



GENDER PAY GAP REPORT

2021

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WHY DOES DISNEY HAVE TO REPORT GENDER PAY GAP?

This is the fourth year of mandatory gender pay gap reporting in the UK – a requirement for all legal entities with over 250 employees, for the period of May 2020 to April 2021. Approximately 10,000 companies across the UK are reporting their gender pay gap in April 2022.



WHAT IS A GENDER PAY GAP?

The gender pay gap is the difference between the hourly rate of pay of male employees and female employees, expressed as a percentage of the hourly pay rate of the male employees. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.



IS IT THE SAME AS EQUAL PAY?

No, equal pay compares the salaries of men and women doing the same or equivalent work. This is one of the primary measurements that Disney uses to ensure a fair and equitable workplace. A gender pay gap does not mean that women make less than their male counterparts doing the same job.

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The Walt Disney Company takes a holistic approach to ensuring gender equality in our workforce. Whilst we recognise that there is always work to be done to improve any gap, we are proud of the percentage of women we employ across the organisation and that we compensate and promote people based on their roles, experience and performance.

The statistics included in the Gender Pay Gap measurement are not reflective of that holistic approach as they only measure the difference between average pay for men and women across a workforce as a whole. The Gender Pay Gap therefore does not take into account broader impacts such as whether men and women are paid the same for similar jobs (equal pay), and the complexities of a workforce within a multi-faceted organisation including technical expertise and differing responsibilities and experience. The company has also undergone a period of significant organisational change, making it difficult to compare like for like with such a fluctuation in the workforce.

We believe that equal pay is a more insightful measurement. Why? Because we are confident that at The Walt Disney Company UK, men and women are paid equally and fairly for doing the same job. We benchmark our compensation internally and externally and look at the skills, expertise, qualifications, experience and tenure of each candidate to establish appropriate compensation.

We have a long-standing commitment to provide more growth opportunities for women internally and continue to drive for gender diversity when hiring externally. Some of the actions we've already put in place in the last year include:

- The development of a Female Talent Development Programme for high potential female talent advancement at senior manager level, with the aim of increasing female representation in our leadership teams
- The introduction of a new Responsible Allyship training module for all employees to help educate on how they can support colleagues from under-represented groups
- The creation of a Diversity, Equity and Inclusion dashboard for leadership to highlight gender movements, age and tenure, to help inform recruitment and promotion

Recruitment, selection & talent pipeline

- Ensuring diverse panels are used to interview candidates
- Introduced our new mandatory training (Hiring Inclusively), which is being assigned to all managers and above to mitigate unconscious bias, and attract and recruit diverse talent
- Continue to partner with Disney UK & Ireland's Business Resource Groups to target specific affinity networks to share job opportunities
- Proactively seeking female talent for executive level roles and ensuring there is a diverse shortlist for executive job offers
- Developing, mentoring and sponsorship of high-potential female employees to help them with getting the experience and visibility that positions them for senior roles

Compensation

- We continue to benchmark all roles and assess them against external market data, ensuring we offer competitive packages that are equitable
- Monitor and review equal pay during merit and bonus planning

Additional benefits

The company is also introducing a number of enhancements available to employees in the UK through our medical insurance policy, including:

- A safe space where employees can talk to experts around menopause, fertility issues, men's health or any new parenting and baby support (Peppy Health)
- Paying for fertility investigations and treatment up to an agreed limit over the lifetime of membership
- Ability to see a specialist gynaecologist or endocrinologist for menopause symptoms
- Diagnosis of Gender Dysphoria, a consultation with an endocrinologist and pelvic surgery for people who are transitioning and are part of the trans community

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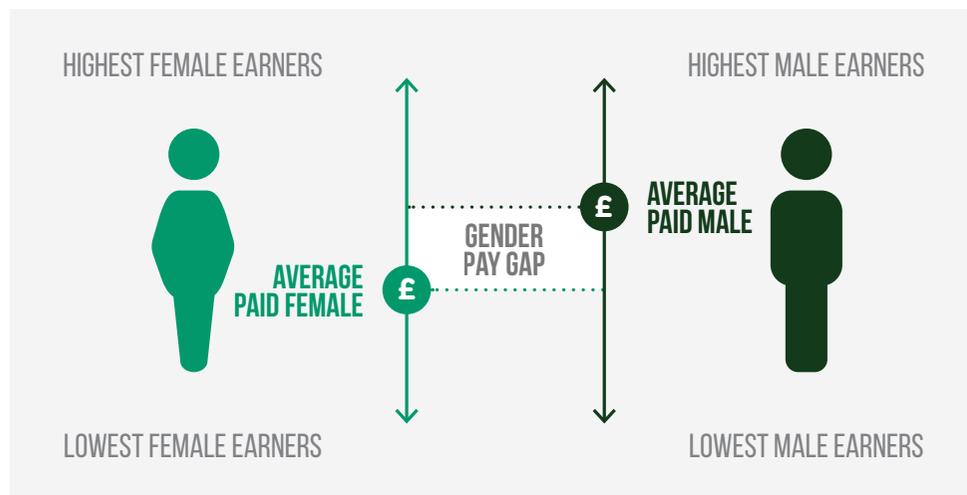
WHAT ARE MEAN AND MEDIAN PAY GAPS?

The mean (average) is calculated by adding together all values and dividing by the number of values.

MEAN PAY GAP

The mean is the overall average of the whole sample and can thus be subject to the influences of any extremely high or low salaries at the top or bottom of the sample. In other words, the mean is much more subject to skewing by a small number of outliers.

For example, a 20% mean pay gap means that the average pay of men is 20% more than women.

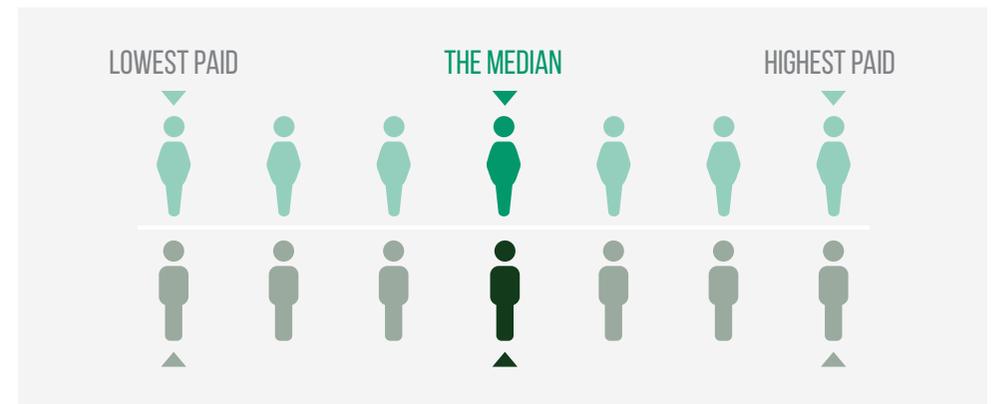


The median is the middle value in a list sorted from lowest to highest.

MEDIAN PAY GAP

The median is a statistic commonly used in analysing both internal pay tendency and external market norm, because it looks at the central tendency of the market or sample, showing the middle-most salary of a sample. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary.

For example, a 15% median pay gap reflects that the average pay of women by this measurement is 15% less than men. Because the median measurement is less impacted by the highest and lowest outliers, it is closest to the experience of the typical man and the typical woman in a workforce.



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The gender pay gap figures outlined below show the percentage difference between the average pay for men collectively and the average pay for women collectively across the entire organisation, irrespective of roles. The mean and median gap figures are based on hourly rates of pay for all UK employees.

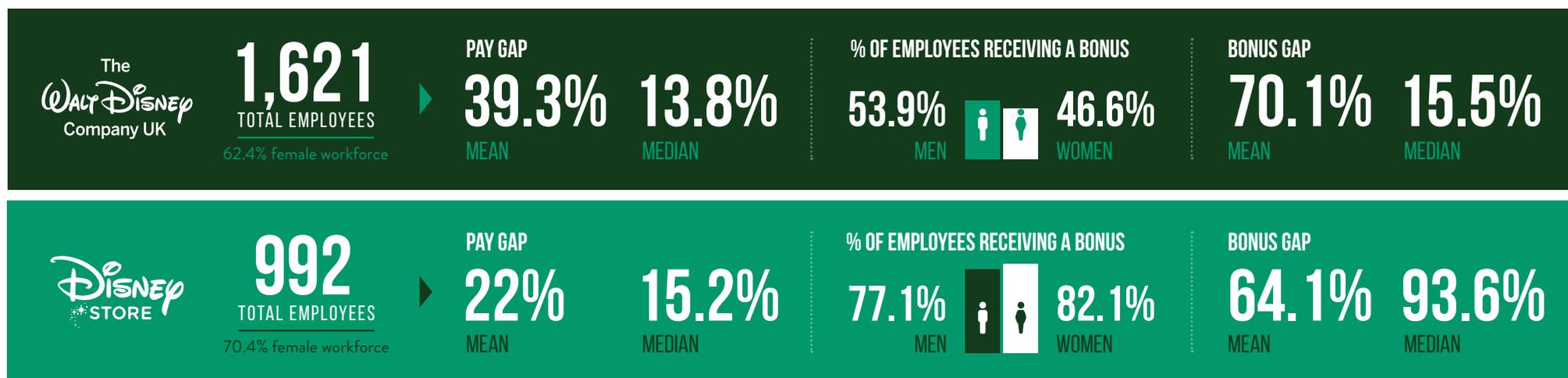
This table shows there is a mean hourly gender pay gap of 39.3% between men and women for The Walt Disney Company UK and of 22% for The Disney Store organisation in the UK and a median gender pay gap of 13.8% and 15.2% respectively. With analysis, this gap is attributed to having more men at the most senior levels of the Company and a higher proportion of women in the more junior roles of the Company. Those earning the most and the least skew the mean to a greater extent than the median which is why the mean gap is greater than the median.

BONUS PAY GAP

The bonus gap figures outlined below show the percentage difference between the average bonus pay for men collectively and the average bonus pay for women collectively across the entire organisation, irrespective of roles. The figures also reveal the percentage of male and female UK employees receiving bonus pay in the reporting time period.

The table shows that there is a gender bonus gap of 70.1% in mean bonus pay between men and women for The Walt Disney Company UK and of 64.1% for The Disney Store UK and a median bonus gap of 15.5% and 93.6% respectively.

Understanding that the bonus measurement includes all types of bonus, from high cash value long term incentives to low cash value incentive vouchers, helps to explain why there is a gap. Not only is there a gap between the highest and the lowest bonuses paid across both organisations, we know that there is a greater proportion of men at the highest levels of the Company which further skews the mean. In this case, looking at the median is a more accurate reflection of the typical employee. Please note that the large median gap for Disney Store this year is an anomaly as the reporting period was impacted by store closures due to Covid.



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GENDER POPULATION WITHIN QUANTILES

This shows how many men and women are in each quartile of the payroll based on hourly rates. As you can see in the figures outlined below, all four quartiles at both The Walt Disney Company UK and The Disney Store UK have more women than men.





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