2025 Sustainability & Social Impact Report

The Walt Disney Company



Disneyland® Resort celebrated its 70th anniversary in 2025

Forward-Looking Statements

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

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

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

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



Table of Contents

Introduction & Our Approach 4

CEO LETTER, HIGHLIGHTS & AWARDS 5
OUR BUSINESSES 6
STRATEGY & DISCLOSURE PRIORITIES 7
OVERSIGHT & ACCOUNTABILITY 7
STAKEHOLDER ENGAGEMENT & PARTICIPATION 7

Operating Responsibly 8

CORPORATE GOVERNANCE 9
ETHICS 9
RISK OVERSIGHT 9
TAX STRATEGY 10
HUMAN RIGHTS 10
SUPPLY CHAIN 10
PRODUCT SAFETY 11
GUEST SAFETY 12
INFORMATION SECURITY 13
PRIVACY 13
RESPONSIBLE AI USE 13
JOURNALISTIC INTEGRITY 14
DIGITAL WELLNESS 14
RESPONSIBLE ADVERTISING & MARKETING 15

People 16

COMPREHENSIVE TOTAL REWARDS 17
EMPLOYEE MENTAL HEALTH & WELL-BEING 18
WORKPLACE SAFETY 18
EMPLOYEE ENGAGEMENT & INCLUSION 19
TALENT DEVELOPMENT & CONNECTION 21

Environmental Sustainability 23

EMISSIONS 24
WATER 26
WASTE 27
MATERIALS 28
SUSTAINABLE DESIGN 29
NATURE & BIODIVERSITY 30

Data & Frameworks 32

FISCAL 2025 DATA TABLE 33
SASB INDEX 41
TCFD INDEX 44
SDG INDICATORS 48

This report contains links to websites that are not operated by the company. Each website owner's Terms of Use and Privacy Policy will apply. Unless otherwise specified, data and information in this report pertain to efforts in fiscal 2025, which began on September 29, 2024, and ended on September 27, 2025. For the most part, data and information reflect business operations as of the end of the fiscal year. The terms "company," "we," "Disney," "us," and "our" are used to refer collectively to the parent company and the subsidiaries through which our various businesses are actually conducted.

Table of Contents

Introduction & Our Approach

- CEO Letter, Highlights & Awards
- Our Businesses
- Strategy & Disclosure Priorities
- Oversight & Accountability
- Stakeholder Engagement

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

Introduction & Our Approach

OVERVIEW

Our mission is to entertain, inform, and inspire people around the globe through the power of unparalleled storytelling—reflecting the iconic brands, creative minds, and innovative technologies that make ours the world's premier entertainment company. Since our founding more than 100 years ago, we have executed this mission with integrity and a deep commitment to responsibly operate our businesses; invest in our people's development, employee experience, and well-being; foster an inclusive workplace; undertake meaningful and measurable environmental sustainability efforts; and strive to have a positive impact in the communities in which we operate. This report describes select policies, practices, and programs that embody these commitments.

Learn more:

Corporate Governance →

Oversight & Accountability →

Stakeholder Engagement & Participation →



Table of Contents

Introduction & Our Approach

- CEO Letter, Highlights & Awards
- Our Businesses
- Strategy & Disclosure Priorities
- Oversight & Accountability
- Stakeholder Engagement

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks



LETTER FROM OUR CEO

For more than a century, The Walt Disney Company has been guided by the belief that the stories we tell, the experiences we create, and the way we conduct our businesses in the world all reflect who we are and what we stand for.

At Disney, conducting our businesses with clarity of purpose and a deep sense of integrity is fundamental to who we are. Responsible operations, environmental stewardship, and strong community relationships build the trust that audiences, guests, and consumers place in our brands. And that trust is what allows us to bring people together across cultures, generations, and borders in ways no other company can.

The work highlighted in this report reflects our long-standing commitment to operate responsibly, support the communities where we live and work, and care for the natural environments that inspire so many of our stories. It is work I am proud to carry forward—and work that will continue to evolve as we learn, grow, and find new ways to make a positive difference in the world.

None of this happens without the extraordinary dedication of our employees and Cast Members around the world. Their efforts, day in and day out, are what turn our values into action.

Sincerely,

Josh D'Amaro
Chief Executive Officer
The Walt Disney Company

HIGHLIGHTS FROM THE YEAR

Operating Responsibly

Piloted an initiative to improve cotton supply chains
Worked with the Yarn Ethically & Sustainably Sourced (YESS) initiative, supporting due diligence designed to identify and reduce forced labor risk in apparel supply chains (p. 10)

Added accessible options at Hong Kong Disneyland Resort
Options consisted of attraction vehicle models to help guests with visual impairments explore vehicles by touch before boarding (p. 12)

Launched Disney Jr. Let's Play! campaign
Campaign is global and multiplatform and encourages preschoolers to experience the joy of play (p. 14)

ESPN introduced new PSAs
Public service announcements (PSAs) connect fans to resources on responsible sports betting and gaming practices (p. 15)

Learn more →

People

99%+ adjusted pay ratios
Analysis compares U.S. employee pay and incentives based on gender, race, and ethnicity (p. 17)

9 in 10 employees are proud to work at Disney
Survey results indicate strong employee engagement at Disney (p. 19)

Committed $15 million to support employees and communities impacted by the Southern California wildfires
Provided support through targeted relief, housing assistance, and recovery and rebuilding efforts (p. 20)

7,500 leaders participated in coaching in fiscal 2025
Leaders received personalized support to inspire teams and drive innovation (p. 22)

Learn more →

Environmental Sustainability

36% progress toward reducing absolute Scope 1 and 2 emissions,
in support of our 2030 target (p. 24)

48% zero-carbon electricity
Purchased or produced in our own operations (p. 34)

60% of total operational waste diverted
From landfill and incineration toward our zero waste-to-landfill goal† (p. 27)

Disney Cruise Line eliminated 93% of single-use plastics
Onboard its ships and at its island destinations (p. 27)

Opened the Island Tower at Polynesian Villas & Bungalows at *Walt Disney World*® Resort
Design and construction blends Disney storytelling with sustainable design (p. 29)

Learn more →

Awards and Recognition

Dow Jones Best-in-Class North American Index

FTSE4Good Index

Best for Vets Employers, #62
2025 Military Times

Best Employers: Excellence in Health & Well-Being (Global & Mental Health)
Business Group on Health

32 Gold and 17 Green Seal Awards
2025 Environmental Media Association Awards

LEED Platinum certification for Core & Shell and Commercial Interiors awarded to Disney's New York City campus
U.S. Green Building Council

† For owned and operated Disney Parks and Disney Cruise Line.

Table of Contents

Introduction & Our Approach

- CEO Letter, Highlights & Awards
- Our Businesses
- Strategy & Disclosure Priorities
- Oversight & Accountability
- Stakeholder Engagement

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

OUR BUSINESSES

The Walt Disney Company, together with its subsidiaries, is a leading diversified global entertainment and media enterprise that includes three business segments: Entertainment, Sports, and Experiences.

Table of Contents

Introduction & Our Approach

- CEO Letter, Highlights & Awards
- Our Businesses
- Strategy & Disclosure Priorities
- Oversight & Accountability
- Stakeholder Engagement

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

STRATEGY & DISCLOSURE PRIORITIES

About This Report

This report considers and addresses a large variety of topics that relate to operating our businesses. To help inform and evolve our efforts and disclosures on select topics, we evaluate existing and developing third-party reporting frameworks. The Data & Frameworks section at the end of this report includes disclosures aligned with the Sustainability Accounting Standards Board (SASB) Standards (now part of the International Financial Reporting Standards (IFRS) Foundation); the Task Force on Climate-related Financial Disclosures (TCFD); and the United Nations Sustainable Development Goals (SDGs). Additionally, we include icons in various sections throughout this report to indicate where information supports specific SDGs and SASB indicators.

For more information, visit the ESG Reporting Center for topic briefs and our Impact webpage for stories on our sustainability and social impact work throughout the year. Inclusion of information in this report should not be construed as a characterization of the materiality or financial impact of that information.

OVERSIGHT & ACCOUNTABILITY

Our Board of Directors has delegated oversight of sustainability and social impact programs and reporting to the Governance and Nominating Committee, including with respect to environmental and sustainability policies and initiatives regarding climate change risks and human rights policies. This committee receives an annual report on human rights-related risks, including those associated with artificial intelligence. The committee is updated by executive management on these topics at least annually.

At the executive level, our Chief Legal & Global Affairs Officer, Chief Communications Officer, and Chief Financial Officer oversee teams responsible for environmental sustainability, corporate social responsibility, and sustainability reporting, as applicable, and work in coordination to advance our overall sustainability strategy. Oversight and strategic direction related to certain policies, practices, and programs discussed in this report are illustrated in a chart on our website.

Our Chief People Officer reports to our CEO and oversees efforts related to our global people and culture strategy, talent acquisition and development, compensation and benefits, opportunity and inclusion, organizational effectiveness, and employee services and systems. This role periodically updates our Compensation Committee or full Board of Directors on these topics and is supported by a variety of dedicated functions across our businesses and regions.

Reporting to our Chief People Officer, our Chief Opportunity & Inclusion Officer leads the company's opportunity and inclusion strategy and partners closely with leaders and teams across all segments to foster a culture rooted in belonging.

Our Chief Communications Officer leads our global communications strategy and operations, including our Corporate Social Responsibility function.

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

Learn more:

- Oversight & Accountability Chart
- Corporate Governance
- Proxy Statement

STAKEHOLDER ENGAGEMENT & PARTICIPATION

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

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

Learn more:

- Stakeholder Engagement Table



Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

Operating Responsibly

OVERVIEW

Disney's commitment to operating responsibly reflects our long-standing commitment to earning and honoring the trust of our customers, shareholders, employees, and business partners. We work to maintain this trust by upholding strong ethical standards, implementing practices designed to comply with laws and regulations, and embedding accountability throughout our business. Our approach guides how we manage risk, promote safety, safeguard data, respect human rights, and create our stories, products, and technologies responsibly. Together, these efforts help us strengthen our legacy as a company committed to integrity.



Learn more:

- Supply Chain Topic Brief
- Standards of Business Conduct
- Disney Experiences: Guest and Workplace Safety Topic Brief
- Code of Business Conduct and Ethics for Directors
- Responsible AI Use Topic Brief
- Proxy Statement
- Digital Wellness Topic Brief
- Annual Report on Form 10-K
- Journalistic Integrity Topic Brief

Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

CORPORATE GOVERNANCE

The company's Board of Directors has 12 talented Directors whose skill sets, relevant experience, and professional backgrounds represent a range of perspectives and characteristics that are particularly relevant to Disney's business and strategic objectives. Our Directors reflect the company's shareholders, employees, customers, guests, and communities. Four Directors are women, three Directors are from underrepresented racial/ethnic groups, 10 of 12 Directors are independent,† and all members of the Audit Committee, Compensation Committee, and Governance and Nominating Committee are independent.

Learn more:

- Oversight & Accountability →
- Corporate Governance
- Proxy Statement

ETHICS

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

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

All U.S.-based employees are covered by our Equal Employment Opportunity Policy, Prohibition of Harassment Policy, and Speak Up Policy. The Speak Up Policy encourages employees who observe or suspect misconduct to speak up, which provides the company with the opportunity to address concerns regarding adherence to these policies. Employees can anonymously report ethical concerns, where allowed by law, to our internal alert hotline, The Guideline. Employees outside the U.S. are covered by policies reflecting these principles but tailored to their specific regions.

Anti-Corruption

As a global company, we have a duty to comply with applicable anti-corruption laws, including as outlined in the company's Global Anti-Bribery and Anti-Corruption Policy. Training on the Standards of Business Conduct and Global Anti-Bribery and Anti-Corruption Policy is assigned according to a risk-based methodology and completed on a recurring basis by employees. Whistleblower complaints with allegations of bribery and corruption, fraud, and/or money laundering are reviewed and investigated by the Integrity & Compliance function.

Learn more:

- Standards of Business Conduct
- Code of Business Conduct and Ethics for Directors



RISK OVERSIGHT

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

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

Learn more:

- Annual Report on Form 10-K
- Proxy Statement

† Pursuant to the Board's application of NYSE independence rules.

Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

TAX STRATEGY

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

Learn more:

Global Tax Strategy Statement

HUMAN RIGHTS

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

We are committed to respecting human rights, including those of our employees, our guests and customers, our communities, and our business partners. Our Human Rights webpage identifies our salient human rights issues related to our people, content, products and supply chains, and communities, as well as to children and privacy. We reevaluate our salient issues as new information becomes available.

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

SUPPLY CHAIN

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

We are committed to working within our global supply chains to foster safe, inclusive, and respectful work environments. We collaborate with suppliers worldwide as part of our efforts to prevent, mitigate, and remedy adverse human rights impacts and to reduce the environmental impacts of our operations, products, and services where we operate. We also believe that by engaging with a wide range of suppliers in our sourcing process, we can encourage innovative, cost-effective, and high-quality business solutions across the enterprise. Our Sourcing teams work to create a broad array of potential suppliers of all kinds in order to identify businesses that are most likely to possess the specific expertise to meet our business needs.

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



Yarn knitting machine, part of YESS initiative;
Photo credit: RSN/YESS

We continue to develop new approaches that strengthen our responsible sourcing practices. In fiscal 2025, we engaged one of our apparel vendors to participate in a pilot of the Yarn Ethically & Sustainably Sourced (YESS) initiative, led by Responsible Sourcing Network. The program applies the Organization for Economic Co-operation and Development (OECD) risk-based due diligence framework to help identify and reduce forced labor risks in apparel supply chains. As part of the pilot, the vendor's fabric and spinning mills completed the program and plans to conduct an on-site assessment of labor risks.

International Labor Standards

The Disney International Labor Standards (ILS) Program governs labor standards compliance across the extensive supply chain for Disney-branded consumer products. In accordance with the ILS Program, licensees and vendors producing Disney-branded products in certain countries are required to conduct audits, provide audit reports on a regular basis, and work with facilities to encourage the continuous improvement of working conditions. The ILS Program Manual details operational requirements and compliance expectations for licensees and vendors and is informed by our Human Rights Policy, Supply Chain Code of Conduct, and Standards of Business Conduct.

Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

SUPPLY CHAIN (continued)

To help advance labor standards, we collaborate with outside organizations to incubate and pilot scalable tools and programs through Disney's Supply Chain Investment Program (SCIP), which launched in 2012. As an example, in fiscal 2025, SCIP supported organizations that included Open Supply Hub, a nonprofit that operates an open-source global supply chain data platform. The platform harmonizes factory and workplace data to improve transparency and collaboration across supply chains. The funding provided by SCIP is intended to help Open Supply Hub enhance its platform and expand due diligence capabilities to incorporate additional social and environmental metrics.

Learn more:

- Supply Chain Topic Brief
- Supply Chain
- Permitted Sourcing Countries Policy
- SCIP Projects
- Data & Frameworks

PRODUCT SAFETY

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

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

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

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

Learn more:

- Product Safety



Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

GUEST SAFETY

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

Ride Safety

According to the annual International Association of Amusement Parks and Attractions Ride Safety Report, which is administered by the National Safety Council, the injury rate across industry was 0.78 per million rides taken in 2024.† During calendar year 2024, our U.S. Disney Parks reported rates averaging 67% below the industry average.

Food Safety

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

- A vendor food safety program requiring suppliers to follow established food safety protocols and demonstrate compliance with regulatory requirements
- Annual food safety audits and thorough measurements across our properties to help us verify adherence to regulations and company standards, including a hazard analysis program, which uses Disney-developed technology to collect important food safety data and improves accuracy and accountability
- Education and rigorous formal training for cast members who work with food on topics that include proper food handling, storage and preparation, personal hygiene, and sanitation requirements

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

Safety in Our Parks and Communities

Disney's Wild About Safety global educational program aims to improve families' awareness of safety, health, and environmental issues in our parks, resorts, and cruise line and in our communities through storytelling. Timon and Pumbaa, from the animated film *The Lion King*, are on a mission to share important safety and health messages through illustrations on tip cards, activity books, a dedicated resort television channel, and other materials worldwide. These important safety and health messages help inform guests about how to safely enjoy themselves at our parks, resorts, and cruise line and in the communities in which we operate.

Accessible Experiences

Our theme parks offer guests with disabilities a range of tools and services designed to create more inclusive experiences. These include accessibility services and accommodations; audio descriptions; Braille, tactile, and large-print maps and guides for guests with visual or cognitive disabilities; assistive listening, captioning, and sign language interpretation; quiet areas for guests with sensory needs; and more. Each park provides accessibility information on its site-specific website. In fiscal 2025:

- Disneyland Paris became the first theme park in France to release an image-based tool to help guests with speech challenges better plan their visits and communicate their interests. The tool contains images of key experiences across the resort such as attractions, shows, Disney characters, dining, and merchandise. The park also introduced vibrating vests during select shows, enabling guests with and without disabilities to feel the music and further immerse themselves in live entertainment



- The Walt Disney Company UK and Make-A-Wish® UK came together for the fifth annual A Disney Wish UK—an immersive experience that brings the happiness, joy, and magic of Disney to nearly 200 children living with critical illnesses. With many Make-A-Wish families unable to travel to a Disney Park due to their circumstances, A Disney Wish brings unforgettable experiences such as unique Disney shows, character meet-and-greets, and a carnival with an accessible carousel to the families over the course of twelve days
- Through its Accessibility Task Force, Hong Kong Disneyland Resort has developed full-color tactile models of ride vehicles for select attractions to enable guests with visual impairments to explore key features by touch before boarding

Learn more:

- Disney Experiences: Guest and Workplace Safety Topic Brief
- Accessibility Topic Brief
- Walt Disney World Resort
- Disneyland Resort
- Disneyland Paris
- Hong Kong Disneyland Resort
- Shanghai Disney Resort
- Tokyo Disney Resort
- Disney Cruise Line

† National Safety Council, "North America Fixed-Site Amusement Ride Safety Report, 2024 Update, Executive Summary." Page 10, Published, October 2025.

Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks



INFORMATION SECURITY

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

Information security, inclusive of cybersecurity and aligned with the company's global security efforts, is an important aspect of operations as it protects Disney's systems, data, networks, services, and applications from digital threats. The company's information security management system is designed to safeguard Disney's global digital environment as our businesses expand. Our information security program is guided by the National Institute of Standards and Technology Cybersecurity Framework and other applicable globally recognized information security frameworks and their core principles.

The Audit Committee of our Board of Directors oversees information technology risks, including cybersecurity and data security risks and mitigation strategies. Day-to-day management of our information security strategy and operations is the responsibility of our Chief Information Security Officer, who reports to our Chief Information & Data Officer and Chief Security Officer, both of whom report to our Chief Financial Officer. At least once per year, the Audit Committee receives reports from the Chief Information Security Officer concerning the company's cybersecurity and data security risks, including ongoing efforts to prevent, detect, monitor, remediate, and manage such cybersecurity threats, the threat environment, incident updates, and emerging cybersecurity practices and technologies.

Learn more:

- Cybersecurity Topic Brief

PRIVACY

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

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

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

Learn more:

- Privacy Center
- Privacy Policy
- Children's Online Privacy Policy

RESPONSIBLE AI USE

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

While we recognize AI's potential, we also understand the importance of responsible development and use of AI. We support a thoughtful approach that allows both the AI technology and creative industries to flourish. This ultimately promotes a responsible, global AI ecosystem by design—one that is based on trust, safety, privacy, and respect for intellectual property (IP) rights. This includes Disney working with other companies and organizations to protect our creators, our customers, and our own IP rights.

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

Learn more:

- Responsible AI Use Topic Brief

Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

JOURNALISTIC INTEGRITY

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

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

In fiscal 2025, ABC News continued to expand its reach. The network launched its first news show exclusively for Disney+, *What You Need to Know*, and added 100 new hours of programming. Across platforms, it delivered high-quality podcasts and Hulu content and grew social media engagement to more than 16 billion views. These efforts reflect ABC News' commitment to delivering trusted, accessible journalism to audiences wherever they are.

In fiscal 2025, ABC News Group won four News & Doc Emmy Awards, including Outstanding Live News Program. The group also won six Edward R. Murrow awards, including Overall Excellence honors for both television and radio. These awards recognize local and national news stories that uphold journalistic standards of ethics, demonstrate technical expertise, and exemplify the importance and impact of journalism as a service to the community.

At ESPN, our commitment to journalistic integrity is supported by detailed editorial guidelines intended to protect ESPN's journalistic credibility. It is enhanced by the oversight of the ESPN Editorial Board, which meets regularly to review coverage policies and procedures. ESPN won numerous awards in fiscal 2025, including two Edward R. Murrow awards.

Learn more:

Journalistic Integrity Topic Brief



DIGITAL WELLNESS

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

We distribute content across multiple channels, including our own digital offerings. Our internal policies and practices promote safety within our digital experiences, providing parents and caregivers with controls and guidance to help them choose content and experiences that are right for their families. To learn more about parental controls and digital wellness features, visit the Help Centers of Disney+ and Hulu.

Through our Digital Wellness Grant Program, we invest in organizations that promote digital citizenship and the safe, responsible use of technology. We provide funding to nonprofits and intergovernmental organizations working to educate children, parents, caregivers, and educators around the world. We also participate in industry coalitions to advance online safety awareness and best practices.

Accessible Content

At Disney, we strive to create environments where children and families can engage with our stories safely, confidently, and in ways that support their well-being. We are committed to increasing the accessibility of our content offerings, providing tools and formats for our audiences so that more can use and access them.

Our streaming platforms, networks, and other distribution channels offer a range of tools and accessibility features. These features vary by platform and include audio description, closed captioning, keyboard navigation, and interoperability with popular screen readers.

Responsible Digital Experiences

Disney also supports children getting active through fun, story-driven experiences. Around the world, we work with sports and education organizations to make physical activity more accessible and enjoyable for children. Examples from fiscal 2025 include:

- Disney launched Disney Jr. Let's Play!, a global, multiplatform campaign that encourages preschoolers to experience the joy of play through Disney Jr.'s beloved characters and stories
- Superhero Series: Superhero Tri powered by Marvel, is part of a series of mass-participation sporting events in the U.K. designed specifically for people, including children and families, with disabilities. In its ninth year, it continues to bring together thousands of "Everyday Superheroes" each year to take part in flexible swim, cycle, and push/run challenges with an "anything goes" approach

Table of Contents

Introduction & Our Approach

Operating Responsibly

- Corporate Governance
- Ethics
- Risk Oversight
- Tax Strategy
- Human Rights
- Supply Chain
- Product Safety
- Guest Safety
- Information Security
- Privacy
- Responsible AI Use
- Journalistic Integrity
- Digital Wellness
- Responsible Advertising

People

Environmental Sustainability

Data & Frameworks

DIGITAL WELLNESS (continued)

- UEFA Playmakers introduces five-to-eight-year-old girls across Europe to football through movement, play, and the magic of Disney storytelling, benefiting more than 38,000 girls in fiscal 2025
- In Africa, the Disney Happy Healthy Play Programme, developed with Sporting Chance, equips under-resourced schools with creative tools and activities inspired by Disney characters to help integrate physical education into their curricula. In fiscal 2025, the program reached 40,000 children

Learn more:

- Digital Wellness Topic Brief
- Accessibility Topic Brief

RESPONSIBLE ADVERTISING & MARKETING

SASB STANDARDS
Now part of IFRS Foundation FB-RN-260a.3

Advertising & Marketing to Children

Our policy is to present advertising that is truthful, accurate, tasteful, and age-appropriate for the audience. We promote compliance with applicable laws, regulations, and industry standards and uphold our own corporate quality and brand guidelines. Our dedicated standards professionals review advertising content (e.g., third-party commercials, co-branded custom content, public service announcements) to assess compliance with our guidelines and appropriateness for audiences across our platforms. We consider children's cognitive and emotional maturity when reviewing advertising delivered on our platforms and when developing marketing materials for our own products and experiences intended for younger audiences. Our guidelines are designed to promote digital and physical safety for children and help parents and caregivers decide on the appropriate experiences for their families.

Promoting Healthy Food Choices

We promote healthier food and beverage choices for children through our Nutrition Guidelines. These guidelines apply when our intellectual property, including a beloved character, is associated with food and beverage products, and are intended to encourage more nutritious choices for kids and families. Ongoing review of these global guidelines help us align with current dietary recommendations and consider evolving social and scientific perspectives on children's development and needs.

The guidelines apply to Studio promotions and character licensing, third-party advertising on our kids' networks, the placement of food and beverage advertising on Disney+, and kids' meals in our parks. In fiscal 2025, Disney collaborated with multiple fresh produce partners, including Rainier Fruit, to promote fruit and vegetable consumption among kids and families.

Learn more:

- Nutrition Guidelines



Disney character advertising on fresh produce, such as apples.

Responsible Gaming

ESPN is strongly committed to promoting fan safety in the sports betting space. ESPN continues its efforts to create and adapt responsible gaming programming and policies, including:

- An employee betting policy that includes rules to support ESPN's standards of journalistic integrity when covering sports betting
- An ESPN committee on responsible gaming, composed of a cross-section of executives and key stakeholders across the business, to regularly review compliance, programming, and policies
- Implementation of responsible marketing policies and guidelines designed to promote fan safety, including restrictions on advertising to underage audiences and marketing on college campuses
- Working with industry experts to share best practices and regularly review responsible gaming programming, including collaboration with and support for the University of Nevada, Las Vegas International Gaming Institute, to advance responsible sports betting through education and research
- New responsible gaming public service announcements (PSAs) launched in fiscal 2025, such as The Smart Play, directing fans to resources on responsible sports betting and promoting conversations about responsible gaming practices

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

- Comprehensive Total Rewards
- Health & Well-Being
- Workplace Safety
- Engagement & Inclusion
- Talent Development

Environmental Sustainability

Data & Frameworks

People

OVERVIEW

Disney is home to some of the most exceptional, passionate, and dedicated people. We welcome talent of every kind—from every corner of the globe—and strive to create an environment where each individual feels inspired and empowered to both be and do their best.

We invest in meaningful experiences, opportunities, and resources that help our people grow and thrive, personally and professionally. We want this investment, combined with a culture that celebrates our people's contributions and impact, to be a source of pride for employees around the world. We recognize and reinforce that pride through leadership and employee engagement, including dynamic content and events that embody the Disney spirit.

Learn more:

- Investing in Our People
- Inclusion
- Social Impact
- Standards of Business Conduct



Table of Contents

Introduction & Our Approach

Operating Responsibly

People

- Comprehensive Total Rewards
- Health & Well-Being
- Workplace Safety
- Engagement & Inclusion
- Talent Development

Environmental Sustainability

Data & Frameworks

COMPREHENSIVE TOTAL REWARDS

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

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

Equitable Pay Commitment

Disney is committed to fostering a respectful and equitable workplace culture. Our annual pay ratio analysis is one way we are striving to meet that ongoing commitment. This analysis compares the base pay, bonus, and long-term incentives of eligible U.S. employees based on gender, race, and ethnicity.

As of September 2025, the adjusted median pay ratio analysis, which adjusted for factors such as role, experience, and location, resulted in each pay ratio at 99% or higher. When not adjusting for these factors, the analysis resulted in pay ratios at 84% or higher. While we disclose our annual pay ratios on both an adjusted and unadjusted basis, we believe that the adjusted analysis is more meaningful and consistent with the reporting of the largest U.S. companies.

Wages for Hourly Employees

In fiscal 2025, almost all hourly full-time and part-time employees within our U.S. Disney Experiences business earned a base rate of $18/hour or more, and median hourly earnings were more than $23/hour.[†]

Pay Transparency

We recognize the importance of pay transparency to our employees, shareholders, and others, and we are committed to helping our employees and cast members understand our pay philosophy and practices. We believe this supports a culture of clarity, understanding, and trust.

In fiscal 2025, we rolled out executive training on our pay approach and began offering a pay education training module to U.S. employees. We continue to monitor global developments to guide our communication of pay ranges.

Annual Bonus Plan

Disney's Annual Bonus Plan is a discretionary plan that recognizes eligible employees' contributions to the success of our business. Generally, eligibility includes our executives, management, and certain professional roles. We updated our fiscal 2025 Annual Bonus Plan performance measures to assess talent strategy—evaluating how leaders uphold our company values, incorporate different perspectives, cultivate an environment where all employees can thrive, and maintain a robust pipeline of talent to support long-term organizational strength.

Employee Benefits

Disney's benefit offerings are designed to meet the varied and evolving needs of our workforce across businesses and geographies while enabling employees and their loved ones to thrive in their daily lives. In fiscal 2025, our benefits were recognized through several prestigious awards, including Plan Sponsor of the Year for retirement plan design and financial education as well as multiple Business Group on Health Employer Awards for excellence in health and well-being. For information on our new global education platforms that are focused on financial well-being and family health, see the Employee Mental Health & Well-Being section.

Learn more:

- Employee and Cast Member Benefits
- Standards of Business Conduct



[†] See footnote 36 on p. 40.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

- Comprehensive Total Rewards
- Health & Well-Being
- Workplace Safety
- Engagement & Inclusion
- Talent Development

Environmental Sustainability

Data & Frameworks

EMPLOYEE MENTAL HEALTH & WELL-BEING

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

Mental Health

We offer a variety of in-person and virtual mental health resources to support employees and their loved ones across a spectrum of needs. These include tools and programs for mindfulness, meditation, and stress management as well as to access to mental health care providers. Our Employee Assistance Program (EAP) is available to eligible employees, their families, and their household members, providing support and direct connections to licensed network therapists. In fiscal 2025, we strengthened our U.S. EAP by improving navigation and expanding access to a broader provider network. Employees enrolled in a Disney medical plan also have access to a range of behavioral health resources that provide patient-centered care.



Employee Well-Being

Disney offers virtual and in-person well-being programs, tools, and resources for employees around the world, including classes and events at campus wellness centers. Employees also have access to on-demand well-being apps and platforms that support stress management, encourage movement, improve mindfulness and sleep, strengthen personal resiliency, and offer personalized financial education.

In fiscal 2025, we enhanced our offerings by introducing global education platforms focused on financial wellness and family health and launching a personalized digital tool to help employees manage their overall well-being.

Support for Employees During Wildfires

In response to the Southern California wildfires, we supported impacted employees and cast members by prioritizing safety, stability, and practical assistance as they navigated disruption and recovery. The greater Los Angeles region has been home to Disney for more than a century and to thousands of our employees who live and work in the community. In fiscal 2025, we expanded our contract with International SOS to include crisis response services in the U.S., bolstered the Disney Employee Relief Fund to assist employees facing wildfire-related hardship, and provided both short-term and long-term housing support to employees who were displaced. Disney Entertainment Television also opened its wardrobe warehouse to affected employees, production crew, and their families, offering clothing and shoes at no cost. Read more about how we mobilized resources in response to the Southern California wildfires on page 20.

WORKPLACE SAFETY

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

We take cast member and employee safety seriously and focus on proactive safety measures designed to prevent incidents and promote a safe workplace. Teams staffed by safety professionals, such as medical doctors and nurses, professional engineers, certified industrial hygienists, certified professional ergonomists, public health and certified food safety professionals, registered sanitarians, microbiologists, and other specialists, help identify risks and support a safe work environment for our cast members and employees.

Our internal programs and policies, including our Standards of Business Conduct, are designed to promote a culture of safety and provide multiple channels for reporting safety concerns and incidents. Employees can report safety concerns in several ways, including to a supervisor, through our Global Security Communications Center, via an anonymous safety line, or online through our internal system, The Guideline, where legally permitted. Safety and Wellness Committees in certain areas of our businesses can also assist employees in sharing or reporting concerns. We also have global safety appreciation programs to recognize employees who demonstrate outstanding safety behaviors.

Production Safety

We maintain a comprehensive Occupational Health and Safety Program for physical film and television productions to safeguard cast and crew and promote compliance with industry standards and regulations. Each production is assigned a Production Safety Representative, a technical expert who partners with crews to implement safety protocols that reduce risk and promote a strong safety culture.

Our program focuses on hazard identification and prevention. We conduct regular inspections and promptly address unsafe conditions based on severity. We investigate incidents as appropriate to determine root causes and implement corrective actions aimed at preventing recurrence.

Communication and training are central to our approach. Safety information is shared through multiple communication channels. Employees may report hazards anonymously and cast members and crew receive role-specific training as appropriate. Topics include core safety guidelines, emergency response, evacuation procedures, accident reporting, chemical awareness, and hazard recognition. We maintain documentation of inspections, investigations, and training to support accountability and continuous improvement.

Sports Production Safety

Our sports production safety approach includes proactive planning and dedicated oversight. Emergency Action Plans are reviewed in advance and on-site assessments of work areas are conducted and electrical systems and temporary stages are designed to help identify and mitigate potential hazards.

Safety at Our Parks

We continue to support health and safety programs for cast members at our theme parks. Our SafeLine process enables direct or anonymous reporting of concerns, with follow-up and trend monitoring to support early identification of issues. In partnership with Disney's Health Services team, we expanded the Incredible Athlete program to help cast members build the physical readiness needed to perform their roles safely.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

- Comprehensive Total Rewards
- Health & Well-Being
- Workplace Safety
- Engagement & Inclusion
- Talent Development

Environmental Sustainability

Data & Frameworks

EMPLOYEE ENGAGEMENT & INCLUSION

SASB STANDARDS
Now part of IFRS Foundation SV-ME-260a.1

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

Disney believes that expanding access to opportunities and creating a welcoming, respectful environment for employees and guests help drive our business and fulfill our mission of entertaining generations of families from all walks of life around the world. The company champions a culture of belonging, centered around four key pillars: People, Culture, Market Reach, and Community, which are aligned with our business goals and company values.

Onboarding New Talent

U.S.-based new hires attend an orientation experience focused on our history and mission, strategic priorities, global structure, and brand stewardship. They are informed of the benefits, opportunities, and the only-at-Disney perks available to them. Business segments build on this with supplemental tailored orientations. In fiscal 2025, we launched a survey for candidates and new hires to gain deeper insights into their recruitment and onboarding experiences.

Listening to and Learning From Our Employees

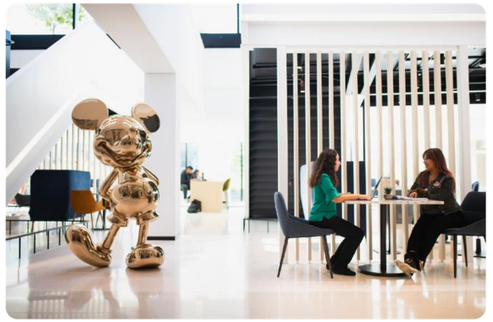
We are committed to listening to and learning from employees across the company, sharing their stories, and incorporating their valuable ideas and feedback. At the local level, we use feedback to focus our team actions. At the company level, employee insights help identify and inform global initiatives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

One way we listen to our employees is through our Disney Employee Experience Survey, which is sent quarterly to a representative sample of employees and cast members. Each eligible employee is invited to participate at least once annually. In fiscal 2025, we expanded the survey sample size, allowing us to hear from even more employees each quarter. This resulted in nearly 90,000 unique employee responses with representation across all business segments. We also broadened our approach by introducing rotating questions to explore specific topics in greater depth.

Findings from employee engagement activities, including surveys, are regularly shared with senior leadership and the Board and are used to inform company initiatives. Insights from the most recent survey show that nine in 10 employees are proud to work at Disney, nine in 10 feel able to do great work, and eight in 10 are optimistic about the company's future.

Employee-Led Groups

Disney's Employee-Led Groups, what we refer to as Belonging Employee Resource Groups, strengthen our culture and community of belonging. These voluntary groups are open to all and provide employees with opportunities to develop leadership skills, network, engage with fellow employees, and participate in meaningful community outreach and volunteer efforts.



Recognizing Each Other

Recognition is an important part of our organizational culture and is part of what makes Disney a great place to work. Employees celebrate one another's outstanding work and share notes of appreciation through our global digital platforms, sending more than 1 million messages of gratitude in fiscal 2025. Guests also play a meaningful role in recognizing our people, submitting more than 1 million Mobile Cast Compliments to cast members at Walt Disney World Resort and Disneyland Resort.

Cast, crew, Imagineers, and employees are honored for their tenure at Service Celebration events held around the world. In fiscal 2025, we celebrated more than 45,500 service anniversaries across 34 countries and regions and marked the 60th anniversary of the Disney Service Awards program.

We also introduced new 15-year service milestone awards at Hong Kong Disneyland Resort and Shanghai Disney Resort, recognizing nearly 190 long-tenured cast members for their dedication and contributions.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

- Comprehensive Total Rewards
- Health & Well-Being
- Workplace Safety
- Engagement & Inclusion
- Talent Development

Environmental Sustainability

Data & Frameworks

EMPLOYEE ENGAGEMENT & INCLUSION (continued)

Supporting Our Employees With Disabilities

We are committed to an inclusive and accessible workplace. We are transparent about our disability accommodations process and further support employees in building accessibility into their daily work by providing practical tools, resources, workshops, assistive technology, and information in multiple accessible formats. Throughout fiscal 2025, we continued to enhance accessibility across our physical and virtual workplaces, including expanding automated backstage doors at Hong Kong Disneyland Resort to support cast mobility.

Engaging Employees and Communities in Social Impact

For more than a century, Disney has supported children and communities worldwide—a legacy strengthened by the passion of our employees and cast members.

We encourage employees and cast members to volunteer and participate in programs they care about. Since the program began in 1983, Disney VoluntEARS have collectively contributed 14 million hours of service to their communities worldwide.† We match eligible employee and cast member donations of money and time through our U.S. gift matching and international donation efforts as well as through our Disney VoluntEARS Grants program.

Supporting children and communities has long been woven into the fabric of our company's values. Disney works to show up for kids and families in ways that only Disney can, bringing comfort and joy to those who need it most through initiatives that include wish granting and our support of children's hospitals. For more than 45 years, Disney has worked with Make-A-Wish® to create life-changing experiences for children facing critical illnesses—granting a wish every hour of every day. Since the first official wish was granted at Disneyland Resort in 1981, Disney has granted more than 170,000 wishes to children worldwide, making it the world's largest wish granter. In addition, Disney has worked to help reimagine the patient experience in pediatric care settings. As of fiscal 2025, we have reached more than 1,700 children's hospitals and pediatric places of care around the world.

We also inspire future generations of storytellers and innovators by expanding access and opportunity through programs that empower youth to reach their full potential. In fiscal 2025, Disney reached young people around the world through initiatives that engaged children in arts and storytelling, technology, nature, and sports. As an example, one of our signature programs, Disney Musicals in Schools, launched its Stage Connect online training platform, expanding program eligibility to every U.S. public elementary school. A pilot cohort of 71 elementary schools received free show kits, performance rights, and online teacher training to produce a Disney KIDS musical of their choice.

ESPN launched its Take Back Sports initiative in fiscal 2025 to help parents, coaches, and caregivers make youth sports more fun and accessible. In its inaugural year, the initiative reached more than 900,000 children across the U.S. The initiative focuses on storytelling on youth sports across ESPN platforms, philanthropy and investing in youth sports organizations, and a national campaign aimed at parents and coaches to make the youth sports system stronger.

Learn more:

- Accessibility Topic Brief
- Social Impact
- Inclusion



SPOTLIGHT

Mobilizing Support for Southern California Wildfire Recovery

For more than a century, Southern California has been Disney's home, and thousands of our employees and cast members in the greater Los Angeles area were affected by the Southern California wildfires. In fiscal 2025, we mobilized significant resources in response to this crisis, reflecting our commitment to supporting both our people and the communities where we live and operate. Disney committed $15 million to organizations delivering critical relief, recovery, and rebuilding services across the region. This included a $5 million investment to support the reimagining of Altadena's Charles White Park, which will feature an enhanced playground infused with Disney magic and is designed to bring joy and connection back to local families.‡ Disney VoluntEARS also activated one of our largest disaster-relief drives, donating more than 170,000 items to help meet urgent needs and assembling Disney-themed comfort kits for children in shelters. VoluntEARS further supported recovery through community moments, including special movie screenings for kids and families across Los Angeles and complimentary theme park tickets to Disneyland Resort for first responders. Read more about how we expanded support for impacted employees on page 18 and about how we mobilized resources on our website.

† Disney VoluntEARS data include hours logged by Disney employees and are rounded.
‡ A portion of the $15 million committed for relief and rebuilding efforts after the Los Angeles wildfires was deployed in fiscal 2026.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Comprehensive Total Rewards

Health & Well-Being

Workplace Safety

Engagement & Inclusion

Talent Development

Environmental Sustainability

Data & Frameworks

TALENT DEVELOPMENT & CONNECTION

We create entertainment that appeals to a global audience, and we believe having a workforce that reflects the consumers we serve helps drive our business. Disney has long believed that the rich variety of talents and experiences our employees bring to their work is good for our business and enhances the experience of our global consumers, audiences, and guests. Expanding our pipeline of talent includes strategic talent outreach and engagement efforts, development programs, and marketing on platforms that reach candidates from a wide range of sources. We offer optional learning experiences to support leaders in identifying, attracting, and engaging a multifaceted talent pool, and we foster an accessible workplace to help attract and support employees with disabilities.

Disney is deeply committed to empowering employees to pursue their professional aspirations at every stage of their careers. Through a wide-ranging portfolio of development opportunities, we create pathways for growth that meet employees and leaders where they are—and help them get to where they want to go. From skill-building resources to leadership development and cross-functional experiences, Disney invests in cultivating talent and enabling career journeys that inspire innovation and collaboration across the company.

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

Growing Our Pipeline of Talent

We build and nurture relationships with various institutions and nonprofit organizations to strengthen long-term talent pipelines. Through these collaborations, we expand development opportunities for students and emerging professionals who reflect the range of experiences we seek in our leadership and workforce. We offer internship and apprenticeship programs and host events in collaboration with organizations that cultivate global talent pipelines.

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



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

Early Career Mentorship

We offer early-career mentorship and development opportunities that connect students and emerging professionals with Disney leaders and career pathways across our businesses. The Disney Mentorship Program pairs college students with Disney employees, serving as both an engagement platform and a pipeline for internships and early-career roles. Since its launch in 2021, nearly 1,400 participants have completed the program, gaining one-on-one guidance, exposure to a wide range of Disney careers, and support in building workforce-ready skills.

Employee Learning Platforms

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

Disney employees around the world have access to required training, such as Standards of Business Conduct, as well as optional learning opportunities, including programs for first-time leaders. Offerings include self-directed modules, instructor-led courses, and in-person learning. Digital learning and development platforms allow employees to explore content tailored to their individual goals, interests, and needs.

In fiscal 2025, we continued to strengthen our global learning ecosystem by launching peer-to-peer social learning, providing approximately 6,000 employees with access to curated content such as podcasts, videos, power reads, and live streams featuring Disney experts. We also developed and delivered a Connecting With Energy, Empathy, and Emotional Intelligence learning experience for hundreds of People & Culture professionals, increasing awareness of how emotional intelligence can better support our workforce, teams, and leaders.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

- Comprehensive Total Rewards
- Health & Well-Being
- Workplace Safety
- Engagement & Inclusion
- Talent Development

Environmental Sustainability

Data & Frameworks

TALENT DEVELOPMENT & CONNECTION (continued)

Investing in Our People Through Education

Disney offers education reimbursement to salaried employees seeking to further their careers through professional and technical education related to their current roles. We also support the long-term career aspirations of our hourly employees through skill-based and educational programs, including Disney Aspire. Through Disney Aspire, we contribute up-front tuition costs and reimburse expenses, such as books and other fees, for eligible participating employees pursuing programs ranging from high school completion to undergraduate degrees at in-network institutions. As of the end of fiscal 2025, we had 9,400 employees actively enrolled through Disney Aspire, building on the 5,600 participants who have graduated from the program, and the 4,900 participants who have been promoted internally.

Leadership Development

Disney's portfolio of leadership development experiences creates pathways for growth, enabling leaders to build new skills, take on new challenges, and drive innovation across the company. In fiscal 2025, we continued to offer our signature leadership development experiences, including:

- Disney Leadership Essentials, our foundational experience for first-line leaders, which helps build core capabilities and cultivates relationships that accelerate impact. More than 2,000 leaders participated in fiscal 2025
- Personalized coaching is available to managers and executives, which provides one-on-one support to help leaders navigate complexity, inspire teams, and drive innovation. Since launching at Disney in fiscal 2025, more than 7,500 leaders have participated

We also advanced our leadership development offerings in fiscal 2025 by launching People Leadership Expectations, a new global framework that defines what it means to lead at Disney at every level. Built around six foundational principles and 10 core skills, the framework provides a consistent foundation to guide talent development planning across the company.

Supporting Veterans in Our Workforce

We are honored to support active U.S. military service members, veterans, and their families in many ways across our company. Through our Heroes Work Here initiative, launched in 2012, we remain committed to employing, training, and providing transitional resources to U.S. veterans and their spouses. In fiscal 2025, we continued to help service members transition to civilian careers. We offered corporate fellowships that provided meaningful on-the-job experience and helped veterans and military spouses build the skills needed to successfully step into roles at Disney. For more information on how we support veterans, visit our Veterans and Military Families page and our Economic Impact page.

Learn more:

- Heroes Work Here
- Disney Aspire
- Inclusion
- Investing in Our People



Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity

Data & Frameworks

Environmental Sustainability

OVERVIEW

We take meaningful and measurable action to support a healthier planet for people and wildlife—a commitment we call Disney Planet Possible. Our environmental sustainability legacy goes back more than 100 years to our founding and continues to guide how we operate today. The environmental commitments highlighted in this report reflect some of the ways we are building on that legacy in communities where we operate across the globe.

Learn more:

- 2030 Environmental Goals: Strategic Framework
- Environmental Sustainability
- Data & Frameworks →
- TCFD Index →



Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity

Data & Frameworks

EMISSIONS

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

2030 Emissions Goals†

EMISSIONS FROM OUR DIRECT OPERATIONS (SCOPE 1 & 2)

- Reduce absolute emissions by 46.2% from 2019 baseline
- Purchase or produce 100% zero-carbon electricity§
- Achieve net zero emissions‡

EMISSIONS FROM OUR VALUE CHAIN (SCOPE 3)

- Reduce Scope 3 emissions by 27.5% through absolute reductions in key categories from 2019 baseline
- Engage suppliers and licensees to set emissions reduction targets by fiscal 2027

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

GHG Protocol

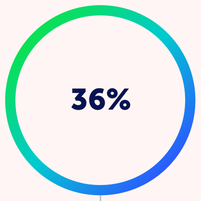
Data & Frameworks →

To learn more about our goals and strategies:

2030 Environmental Goals: Strategic Framework

Greenhouse gas (GHG) emissions from our direct operations (Scope 1 & 2) derive primarily from the energy use at our parks, resorts, and major corporate campuses, as well as the fuel used by our cruise ships. Substantial emissions are also generated by our extended value chains (Scope 3), including those associated with the production of consumer products, media production and distribution, and our suppliers and business partners.

Disney has a science-based target to reduce Scope 1, 2, and 3 emissions in line with the Paris Agreement. In addition to that commitment, we aim to achieve net zero‡ GHG emissions from our direct operations (Scope 1 & 2) by 2030, a goal we have had since 2009.



Progress toward reducing our absolute Scope 1 & 2 emissions in support of our 2030 target, as of the end of fiscal 2025*



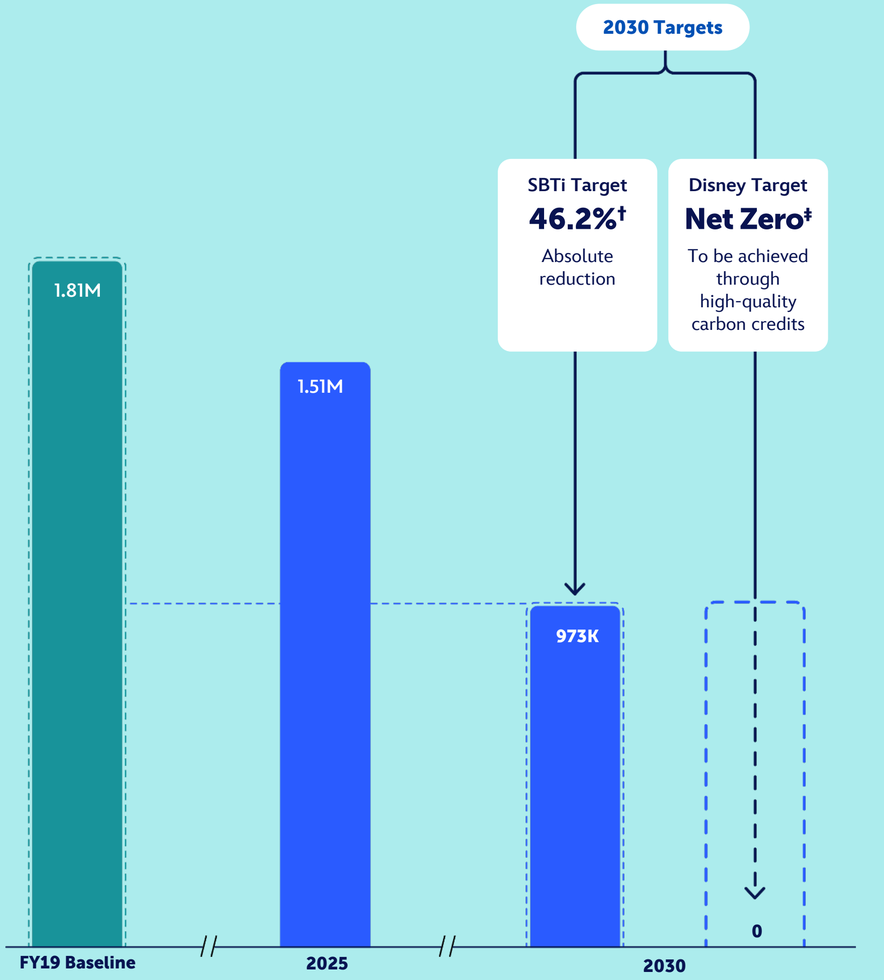
In fiscal 2025, Walt Disney World Resort opened the new Island Tower at Polynesian Villas & Bungalows, featuring the resort's first all-electric kitchen, energy-efficient lighting, and optimized heating and cooling systems.

† Our environmental goal-setting process adapts to changes in our businesses and in relevant protocols that we follow. We measure actual emissions and forecast future emissions based on information available within our business plans and on sectoral changes, process changes, and other factors. We expect to follow SBTi methodology recommendations that companies use to check the validity of their target projections annually and, at a minimum, reassess targets every five years.
‡ See footnote 6 on p. 39
§ See footnote 23 on p. 39.
* As the company continues to grow, progress toward our emissions goals will not be linear. We continue to adopt strategies that help us reach our 2030 commitment.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity
Data & Frameworks

Pathway to Reduce Emissions in Our Direct Operations (Scope 1 & 2)

Our Science Based Target initiative (SBTi)-validated target of a 46.2% absolute reduction† for direct operations (Scope 1 & 2) by 2030 is expected to be achieved through five key strategies.



† Our environmental goal-setting process adapts to changes in our businesses and in relevant protocols that we follow. We measure actual emissions and forecast future emissions based on information available within our business plans and on sectoral changes, process changes, and other factors. We expect to follow SBTi methodology recommendations that companies use to check the validity of their target projections annually and, at a minimum, reassess targets every five years.
‡ See footnote 6 on p. 39.
§ See footnote 23 on p. 39.

Examples of Using Our Five Key Strategies to Work Toward Our 2030 Emissions Targets for Direct Operations (Scope 1 & 2):

Sustainable Design

The Island Tower at Disney's Polynesian Villas & Bungalows opened at Walt Disney World Resort in fiscal 2025. The building features the resort's first all-electric kitchen, energy-efficient lighting, and optimized heating and cooling systems designed to reduce operational emissions. See page 29 for more information on our sustainable design efforts.

Energy Efficiency

Disneyland Paris advanced its energy efficiency efforts with the installation of a new high-performance thermal heat pump system that provides both heating and cooling across the park. The system is expected to reduce heating needs by 10% annually and reduce GHG emissions by 9%.

Electrification

In fiscal 2025, we expanded fleet electrification efforts across several parks. Disneyland Resort advanced fleet electrification, with 16% of vehicles now electric and two charging depots in operation, while also operating one of Southern California's largest electric vehicle charging sites. At Shanghai Disney Resort, 40 electric shuttle buses, each with an eight-year battery life, joined the fleet with projected emissions savings of 1,000 metric tCO_2e per bus. Additionally, 11 boats from the Voyage to the Crystal Grotto attraction at Shanghai Disney Resort were retrofitted with electric power and upgraded fire suppression systems.

Zero-Carbon Electricity§

Disney Studios Australia became the country's first operating film studio powered by solar energy, with a new array of nearly 1,000 solar panels across the property. Hong Kong Disneyland Resort introduced its largest solar canopy to date atop a parking lot, generating an estimated 200,000 kWh annually. The project marks the resort's first-ever use of bifacial solar panels, which capture both direct sunlight as well as sunlight reflected from the ground to produce more energy than traditional single-sided panels.

Lower Carbon Fuels

Disney Cruise Line continues to invest in alternative fuels, including liquefied natural gas (LNG) and hydrotreated vegetable oil (HVO), while exploring emerging options such as bio-LNG, green methanol, and other sustainable fuel sources to support scalable alternative maritime fuel solutions.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity

Data & Frameworks

EMISSIONS (continued)

Reducing Scope 3 Emissions and Engaging Suppliers and Licensees

Addressing Scope 3 emissions—those generated across our value chain—is a complex challenge that requires coordinated action among our businesses and with external organizations. We collaborate across the company and with our extended value chain to identify the most cost-effective and impactful levers to reduce emissions.

As with many companies pursuing aspirational Scope 3 targets, we are working hard to achieve these targets while acknowledging that achieving them is challenging. Progress will depend on external factors beyond our direct control, including the pace of global clean energy deployment, supplier decarbonization efforts, broader economic transitions to lower-carbon fuels, the availability of scalable and cost-effective solutions, and shifts in consumer behavior.

Reducing Absolute Emissions: To reduce absolute emissions in our broader value chain, we work with strategic suppliers to increase operational efficiency and renewable energy adoption; explore less carbon-intensive materials for our products, productions, and construction projects; and evaluate programs to reduce emissions associated with business travel.

Engaging Suppliers and Licensees: Since 2023, we have collaborated with third-party experts to support suppliers and licensees to develop and meet science-aligned emissions reduction targets. In fiscal 2025, 60 suppliers and licensees participated in the effort.

WATER



2030 Water Goals

- **Implement localized watershed stewardship strategies**
- **Source sustainable seafood†**

Water is a highly localized issue, and our strategy incorporates individualized considerations in each geographical region.

Watershed Stewardship

In fiscal 2025, we completed a series of water-focused grant investments across all eight of our key sites, including at our global parks and resorts, cruise line operations, corporate campus in Burbank, California, and Aulani resort in Hawai'i. These projects address local water challenges such as drought and water shortages, flood risk, reduced water quality, and resulting ecosystem impacts.

We advanced water resilience and workforce development through a collaboration between Disneyland Resort and the Orange County Conservation Corps focused on green stormwater infrastructure. Our investment supported the construction of two vegetated channels that capture and filter stormwater runoff to help conserve water, reduce urban flooding, improve water quality, and replenish local groundwater supplies. We also supported local workforce upskilling through training and certification to meet growing demand for sustainable water solutions.

Additionally, Disney collaborated with The Nature Conservancy and the Hong Kong University of Science and Technology to develop a flood mitigation model that simulates storm surge and rainfall scenarios to better understand flood patterns and potential impacts. By identifying high-risk areas and testing the effectiveness of nature-based solutions—such as restored habitats—the model helps inform strategies that reduce flood risk to the park while enhancing biodiversity, strengthening coastal resilience, and benefiting the surrounding marine environment and communities.

Water Conservation

We continue to implement water conservation measures across our operations. At Shanghai Disney Resort, treated water from Wishing Star Lake is recycled for non-potable uses, reducing reliance on municipal potable water supplies. In 2025, we implemented renovations that supply restrooms with treated lake water, saving more than 73 million gallons of potable water annually.

Our commitment to water stewardship extends to our productions. In 2025, the *Whalefall* film crew conserved 20,000 gallons of water used in production tanks by donating it to an initiative supporting urban forestry, stormwater management, and watershed protection in Los Angeles.

In fiscal 2025, the Disney Treasure cruise ship launched its maiden voyage equipped with an onboard reverse osmosis system capable of producing nearly all of the ship's potable water. The Disney Dream's reverse osmosis system was also upgraded in fiscal 2025, enabling the ship to meet nearly all of its potable water needs at sea. Producing potable water onboard reduces reliance on municipal water supplies and limits the need to source water from port communities.

Sustainable Seafood

Responsibly selecting and sourcing seafood is an important part of our commitment to protecting the health of our oceans. In fiscal 2025, 95% of the seafood served across our U.S. parks, U.S. resorts, and cruise line was sourced from sustainable fisheries and aquaculture operations.†

† This target applies to our U.S. parks, U.S. resorts, and cruise ships. Disney's definition of sustainable seafood can be found in our 2030 Environmental Goals Strategic Framework. The breakdown of sustainable seafood in fiscal 2025 was 8% Best Choice, 68% Eco-certified, 5% Good Alternative, 5% Avoid, 13% Fishery Improvement Projects, and 1% Unrated.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Emissions
Water
Waste
Materials
Sustainable Design
Nature & Biodiversity
Data & Frameworks

WASTE

2030 Waste Goals

- Strive toward zero waste-to-landfill†
- Increase food waste diversion to at least 50%
- Reduce single-use plastics in parks and resorts
- Eliminate single-use plastics on cruise ships by 2025

Our long-term waste management strategy focuses on minimizing waste generated across our properties, including food waste, reducing single-use and other plastics, reusing products and materials, making thoughtful material sourcing decisions, maximizing recycling, and educating guests and employees. These efforts depend in part on external infrastructure capacity, as well as the availability of commercially viable markets for recycled materials.



Total operational waste diverted from landfill and incineration for owned and operated Disney Parks and Cruise Line operations in fiscal 2025

Reducing Landfill Waste

In fiscal 2025, Disneyland Resort expanded its food waste program by introducing a streamlined system at quick-service restaurants across the park, making it easier for guests to sort food scraps. Shanghai Disney Resort employs a similar approach through interactive, themed waste-sorting stations. Characters encourage guests—particularly children—to sort food scraps and other waste into designated bins through fun, engaging interactions and music, educating visitors and promoting environmental awareness.

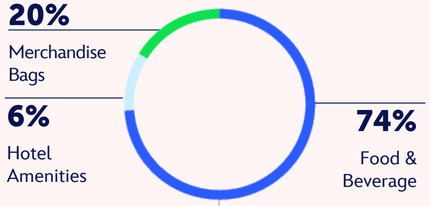
Walt Disney World Resort, Disneyland Resort, and Disney Cruise Line continued to divert costuming materials from landfill through reuse and donation programs. In fiscal 2025, more than 50% of total costuming waste generated across these operations was diverted from landfill. Diversion strategies include donations to local theaters, schools, and nonprofit organizations that support families in need.

During production of the live-action *Lilo & Stitch* in Hawai'i, Disney worked with local organizations to reduce waste and repurpose materials generated on set. Over the course of filming on the island of O'ahu, the production team diverted a significant portion of on-set waste: Surplus food was donated while props, lumber, and other set materials were repurposed through local schools and nonprofit organizations. The efforts demonstrate how film productions can rethink traditional practices, operate more sustainably, and benefit the communities where they film.

Reducing Single-Use Plastics

A key step in reducing single-use plastics is understanding where and how they are used. In fiscal 2024, Disneyland Resort and Walt Disney World Resort completed their first inventories of key single-use plastics used in business operations. This included food and beverage containers, to-go ware, utensils, in-room amenities, and merchandise bags. In fiscal 2025, both sites refined these inventories and strengthened tracking capabilities to enable more consistent monitoring and management of plastic use. Combined, the two sites purchased nearly 3,500 tons of single-use plastics across these categories in fiscal 2024.‡

We continue to reduce single-use plastics across our parks, resorts, and experiences. Reusable dishware options are available at nearly 100 food and beverage locations, and certified wood-based cutlery is increasingly offered in place of plastic, reaching 24% of food and beverage locations in fiscal 2025.§



Categories of single-use plastics inventory (by weight) conducted at Walt Disney World Resort and Disneyland Resort in fiscal 2025

During fiscal 2025 renovations at Saratoga Springs Treehouse Villas, Bay Lake Tower, and Disney's Yacht Club Resort at Walt Disney World Resort, single-use bath amenities were replaced with bulk amenities. This change is expected to avoid nearly two million individual amenity items per year going forward.

Our goal is to increase avoided plastics* through reduction initiatives in our parks and resorts. Aligned with this goal, Disney will quantitatively disclose the reduction, elimination, or avoidance of single-use plastics throughout parks and resorts operations beginning in fiscal 2026 through fiscal 2030.

As of the end of fiscal 2025, Disney Cruise Line eliminated 93% of all non-essential, single-use plastics, which includes more than 99% of guest-facing, single-use plastics onboard its ships and at its island destinations. Certain essential single-use plastics will continue to be required for health and safety purposes. Disney Cruise Line will continue to implement strategies such as bulk purchasing and requesting non-plastic packaging options from suppliers as part of its ongoing efforts toward plastic elimination.

SPOTLIGHT

Disney Cruise Line has eliminated **93%** of all **non-essential, single-use plastics** on its ships and island destinations as of the end of fiscal 2025.

† "Zero waste-to-landfill" is defined as 90% operational waste diversion, including thermal waste-to-energy for our wholly owned and operated parks, resorts, and cruise line.
‡ The single-use plastics inventory excludes the following items: bulk containers, novelty items, multi-material containers, prepackaged food, and items purchased by third-party operators..
§ Includes only owned and operated food and beverage locations.
* Avoided plastics refers to the estimated weight of single-use plastic no longer sourced or used due to operational initiatives, including elimination, reuse or refill systems, reduction measures, and material substitution.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity

Data & Frameworks



MATERIALS

SASB STANDARDS
Now part of IFRS Foundation CG-AA-430a.2

2030 Materials Goals†

FOR DISNEY-BRANDED PRODUCTS

- **Paper & Wood: Source 100% recycled, certified, or approved alternatives**
- **Palm Oil: Source using approved certification programs**
- **Textiles: Source ≥50% recycled content or approved alternatives**
- **Plastics: Source ≥30% recycled content or approved alternatives**
- **Packaging: Design for reuse, recycling, or composting**
- **Manufacturing: Facilities to maintain Higg FEM or an approved equivalent assessment**

Our materials goals focus on reducing the environmental impacts of high-volume or high-impact materials in our consumer products business while supporting a cleaner and safer manufacturing network. We collaborate with suppliers to test and scale innovative material solutions, striving to bring commercially viable advancements to market at scale.



In 2025, we continued our efforts to source sustainable materials and recycled plastics for our products and packaging. Across our consumer products business, all core Disney plush lines are now made with 100% recycled stuffing.§ Further, redesigned packaging for Disney's Deluxe Figure Sets (shown below) reduced plastic use by an average of 95% across 26 figure sets by replacing plastic with cardboard. This redesign resulted in a 60-metric-ton reduction in plastic weight compared to the previous packaging format.

To build on this progress, we are investing in programs and software to quantitatively track performance across our consumer products portfolio and better evaluate product-level design decisions in alignment with our environmental goals.

Progress on recycled content in plastics depends in part on external infrastructure capacity and the availability and maturity of markets for recycled plastics.

Another key component of our product efforts is the use of a Disney-approved manufacturing certification or assessment, such as the Higg FEM. The Higg FEM serves as a foundational tool for assessing environmental performance at facilities that manufacture Disney-branded products. In calendar 2025, >80% of facilities used by vendors‡ completed the Higg FEM assessment.

† Approved alternatives for products and packaging are informed by recognized third-party standards, life-cycle considerations, and internal governance processes.
‡ Only includes facilities used by in-scope vendors to manufacture Disney-branded products for U.S. Disney Stores, U.S. Theme Park Merchandise, and Disneystore.com. The Higg Index is a suite of tools for the measurement of value chain sustainability. The Higg FEM tool assesses environmental impacts of product manufacturing at facilities.
§ This does not include one-off plush created for special events or other uses.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Emissions
Water
Waste
Materials
Sustainable Design
Nature & Biodiversity
Data & Frameworks

SUSTAINABLE DESIGN

2030 Sustainable Design Goals

- Design new projects to sustainable design standards
- Achieve ≥90% diversion of construction waste†

Disney's sustainable design strategy guides how we plan, build, and operate our facilities to minimize emissions, water use, and waste. As new assets are built, we apply internal Sustainable Design Standards that embed climate resilience and align with our 2030 environmental goals.

SPOTLIGHT

Disney's New York campus **achieved LEED Platinum certification in October 2025 for both Core & Shell and Commercial Interiors**, in recognition of its all-electric design, energy-efficient systems, and water conservation measures.

In fiscal 2025, Walt Disney World Resort opened the new Island Tower at Polynesian Villas & Bungalows. Inspired by *Moana* and natural elements—water, earth, wind, and sky—the tower blends Disney storytelling with real-world environments. State-of-the-art features include the resort's first all-electric kitchen, energy-efficient lighting, and optimized heating and cooling systems.

Sustainability considerations were integrated throughout construction and design. Prefabrication techniques helped minimize construction waste; carpets were made from recycled ocean plastics; reclaimed materials were incorporated into art installations; and four terrace gardens were built into the architecture, embracing nature by bringing the outside in.

Launched in December 2024, the Disney Treasure cruise ship was designed to emit 20% less GHG emissions through sustainable design features. Its hydrodynamic hull, advanced propellers, and low-drag coating are estimated to save nearly 1,800 tons of fuel annually by lowering engine power needs. A real-time energy management system, combined with lighting that consists of a majority of LED bulbs, further reduces energy use and emissions.



Sustainable design and construction at Disney's Island Tower at Polynesian Villas & Bungalows at Walt Disney World Resort included reclaimed materials incorporated into art installations.

† Applies to projects in the U.S. and Europe.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity

Data & Frameworks

NATURE & BIODIVERSITY

Disney's commitment to conservation began with Walt Disney himself. Our efforts to help protect nature and wildlife globally continue to this day through philanthropic investments, dedicated expert teams and programs, and inspirational storytelling. The Disney Conservation team is committed to protecting wildlife and building a global community inspired to celebrate the magic of nature together. A core example of Disney Conservation work is Disney Planet Possible—a commitment to taking meaningful and measurable action to support a healthier planet for people and wildlife.



$141M+

In grants from DCF since 1995†

1,000+

Species of wildlife helped through organizations DCF has supported†

20M+

People positively impacted globally by organizations DCF has supported†‡

Our Approach to Biodiversity

The Disney Conservation team helps evaluate and implement strategies that integrate biodiversity considerations into the development and management of our operations, while protecting nature on and near Disney properties worldwide. This includes our commitment to no net loss of species biodiversity at Lookout Cay at Lighthouse Point in The Bahamas,§ bird recovery efforts at Shanghai Disney Resort, and long-standing sea turtle, songbird, and pollinator conservation efforts near Walt Disney World Resort.

The Disney Conservation Fund (DCF) invests in nonprofit organizations leading global, community-centered conservation, restoration, and rewilding programs; empowering the next generation of conservation leaders; and advancing environmental resilience.

Disney's Animals, Science and Environment team leads efforts to care for animals, connect people with wildlife and nature through immersive experiences and storytelling, and conserve natural resources across our properties.

† Data as of the end of fiscal 2025.

‡ In the context of DCF grants, the number of people positively impacted includes people engaged through facilitated community outreach and educational programs and people employed as a result of a conservation project or who benefitted from sustainable economic and livelihood programs connected to DCF grants.

§ Disney conducted marine and terrestrial species surveys before, during, and after the development of Disney Lookout Cay at Lighthouse Point to help track the number of species found remained the same throughout the development and operation of the project.



Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

- Emissions
- Water
- Waste
- Materials
- Sustainable Design
- Nature & Biodiversity

Data & Frameworks

NATURE & BIODIVERSITY
(continued)

Disney Conservation Fund

Since 1995, Disney has invested more than $141 million through the DCF to support conservation programs across every continent and ocean. In fiscal 2025, as DCF celebrated its 30th anniversary, it awarded more than $9.4 million in grants to organizations working across 20 countries—helping to protect, restore, and rewild more than 120,000 square miles of wildlife corridor habitat. Other funded efforts included support to engage young people in nature-based learning and action through Jane Goodall's Roots & Shoots global youth program and Conservation International's youth strategies in the Galapagos. Disney also provided $600,000 in support of National Geographic Society's Explorers and their conservation and education initiatives.



In celebration of *Mufasa: The Lion King*, Disney supported the Wildlife Conservation Network's Lion Recovery Fund (LRF) and its partners working across Africa to double the number of lions in the wild by 2050. With support from Disney and other donors, including Disney's The Lion King: Protect the Pride campaign in 2019, the LRF has funded 380 conservation projects across 26 African countries.

Additionally, DCF continued support for the Gorilla Rehabilitation and Conservation Education (GRACE) Center. In fiscal 2025, GRACE successfully reintroduced four critically endangered female Grauer's gorillas into the wild—a milestone for the sanctuary and the recovery of this species.



Caring for Animals and the Environment

In fiscal 2025, we evolved our manatee conservation efforts at Walt Disney World Resort, shifting our focus from long-term residency to short-term rehabilitation and preparation for release back into the wild. Through our collaboration with the Manatee Rescue & Rehabilitation Partnership, the animal care team at SeaBase Aquarium at The Seas with Nemo & Friends at EPCOT has rehabilitated and released 30 manatees back into the wild as of the end of fiscal 2025. We also advanced our pollinator conservation at Walt Disney World Resort by using radio telemetry to track monarch butterflies, helping us better understand their behavior and what they need to thrive in their natural habitat.

At Shanghai Disney Resort, Wishing Star Park became the first corporate park recognized for its biodiversity initiatives and bird-watching programs. At Lookout Cay at Lighthouse Point, Disney's Animals, Science and Environment team launched an innovative project to study the great lizard cuckoo, a rare bird found only in The Bahamas and Cuba. Using a 3D-printed, lifelike model of the bird, scientists successfully attracted, tagged, and began tracking a great lizard cuckoo to better understand and protect its habitat.

Celebrating Earth Month and ourHOME

In April 2025, we amplified stories that inspire action to protect, restore, and celebrate our planet. In its second year, the ourHOME campaign showcased Disney and National Geographic's shared legacy of transformative storytelling that deepens connections to the natural world. The ourHOME collection on Disney+ featured compelling, earth-related content, including National Geographic content, the full Disneynature film library, and environmentally themed, scripted content such as 20th Century Studios' *Avatar* and Pixar's *WALL-E* and three global premieres: National Geographic's *Secrets of the Penguins* and Disneynature's *Sea Lions of the Galapagos* and *Guardians of the Galapagos.*

Learn more:

Disney Conservation



Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

Fiscal 2025 Data Table

SASB Index

TCFD Index

SDG Indicators

Data & Frameworks

OVERVIEW

We believe disclosure frameworks are helpful in providing our stakeholders with relevant, useful information. We regularly monitor existing and emerging standards and frameworks to inform our sustainability practices and reporting approach. We track year-over-year performance of certain metrics and provide responses to select third-party, voluntary reporting indicators to help stakeholders access the sustainability and social impact information that may be important to them. As disclosure expectations continue to evolve, we assess which frameworks and related disclosures will serve stakeholders' needs over time.

For fiscal 2025, our disclosures align with the following frameworks: the SASB Standards (now part of the IFRS Foundation), the TCFD, and the United Nations SDGs.

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

- The Walt Disney Company Homepage
- Disney Impact

View our Annual Report on Form 10-K for the year ended September 27, 2025:

- Annual Report on Form 10-K

Explore more policies and practices:

- ESG Reporting Center



Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

SELECT POLICIES & PRACTICES

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

Operating Responsibly
- Global Tax Strategy Statement
- Political Giving and Participation in the Formulation of Public Policy
- Privacy Center
- Standards of Business Conduct

People
- 2024 EEO-1
- 2025 Workforce Representation Dashboard
- 2025 Pay Ratio Disclosure
- Global Charitable Giving Guidelines
- Conflict Minerals Policy
- Human Rights Policy
- ILS Program Manual
- Nutrition Guidelines
- Permitted Sourcing Countries
- Smoking in Movies
- Supply Chain Code of Conduct

Environmental Sustainability
- 2030 Environmental Goals: Strategic Framework
- 2025 Emissions Verification
- 2024 Emissions Verification
- Environmental Policy
- Use of Live Animals in Entertainment Policy
- Management of Chemicals in Consumer Products
- Natural Climate Solutions White Paper
- Paper Sourcing and Use Policy

FISCAL 2025 DATA TABLE[1]

Not Reported (NR)

Environmental Sustainability[2]

	2025	2024	2023	2022	2021
EMISSIONS (METRIC TONS CO_2e)[3]					
Scope 1 Emissions[4, 5]	898,970	921,163	993,347	901,714	503,221
Stationary Fuel	156,759	165,174	170,926	181,084	NR
Mobile Fuel	708,165	720,766	793,721	696,695	NR
Refrigerants, Livestock, Other	34,047	35,223	28,700	23,934	NR
Scope 2 Emissions (Location-Based)[4, 5]	698,420	745,985	782,066	702,062	675,984
Scope 2 Emissions (Market-Based)[4, 5 6]	611,781	572,653	727,414	679,506	687,042
Electricity	568,014	533,016	686,441	642,244	NR
Chilled Water, Hot Water, Other	43,767	39,637	40,972	37,262	NR
Total Scope 1 & 2 Emissions (Location-Based)[4, 5]	1,597,391	1,667,147	1,775,413	1,603,776	1,179,205
Total Scope 1 & 2 Emissions (Market-Based)[4, 5 6]	1,510,751	1,493,816	1,720,761	1,581,220	1,190,263
Retired Carbon Credits[6, 7]	593,734	576,799	803,744	801,077	410,120
Net Emissions (Market-Based)[4, 6 7]	917,017	917,017	917,017	780,143	780,143

	2025	2024	2023	2022	2021
EMISSIONS (METRIC TONS CO_2e)[3]					
Scope 3 Emissions[5, 8]	In Progress	12,393,622	10,849,252	10,637,943	NR
Category 1 Purchased Goods and Services[9, 10, 11, 12]	In Progress	5,550,751	6,163,290	6,050,917	NR
Category 2 Capital Goods[9, 10, 11]	In Progress	698,531	524,813	552,929	NR
Category 3 Fuel- and Energy-Related Activities[11, 12, 13]	In Progress	422,955	420,059	525,322	NR
Category 4 Upstream Transportation and Distribution[9, 14]	In Progress	125,878	230,767	369,196	NR
Category 5 Waste Generated in Operations[12, 15]	In Progress	102,123	133,599	158,723	NR
Category 6 Business Travel[9, 10, 12, 14]	In Progress	218,143	243,860	183,080	NR
Category 7 Employee Commuting[11, 14, 21]	In Progress	756,084	382,932	449,861	NR
Category 8 Upstream Leased Assets[9]	In Progress	31,419	31,455	5,084	NR
Category 9 Downstream Transportation and Distribution[16]	In Progress	NR	NR	NR	NR
Category 10 Processing of Sold Products[17]	In Progress	NR	NR	NR	NR
Category 11 Use of Sold Products[13, 14]	In Progress	21,716	25,523	4,628	NR
Category 12 End-of-Life Treatment of Sold Products[9, 12]	In Progress	96,687	44,197	65,222	NR
Category 13 Downstream Leased Assets[18]	In Progress	83,789	70,364	77,697	NR
Category 14 Franchises[9, 11, 12, 14, 19, 20, 21]	In Progress	4,230,339	2,538,039	2,156,653	NR
Category 15 Investments[9]	In Progress	55,207	40,354	38,631	NR

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

- Fiscal 2025 Data Table
- SASB Index
- TCFD Index
- SDG Indicators

FISCAL 2025 DATA TABLE[1] (continued)

Environmental Sustainability[2] (continued)

	2025	2024	2023	2022	2021
ENERGY					
Total Energy (MWh)[22]	6,297,988	6,288,349	6,444,227	5,727,672	3,907,990
Total Electricity (MWh)	2,078,435	2,113,831	2,150,246	1,978,499	NR
Percentage Grid Electricity[23]	33%	34%	33%	35%	48%
Total Zero-Carbon Electricity (MWh)[24]	1,000,597	1,041,805	792,866	NR	NR
Zero-Carbon Electricity From Grid (MWh)	567,508	557,606	584,323	NR	NR
Renewable Electricity From Unbundled RECs (MWh)	0	52	49,948	100,000	NR
Renewable Electricity From Utility Green Power Programs (MWh)	424,488	479,511	157,115	118,145	NR
Renewable Electricity From Owned Solar (MWh)	8,601	4,636	1,480	983	NR
Percentage Zero-Carbon Electricity[24]	48%	49%	37%	34%	30%
Percentage Renewables[25]	12.5%	10.7%	5.5%	4.4%	5.3%
Renewable Fuel (MWh)	351,192	185,906	145,549	33,015	NR
WASTE[26]					
Percentage of Operational Waste Diverted From Landfill and Incineration (Company)[27]	63%	62%	61%	58%	61%
Operational Waste Generated (Company) (U.S. Tons)[27]	260,439	252,165	244,363	215,423	138,785
Operational Waste Sent to Landfill (Company) (U.S. Tons)[27]	91,321	91,580	92,232	87,190	53,248

	2025	2024	2023	2022	2021
WASTE[26] (continued)					
Operational Waste Diverted (Company) (U.S. Tons)[27]	164,523	157,146	148,793	125,945	85,283
Percentage of Operational Waste Diverted From Landfill and Incineration (Parks, Resorts, and Cruise Line)[28]	60%	59%	58%	56%	60%
Operational Waste Sent to Landfill (Parks, Resorts, and Cruise Line) (U.S. Tons)[28]	83,982	83,049	84,714	80,784	45,059
WATER (BILLIONS OF GALLONS)[29]					
Total Water Consumption	9.48	8.98	9.41	8.00	6.71
Potable Water Consumed	7.03	6.77	7.26	6.16	5.09
Non-Potable Water Consumed	2.45	2.21	2.15	1.84	1.62
SUSTAINABLE DESIGN[26, 30]					
Percentage of Construction Waste Diverted From Landfill and Incineration	94%	84%	90%	95%	96%
Construction Waste Generated (U.S. Tons)	58,959	150,567	89,925	100,536	62,332
Construction Waste Sent to Landfill (U.S. Tons)	3,726	19,678	8,963	4,997	2,183
Construction Waste Diverted (U.S. Tons)	55,165	126,996	80,962	95,538	60,148
MATERIALS					
Facilities That Participate in Higg Index or Maintain a Sustainable Manufacturing Certification[31]	>80%	70%	>50%	NR	NR

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

FISCAL 2025 DATA TABLE[1] (continued)

Workforce

EMPLOYMENT & EMPLOYMENT STATUS[32]	2025	2024	2023	2022	2021
Global Employees[33, 34]	231,000	233,000	225,000	220,000	190,000
Casual Seasonal (Global)[33]	8%	8%	7%	7%	5%
Casual Ongoing (Global)[33]	16%	16%	16%	15%	16%
Full-Time (Global)[33]	76%	76%	77%	78%	79%
Percentage of Employees Covered by Collective Bargaining Agreements (U.S.)	54%	54%	55%	53%	54%

TRAINING, DEVELOPMENT & COMPETITIVE PAY	2025	2024	2023	2022	2021
Trainings Offered (Unique)[35, 36]	20,300	10,200	22,800	22,100	20,000
Number of Trainings Taken[35]	2,600,000	2,300,000	2,100,000	2,200,000	2,050,000
Median Wage Earnings for U.S. Disney[37]	$23.00/hour	$21.00/hour	$19.00/hour	$17.50/hour	$17.00/hour

Workforce – Representation[32, 38, 39, 40]

OVERALL WORKFORCE	2025	2024	2023	2022	2021
Women (Global)	51.3%	51.2%	51.2%	50.9%	50.3%
People of Color (U.S.)	49.3%	48.3%	46.1%	46.7%	46.3%
Asian (U.S.)	7.7%	7.7%	7.4%	7.4%	7.4%
Black or African American (U.S.)	8.3%	8.2%	8.0%	8.1%	8.6%
Hispanic or Latino (U.S.)	29.8%	28.9%	27.3%	27.9%	27.0%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.7%	0.7%	0.7%	0.6%	0.6%
White (U.S.)	44.7%	44.9%	45.4%	47.3%	50.9%
Two or More Races (U.S.)	2.6%	2.5%	2.5%	2.4%	2.3%
Not Disclosed (U.S.)	6.0%	6.8%	8.5%	5.9%	2.7%
EXECUTIVE					
Women (global)	46.0%	45.8%	45.6%	45.5%	43.3%
People of Color (U.S.)	29.3%	29.1%	28.5%	27.5%	24.7%
Asian (U.S.)	11.8%	11.6%	11.5%	11.1%	10.2%
Black or African American (U.S.)	6.6%	6.9%	7.0%	6.8%	6.0%
Hispanic or Latino (U.S.)	7.9%	7.6%	7.4%	7.1%	6.3%
Native American or Alaskan Native (U.S.)	0.2%	0.2%	0.1%	0.2%	0.2%
Native Hawaiian or Pacific Islander (U.S.)	0.3%	0.3%	0.3%	0.3%	0.2%
White (U.S.)	67.9%	68.1%	68.8%	69.9%	73.3%
Two or More Races (U.S.)	2.6%	2.5%	2.2%	2.1%	1.8%
Not Disclosed (U.S.)	2.8%	2.8%	2.7%	2.3%	1.9%

MANAGER	2025	2024	2023	2022	2021
Women (Global)	45.4%	45.0%	45.0%	44.5%	43.3%
People of Color (U.S.)	34.8%	34.2%	33.0%	32.0%	30.2%
Asian (U.S.)	11.8%	11.4%	10.9%	10.8%	10.3%
Black or African American (U.S.)	5.1%	5.4%	5.6%	5.6%	5.6%
Hispanic or Latino (U.S.)	14.7%	14.1%	13.4%	12.7%	11.7%
Native American or Alaskan Native (U.S.)	0.2%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.5%	0.5%	0.5%	0.5%	0.4%
White (U.S.)	62.2%	63.1%	64.5%	65.6%	67.8%
Two or More Races (U.S.)	2.6%	2.4%	2.2%	2.1%	1.8%
Not Disclosed (U.S.)	3.0%	2.8%	2.5%	2.3%	2.0%
BELOW MANAGER					
Women (Global)	52.6%	52.5%	52.4%	52.2%	51.9%
People of Color (U.S.)	52.7%	51.5%	48.9%	50.0%	50.0%
Asian (U.S.)	6.8%	6.9%	6.6%	6.7%	6.8%
Black or African American (U.S.)	8.9%	8.7%	8.5%	8.5%	9.3%
Hispanic or Latino (U.S.)	33.4%	32.3%	30.3%	31.3%	30.5%
Native American or Alaskan Native (U.S.)	0.3%	0.3%	0.3%	0.3%	0.3%
Native Hawaiian or Pacific Islander (U.S.)	0.7%	0.7%	0.7%	0.7%	0.7%
White (U.S.)	40.6%	40.9%	41.4%	43.3%	47.2%
Two or More Races (U.S.)	2.6%	2.6%	2.5%	2.5%	2.5%
Not Disclosed (U.S.)	6.7%	7.7%	9.7%	6.6%	2.9%

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

- Fiscal 2025 Data Table
- SASB Index
- TCFD Index
- SDG Indicators

FISCAL 2025 DATA TABLE[1] (continued)

Workforce – Representation & Movement

WORKFORCE - EXCLUDING FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES[41]	2025	2024	2023	2022	2021
OVERALL					
Women (Global)	48.1%	47.8%	NR	NR	NR
People of Color (U.S.)	38.0%	37.3%	NR	NR	NR
Asian (U.S.)	11.9%	11.7%	NR	NR	NR
Black or African American (U.S.)	6.9%	7.1%	NR	NR	NR
Hispanic or Latino (U.S.)	15.5%	15.0%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.2%	0.2%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.5%	0.5%	NR	NR	NR
White (U.S.)	58.8%	59.5%	NR	NR	NR
Two or More Races (U.S.)	3.0%	2.8%	NR	NR	NR
Not Disclosed (U.S.)	3.2%	3.2%	NR	NR	NR
HIRES					
Women (Global)	44.8%	47.1%	NR	NR	NR
People of Color (U.S.)	49.8%	50.7%	NR	NR	NR
Asian (U.S.)	18.3%	18.2%	NR	NR	NR
Black or African American (U.S.)	8.1%	8.5%	NR	NR	NR
Hispanic or Latino (U.S.)	18.1%	18.5%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.1%	0.1%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.4%	0.4%	NR	NR	NR
White (U.S.)	46.0%	45.3%	NR	NR	NR
Two or More Races (U.S.)	4.8%	5.0%	NR	NR	NR
Not Disclosed (U.S.)	4.2%	4.0%	NR	NR	NR

WORKFORCE - EXCLUDING FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES[41] (continued)	2025	2024	2023	2022	2021
PROMOTIONS					
Women (Global)	51.5%	51.6%	NR	NR	NR
People of Color (U.S.)	36.6%	36.0%	NR	NR	NR
Asian (U.S.)	10.3%	10.0%	NR	NR	NR
Black or African American (U.S.)	5.2%	5.0%	NR	NR	NR
Hispanic or Latino (U.S.)	16.9%	17.1%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.3%	0.2%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.5%	0.6%	NR	NR	NR
White (U.S.)	59.1%	60.5%	NR	NR	NR
Two or More Races (U.S.)	3.4%	3.1%	NR	NR	NR
Not Disclosed (U.S.)	4.3%	3.6%	NR	NR	NR
VOLUNTARY TURNOVER					
Women (Global)	51.9%	51.5%	NR	NR	NR
People of Color (U.S.)	37.6%	37.4%	NR	NR	NR
Asian (U.S.)	13.0%	11.8%	NR	NR	NR
Black or African American (U.S.)	7.5%	8.1%	NR	NR	NR
Hispanic or Latino (U.S.)	13.6%	13.7%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.3%	0.2%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.5%	0.6%	NR	NR	NR
White (U.S.)	58.3%	58.6%	NR	NR	NR
Two or More Races (U.S.)	2.7%	2.9%	NR	NR	NR
Not Disclosed (U.S.)	4.0%	4.1%	NR	NR	NR

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

FISCAL 2025 DATA TABLE[1] (continued)

Workforce – Representation & Movement (continued)

	2025	2024	2023	2022	2021
FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES[41]					
OVERALL					
Women (Global)	53.3%	53.4%	NR	NR	NR
People of Color (U.S.)	55.9%	54.6%	NR	NR	NR
Asian (U.S.)	5.2%	5.3%	NR	NR	NR
Black or African American (U.S.)	9.1%	8.8%	NR	NR	NR
Hispanic or Latino (U.S.)	38.1%	37.0%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.3%	0.3%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.8%	0.8%	NR	NR	NR
White (U.S.)	36.4%	36.5%	NR	NR	NR
Two or More Races (U.S.)	2.4%	2.4%	NR	NR	NR
Not Disclosed (U.S.)	7.7%	8.9%	NR	NR	NR
HIRES					
Women (Global)	50.7%	53.3%	NR	NR	NR
People of Color (U.S.)	65.4%	68.4%	NR	NR	NR
Asian (U.S.)	3.3%	5.1%	NR	NR	NR
Black or African American (U.S.)	13.2%	8.8%	NR	NR	NR
Hispanic or Latino (U.S.)	45.1%	50.3%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.3%	0.4%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.6%	0.8%	NR	NR	NR
White (U.S.)	32.8%	29.5%	NR	NR	NR
Two or More Races (U.S.)	3.0%	3.0%	NR	NR	NR
Not Disclosed (U.S.)	1.8%	2.1%	NR	NR	NR

	2025	2024	2023	2022	2021
FRONTLINE OPERATIONS EMPLOYEES WITHIN OUR PARKS AND RESORTS SITES[41] (continued)					
VOLUNTARY TURNOVER					
Women (Global)	57.1%	58.3%	NR	NR	NR
People of Color (U.S.)	50.7%	48.4%	NR	NR	NR
Asian (U.S.)	4.5%	4.5%	NR	NR	NR
Black or African American (U.S.)	7.2%	6.3%	NR	NR	NR
Hispanic or Latino (U.S.)	35.0%	33.5%	NR	NR	NR
American Indian or Alaskan Native (U.S.)	0.4%	0.4%	NR	NR	NR
Native Hawaiian or Pacific Islander (U.S.)	0.6%	0.7%	NR	NR	NR
White (U.S.)	41.4%	39.0%	NR	NR	NR
Two or More Races (U.S.)	3.0%	3.0%	NR	NR	NR
Not Disclosed (U.S.)	7.8%	12.6%	NR	NR	NR

Social Impact

	2025	2024	2023	2022	2021
CHARITABLE GIVING					
Charitable Giving (Cash Contributions, in Millions)[42]	$101.8	$104.6	$86.1	$97.1	$87.1
Charitable Giving (In-Kind Donations, in Millions)[43]	$163.1	$159.2	$149.0	$136.2	$206.6
Total Charitable Giving (Cash and In-Kind Donations, in Millions)[42, 43]	$264.8	$263.8	$235.1	$233.3	$293.7

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

FISCAL 2025 DATA TABLE[1] (continued)

Supply Chain

	2025	2024	2023	2022	2021
FACILITY FOOTPRINT[44, 45]					
Aggregate Number of Facilities Manufacturing Disney-Branded Products During the Fiscal Year	43,100	43,100	43,500	44,000	43,700
Total Number of Countries	96	98	99	106	103
Number of Countries With 1% or Less of Total Facilities	80	83	83	90	87
FACILITY FOOTPRINT: COUNTRY DATA[44, 45, 46]					
Number of Facilities Manufacturing Disney-Branded Products by Country: # (% of total)					
China	13,590 (32%)	13,230 (31%)	12,950 (30%)	12,510 (28%)	12,070 (28%)
Japan	8,110 (19%)	8,470 (20%)	8,170 (19%)	8,110 (18%)	8,210 (19%)
USA	5,370 (12%)	5,570 (13%)	5,750 (13%)	5,630 (13%)	5,540 (13%)
South Korea	1,760 (4%)	1,730 (4%)	1,970 (5%)	2,100 (5%)	2,120 (5%)
India	1,350 (3%)	1,260 (3%)	1,240 (3%)	1,340 (3%)	1,240 (3%)
Brazil	1,120 (3%)	1,220 (3%)	1,320 (3%)	1,570 (4%)	1,510 (4%)
Italy	980 (2%)	970 (2%)	1,030 (2%)	1,200 (3%)	1,290 (3%)
Taiwan	920 (2%)	1,090 (3%)	1,260 (3%)	1,270 (3%)	1,360 (3%)
France	840 (2%)	850 (2%)	870 (2%)	850 (2%)	870 (2%)
Portugal	800 (2%)	750 (2%)	740 (2%)	720 (2%)	750 (2%)
Vietnam	800 (2%)	630 (1%)	580 (1%)	560 (1%)	550 (1%)
United Kingdom	750 (2%)	710 (2%)	750 (2%)	770 (2%)	780 (2%)
Turkey	610 (1%)	750 (2%)	870 (2%)	960 (2%)	880 (2%)
Spain	530 (1%)	490 (1%)	460 (1%)	450 (1%)	470 (1%)
Germany	480 (1%)	470 (1%)	480 (1%)	490 (1%)	520 (1%)
All Other Facilities (In Countries With < 1% of Total Facilities)	5,043 (12%)	4,500 (9%)	5,060 (12%)	5,470 (11%)	5,540 (11%)

	2025	2024	2023	2022	2021
REMEDIATION[47, 48]					
Percentage of Audits With Findings Identified for Remediation					
Child Labor	<1%	<1%	<1%	<1%	1%
Involuntary Labor	<1%	<1%	<1%	<1%	<1%
Coercion and Harassment	<1%	<1%	<1%	<1%	<1%
Non-Discrimination	<1%	<1%	<1%	<1%	<1%
Association	<1%	<1%	1%	<1%	<1%
Health and Safety: Factory	83%	82%	85%	85%	85%
Health and Safety: Dormitory	1%	1%	2%	2%	2%
Compensation: Minimum Wage	1%	1%	2%	2%	4%
Compensation: Overtime Wage	3%	3%	4%	3%	5%
Compensation: Overtime Hours	70%	70%	70%	68%	70%
Compensation: Social Benefits	62%	63%	64%	63%	64%
Protection of the Environment	12%	13%	18%	22%	24%
Other Laws	10%	11%	14%	15%	17%
Subcontracting	<1%	1%	1%	<1%	1%
Monitoring and Compliance	3%	4%	5%	4%	4%
Publication	1%	2%	2%	2%	1%
FACILITY AUDITS[47, 48]					
Percentage of Supplier Facilities Audited	39%	37%	37%	35%	34%
Percentage of Audits Conducted by a Third-Party Auditor	98%	97%	97%	97%	96%

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

FISCAL 2025 DATA TABLE[1] (continued)

Healthy Living[49]

	2025	2024	2023	2022	2021
PERCENTAGE OF DISNEY-LICENSED WHOLESALE FOOD SALES DEDICATED TO EVERYDAY FOODS THAT MEET OUR NUTRITION GUIDELINES					
Global	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target	Meets 85% Target
North America	Meets 85% Target	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.
3. GHGs are measured and calculated according to the principles in the World Resources Institute and the World Business Council for Sustainable Development Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 Revised Edition" (GHG Protocol).
4. The boundary for Disney's GHG emissions reporting includes owned and operated assets (such as theme parks and resorts, Disney Cruise Line, and commercial spaces), leased assets (such as office locations), as well as Productions (including feature films, television, theatricals, and sporting events). HCFC-22, a Montreal Protocol gas, are included in Scope 1 emissions, and are immaterial to the total reported emissions. Direct CO_2 emissions from biogenic fuels are not included in the Scope 1 totals. They are as follows: Fiscal 2021 22,662.0 MT CO_2e; Fiscal 2022: 4,890.0 MT CO_2e; Fiscal 2023:36,392.9 MT CO_2e; Fiscal 2024: 46,526.0 MT CO_2e; Fiscal 2025: 89,034 MT CO_2e.
5. A third-party validator has provided limited assurance of our Scope 1 & 2 GHG emissions since fiscal 2019, and Scope 3 GHG emissions for fiscal 2019, 2022, 2023, and 2024. Please refer to our ESG Reporting Center webpage for Emissions Verification statements.
6. We define "net emissions" and "net zero emissions" for our 2030 goals as follows: Scope 1 emissions + Scope 2 emissions (market-based) – carbon credits. Market-based emissions are used where available in calculating carbon credit retirements, total emissions, and net emissions. Scope 2 emissions (market-based) include emission reductions attributed to utility green power purchases, power purchase agreements, and unbundled energy attribute certificates. Our approach to carbon credits can be found in our Natural Climate Solutions White Paper. We will have achieved our 2030 "net zero emissions" goal when "net emissions," as defined above, equals 0.
7. Carbon credits are from projects developed according to recognized standards (e.g., Climate Action Reserve, Verified Carbon Standard, Gold Standard) and are retired annually. All credits are verified by accredited third-party reviewers.
8. 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 continual 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. As a result of current data availability, methodologies, and business processes, the most recent Scope 3 emissions data are reported for the previous fiscal year (and thus are reported for fiscal 2024 as the most recent available data for this report). Scope 3 emissions are part of Disney's science-based target that was validated by SBTi. In order to monitor progress against this target, fiscal year 2019 is used as the baseline year; data for fiscal year 2021 will not be reported.
9. 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).
10. Hybrid methodology uses a combination of supplier-specific activity and/or emissions data (where available) and secondary data to fill the gaps.
11. 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).
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. Fuel-based methodology involves determining the amount of fuel consumed (i.e., Scope 1 & 2 emissions of transport providers) and applying the appropriate emission factor for that fuel.
14. Distance-based methodology involves determining the mass, distance, and mode of each transportation activity and then applying the appropriate vehicle-distance, mass-distance, or passenger-distance emission factor for the vehicle used.
15. Waste-type specific methodology involves using emission factors for specific waste types and waste treatment methods.
16. Emissions in 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.
17. Emissions in this category were evaluated and determined not to be relevant. The company does not have any activities that it characterizes as intermediate goods.
18. Site-specific methodology involves identifying site-specific fuel and electricity and applying the appropriate emission factors.
19. Franchise-specific methodology involves collecting site-specific activity data or Scope 1 & 2 emissions data from franchisees.
20. Asset-specific methodology involves collecting asset-specific (e.g., site-specific) fuel and energy use data, or Scope 1 & 2 emissions data from individual assets.
21. Year over year change is due to a combination of business growth, as well as updates to industry emission factor values and data and methodological updates.
22. Total energy includes electricity, natural gas, chilled water, hot water, steam, compressed air, renewable energy, and fuels. Fiscal 2021 data exclude energy from Productions.
23. "Percentage grid electricity" is purchased electricity consumption divided by total energy consumption.
24. We define "zero-carbon electricity" as any type of electricity generation that does not generate GHGs, such as solar, wind, geothermal, nuclear, and large-scale hydropower. "Percentage zero-carbon electricity" is zero-carbon electricity consumption divided by total electricity consumption.

Table of Contents

Introduction & Our Approach

Operating Responsibly

People

Environmental Sustainability

Data & Frameworks

- Fiscal 2025 Data Table
- SASB Index
- TCFD Index
- SDG Indicators

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

Workforce & Representation

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

Social Impact

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

Supply Chain

44. 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 2025, the facility count shown includes approximately 2,600 suppliers beyond Tier 1 that are subject to the purview of the Disney International Labor Standards (ILS) program.
45. Facility footprint data include all facilities authorized to manufacture Disney-branded products at any point during the fiscal year. With respect to TFCF intellectual property, as contracts are newly executed, renewed, or amended with respect to the manufacturing of products, the facilities producing such goods fall under the purview of the Disney ILS Program, and are included in the facility footprint data. Aggregate facility data and country facility data are approximate and rounded.
46. For simplicity, the terms 'country' or 'countries' refer to countries, special administrative regions, or economically independent jurisdictions.
47. 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.
48. Fiscal 2023, 2024, and 2025 supplier audit data include suppliers beyond Tier 1. Fiscal years prior to 2023 included only Tier 1 suppliers. The Disney ILS Program works toward ongoing and sustainable improvement in working conditions at facilities producing Disney-branded products. All Code of Conduct violations identified in active facilities as the result of audits or assessments must be corrected or remediated within the time periods and in the manner established by the Disney ILS Program as a condition of continued use of the facility for the production of Disney-branded products.

Healthy Living

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

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

SASB INDEX

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

SASB STANDARDS
Now part of IFRS Foundation

Topic	Accounting Metric(s)	Location/Response	SASB Code
GREENHOUSE GAS EMISSIONS	Gross Global Scope 1 emissions	• Fiscal 2025 Data Table & Data Table Footnotes, pp. 33, 39	TR-CL-110a.1
	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	• 2030 Environmental Goals: Strategic Framework • Emissions, pp. 24-25	TR-CL-110a.2
ENERGY MANAGEMENT	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	• (1, 2, 3) Fiscal 2025 Data Table & Data Table Footnotes, pp. 34, 39	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	• (1, 2) Fiscal 2025 Data Table & Data Table Footnotes, pp. 34, 40 • We are disclosing total potable water consumption and total non-potable water consumption at this time.	TC-IM-130a.2; SV-HL-140a.1; FB-RN-140a.1
WASTE MANAGEMENT	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	• (1, 3) Fiscal 2025 Data Table & Data Table Footnotes, pp. 34, 40 • (2) Not disclosed	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	• (1) The percentage of Tier 1 supplier facilities and beyond audited to a labor code of conduct is provided in Fiscal 2025 Data Table & Data Table Footnotes, pp. 38, 40 • (2) Not disclosed • (3) Percentage of Tier 1 audits conducted by a third-party auditor provided in Fiscal 2025 Data Table & Data Table Footnotes, pp. 38, 40	CG-AA-430b.1
	(1) Priority non-conformance rate and (2) associated corrective action rate for suppliers' labor code of conduct audits	• (1) Priority nonconformance rate was 8%. • Priority nonconformance rate is defined as the percentage of audits with findings where facilities failed to meet Disney's Minimum Compliance Standards. For more information, see the ILS Program Manual. • (2) Corrective action rate was 89%. • See ILS Program Manual for more information about expectations and timelines for corrective action.	CG-AA-430b.2
	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	• (1, 2) Supply chain assessments identify the most common risks to be in the areas of health and safety, overtime hours, and social benefits; see Fiscal 2025 Data Table & Data Table Footnotes, pp. 38, 40. We understand that supply chain assessments may not fully capture some underreported issues, such as sexual harassment, forced labor, and interference with freedom of association. We continue to explore additional methods for gaining such visibility. Our supply chain policy commitments are described in our ILS Program Manual, Human Rights Policy, Conflict Minerals Policy, UK Modern Slavery Statement 2024, Australia Modern Slavery Statement 2024, Canada Modern Slavery Statement 2024, and Paper Sourcing and Use Policy. • Supply Chain, p. 10	CG-AA-430b.3

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

SASB INDEX (continued)

Topic	Accounting Metric(s)	Location/Response	SASB Code
ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	• (1) Fiscal 2025 Data Table & Data Table Footnotes, pp. 38, 40 • (1) Materials, p. 28 • (2) Not disclosed	CG-AA-430a.2
WORKFORCE DIVERSITY	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals, and (d) all other employees Programs and policies for fostering equitable employee representation across global operations	• Fiscal 2025 Data Table & Data Table Footnotes, pp. 35-37, 40 • Workforce Representation Dashboard • Employee Engagement & Inclusion, pp. 19-20 • (1, 2) See our 2024 EEO-1 report for data that align with SASB categories. We believe the information provided in our Fiscal 2025 Data Table is more informative and reflects the various facets of Disney's workforce.	SV-ME-260a.1 TC-IM-330a.3
LABOR PRACTICES	(1) Voluntary and, (2) involuntary turnover rate for restaurant employees	• (1) Fiscal 2025 Data Table & Data Table Footnotes, pp. 36-37, 40 • (1) Workforce Representation Dashboard • (2) Not disclosed	SV-HL-310a.1
	(1) Average hourly wage and (2) percentage of lodging facility employees earning minimum wage, by region	• (1) Comprehensive Total Rewards, p. 17 • (2) Not disclosed	SV-HL-310a.3
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	• (1, 2) Not disclosed	FB-RN-310a.2
	Description of policies and programmes to prevent worker harassment	• Standards of Business Conduct, pp. 9-10, 37-38 • Ethics, p. 9; Human Rights, p. 10; Supply Chain, p. 10-11; Workplace Safety, p. 18	SV-HL-310a.4
JOURNALISTIC INTEGRITY & SPONSORSHIP IDENTIFICATION	Description of approach for ensuring journalistic integrity of news programming related to: (1) truthfulness, accuracy, objectiveness, fairness, and accountability (2) independence of content and/or transparency of potential bias, and (3) protection of privacy and limitation of harm	• (1, 2, 3) Journalistic Integrity Topic Brief • (1) Journalistic Integrity, p. 14	SV-ME-270a.3
NUTRITIONAL CONTENT	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	• (1) Not disclosed • (2) Nearly 100% of all food and beverage advertising on our media platforms oriented to kids and families meets Disney Nutrition Guideline standards.† • (2) Responsible Advertising & Marketing, p. 15	FB-RN-260a.3

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

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

SASB INDEX (continued)

Topic	Accounting Metric(s)	Location/Response	SASB Code
DATA PRIVACY	Description of policies and practices relating to targeted advertising and user privacy	We are committed to giving customers transparency into our data collection and use practices and having robust controls over how we use those data. Our guest privacy policy describes how customers' information is collected and used, as well as the very limited circumstances under which customer data may be shared with third parties. That policy also contains information about choices consumers must make to limit the use of their data for targeted advertising and direct marketing purposes. Links to our guest privacy policy, as well as the control mechanisms for limiting targeted advertising, can be found on our Privacy Center. • Privacy Policy • Children's Online Privacy Policy • Privacy, p. 13	TC-IM-220a.1
DATA SECURITY STANDARDS	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	• Information Security, p. 13	TC-IM-230a.2
INTELLECTUAL PROPERTY PROTECTION & MEDIA PIRACY	Description of approach to ensuring intellectual property (IP) protection	• Disney strives to foster a culture that values intellectual property protection to promote creativity, storytelling, and innovation, as well as to maintain consumer trust. We engage in practices that protect Disney's intellectual property, including our brands, characters, and content. We also respect the intellectual property rights of others and do not knowingly use the intellectual property of third parties without appropriate rights. Disney is committed to following intellectual property laws in the markets in which we operate and also requires all employees to respect third-party intellectual property rights. We have also implemented internal intellectual property policies and trainings to increase awareness and respect for intellectual property rights among all Disney employees.	SV-ME-520a.1

Activity Metric(s)	Location/Response	SASB Code
Households reached by broadcast TV	• The Walt Disney Company Fiscal Year 2025 Annual Report on Form 10-K, pp. 3-5	SV-ME-000.A
Subscribers to cable networks	• The Walt Disney Company Fiscal Year 2025 Annual Report on Form 10-K, pp. 3-5	SV-ME-000.A
Subscribers to streaming services ("Entity-defined measure of user activity")	• The Walt Disney Company Fiscal Year 2025 Annual Report on Form 10-K, pp. 4-5, 40, 55	TC-IM-000.A
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	• (1, 2) Number of Tier 1 supplier facilities and beyond is provided in Fiscal 2025 Data Table & Data Table Footnotes pp. 38, 40	CG-AA-000.A
Total number of media productions and publications produced	• The Walt Disney Company Fiscal Year 2025 Annual Report on Form 10-K, pp. 4-6	SV-ME-000.B
Number of manufacturing facilities, percentage outsourced	• Number of manufacturing facilities provided in Fiscal 2025 Data Table & Data Table Footnotes pp. 38, 40	CG-TS-000.B
Number of available room-nights	• The Walt Disney Company Fiscal Year 2025 Annual Report on Form 10-K, pp. 46	SV-HL-000.A
Average occupancy rate	• The Walt Disney Company Fiscal Year 2025 Annual Report on Form 10-K, pp. 46	SV-HL-000.B
Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, (3) franchised	• (1, 2) The Walt Disney Company Fiscal Year Annual Report on Form 10-K, pp. 9-13 • (3) Not disclosed • Five of the hotels located in Shanghai and Hong Kong are owned via a joint venture where our ownership is less than 50%. • Disney Vacation Club offers ownership interest in 16 resort facilities, which are operated as hotel rooms when not occupied by Vacation Club members.	SV-HL-000.D

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

TCFD INDEX

In the following index, we provide information aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations consistent with TCFD's four pillars: Governance, Strategy, Risk Management, and Metrics and Targets.

TCFD Category	TCFD Recommended Disclosures	The Walt Disney Company Response
GOVERNANCE		
	a. Describe the board's oversight of climate-related risks and opportunities.	The Walt Disney Company's Board of Directors, acting directly or through its committees, is responsible for assessing major risk factors relating to the company and its performance and for reviewing measures to address and mitigate such risks. The Board delegates oversight of sustainability and social impact programs and reporting to the Governance and Nominating Committee, including with respect to environmental and sustainability policies and initiatives regarding climate change risks. The Audit Committee reviews the company's policies and practices with respect to risk assessment and risk management generally. Both committees are updated by executive management at least annually. The committee chairs provide regular updates to the full Board on the activities of their committees.
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	Several key functions provide coordinated oversight of the assessment and management of climate-related risks and opportunities and their potential business impacts. These include Environmental Sustainability, Enterprise Risk Management, Global Public Policy, Legal, Finance, and our business segments. Ultimately, the Environmental Sustainability function and members within the Finance function oversee the process of identifying potential climate-related risks and opportunities and report up to the Chief Legal & Global Affairs Officer and Chief Financial Officer, respectively. Oversight and strategic direction related to key environmental policies, practices, and programs are illustrated in a chart on our website.
STRATEGY		
	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	Climate-related risks are evaluated as part of our enterprise risk management and risk factors are disclosed in our Annual Report on Form 10-K and subsequent quarterly reports on Form 10-Q. These include: • Physical risk **Description**: Exposure to adverse weather conditions arising from short-term weather patterns or long-term climate change, including longer and more regular excessive heat conditions, catastrophic events, or natural disasters (such as excessive heat or rain, hurricanes, wildfires, typhoons, floods, droughts, tsunamis, and earthquakes). **Potential Impacts**: Physical climate risks could disrupt the operations of our businesses, particularly our theme parks and resorts, cruise line, production schedules, and the larger environment for travel and tourism. This could directly impact our ability to provide products and services and could result in closure of impacted operations or have an extended effect of discouraging consumers from attending our facilities. Moreover, protecting against such adverse weather events also increases operational and capital costs. Our ability to obtain insurance coverage with respect to some of these events may also be reduced in certain instances. **Mitigation Strategy**: We mitigate against physical impacts to our properties through infrastructure design, among other risk management strategies. We carefully site and construct our physical assets with consideration for the potential effects of extreme weather or rising sea levels. In addition, we have approached the design, construction, and maintenance of our facilities in a way that aims to protect against potential risks in local jurisdictions, including, for example, protecting against wind speeds 35% higher than typically recommended for properties located in and around Walt Disney World. The company continues to invest in business continuity and risk resilience planning to prepare for potential business disruptions. We also obtain insurance against the risk of losses relating to some of these events, including certain physical damage to our property and resulting business interruption.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

TCFD INDEX (continued)

TCFD Category	TCFD Recommended Disclosures	The Walt Disney Company Response
STRATEGY (continued)		
	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	• Market risk **Description**: Exposure to a variety of uncontrollable events, including changes in macroeconomic conditions or market declines in economic activity, can disrupt our businesses, reduce demand for or consumption of our products and services, impair our ability to provide our products and services, or increase the cost or reduce the profitability of providing our products and services. **Potential Impacts**: Market disruptions, including fluctuations in travel and energy costs and supply chain disruptions, could disrupt our ability to provide our products and services, and raise the cost of providing our products and services. **Mitigation Strategy**: We have established science-based emissions reduction targets aligned with global climate goals, supporting long-term efforts to reduce climate-related risk exposure. To manage energy price volatility, we use commodity derivatives to hedge against energy price changes, including fuel, oil, and gasoline. By reducing our own reliance on fossil fuels and investing in clean energy, we expect to find ways to lower our operational costs and improve the resilience of our energy supply. We also work to strengthen supply chain resilience by having a wide-ranging supplier base and sourcing products, materials, and services from a broad network of suppliers. In addition, we maintain insurance coverage for certain supply chain interruption risks. • Regulatory risk **Description**: Exposure to evolving domestic and international laws and regulations relating to environmental, social, and governance matters, including climate risks, have been adopted or are under consideration. Some of these include specific, target-driven disclosure requirements or obligations. **Potential Impacts**: New or expanded domestic and international regulatory disclosure requirements may increase compliance costs. **Mitigation Strategy**: Disney has adopted policies and practices designed to comply with applicable laws, rules, and regulations. We monitor environmental and climate-related policy and regulatory developments across the jurisdictions in which we operate to support preparedness for emerging obligations. In addition, we have invested in reporting systems and technology to strengthen our ability to meet evolving disclosure and compliance expectations. • Reputational risk **Description**: Exposure to reputational risks relating to misalignment with public and consumer tastes and preferences for entertainment, travel, and consumer products, which impacts demand for our entertainment offerings and products and services and our results of operations. **Potential Impacts**: Divergent expectations among consumers, investors, regulators, and other stakeholders regarding our sustainability initiatives could affect our reputation and brands. Negative stakeholder perceptions of our position on matters of public interest, including regarding environmental and social issues, could impact sales, business opportunities, profitability, financial condition, and price of our common stock. **Mitigation Strategy**: We work to maintain transparent goal-setting and reporting. We have set public 2030 Environmental Goals and report progress against these and other environmental metrics in our annual Sustainability & Social Impact Report.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

TCFD INDEX (continued)

TCFD Category	TCFD Recommended Disclosures	The Walt Disney Company Response
STRATEGY (continued)		
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Disney has conducted a scenario analysis to assess the resilience of our business strategy under two commonly referenced third-party global warming pathways: a 1.5°C ("1.5°C transition") scenario and a 4°C ("higher-warming") scenario. The 1.5°C transition scenario assumes significant global GHG emissions reduction driven by policy and regulatory developments, changes in macroeconomic conditions, advancement in technology, and evolving consumer preferences. Under this scenario, potential impacts include increased regulatory requirements, supply chain transition pressures, and changing market dynamics (see Strategy section on pg. 45). To support resilience in this environment, the company's approach includes investing in climate-related technology, enhancing our ability to monitor and comply with evolving regulations, and strengthening supply chain adaptability. By reducing Scope 1 and 2 emissions and engaging suppliers on Scope 3 emissions reductions, we aim to mitigate potential exposure to carbon pricing mechanisms and energy transition-related cost pressures. Under a 4°C higher-warming scenario, the severity and frequency of physical climate risks are projected to increase. Potential impacts include damage to physical assets, operational disruptions, and broader effects on travel and tourism. To address resilience under this scenario, we integrate climate considerations into infrastructure design, invest in climate-hazard resilient construction and maintenance, maintain business continuity and risk resilience planning, and maintain insurance coverage for certain physical damage risks. In addition, the diversity of our businesses, operations, and geographic footprint helps supports strategic resilience by reducing concentrated risks.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

TCFD INDEX (continued)

TCFD Category	TCFD Recommended Disclosures	The Walt Disney Company Response
RISK MANAGEMENT		
	a. Describe the organization's processes for identifying and assessing climate-related risks.	Disney conducts a climate-related risk identification and assessment process every two years by engaging a cross-functional group in collaboration with an independent third party. The process is informed by climate models, external research, regulatory and market analysis, and industry insights. It includes evaluating the potential financial impacts of various risks and opportunities relative to the company's financial profile. Prioritization is further informed by reviewing operational and financial data from comparable historical disruptions. A broad group of senior leaders—including representatives from Legal, Operations, Finance, Environment, and Risk Management—reviews and provides input on the assessment. This review considers potential financial, strategic, operational, and reputational impacts of the identified risks and whether existing mitigation strategies remain appropriate or if additional measures are needed. In 2025, the company engaged an independent third party to conduct a climate scenario analysis to evaluate potential risks and opportunities under two plausible futures: a 1.5°C transition scenario (RCP2.6) and a higher-warming 4°C scenario (RCP8.5). Each scenario was assessed across time horizons consistent with TCFD guidance: near-term (to 2030), mid-term (to 2040), and long-term (to 2050). The analysis examined physical risks; transition risks and opportunities, including evolving policies, regulations, and market dynamics; and potential reputational considerations relating to stakeholder expectations and public perception.
	b. Describe the organization's processes for managing climate-related risks.	In addition to Board and management oversight (see Governance section on pg. 44), Disney manages potential climate-related risks and opportunities through a combination of general risk management tools, such as Enterprise Risk Management and business continuity practices, and targeted environmental strategies, including, portfolio diversification, market-based assessments, and scenario planning. Further, to help mitigate the financial impact of potential risks and support business continuity, we use risk financing strategies including self-insurance, contractual risk transfer, commercial insurance, and alternative risk financing techniques. Specific mitigation strategies for individual climate-related risks are summarized in this disclosure (see Strategy section on pp. 44-45). Climate-related risks and opportunities are also evaluated when planning large capital investments and may influence how physical assets are sited, designed, constructed, and maintained.
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	The processes described above to identify, assess, and manage climate-related risks are integrated into Disney's broader enterprise risk management (ERM) processes. The ERM function works collaboratively with business segments and functional leaders to identify, assess, and mitigate potential operational risks, including those related to environmental matters. Climate-related risks are considered alongside other enterprise risks and are incorporated into regular risk reviews and business assessments.
METRICS AND TARGETS		
	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Refer to our Fiscal 2025 Data Table on pp. 33-34 of this report.
	b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Refer to our Fiscal 2025 Data Table on p. 33 of this report.
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	For additional detail on our climate targets, methodologies, and strategies to achieve them, refer to our 2030 Environmental Goals: Strategic Framework.

Table of Contents
Introduction & Our Approach
Operating Responsibly
People
Environmental Sustainability
Data & Frameworks
Fiscal 2025 Data Table
SASB Index
TCFD Index
SDG Indicators

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) INDICATORS

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

SDG 3: Good Health and Well-Being

Operating Responsibly

Supply Chain: Management of chemicals is part of our Supply Chain Code of Conduct.
Product Safety: Management of chemicals is part of our approach to consumer product safety.

People

Comprehensive Total Rewards: Our employee benefits include health coverage.
Employee Health & Well-Being: Our Employee Assistance Program (EAP) supports mental health needs.

SDG 4: Quality Education

Operating Responsibly

Digital Wellness: Our education grants support technical skills development.

People

Employee Engagement & Inclusion: Our internal training programs are available and accessible to all employees.
Talent Development & Connection: Our internal training programs support relevant skills development.

SDG 5: Gender Equality

Operating Responsibly

Corporate Governance: Four members of our Board of Directors are women.
Human Rights: Our Human Rights policy specifies that we do not tolerate gender discrimination.

People

Comprehensive Total Rewards: Our annual adjusted pay ratio analysis includes gender considerations.

SDG 6: Clean Water and Sanitation

Environmental Sustainability

Water: Our efforts detailed in Watershed Stewardship and Water Conservation highlight water use efficiency and restoration efforts.
Sustainable Design: Our Sustainable Design Standards and included examples highlight water use efficiency efforts.

SDG 7: Affordable and Clean Energy

Environmental Sustainability

Emissions: Our approach and examples highlight energy efficiency and renewable energy efforts.
Sustainable Design: Island Tower at Polynesian Villas & Bungalows includes energy-efficient design features.

SDG 8: Decent Work and Economic Growth

Operating Responsibly

Ethics: Our Global Anti-Bribery and Anti-Corruption Policy helps support safe working environments.
Human Rights: Our Human Rights Policy is informed by leading global principles on fundamental human rights and international labor rights.
Supply Chain: Our International Labor Standards and Supply Chain Investment Program help promote safe working environments.

People

Comprehensive Total Rewards: Our equitable pay commitment and other examples highlight our efforts to promote decent work for all.
Workplace Safety: Our approach and examples highlight efforts to promote a safe working environment.
Employee Engagement & Inclusion and Talent Development & Connection: Our approach and examples highlight efforts to promote decent work for all.

SDG 10: Reduced Inequalities

Operating Responsibly

Human Rights: Our Human Rights Policy supports a workplace that offers opportunities to all.

People

Comprehensive Total Rewards: Our annual adjusted pay ratio analysis includes gender, race, and ethnicity considerations.
Employee Engagement & Inclusion and Talent Development & Connection: Expanding access to opportunities and creating a welcoming and respectful environment for employees and guests helps drive our business.

SDG 11: Sustainable Cities and Communities

Environmental Sustainability

Sustainable Design: Our New York City campus showcases our efforts to reduce the environmental impact in how we plan, build, and operate our facilities.

SDG 12: Responsible Consumption and Production

Operating Responsibly

Product Safety: Management of chemicals is part of our product safety efforts, including providing a Priority Chemicals List.

Environmental Sustainability

Water: Water Conservation examples highlight efforts to use water efficiently.
Waste: Examples highlight our prevention, reduction, recycling, and reuse efforts.
Materials: Examples highlight our efforts to reduce the impact of our consumer products while supporting cleaner and safer manufacturing.
Sustainable Design: Island Tower at Polynesian Villas & Bungalows was designed to optimize natural resource use.
Nature & Biodiversity: ourHOME campaign promotes awareness for sustainable development and nature.

SDG 13: Climate Action

Environmental Sustainability

Emissions: Our approach and examples highlight efforts to strengthen climate resilience.
Sustainable Design: Climate resilience is embedded in our Sustainable Design Standards.

SDG 14: Life Below Water

Environmental Sustainability

Water: Water Stewardship examples highlight efforts to protect marine and coastal ecosystems.
Sustainable Design: Island Tower at Polynesian Villas & Bungalows features carpets made from recycled ocean-bound plastics.
Nature & Biodiversity: Examples include sea turtle and manatee conservation efforts.

SDG 15: Life on Land

Environmental Sustainability

Nature & Biodiversity: Our approach to biodiversity, our commitment to no net loss of species diversity at Lookout Cay, and collaborations with nonprofits are highlighted.

SDG 16: Peace, Justice and Strong Institutions

Operating Responsibly

Corporate Governance: Links provided offer additional information on our efforts to reduce corruption and bribery.
Ethics: Our Standards of Business Conduct and Anti-Corruption efforts are highlighted.
Human Rights and Supply Chain: Our Human Rights Policy and International Labor Standards comply with all applicable laws, including those that promote a safe and healthy work environment, and seek to eliminate child and forced labor.

SDG 17: Partnerships for the Goals

Operating Responsibly and Environmental Sustainability

Supply Chain and Nature & Biodiversity: Our collaboration with nonprofits helps support sustainable development.


The Walt Disney Company
Learn more:
Our Company Homepage
Disney Impact