

The *WALT DISNEY* Company

2022
CORPORATE SOCIAL
RESPONSIBILITY REPORT

Data Table



FISCAL 2022 DATA TABLE¹

Not Reported (NR)

Environmental Sustainability²

	2022	2021	2020	2019
EMISSIONS (METRIC TONS CO₂e)				
Scope 1 Emissions ^{3,4,28}	901,714	503,221	614,971	909,382
Stationary Fuel	181,084	NR	NR	NR
Mobile Fuel	696,695	NR	NR	NR
Refrigerants, Livestock, Other	23,934	NR	NR	NR
Scope 2 Emissions (location-based) ^{3,4,28}	702,062	675,984	714,874	913,359
Scope 2 Emissions (market-based) ^{3,4,5,28}	679,506	687,042	681,456	898,696
Electricity	642,244	NR	NR	NR
Chilled Water, Hot Water, Other	37,262	NR	NR	NR
Total Scope 1 & 2 Emissions (location-based) ^{3,4,28}	1,603,776	1,179,205	1,329,845	1,822,741
Total Scope 1 & 2 Emissions (market-based) ^{3,4,5,28}	1,581,220	1,190,263	1,296,427	1,808,078
Retired Carbon Credits ^{5,6}	801,077	410,120	470,209	860,620
Net Emissions (market-based) ^{3,4,5,6}	780,143	780,143	826,218	947,458

	2022	2021	2020	2019
EMISSIONS (METRIC TONS CO₂e) (continued)				
Scope 3 Emissions ⁷	In progress	NR	NR	10,237,024
Category 1 Purchased Goods and Services ^{8,9,10,12}	In progress	NR	NR	5,343,559
Category 2 Capital Goods ^{8,10}	In progress	NR	NR	317,349
Category 3 Fuel- and Energy-Related Activities ^{10,11}	In progress	NR	NR	366,608
Category 4 Upstream Transportation and Distribution ^{9,13}	In progress	NR	NR	317,832
Category 5 Waste Generated in Operations ¹⁴	In progress	NR	NR	117,241
Category 6 Business Travel ^{8,13}	In progress	NR	NR	297,813
Category 7 Employee Commuting ^{10,13}	In progress	NR	NR	462,086
Category 8 Upstream Leased Assets ⁸	In progress	NR	NR	34,563
Category 9 Downstream Transportation and Distribution ¹⁸	In progress	NR	NR	NR
Category 10 Processing of Sold Products ¹⁹	In progress	NR	NR	NR
Category 11 Use of Sold Products ¹³	In progress	NR	NR	7,250
Category 12 End-of-Life Treatment of Sold Products ^{8,9,12}	In progress	NR	NR	18,034
Category 13 Downstream Leased Assets ¹⁵	In progress	NR	NR	72,588
Category 14 Franchises ^{8,10,12,13,16,17}	In progress	NR	NR	2,789,705
Category 15 Investments ⁸	In progress	NR	NR	92,396

FISCAL 2022 DATA TABLE¹ (continued)

Not Reported (NR)

Environmental Sustainability² (continued)

	2022	2021	2020	2019
ENERGY				
Total Energy (MWh) ²⁰	5,727,672	3,907,990	4,438,061	5,962,270
Total Electricity (MWh)	1,978,499	NR	NR	NR
Percentage Zero Carbon Electricity ²³	34%	30%	NR	NR
Percentage Grid Electricity ²¹	35%	48%	42%	NR
Percentage Renewables ²²	4.4%	5.3%	7.0%	NR
Renewable Fuel (MWh)	33,015	NR	NR	NR
Renewable Electricity, On-site Generation (MWh) ²²	983	NR	NR	NR
Utility Green Power Programs (MWh) ²²	118,145	NR	NR	NR
Unbundled RECs (MWh) ²²	100,000	NR	NR	NR
WASTE²⁴				
Percentage of Operational Waste Diverted from Landfill and Incineration (Company) ²⁵	58%	61%	60%	57%
Operational Waste Generated (Company) (tons) ²⁵	215,423	138,785	152,048	252,744
Operational Waste Sent to Landfill and Incineration (Company) (tons) ²⁵	87,190	53,248	59,268	103,115
Operational Waste Diverted (Company) (tons) ²⁵	125,945	85,283	90,480	145,271
Percentage of Operational Waste Diverted from Landfill and Incineration (Parks, Resorts, and Cruise Line)	56%	60%	NR	NR
Operational Waste Sent to Landfill (Parks, Resorts, and Cruise Line) (tons)	80,784	45,059	NR	NR

	2022	2021	2020	2019
WATER²⁷				
Total Water Consumed (billions of gallons)	8.00	6.71	NR	NR
Potable Water Consumed (billions of gallons)	6.16	5.09	4.99	6.53
Non-Potable Water Consumed (billions of gallons)	1.84	1.62	NR	NR
SUSTAINABLE DESIGN^{24, 26}				
Percentage of Construction Waste Diverted from Landfill and Incineration	95%	96%	NR	NR
Construction Waste Generated (tons)	100,536	62,332	NR	NR
Construction Waste Sent to Landfill (tons)	4,997	2,183	NR	NR
Construction Waste Diverted (tons)	95,538	60,148	NR	NR

FISCAL 2022 DATA TABLE¹ (continued)

Not Reported (NR)

Social Impact

	2022	2021	2020	2019
CHARITABLE GIVING				
Charitable Giving (cash contributions, in millions) ²⁹	\$ 97.1	\$ 87.1	\$ 80.4	\$ 107.0
Charitable Giving (in-kind donations, in millions) ³⁰	\$ 136.2	\$ 206.6	\$ 252.7	\$ 231.2
Total Charitable Giving (cash and in-kind donations, in millions) ^{29,30}	\$ 233.3	\$ 293.7	\$ 333.1	\$ 338.2
Charitable Giving to Programs Supporting Underrepresented Communities (cash and in-kind donations, in millions) ^{29,30,31}	\$ 140.3	\$ 153.8	NR	NR

VOLUNTEERING

	2022	2021	2020	2019
VoluntEARS Hours ³²	480,000	341,500	321,700	612,300

SUPPLIER DIVERSITY

	2022	2021	2020	2019
Total Direct Spend with Minority, Women, Disabled, U.S. Veteran, Service-Disabled U.S. Veteran, U.S. Veteran Spouse, and LGBTQIA+ Owned Business Enterprises (in millions) ³³	\$803.6	\$449.0	\$438.7	\$590.8

Workforce

	2022	2021	2020	2019
EMPLOYMENT & EMPLOYMENT STATUS³⁴				
Global Employees ^{35,36}	220,000	190,000	203,000	224,000
Casual Seasonal (global) ³⁵	7%	5%	1%	7%
Casual Ongoing (global) ³⁵	15%	16%	19%	18%
Full-Time (global) ³⁵	78%	79%	80%	75%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S.)	53%	54%	54%	50%

TRAINING, DEVELOPMENT, AND COMPETITIVE PAY

	2022	2021	2020	2019
Learning Courses Offered (unique) ^{37,38}	22,100	20,000	24,000	13,700
Number of Learning Courses Taken ³⁷	2,200,000	2,050,000	1,590,000	1,600,000
Median Wage Earnings for U.S. Disney Parks, Experiences and Products Hourly Employees ³⁹	\$17.50/hour	\$17/hour	\$17/hour	NR
Percentage of U.S. Disney Parks & Resorts Hourly Employees Earning Minimum Wage or Higher ³⁹	100%	100%	100%	NR

FISCAL 2022 DATA TABLE¹ (continued)

Diversity & Inclusion: Workforce Representation^{34, 40, 41}

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

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

FISCAL 2022 DATA TABLE¹ (continued)

Not Reported (NR)

Diversity & Inclusion: Content Representation³⁴

	2022	2021	2020	2019
SCRIPTED AND FILM^{42, 44}				
DIRECTORS				
People of Color	42.0%	39.0%	33.5%	NR
White	58.0%	61.0%	66.5%	NR
Women	45.1%	42.2%	40.3%	NR
Men	54.9%	57.8%	59.7%	NR
SERIES REGULARS / LEADS				
People of Color	49.1%	47.0%	45.4%	NR
White	50.9%	53.0%	54.6%	NR
Women	46.7%	47.3%	45.9%	NR
Men	53.3%	52.7%	54.1%	NR
PRODUCERS				
People of Color	24.9%	22.9%	22.8%	NR
White	75.1%	77.1%	77.2%	NR
Women	37.1%	37.4%	35.3%	NR
Men	62.9%	62.6%	64.7%	NR
WRITERS				
People of Color	39.0%	33.2%	31.4%	NR
White	61.0%	66.8%	68.6%	NR
Women	48.4%	42.7%	42.1%	NR
Men	51.6%	57.3%	57.9%	NR

NEWS AND SPORTS⁴³

	2022	2021	2020	2019
ON AIR				
People of Color	42.1%	40.7%	39.6%	NR
White	57.9%	59.3%	60.4%	NR
Women	34.3%	34.4%	33.4%	NR
Men	65.7%	65.6%	66.6%	NR
BEHIND THE CAMERA				
People of Color	32.4%	31.2%	29.2%	NR
White	67.6%	68.8%	70.8%	NR
Women	38.2%	38.2%	38.6%	NR
Men	61.8%	61.8%	61.4%	NR

FISCAL 2022 DATA TABLE¹ (continued)

Not Reported (NR)

Supply Chain

	2022	2021	2020	2019
FACILITY FOOTPRINT^{45, 46}				
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year	44,000	43,700	43,300	42,500
Total Number of Countries	106	103	99	101
Number of Countries with 1% or Less of Total Facilities	90	87	86	88
FACILITY FOOTPRINT: COUNTRY DATA^{45, 46, 47}				
<i>Number of Facilities Manufacturing Disney-Branded Products By Country: # (% of total)</i>				
China	12,510 (28%)	12,070 (28%)	11,640 (27%)	11,210 (26%)
Japan	8,110 (18%)	8,210 (19%)	8,050 (19%)	7,960 (19%)
USA	5,630 (13%)	5,540 (13%)	5,470 (13%)	5,200 (12%)
South Korea	2,100 (5%)	2,120 (5%)	2,090 (5%)	1,900 (4%)
Brazil	1,570 (4%)	1,510 (4%)	1,460 (3%)	1,520 (4%)
India	1,340 (3%)	1,240 (3%)	1,120 (3%)	1,100 (3%)
Taiwan	1,270 (3%)	1,360 (3%)	1,340 (3%)	1,300 (3%)
Italy	1,200 (3%)	1,290 (3%)	1,380 (3%)	1,370 (3%)
Turkey	960 (2%)	880 (2%)	780 (2%)	670 (2%)
France	850 (2%)	870 (2%)	920 (2%)	930 (2%)
United Kingdom	770 (2%)	780 (2%)	880 (2%)	930 (2%)
Portugal	720 (2%)	750 (2%)	870 (2%)	810 (2%)
Vietnam	560 (1%)	550 (1%)	1% or less	1% or less
Poland	500 (1%)	530 (1%)	1% or less	1% or less
Germany	490 (1%)	520 (1%)	610 (1%)	640 (2%)
Spain	450 (1%)	470 (1%)	1% or less	1% or less
All Other Facilities (in countries with <1% of total facilities)	4,970 (11%)	5,010 (10%)	6,690 (15%)	6,960 (16%)

REMEDIATION^{48, 49}

Percentage of Audits with Findings Identified for Remediation

	2022	2021	2020	2019
Child Labor	<1%	1%	<1%	1%
Involuntary Labor	<1%	<1%	<1%	1%
Coercion and Harassment	<1%	<1%	<1%	<1%
Non-Discrimination	<1%	<1%	<1%	1%
Association	<1%	<1%	<1%	1%
Health and Safety: Factory	85%	85%	87%	85%
Health and Safety: Dormitory	2%	2%	2%	3%
Compensation: Minimum Wage	2%	4%	5%	6%
Compensation: Overtime Wage	3%	5%	7%	10%
Compensation: Overtime Hours	68%	70%	71%	68%
Compensation: Social Benefits	63%	64%	65%	63%
Protection of the Environment	22%	24%	28%	30%
Other Laws	15%	17%	20%	22%
Subcontracting	<1%	1%	1%	2%
Monitoring and Compliance	4%	4%	5%	6%
Publication	2%	1%	2%	3%

FACILITY AUDITS^{48, 49}

	2022	2021	2020	2019
Percentage of Tier 1 Supplier Facilities Audited	35%	34%	32%	NR
Percentage of Tier 1 Audits Conducted by a Third-Party Auditor	97%	96%	94%	NR

FISCAL 2022 DATA TABLE¹ (continued)

Healthy Living⁵⁰

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

Footnotes

General

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

Environmental Sustainability

- 2 Some previously published environmental data have been restated to reflect corrections, updates to methodology, and/or changes in emission factors. Fiscal 2019 and fiscal 2020 data have been revised to include Twenty-First Century Fox operations.
- 3 The boundary for Disney's greenhouse gas emissions (GHG) reporting includes owned and operated assets (such as Theme Parks & Resorts, Disney Cruise Line, and commercial spaces), leased assets (such as office locations), as well as Productions (including feature films, television, theatricals, and sporting events). Direct CO₂ emissions from biogenic fuels are not included in the Scope 1 totals. They are as follows: FY19: 29,146 MT CO₂e; FY20: 16,799 MT CO₂e; FY21: 22,662 MT CO₂e; FY22: 4,890 MT CO₂e.
- 4 GHG emissions are measured and calculated according to the principles in the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 Revised Edition" (GHG Protocol).
- 5 Market-based emissions are used where available in calculating carbon credit retirements, total emissions, and net emissions. We define "net emissions" as follows: Scope 1 emissions + Scope 2 emissions (market-based) – carbon credits. Scope 2 emissions (market-based) include emission reductions attributed to utility

green power purchases, power purchase agreements, and unbundled energy attribute certificates (EACs). Our approach to carbon credits can be found in our [Natural Climate Solutions White Paper](#). We will have achieved our 2030 "net zero emissions" goal when "net emissions," as defined above, equals 0.

- 6 Carbon credits are from projects developed according to recognized standards (e.g., Climate Action Reserve, Verified Carbon Standard, Gold Standard). All credits are verified by accredited third-party reviewers.
- 7 Scope 3 emissions calculations follow guidance provided by the GHG Protocol. In many instances, these emissions calculations are based on estimated and extrapolated data and rely on third-party emission factor databases and industry averages. We expect to make continuous improvements to Scope 3 estimates over time, including updates to assessments of business activities and activity boundaries, and improvements in input data and emission factors. At the time of publishing this report, fiscal 2019 is our most recent Scope 3 inventory, with fiscal 2022 Scope 3 footprint calculation in progress (to be reported out at a later date).
- 8 Spend-based methodology estimates emissions for goods and services by collecting data on the economic value of goods and services purchased and multiplying that by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods).
- 9 Hybrid methodology uses a combination of supplier-specific activity data (where available) and secondary data to fill the gaps. This method involves: collecting allocated Scope 1 and Scope 2 emissions

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

- 10 Average data methodology estimates emissions for goods and services by collecting data on the mass (e.g., kilograms or pounds) or other relevant units of goods or services purchased, and multiplying by the relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good or service).
- 11 Fuel-based methodology involves determining the amount of fuel consumed (i.e., Scope 1 and Scope 2 emissions of transport providers) and applying the appropriate emission factor for that fuel.
- 12 Average product methodology involves estimating emissions for goods by collecting data on the mass or other relevant units of goods purchased and multiplying by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good).
- 13 Distance-based methodology involves determining the mass, distance, and mode of each shipment, then applying the appropriate mass-distance emission factor for the vehicle used.
- 14 Waste-type specific methodology involves using emission factors for specific waste types and waste treatment methods.
- 15 Site-specific methodology involves site-specific fuel, electricity, and fugitive emissions data, and applying the appropriate emission factors.

- 16 Franchise-specific methodology involves collecting site-specific activity data or Scope 1 and Scope 2 emissions data from franchisees.
- 17 Asset-specific methodology involves collecting asset-specific (e.g., site-specific) fuel and energy use data and process and fugitive emissions data, or Scope 1 and Scope 2 emissions data from individual leased assets.
- 18 Emissions within this category were evaluated and determined not to be relevant. Activities identified as downstream transportation and distribution do not result in significant Scope 3 emissions for the Company.
- 19 Emissions within this category were evaluated and determined not to be relevant. The Company does not have any activities that it characterizes as intermediate goods.
- 20 Total energy includes electricity, natural gas, chilled water, hot water, steam, compressed air, renewable energy, and fuels. FY19–FY21 data excludes energy from Productions.
- 21 Percentage grid electricity is purchased electricity consumption divided by total energy consumption.
- 22 Percentage renewables is renewable energy consumption divided by total energy consumption. Renewable energy consumed includes renewable fuels and renewable electricity that we produce or purchase and match with Renewable Energy Certificates (RECs) or Guarantees of Origin (GOs). The renewable portion of the electricity grid mix for which we do not possess RECs or GOs is not included in this calculation.

FISCAL 2022 DATA TABLE¹ (continued)

Footnotes

- 23 Percentage zero carbon electricity is zero carbon electricity consumption divided by total electricity consumption. We define zero carbon electricity as any type of electricity generation that does not generate GHGs such as solar, wind, geothermal, nuclear, and large-scale hydropower.
- 24 Waste diverted includes waste prevention, donations, recycling, compost, anaerobic digestion, and thermal waste-to-energy. Total waste generated includes diverted waste, waste sent to landfill, and incineration without energy recovery. Incineration without energy recovery is not counted in total waste sent to landfill nor total waste diverted—thus the two do not sum to total waste generated.
- 25 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.
- 26 Diversion rate includes data from annual facility asset planning construction projects and construction for new assets that became operational in the reporting year, in the U.S. and Europe only.
- 27 The boundary for Disney’s water volume reporting includes owned and operated assets (Theme Parks & Resorts, Disney Cruise Line, owned commercial and office spaces, Studios, and ESPN). Water consumption from Disney Stores and leased assets are excluded. Water data for Shanghai Disney Resort were not included in data prior to fiscal 2021.
- 28 A third-party validator provided limited assurance of our fiscal 2019, fiscal 2020, and fiscal 2021 GHG emissions. Limited assurance of fiscal 2022 emissions will be reported out upon completion.

Social Impact

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

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

- 31 Includes grants directed toward historically underrepresented and protected communities, including Asian American & Pacific Islander, Black & African American, Hispanic & Latino, Native American & Indigenous, and LGBTQIA+ communities, as well as People with Disabilities, veterans, and women. We also include grants to organizations where a percentage of their services reaches underrepresented and protected communities. If the organization spends a majority of its efforts on these communities, we count the entire grant, and if the organization does not spend a majority, we count a proration of the grant. We rely on each organization’s self-reported percentages regarding communities served. On a sample basis, we validate the percentages that we report.
- 32 Disney VoluntEARS data includes hours logged by employees of The Walt Disney Company and its subsidiaries and is rounded.
- 33 Supplier diversity data includes Tier 1 spend with firms that have obtained certification from a third-party agency as being at least 51% owned, controlled, and operated by a minority, woman, disabled person, veteran, service-disabled veteran, veteran spouse, or lesbian, gay, bisexual, or transgender person. We validate diverse status through certification compliance using WBENC, NMSDC, Department of Veterans Affairs, NGLCC, and Disability:IN.

Workforce, Diversity & Inclusion

- 34 Employee statistics generally reflect our employment base at the end of each fiscal year.
- 35 Headcount includes employees at The Walt Disney Company (TWDC), Hulu, Pixar, Disneyland Paris, and Twenty-First Century Fox (TFCF). Excludes dailies, freelancers, contractors, and domestic TWDC employees not paid in the last 60 days.
- 36 Consistent with our 10-K, Global Employee numbers are rounded to the nearest thousand.
- 37 Learning-related data are approximate and rounded. Data reflects courses offered through our top learning platforms: D Learn, Harvard Spark, Harvard ManageMentor, and Harvard Leading Edge. D Learn data represents all employees, excluding Pixar and contract workers for all years and Hulu employees prior to fiscal 2021. Data incorporates both required and non-required courses, including online courses, orientations, in-person classes, and on demand content. Participants can attend more than one course and may view online content more than once, depending on their individual needs.

- 38 Data represents the number of unique courses offered. In CSR Reports in prior years, this metric measured the number of scheduled classes of a unique course. Methodology was updated to better reflect unique courses offered vs. courses consumed.
- 39 Almost all hourly full-time and part-time nontipped employees in our U.S. Disney Parks, Experiences and Products business earn a base rate of at least \$15/hour, excluding Walt Disney World College Program participants (this program is not comparable to other employment opportunities, as it includes other benefits such as housing and transportation) and Disney Stores in select regions. All employees earn minimum wage or higher. Median earnings for hourly employees is based on total earnings for total hours paid and includes the impact of overtime, shift premiums, and gratuities. Excludes the value of benefits for eligible employees.
- 40 Headcount includes full-time and part-time employees at TWDC, Hulu, Pixar, Disneyland Paris, and TFCF. Excludes dailies, freelancers, contractors, casual seasonal, interns, and domestic TWDC employees not paid in the last 60 days. Domestic counts exclude Disney Cruise Line Shipboard. Percentages for women based on global full- and part-time headcount. Percentages for People of Color include U.S.-based full- and part-time employees only. People of Color includes employees who are Asian American, Black or African American, Hispanic or Latino, Native American or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Two or More Races.
- 41 “Executive” includes employees at the Director level and above. “Manager” includes employees at Manager levels. “Below Manager” includes employees that do not meet Executive or Manager criteria. In fiscal 2021 and prior, TFCF Directors were included in Manager.
- 42 Scripted & Film Representation percentages include ABC Entertainment, ABC Signature (previously known as ABC Studios), Disney Branded Television, Freeform, FX, Hulu Originals, National Geographic, Onyx Collective, 20th Television, and feature films from Disney, Disney Animation, Pixar, Lucasfilm, 20th, Searchlight, and Marvel. Data are limited to content developed by TWDC and excludes Daytime, unscripted, global content developed in region, and Star. Data are not available for fiscal 2019.
- 43 News and Sports Representation percentages include executive, project hire, and full- and part-time employees. Data excludes contingent workers, student programs, daily employees, and seasonal employees. Employees that did not disclose gender information or disclosed they are Non-binary/Third Gender are included in the Men metric. Employees that did not disclose ethnicity information are included in the White metric. Data are not available for fiscal 2019.

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

Supply Chain

- 45 The supply chain for Disney-branded products experiences routine fluctuations in active facilities. In any given year, a significant number of new facilities may become authorized to produce Disney-branded products, which complicates any year-to-year comparison. In fiscal 2022, the facility count shown includes approximately 2,100 beyond Tier 1 that are subject to the purview of the Disney International Labor Standards (ILS) program.
- 46 Facility footprint data includes all facilities authorized to manufacture Disney-branded products at any point during the fiscal year. With respect to TFCF intellectual property, as contracts are newly executed, renewed, or amended with respect to the manufacturing of products, the facilities producing such goods fall under the purview of the Disney ILS Program and are included in the facility footprint data. Facility data are rounded to the nearest hundred.
- 47 For country facility data, total facilities are approximate and rounded.
- 48 Disney uses the World Bank’s Governance Indicators as the primary resource for identifying and comparing areas of risk and determining where to focus our monitoring resources and requirements. Please refer to our [Permitted Sourcing Countries Policy](#).
- 49 The Disney ILS Program works toward ongoing and sustainable improvement in working conditions at facilities producing Disney-branded products. All Code of Conduct violations identified in active facilities as the result of audits or assessments must be corrected or remediated within the time periods and in the manner established by the Disney ILS Program as a condition of continued use of the facility for the production of Disney-branded products.

Healthy Living

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

FORWARD-LOOKING STATEMENTS

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

- further deterioration in domestic and global economic conditions;
- deterioration in or pressures from competitive conditions, including competition to create or acquire content and competition for talent;
- consumer behavior and consumer preferences and acceptance of our content, offerings, pricing model and price increases, and the market for advertising sales on our DTC services and linear networks;
- health concerns and their impact on our businesses and productions;
- global economy-wide transitions and availability of economically feasible solutions;

- international, regulatory, political, legal, or military developments;
- technological developments;
- labor markets and activities;
- adverse weather conditions or natural disasters and environmental developments; and
- availability of content.

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

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

Additional factors are set forth in the Company’s Annual Report on Form 10-K for the year ended October 1, 2022, including under the captions “Risk Factors,” “Management’s Discussion and Analysis,” and “Business”; quarterly reports on Form 10-Q, including under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations”; and subsequent filings with the Securities and Exchange Commission.



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