Labor	<1%	<1%	1%	1%
Coercion and Harassment	<1%	<1%	<1%	<1%
Non-Discrimination	<1%	<1%	1%	1%
Association	<1%	<1%	1%	1%
Health and Safety: Factory	85%	87%	85%	84%
Health and Safety: Dormitory	2%	2%	3%	3%
Compensation: Minimum Wage	4%	5%	6%	7%
Compensation: Overtime Wage	5%	7%	10%	11%
Compensation: Overtime Hours	70%	71%	68%	66%
Compensation: Social Benefits	64%	65%	63%	61%
Protection of the Environment	24%	28%	30%	30%
Other Laws	17%	20%	22%	22%
Subcontracting	1%	1%	2%	2%
Monitoring and Compliance	4%	5%	6%	8%
Publication	1%	2%	3%	3%

Facility Audits^{31, 32}

Percentage of Tier 1 Supplier Facilities Audited	34%	32%	Not Reported	Not Reported
Percentage of Tier 1 Audits Conducted by a Third-Party Auditor	96%	94%	Not Reported	Not Reported

HEALTHY LIVING³³

	2021	2020	2019	2018
<i>Percentage of Disney-Licensed Wholesale Food Sales Dedicated to Everyday Foods that Meet Our Nutrition Guidelines</i>				
Global	Meets 85% Target	84%	Meets 85% Target	Meets 85% Target
North America	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target

Data Table Footnotes

General

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

Environment

2. Historical data prior to FY21 does not include businesses acquired with TFCF. FY19 and FY20 Emissions and Energy data will be restated later in 2022 to reflect changes in company boundaries and updates to calculation methodologies.
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. Market based emissions are used where available in calculating carbon credit retirements, total emissions, and net emissions.
6. 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.
7. Total energy includes electricity, natural gas, chilled water, hot water, steam, renewable energy, and fuels.
8. Percentage grid electricity is purchased electricity consumption divided by total energy consumption.
9. Percentage renewables is renewable energy consumption divided by total energy consumption. Renewable energy consumed includes renewable fuels and renewable electricity either directly or purchased that explicitly includes Renewable Energy Certificates (RECs) or Guarantees of Origin (GOs). The renewable portion of the electricity grid mix for which we do not possess RECs or GOs are not included in this calculation.
10. Percentage zero carbon electricity is zero carbon electricity consumption divided by total electricity consumption. We define zero carbon electricity as any type of electricity generation that does not generate greenhouse gases such as solar, wind, and geothermal resources, but also including existing zero carbon assets on the grid, like nuclear and large-scale hydropower.
11. Waste diverted includes operational waste prevention, donations, recycling, compost, anaerobic digestion, and thermal waste to energy. Total waste generated includes diverted waste, waste sent to landfill, and incineration without energy recovery. Incineration without energy recovery is not counted in total waste sent to landfill nor total waste diverted, thus the two do not add to total waste generated. For total Company data, facilities include Theme Parks & Resorts, Disney Cruise Line, ESPN, enterprise-owned commercial and office spaces, and Pixar. Excluded are all leased properties, Disney Stores and Distribution Centers, TV stations, and all construction materials.
12. The boundary for Disney's water volume reporting includes owned and operated assets (Theme Parks & Resorts, Disney Cruise Line, owned commercial and office spaces, Studios, and ESPN). Water consumption from Disney Stores and leased assets are excluded. Water data for Shanghai Disneyland was not included in data prior to FY21, however it is included in FY21 data.
13. Diversion rate includes data from annual facility asset planning construction projects and construction for new assets that became operational in FY21 in the U.S. and Europe only.

Social Impact

14. Corporate cash giving includes corporate contributions made by the Disney Conservation Fund.
15. In-kind support refers to non-cash contributions 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.
16. Includes grants directed towards historically underrepresented and protected communities, including Asian American, Pacific Islander, Black and African American, Hispanic and Latino, Native American and Indigenous, and LGBTQ+ communities, as well as People with Disabilities, Veterans, and Women. We also include grants to organizations where a percentage of their services reach underrepresented and protected communities. If the organization spends a majority of their efforts on these communities, we count the entire grant, and if the organization does not spend a majority, we count a proration of the grant. For grants to these two types of organizations, we rely on their self-reported percentages regarding communities served. On a sample basis, we validate the percentages that we report.
17. Disney VoluntEARS data includes hours logged by employees of The Walt Disney Company and its subsidiaries.
18. Supplier Diversity data includes Tier 1 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.

Workforce

19. Employee statistics reflect our employment base at the end of each fiscal year.
20. Headcount includes employees at TWDC, Hulu, Pixar, Disneyland Paris, and TFCF. Excludes dailies, freelancers, contractors, and domestic TWDC employees not paid in the last 60 days.
21. Consistent with our 10-K, Global Employee numbers are rounded to the nearest thousand. FY18 excludes Disneyland Paris employee counts. FY18 employee counts have been slightly revised to reflect the inclusion of Pixar. FY19 employee counts have been slightly revised to reflect a more accurate Disneyland Paris employee base (previously estimated).
22. Prior Collective Bargaining Agreement percentages revised to exclude College Program. This population is in union organizations, but not covered by a CBA as they are part-time.
23. Training-related data is approximate and rounded. Data represents all employees in D Learn, excluding Pixar and contract workers (for all years) and Hulu employees (included for part of FY21, but excluded for prior years). 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.
24. Median earnings for hourly employees in our U.S. Disney Parks & Resorts, based on total earnings for total hours paid. Includes the impact of overtime, shift premiums, and gratuities. Excludes the value of benefits for eligible employees. Full-time and part-time hourly employees earn a base rate of at least \$15/hour, excluding tipped employees and Walt Disney World College Program participants (this program is not comparable to other employment opportunities as it includes other benefits such as housing, transportation, etc). All employees earn minimum wage or higher.

25. Headcount includes full-time and part-time employees at TWDC, Hulu, Pixar, Disneyland Paris, and TFCF, except for FY18, which excludes DLP, Hulu, and TFCF. Excludes dailies, freelancers, contractors, casual seasonal, interns, and domestic TWDC employees not paid in the last 60 days. Domestic counts exclude Disney Cruise Line Shipboard. Percentages for Women based on Global full- and part-time headcount. Percentages for People of color include U.S.-based full- and part-time employees only. People of color includes employees that identify as Asian, Black or African American, Hispanic or Latino, Native American or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Two or More Races. Prior-year Gender and People of Color numbers have been revised to include full- and part-time employees only in order to align with *Reimagine Tomorrow*.
26. Executive includes employees with Director levels and above at TWDC, Hulu, and Pixar, and Vice President levels and above at TFCF. Manager includes employees with Manager levels at TWDC, Hulu, and Pixar, and Managers and Directors at TFCF. Below Manager includes employees that do not meet Executive or Manager criteria.
27. Scripted & Film Representation is limited to content developed by TWDC. Data is only available for FY21 and FY20. Percentages include ABC Entertainment, ABC Signature (previously known as ABC Studios), Disney Branded Television, Freeform, FX, Hulu Originals, National Geographic, Onyx Collective, 20th Television, and feature films from Disney, Disney Animation, Pixar, Lucasfilm, 20th, Searchlight, and Marvel. Excludes daytime, unscripted, global content developed in region, and Star. News & Sports Representation includes executive, project hire, full-time, and part-time employees. Excludes contingent workers, student programs, daily employees, and seasonal employees.

Supply Chain

28. The supply chain for Disney-branded products experiences routine fluctuations in active facilities. In any given year, a significant number of new facilities may become authorized to produce Disney-branded products, which complicates any year-to-year comparison. In FY21, the facility count shown includes approximately 2,100 beyond Tier 1 that are subject to the purview of the Disney International Labor Standards (ILS) program.
29. Facility footprint data includes all facilities authorized to manufacture Disney-branded products at any point during the fiscal year. With respect to TFCF intellectual property, as contracts are newly executed, renewed, or amended with respect to the manufacturing of products, the facilities producing such goods fall under the purview of the Disney ILS Program and are included in the facility footprint data. Facility data is rounded to the nearest hundred.
30. For country facility data, total facilities are approximate and rounded.
31. 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.
32. The Disney 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 Disney ILS Program as a condition of continued use of the facility for the production of Disney-branded products.

Healthy Living

33. Healthy living licensing results do not include TFCF businesses.

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; objectives; intentions; commitments; 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; 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 2, 2021, 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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