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 REPUTATION LGBTQIA+ MEDIA COMMUNICATION

# Disney v. DESANTIS

## Trouble in the House of Mouse

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## **ABSTRACT**

Following the introduction, passage and signing of Florida's Parental Rights in Education Bill in March 2022, The Walt Disney Company found itself caught in the eye of a political storm with an engaged employee base and a decision to make: remain silent or publicly denounce the bill?

This case study will analyze Disney's communications tactics before and after its public opposition to said bill from various stakeholder perspectives, outline the financial and reputational implications of participating in corporate social advocacy and identify broader communications precedents for corporations that consider addressing larger societal issues in today's climate.



# **VOL. I**

## **THE CALM BEFORE THE STORM**

**CORPORATE OVERVIEW**  
**PARENTAL RIGHTS IN EDUCATION LAW**

Image courtesy of The Walt Disney Company.



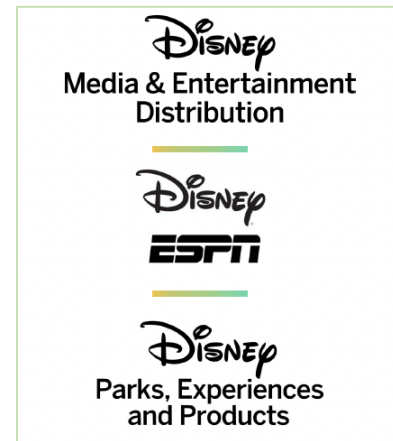
## CORPORATE OVERVIEW

### The Walt Disney Company

Founded in 1923, The Walt Disney Company, together with its subsidiaries and affiliates, is “a leading diversified international family entertainment and media enterprise” with three core business segments: Disney Entertainment, ESPN, and Disney Parks, Experiences and Products (The Walt Disney Company, 2023, para. 4).

The Disney Entertainment portfolio consists of entertainment media (including The Walt Disney Studios, Pixar Animation Studios, Marvel Studios, LucasFilm, Ltd. and 20th Century Studios) and networks (including ABC Entertainment, Freeform, FX, Hulu, National Geographic and Disney Branded Television) (The Walt Disney Company, 2023). On November 12, 2019, The Walt Disney Company launched its streaming platform, Disney+ (The Walt Disney Company, 2019).

The Walt Disney Company also “brings Disney’s stories, characters, and franchises to life through theme parks and resorts, cruise and vacation experiences, and consumer products” (The Walt Disney Company, 2023, para. 7).



The Walt Disney Company currently employs more than 220,000 people (The Walt Disney Company, 2022f, p. 2). In 2022, it generated \$82.7 billion in annual revenue (The Walt Disney Company, 2022f, p. 32).

The Walt Disney Company’s philanthropic record over the years includes support for LGBTQ+ organizations such as the Human Rights Campaign, the Gay & Lesbian Alliance Against Defamation (GLAAD), the Gay, Lesbian and Straight Education Network (GLSEN), the Trevor Project and Outfest, among others. The company began to offer benefits to partners of LGBTQ employees in 1996 and launched the first Disney Pride group three years later (Masters, 2022).

### The Walt Disney World Resort

The Walt Disney World Resort opened on October 1, 1971 (D23, n.d.) and includes four theme parks: Magic Kingdom (1971), Epcot (1982), Hollywood Studios (1989) and Animal Kingdom (1998) (The Walt Disney Company, 2022f).

In 2022, The Walt Disney Company theme parks and resorts generated \$28.7 billion in annual revenue (The Walt Disney Company, 2022f, p. 43). The Walt Disney World Resort employs more than 77,000 people, known as “Cast Members” (Disney Connect, n.d.).

The Walt Disney World Resort attendance decreased significantly in 2020 following the COVID-19 pandemic. Nearly 12.6 million attended The Walt Disney Resort in 2021 – down from just less than 21 million in 2019 – according to the Themed Entertainment Association (TEA) and AECOM (2021). In the 2022 Annual Disney Report (2022f), Disney indicated an “increase in theme park admission revenue due to attendance growth” (p. 44).

## Mission, Values and Corporate Leadership

The Walt Disney Company's mission is "to entertain, inform and inspire people around the globe through the power of unparalleled storytelling" (The Walt Disney Company, 2023, para. 1). For 100 years, Disney has been one of the greatest storytellers for all ages. Its products and services highlight "creative minds and innovative technologies," granting the ability to reach the hearts of people all over the world (The Walt Disney Company, 2023, para. 1).

Disney created the belief that there is a place where dreams come true. Through its dedication to values such as optimism, innovation, quality, community and storytelling, The Disney World Resort is that place (The Walt Disney Company, n.d.-b).

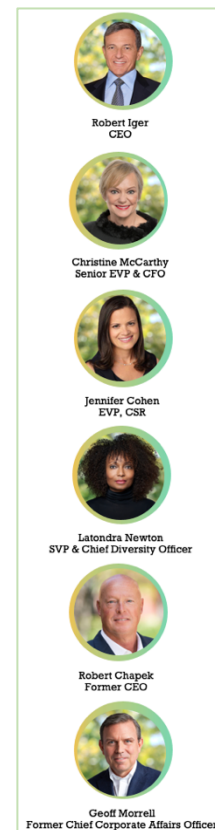


Source: Blog Mickey

Disney created "The 4 Keys" in 1971 to ensure everyone who visits a Disney resort part of something larger than themselves. In 2021, Disney unveiled its fifth key – inclusion – to cultivate a better sense of belonging. The 5 Keys are now: Safety, Courtesy, Show, Efficiency, and Inclusion (D'Amato, 2021).

Bob Iger returned as CEO of The Walt Disney Company in 2022 after previously holding the position for 15 years from 2005 to 2020. Iger lead Disney into its most successful term by overseeing the company's creative endeavors. Senior Executive Vice President and Chief Financial Officer, Christine M. McCarthy, manages the company's worldwide finance organization. Executive Vice President of Corporate Social Responsibility, Jennifer Cohen, oversees CSR and Environmental, Social, Governance (ESG) work to build on Disney's legacy. Latondra Newton has held the position of Senior Vice President and Chief Diversity Officer for Disney since February 2017. Newton oversees strategic diversity and inclusion efforts that help create the stories Disney tells around the world (The Walt Disney Company, 2023).

Bob Chapek served as CEO of The Walt Disney Company from February 2020 to November 2022. Geoff Morrell served as Senior Vice President and Chief Corporate Affairs Officer for 70 total workdays, from January 24, 2022, to late April 2022. Morrell oversaw all Corporate Communications, Global Public Policy, Government Relations, Corporate Social Responsibility (CSR) and Environmental Social Governance (ESG) teams (The Walt Disney Company, n.d.-a)



Source: Disney Connect

## PARENTAL RIGHTS IN EDUCATION BILL

The Parental Rights in Education Bill, or Florida House Bill 1557 (“HB1557”), prohibits classroom instruction about sexual orientation in kindergarten through third grade. The Parental Rights in Education Bill (2022), also known as the “Don’t Say Gay” bill in popular culture, states that “Classroom instruction by school personnel or third parties on sexual orientation or gender identity may not occur in kindergarten through grade 3 or in a manner that is not age appropriate or developmentally appropriate for students” (p. 3-4). The Parental Rights in Education Bill (2022) also allows parents to sue the school district “to obtain a declaratory judgment that the school district procedure or practice violates this paragraph and seek injunctive relief” (p. 6).

Opponents highly criticized the bill’s language and subjectivity to interpretation. As Putnam (2022) pointed out, “vague laws invite arbitrary and discriminatory application” (para. 12). Legal practitioners have argued that the bill is unconstitutional and should be held “void for vagueness” (Cantwell et al. v. State of Connecticut, 1940). In *Keyishian v. Board of Regents* (1967), the Supreme Court decided a law shall not be broadly worded and vague for a person of common intelligence had to guess the meaning and differ its application.



Source: Twitter

GLAAD, stated, “Banning discussion of LGBTQ people in school is an effort to silence and shame, to divide and disrespect, when all students should feel safe to learn about themselves and each other” (GLAAD, 2022, para. 7).

President Joe Biden and his administration came out strongly against the bill, calling it cruel and hateful toward members of the LGBTQI+ community, especially children (Wolf, 2022).

According to Public Opinion Research Lab (PORL) research at the University of Northern Florida, 49% of Floridians oppose the legislation, and 40% support it (Geggis, 2022).

Various LGBTQIA+ and human rights organizations opposed the bill. Equality Florida Action, Inc. said the bill was an effort to “stigmatize LGBTQ people, isolate LGBTQ kids, and make teachers fearful of providing a safe, inclusive classroom” (Equality Florida Action, Inc., 2022).

Sarah Kate Ellis, President and CEO of



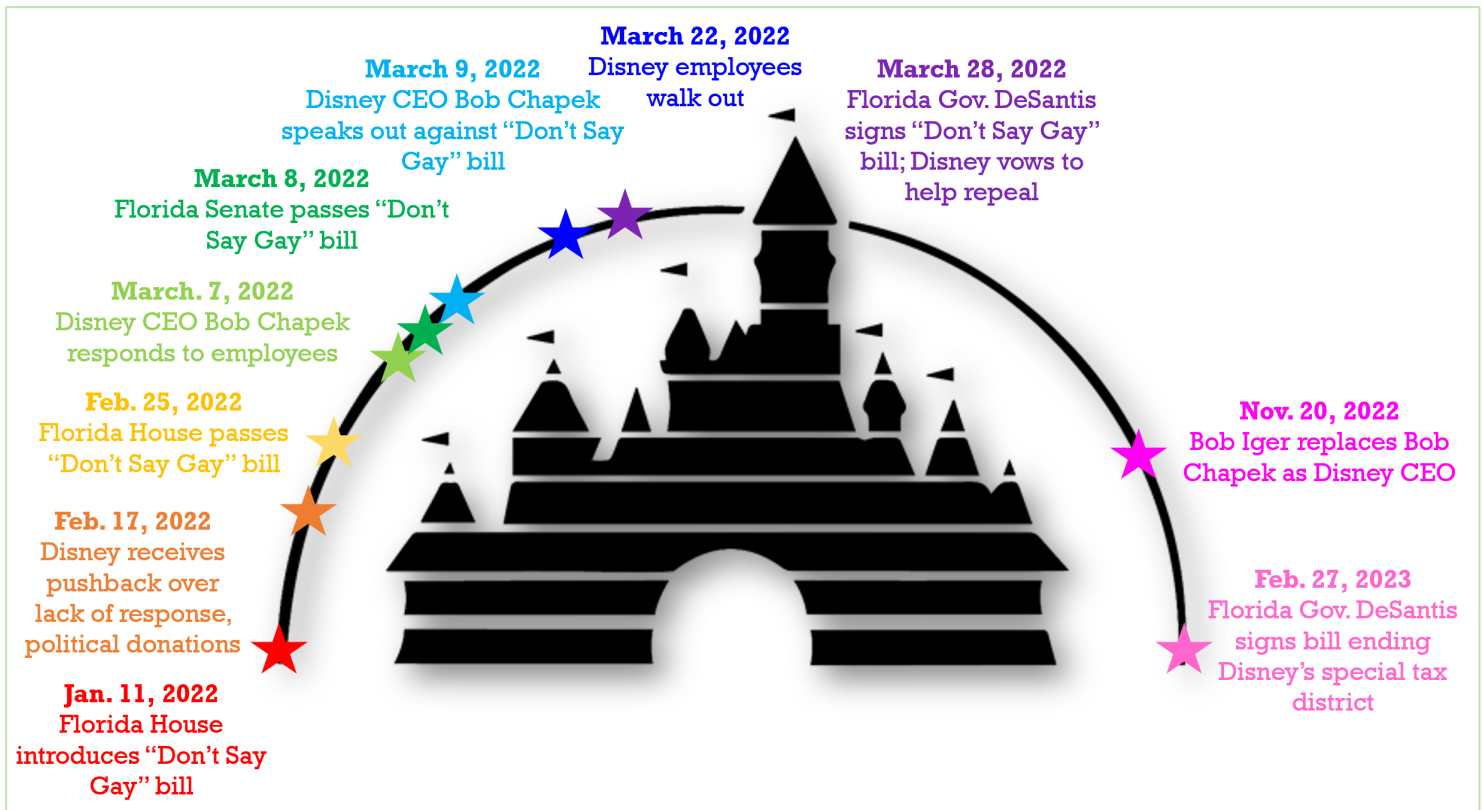
# **VOL. II**

## **SHOWDOWN WITH THE 'SHERIFF': BRACING FOR IMPACT**

**TIMELINE**  
**EMPLOYEE ACTIVISM**  
**DISNEY'S CSA**

Image courtesy of The Associated Press.

## Timeline



### JANUARY 11, 2022: Florida House Introduces "Don't Say Gay" Bill

On January 7, 2022, Florida Sen. Dennis Braxley (R.) filed the Florida Parental Rights in Education Act, which died in the Florida Senate Appropriations Committee. On January 11, 2022, Former Florida Rep. Joe Harding (R.) filed the bill in the Florida House of Representatives, which the Florida Legislature passed (Parental Rights in Education Bill, 2022).

The Walt Disney Company had the "Don't Say Gay" bill on its radar since its filing in January. Disney lobbyists coordinated a series of calls with Senate Education Committee Chairman Joe Gruters (R) before the bill received a hearing. Gruters, who is also the chairman of the Republican Party of Florida, stated, "They said they didn't think it was right policy for Florida and that they had a lot of employees that expressed frustration and that they didn't want the bill" (Ceballos, 2022, para. 4).

Historically, Disney's had success swaying lawmakers on policy issues. However, in this case, Disney's effort failed.

Disney's team tried to collaborate with Sen. Jeff Brandes (R.), with the aim of fixing the most contentious portion of the bill, which would bar school lessons on gender identity or sexual



Seal of Florida



orientation in kindergarten through third grade – or in ways that are not age-appropriate in other grades. Brandes sought to amend the bill to say that schools should not conduct lessons on “human sexuality or sexual activity.” Brandes stated, “If the intent is not to marginalize anyone, let’s make sure we aren’t. Let’s be clear and clearly define and say that conversations about human sexuality or sexual activity that fall outside of state guidelines should not occur” (Ceballos, 2022, para. 13). The amendment was voted down. Brandes knew Republicans wanted more than just the specific language – there were also the broader culture war implications.

Disney then turned to Senate Education Committee vice chairperson Shevrin Jones, the chamber’s only openly gay lawmaker. Jones wanted to change the bill to say that classroom instruction “intended to change a student’s sexual orientation or gender identity” should not occur in any grades. Jones stated, “Disney was very active in punishing the amendment. They were providing me with suggestions and working with me” (Ceballos, 2022, para. 17). Jones sent the language to the governor’s office for review but never heard back.

The amendment was voted down on the Senate floor. Brandes and Sen. Jennifer Bradley (R.) were the only Republicans who voted against the measure in the chamber (Ceballos, 2022).

### **FEBRUARY 17, 2022: Disney Receives Pushback Over Lack Of Response, Political Donations**

Just over one month after the “Don’t Say Gay” bill’s introduction, on February 17, 2022, Disney employees began to criticize the company’s lack of response to the bill, in addition to its donations to politicians that backed the bill.

Activists targeted Disney after it was discovered that the company provided financial support for some of the bill’s backers in the state legislature. Since 2020, Disney donated \$299,126 to supporters of “Don’t Say Gay” – \$249,126 of which went to members of the Florida legislature that voted for the “Don’t Say Gay” legislation and \$50,000 of which went to Gov. DeSantis. This included \$4,126 to the chief sponsor of the bill in the Florida House, Rep. Joe Harding (R.) and \$1,000 to the chief sponsor of the bill in the Florida Senate, Sen. Dennis Baxley (R.) (Legum, Zekeria & Crosby, 2022).

### **FEBRUARY 24, 2022: Florida House Passes “Don’t Say Gay” Bill**

On February 24, 2022, Florida’s House of Representatives passed the “Don’t Say Gay” bill by a vote of 69–47, which drew condemnation from LGBTQIA+ advocates and Democratic politicians (Hernandez, 2022a). Rep. Carlos G Smith (D.) said in a tweet, “As expected, the #DontSayGayBill just passed the Florida House, but SEVEN Republicans crossed party lines to vote against it. I want to thank [the Florida House Democrats] for their consistent allyship and also thank the gang of 7 who saw our humanity and rejected this terrible legislation” (C.G. Smith, 2022).

President Joe Biden also weighed in, tweeting, “I want every member of the LGBTQIA+ community – especially the kids who will be impacted by this hateful bill – to know that you are loved and accepted just as you are. I have your back, and my Administration will continue to fight for the protections and safety you deserve” (President Biden, 2022).



Source: Twitter

employees and cast members” (Masters, 2022, para. 6)

Newton said the company would schedule a March 22 “Reimagine Tomorrow” conversation on March 22 – part of an ongoing program for Disney staff – dedicated to “issues of concern to our LGBTQ+ colleagues, and announced a company-wide “Reimagine Tomorrow Global Summit” for April 13 that would be “the first gathering of our employees worldwide to discuss our progress on and plans for improving diversity, equity and inclusion at Disney,” with Chapek participating (Masters, 2022, para. 6).

### **MARCH 7, 2022: Disney CEO Bob Chapek Responds To Employees**

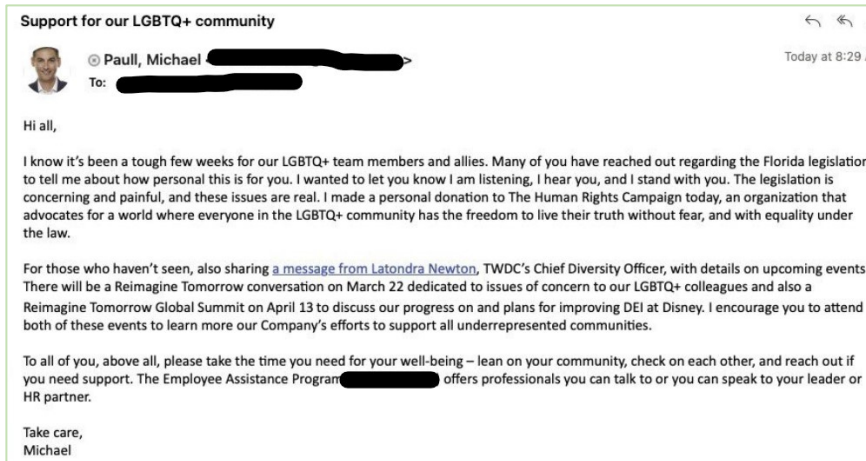
On March 3, Disney issued a statement to Good Morning America that made no reference the “Don’t Say Gay” bill at all, but instead asserted Disney should remain focused on producing “inspiring content” that could make the “biggest difference” (Good Morning America, 2022). This statement went over exceedingly poorly with Disney employees, as acknowledged in a March 4 email from Michael Paull, the president of Disney’s streaming division. Paull confirmed that many employees had “reached out regarding the Florida legislation and let me know how personal this is for you,” describing the bill as “concerning and painful.” (Good Morning America, 2022). In lieu of Disney taking a public stand, Paull said that he “made a personal donation to the Human Rights Campaign.” His advice to employees who were upset was to call the “Employee Assistance Program” and ask to be referred to a therapist.

Former chairman and CEO Bob Iger tweeted his support, writing “I’m with the President on this! If passed, this bill will put vulnerable, young LGBTQ people in jeopardy” (Iger, 2022).

Disney’s Chief Diversity Officer, Latondra Newton, sent a message to staff on March 2 referencing “deeply troubling and heartbreaking” developments in the news, noting that Chapek asked “to meet with leaders in our company’s LGBTQ+ community to discuss how Disney can best support these important and valued

“We understand how important this issue is to our LGBTQ+ employees and many others. For nearly a century, Disney has been a unifying force that brings people together. We are determined that it remains a place where everyone is treated with dignity and respect. The biggest impact we can have in creating a more inclusive world is through the inspiring content we produce, the welcoming culture we create here and the diverse community organizations we support, including those representing the LGBTQ+ community.”

Source: Good Morning America



Source: Popular Information

leaders a few days prior to discuss the legislation and its potential impact on their communities (Chmielewski, 2022).

Chapek said the "Don't Say Gay" bill is just "one bill" in "one state" and the best way for Disney to support the LGBTQIA+ community is to ignore it and focus on creating "inspiring content." He also expressed the leadership team's support for Disney's employees and their families and the company's commitment to inclusion.

Still, Disney would not issue a statement.

"As we have seen time and again, corporate statements do very little to change outcomes or minds," Chapek wrote. "Instead, they are often weaponized by one side or the other to further divide and inflame. Simply put, they can be counterproductive and undermine more effective ways to achieve change" (Faughnder, 2022, para. 7).

Chapek stressed, "In terms of our communities, we are and will continue to be a leader in supporting organizations that champion diversity. In 2021, we provided nearly \$3 million to support the work of LGBTQ+ organizations. And, we have a long history of supporting important events like Pride parades" (Faughnder, 2022, para. 30). Directly addressing Disney's silence on the bill, Chapek added, "I do not want anyone to mistake a lack of statement for a lack of support. We all share the same goal of a more tolerant, respectful world. Where we may differ is in the tactics to get there" (Faughnder, 2022, para. 34).

Chapek wrote that Disney had not made political contributions "based on this issue." He did, however, acknowledge the company's previous political donations that supported Republican and Democratic legislators who have taken positions on both sides of the measure. Chapek stated the company's new chief corporate affairs officer, Geoff Morrell – a Republican operative who previously worked for the George W. Bush administration and donated to

On Monday, March 7, at approximately 11 a.m. EST, Bob Chapek wrote a memo to Disney staff in response to calls that the company take a public stand against the "Don't Say Gay" bill. He noted that Disney's stories "are our corporate statements" in support of a diverse, inclusive world, and that he met with a group of Disney's LGBTQIA+

*"As we have seen time and again, corporate statements do very little to change outcomes or minds. Instead, they are often weaponized by one side or the other to further divide and inflame."*

**Bob Chapek**

Republican candidates – would be “reassessing” the company’s advocacy strategies, including political giving (Chmielewski, 2022b).

Though Disney declined to comment on the Florida legislation, the company’s website affirms support for freedom of identity and expression: “Disney is a leader in LGBTQ workplace equality and content and is committed to inclusive workplaces, and supports welcoming environments in local communities” (Masters, 2022, para. 17)

*\*See Appendix A for full memo\**

### **MARCH 8, 2022: Florida Senate Passes “Don’t Say Gay” Bill**

Florida’s Senate passed the “Don’t Say Gay” bill on March 8.

### **MARCH 9, 2022: Disney CEO Bob Chapek Speaks Out Against “Don’t Say Gay” Bill**

On March 9, at Disney’s annual meeting with shareholders, Bob Chapek acknowledged Disney employees’ outrage over the company’s failure to publicly denounce the “Don’t Say Gay” bill, saying that he knew “many are upset that we didn’t speak out against the bill” (Blair, 2022, para. 3). Chapek added that Disney leaders were opposed to the bill “from the outset, but we chose not to take a public position on it because we thought we could be more effective working behind-the-scenes, engaging directly with lawmakers – on both sides of the aisle” (Blair, 2022, para. 4).

*“You needed me to be a stronger ally in the fight for equal rights and I let you down. I am sorry.”*

**Bob Chapek**

On March 11, Chapek apologized for the company’s previous silence in an internal statement to colleagues and the LGBTQIA+ community, “You needed me to be a stronger ally in the fight for equal rights and I let you down. I am sorry” (The Walt Disney Company, 2022e).

*\*See Appendix B for full memo\**

### **MARCH 22, 2022: Disney Employees Walk Out**

On March 22, hundreds of employees staged social media campaigns and marched out of Disney’s headquarters in Burbank, California, off the job to protest the company’s lack of response to the “Don’t Say Gay” bill. The full-scale walkout culminated a week of a series of abbreviated walkouts during their 15-minute breaks, as part of a campaign dubbed the “Disney Do Better Walkout” (Hernandez, 2022b).

Nearly 60 employees gathered at a park outside Los Angeles, California, where they wielded signs calling on Disney to “protect LGBTQ kids” and chanted “Disney say gay. We won’t go away” (Richwine & Chmielewski, 2022, para. 2).

Organizers claimed that some Disneyland employees in California who did not feel safe to walk out were told they couldn’t wear “pride/trans Mickey pins” – which they said Disney itself sells – to show their support (Disney Walkout, 2022).



Source: Reuters

An open letter (2022) by Disney employees read, “The recent statements by The Walt Disney Company (TWDC) leadership regarding the Florida legislature’s recent ‘Don’t Say Gay’ bill have utterly failed to match the magnitude of the threat to LGBTQIA+ safety represented by this legislation. Primarily, those statements have indicated that leadership still does not truly understand the impact this legislation is having not only on Cast Members in the state of Florida, but on all members of the LGBTQIA+ community in the company and beyond” (para. 1).



Disney Walkout  
@DisneyWalkout

...

(1/3) We have been informed that Disneyland Cast Members who do not feel safe to fully walkout tomorrow are being told they cannot even wear pride/trans Mickey pins to show support.

Standing in stark contrast to the words of "inclusion" spoken by Chapek today in the town hall.

6:58 PM · Mar 21, 2022

7,985 Retweets 499 Quote Tweets 28.6K Likes

Source: Twitter

### **MARCH 28, 2022: Florida Gov. DeSantis Signs “Don’t Say Gay” Bill, Disney Vows To Help Repeal**

On March 28, 2022, Gov. DeSantis signed the Parental Rights in Education Bill, which took effect July 1, 2022. During a press conference ahead of signing the law, DeSantis said teaching kindergarten-aged kids that “they can be whatever they want to be” was “inappropriate” for children, adding that “It’s not something that’s appropriate for any place, but especially not in Florida.” DeSantis and other supporters who gathered for the bill signing referred to the “Don’t Say Gay” moniker as “sloganeering” and claimed efforts to educate students about LGBTQ+ issues was part of “woke gender ideology” (Diaz, 2022).





Source: Associated Press

The same day, a Disney spokesperson said in a statement that the company hopes the law is repealed or struck down in court (The Walt Disney Company, 2022d).

Still, DeSantis stood defiant in the face of critics, “I don’t care what Hollywood says. I don’t care what big corporations say. Here I stand I am not backing down” (Diaz, 2022, para. 16).

MARCH 28, 2022

### Statement From The Walt Disney Company On Signing Of Florida Legislation

The following statement may be attributed to a spokesperson for The Walt Disney Company:

“Florida’s HB 1557, also known as the ‘Don’t Say Gay’ bill, should never have passed and should never have been signed into law. Our goal as a company is for this law to be repealed by the legislature or struck down in the courts, and we remain committed to supporting the national and state organizations working to achieve that. We are dedicated to standing up for the rights and safety of LGBTQ+ members of the Disney family, as well as the LGBTQ+ community in Florida and across the country.”

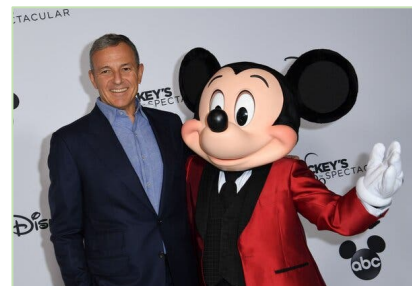
Source: The Walt Disney Company

## **NOVEMBER 20, 2022: Bob Iger Replaces Bob Chapek As Disney CEO**

On November 20, The Walt Disney Company board fired Bob Chapek and announced that Bob Iger would return to run the company, effective immediately (Barnes, 2022).

In an email to Disney employees, Iger said it was “with an incredible sense of gratitude and humility – and I must admit, a bit of amazement – that I write to you this evening with the news that I am returning” (Barnes, 2022, para. 2).

Iger agreed to a two-year contract after the board determined Chapek had done irreparable damage to his ability to lead, with a string of missteps resulting in the lost confidence of Wall Street and most senior Disney executives, as well as many rank-and-file employees.



Source: Getty Images

Susan Arnold, the board chair, said in a statement, “The board has concluded that as Disney embarks on an increasingly complex period of industry transformation Bob Iger is uniquely situated to lead the company through this pivotal period” (Barnes, 2022, para. 5).

## **FEBRUARY 27, 2023: Florida Gov. DeSantis Signs Bill Ending Disney's Special Tax District**

On February 9, the Florida House voted 82-31 to pass a measure that would grant the state control over Disney's 55-year-old government body that has effectively given Disney control over the land around its Orlando-area theme parks. Florida's Senate passed the measure the following day (Bilbao, 2023).

*"There's a new sheriff in town, and that's just the way it's going to be."*

**Gov. Ron DeSantis**

Speaking at a news conference the day prior on February 8, Gov. DeSantis said, "There's a new sheriff in town, and that's just the way it's going to be" (Contorno, 2023). Reedy Creek Improvement District is the 39-square-mile governing jurisdiction and special taxing district created in 1968 for Walt Disney World Resort's land that acts with the same authority and responsibility as a county government. It encompasses about 25,000 acres in Orange and Osceola counties

and includes four theme parks, two water parks, one sports complex, 175 lane miles of roadway, 67 miles of waterway and the cities of Bay Lake and Lake Buena Vista (Contorno, 2023). Disney used the district's unique borrowing and taxing powers to build infrastructure around the theme parks, allowing it to grow into what it is today (Contorno, 2023).

On February 27, 2023, Gov. DeSantis signed the bill.

Gov. DeSantis rebranded the district as the "Central Florida Tourism Oversight District" and hand-selected five board members to oversee Disney's municipal services. DeSantis' board includes Bridget Ziegler, a conservative member of the Sarasota County School Board and co-founder of Moms for Liberty; Martin Garcia, an attorney who runs investment firm Pinehill Capital Partners, which donated \$50,000 to a DeSantis-aligned political committee and Ron Perri, chairman and CEO of The Gathering USA, a ministry "of evangelism, discipleship and mission opportunities for men" (Canal, 2023, para. 6).



*Source: Yahoo! Finance*

Disney historian Richard Foglesong warned, "We have a five-member board of supervisors that consists principally of cultural warrior types, Christian nationalist types...I think there is an issue here. The Disney company is the major manufacturer of culture in the United States. When you have people appointed to a board who can appropriately, fairly by their own description, be called cultural warriors and Christian nationalists...I think that's a combustible mix" (Canal, 2023, para. 7).

DeSantis stressed Disney is still responsible for its municipal debts and that local governments would not raise taxes.

The bill will also end some of Disney's other privileges, including its exemption from adhering to Florida building codes, along with its exclusion from state regulatory reviews and approvals (Canal, 2023).

## EMPLOYEE ACTIVISM

While some employees walked out of Disney's headquarters in protest on March 22, 2022, others expressed their frustration with the company's handling on Twitter leading up to the demonstration.

Many staffers reacted with disappointment and frustration to Chapek's memo to Disney staff on March 7, 2022. Animation writer Benjamin Siemon said in a video posted to Twitter: "[Disney is] starting to include more LGBT characters that let kids know that being gay is all right. But when they have donated to the sponsors and co-sponsors of the 'Don't Say Gay' bill and they have made no position against this bill, and they are going to continue donating to these politicians, they are essentially saying that this bill is OK. This bill is going to hurt kids, and that's why I'm asking Disney to please take a position on the 'Don't Say Gay' bill and say that it's wrong and say that you're going to stop donating to the politicians that vote for it" (Siemon, 2022).



Source: Twitter



Source: Twitter

Dana Terrace, known for creating "The Owl House," directing on the "DuckTales" reboot and storyboarding for "Gravity Falls," tweeted, "I'm fucking tired of making Disney look good so who's ready for another charity livestream?" Terrace posted a video elaborating on her thoughts, saying, "Disney was recently found out to be donating large sums of money, hundreds of thousands of dollars, to the sponsors and co-sponsors of the 'Don't Say Gay' bill, a bill that effectively tells LGBT+ kids, 'You don't exist. You don't deserve to exist. You shouldn't even be talked about'" (Terrace, 2022).

## **DISNEY'S CORPORATE SOCIAL ADVOCACY (CSA)**

### **First Public Statement (March 11, 2022)**

On March 9, 2022, Disney pledged \$5 million to the Human Rights Campaign, an American LGBTQIA+ advocacy group and the largest LGBTQIA+ political lobbying organization within the U.S. The Human Rights Campaign did not accept its donation, however, because the organization wanted to “see them build on their public commitment and work with LGBTQ+ advocates,” to oppose bills that strip people of their rights (Bibi, 2022, para. 3). Despite this setback, Disney released a public statement of support, authored by Bob Chapek, on its company newsroom on March 11, 2022. Within, Chapek stated, “Immediately, we are increasing our support for advocacy groups,” and “we are pausing all political donations in the state of Florida” (The Walt Disney Company, 2022e, para. 5).

### **Second Public Statement (March 28, 2022)**

After Gov. DeSantis signed the Parental Rights in Education Bill on March 28, 2022, Disney released a statement – attributed to a general spokesperson from The Walt Disney Company – noting the bill should have never been signed into law and the legislation should not have passed to begin with. The company set its goal for the law to be repealed or stuck down (The Walt Disney Company, 2022d). The statement also mentioned the company was “dedicated to standing up for the rights and safety of LGBTQ+ members of the Disney family, as well as the LGBTQ+ community in Florida and across the country” (The Walt Disney Company, 2022d, para. 2).





# **VOL. III**

## **THE AFTERMATH: ASSESSING THE DAMAGE**

**STAKEHOLDER RESPONSES**  
**FINANCIAL IMPACT**  
**REPUTATIONAL IMPACT**

Image courtesy of Reuters.



## STAKEHOLDER RESPONSES

### The Walt Disney Company Leadership

At a town hall on March 20, 2022, CEO Bob Chapek announced he and his “senior leaders will conduct a global listening tour and meet with employees in the United States and internationally” (Chmielewski, 2022, para. 6). Chapek made remarks in response to the group of Disney employees who staged a week of walkout (Chmielewski, 2022).

The company also reiterated its commitment by establishing an LGBTQIA+ task force. The task force is led by Paul Roeder, senior vice president of communications for the Studios, and Lisa Becket, senior vice president of global marketing for Disney Parks, Experiences and Products (Chmielewski, 2022). The company stated, “the task force will enlist the help of experts to develop a concrete plan to ensure Disney is “a force for good” for LGBTQ+ communities, especially children and family” (Chmielewski, 2022, para. 8).

### Policymakers

Politicians from both parties responded to the tension between The Walt Disney Company and Gov. DeSantis, including DeSantis himself.

#### Gov. Ron DeSantis

Speaking to supporters in Boca Raton on March 10, 2022, Gov. DeSantis stated there was “zero” chance he would reverse his position on disallowing the instruction of “transgenderism in kindergarten classrooms” (Chasmar & Laco, 2022, para. 2). He called out Disney directly, stating, “You have companies, like at Disney, that are going to say and criticize parents’ rights, they’re going to criticize the fact that we don’t want transgenderism in kindergarten in first grade classrooms” (Chasmar & Laco, 2022, para. 4).



Source: Twitter

Gov. DeSantis also issued a statement during a press conference at the Florida State Capitol on March 29, 2022, after Disney tweeted asking for the bill to be repealed by legislators or for the courts to strike it down. "I think they crossed the line," DeSantis said. "We're going to make sure we're fighting back when people are threatening our parents and threatening our kids" (Kihara, 2022, para. 3).

### Republican Response

Former Florida Rep. Joe Harding (R.), credited for introducing the Parental Rights in Education Bill, announced he had returned Disney's \$3,000 campaign donations, stating "It [Disney] has listened to the 'woke mob' who opposed the bill" (Burton, 2022, para. 3). In a statement, Harding went on to say, "As a company whose primary audiences are young children and families, Disney has let us down through its complicity with the false narratives pushed by liberal media, who have repeatedly mischaracterized the content of my legislation" (Burton, 2022, para. 7).



On April 1, 2022, Indiana Rep. Jim Banks (R.) tweeted "Why should we protect Mickey Mouse if Disney refuses to protect our kids?!". Banks threatened not to approve an extension to Disney's copyright following the company's response to the "Don't Say Gay" bill (Banks, 2022).

On "January 1, 2024, Disney's copyright for Steamboat Willie will expire and the original iteration of Mickey Mouse will fall into public domain," according to Cardozo Law School (O'Kane, 2022). Banks wrote a letter to Disney stating he was arguing the refusal of the company's copyright extension as "for [the Walt Disney Company] doing business with China and for its "woke corporate actions" (O'Kane, 2022, para. 6).

*Source: Twitter*

Several other U.S. representatives, including Rep. Lauren Boebert, of Colorado, and Rep. Matt Gaetz, of Florida, supported Banks' threat against Disney's copyright. Boebert tweeted, "Next year, the woke Disney lobbyists will ask Congress to extend Micky Mouse's trademark. I think not" (Boebert, 2022).

### Democratic Response

On March 22, 2022, Florida Democratic Party Chair Manny Diaz announced the party would be moving the Florida Blue Gala, a major fundraising event, from Disney World (Caputo, 2022). The change was made in response to the Florida LGBTQ+ Democratic Caucus criticizing the timing and location of the gala,



*Source: Twitter*

"Scheduling Leadership Blue at Disney during Pride Month this year is nothing but tone deaf. To put it another way: FDP — read the room" (Olsen, 2022, para. 2). Diaz responded to the backlash in addition to the change of location, "Our timing was not ideal. We also acknowledge that in our fight for freedom and fairness, we can always do more. In that spirit, the Florida Democratic Party will choose new dates and venues to hold Leadership Blue" (Olsen, 2022, para. 6).

## News Media

The news media capitalized on the tension between Disney and the Florida government by pitting one against the other, with "Disney vs DeSantis" and "DeSantis vs Disney" frequently appearing in headlines. Other headlines used words and phrases such as "controls," "waged war" and "targets" when referencing DeSantis' actions toward Disney.

Fox News host Laura Ingraham spoke out against Disney's response during a segment of "The Ingraham Angle" on April 1, 2022, stating "...Disney needs to understand one thing: Everything will be on the table, your copyright and trademark protection, your special status within certain states, and even your corporate structure itself. Disney should learn to stay in their lane instead of diving into contentious political issues..." (Campione, 2022, para. 2-3).



Several additional news outlets commented on the feud between Gov. DeSantis and Disney.

- Newsweek Editor-in-Chief Jonathan Tobin: "By siding with the 'woke' mob against parents, Disney threw its hard-earned reputation as a family-friendly company out the window" (Maass, 2022, para. 2).
- The New York Times reporting fellow Giulia Heyward: "DeSantis is the one turning on former allies. Once upon a time, Republicans were the party that supported big business. But since former President Donald Trump's rise, the GOP has 'increasingly seen political benefit in criticizing corporate America' over hot-button issues in the culture wars" (Maass, 2022, para. 3)
- Vox senior correspondent Ian Millhiser: "Disney's opposition to the law is a textbook example of First Amendment-protected free speech, and DeSantis' attempt to punish the company for it is unconstitutional" (Maass, 2022, para. 4) .

## Shareholders

Anti-ESG activist investor Vivek Ramaswamy urged in a letter to Disney leadership that the company should not engage in political discussions or take public positions on political issues that aren't related to the company's core business. Ramaswamy (2022) said, "Disney must act now. If Disney continues speaking out on political issues that do not affect its business, it will face even greater pressure to act when they do" (para. 36).

Additionally, investor Kenneth Simeone demanded Disney turn over internal records about its decision to oppose the bill, saying the company created "far-reaching" financial risks for itself. Simeone said Disney lost control over tax and improvement issues at its Orlando-area theme park by criticizing the state for enacting the restrictions (Feeley, 2022).

Members of the Disney family have also spoken out against the bill and Chapek's response. Charlee Corra, great-great nephew of Walt Disney and great-grandson of Roy O. Disney, publicly came out as transgender and condemned the "Don't Say Gay" bill at the 2022 Human Rights Campaign's annual gala.

Corra, who uses he/they pronouns, along with their parents, announced a \$250,000 matching grant to the Human Right Campaign (HRC). This announcement was a result of the HRC refusing a \$5 million donation from the Walt Disney Company. "As members of the Disney family, standing up for equality has always been what we do," Corra stated in their remarks at the gala (Artavia, 2022, para. 6).

Corra's stepfather, Roy P. Disney, later announced the family would match donations up to \$500,000 stating, "Equality matters deeply to us, especially because our child, Charlee, is transgender and a proud member of the LGBTQ+ community" (Yurcaba, 2022, para.4).

## **Employees**

On March 21, 2022, a group of Disney employees published an open letter calling for political neutrality. The employees expressed growing concerns after Disney took a stand condemning the "Don't Say Gay" bill, stating, "the company's evolving response to the so-called "Don't Say Gay" legislation in Florida has left many of us wondering what place we have in a company actively promoting a political agenda so far removed from our own" (Disney Employees' Open Letter in Favor of a Politically Neutral Disney, 2022, para. 3).

The employees addressed concerns that cast members who hold more conservative beliefs are becoming "invisible" calling the company "an increasingly uncomfortable place to work for those of us whose political and religious views are not explicitly progressive" (Disney Employees' Open Letter in Favor of a Politically Neutral Disney, 2022, para. 2).

The letter (2022) claims Disney fosters "an environment of fear" towards employees who do not hold a progressive political viewpoint, citing trepidation of being "exposed and dismissed" (para. 5).

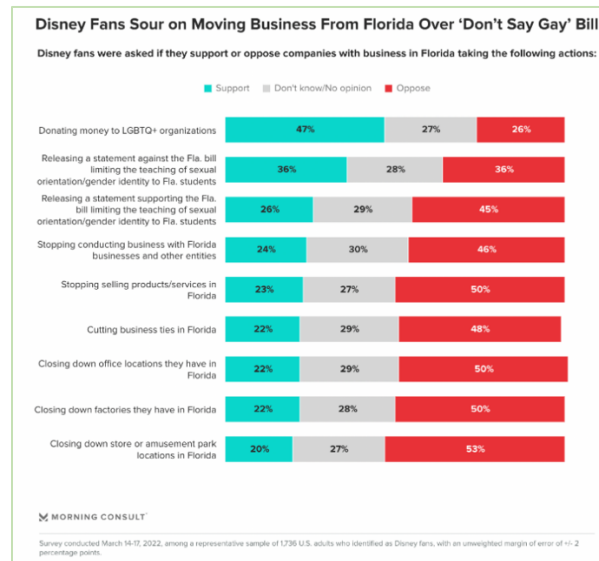
The conservative employees praised Chapek's original statement on the issue. The letter (2022) concluded with the employee's aspirations for the Walt Disney Company moving forward:

"Disney shouldn't be a vehicle for one demographic's political activism. [...] More than ever, the world needs things that we can unite around. That's the most valuable role The Walt Disney Company could play in the world at this time. It's a role we've played for nearly a century, and it would be a shame to throw all of that away in the face of left-wing political pressure. Please don't let Disney become just another thing we divide over" (para. 13).

## **General Public/Consumers**

Public opinion pollster Morning Consult conducted a survey from March 14-17, 2022, asking 1,736 U.S. adults who identified as Disney fans their opinions on Disney's actions following the "Don't Say Gay" bill's passing (Shevenock, 2022).

The survey results indicated that backlash surrounding Disney's response (or lack thereof) was more internal among employees rather than external among consumers. According to the survey, "Disney fans showed the greatest support for [the Walt Disney Company] donating money to LGBTQ+ organizations (47%) and issuing a statement against the bill (36%)" (Shevnock, 2022, para. 4).



Source: Morning Consult

In CEO Bob Chapek's original statement following the passing of the bill, he expressed that Disney could make the biggest change with the content it produces (Faughnder, 2022). This statement was the catalyst for the employee walkouts. Coincidentally, 62% of the adults surveyed expressed that Disney can best support the LGBTQIA+ community through the content it creates (Shevenock, 2022).

Dan Hawley, and his husband Ed Czemerych, are "Disney-mad and organize their lives around trips to the parks" (Crow, 2022, para. 3). Both are the organizers of the annual "Gay Pride Disney Monorail Crawl", the kickoff event to the unofficial "Gay Days" at the Walt Disney World Resort parks (Crow, 2022). However, in 2022, the annual celebration had a gray cloud casted over its rainbow:

"Most of those on the monorail crawl view the "Don't Say Gay" furor more with irritation than outrage — an annoying instance of realpolitik impinging on something that should be joyous and carefree. They might feel more strongly if chief executive Bob Chapek hadn't subsequently changed course following an internal revolt among the company's employees — many of them gay — and publicly opposed the bill" (Crow, 2022, para. 10).

Hawley also expressed his opinion regarding Chapek's response to the bill:

"Disney will be around for a lot longer than DeSantis. But there is genuine anger too. One person in attendance, a Disney employee (or "cast member", as they are known), tells me: 'Bob Chapek has violated one of the five keys of Disney — inclusion. He's up for re-election next year and I hope they vote him off'" (Crow, 2022, para. 12).

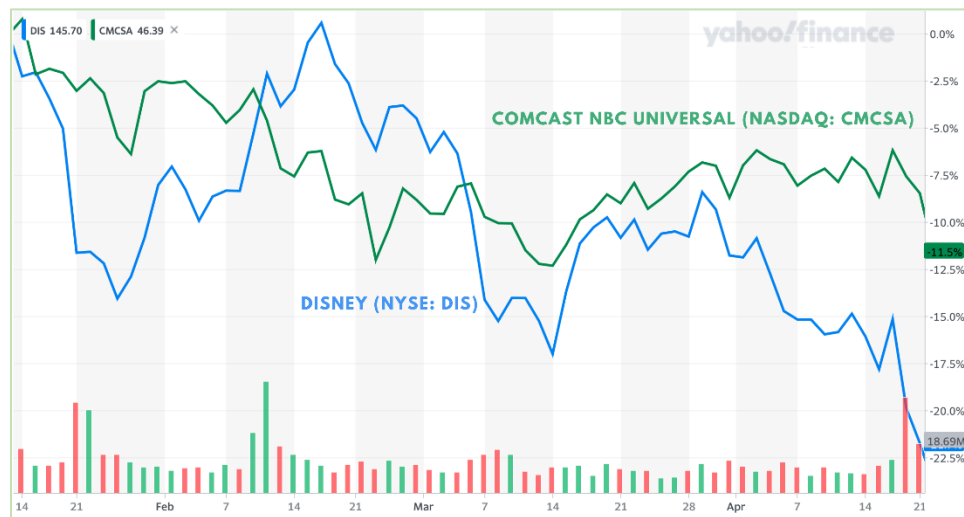


## FINANCIAL IMPACT

The Walt Disney Company felt its largest financial impact after Gov. DeSantis stripped it of its special tax district. The dissolution of Reedy Creek meant Disney lost its ability to levy ad valorem taxes (Stewart, 2022). Gov. DeSantis stated that Disney would have to pay upward of \$1 billion for the unsecured bond debt to dissolve the Reedy Creek Improvement District (DeLisa, 2023). The impact on Disney's bottom-line hinges on Governor DeSantis' five appointees to the new district board, who hold the power to increase tax rates (Querolo & Marques, 2023).

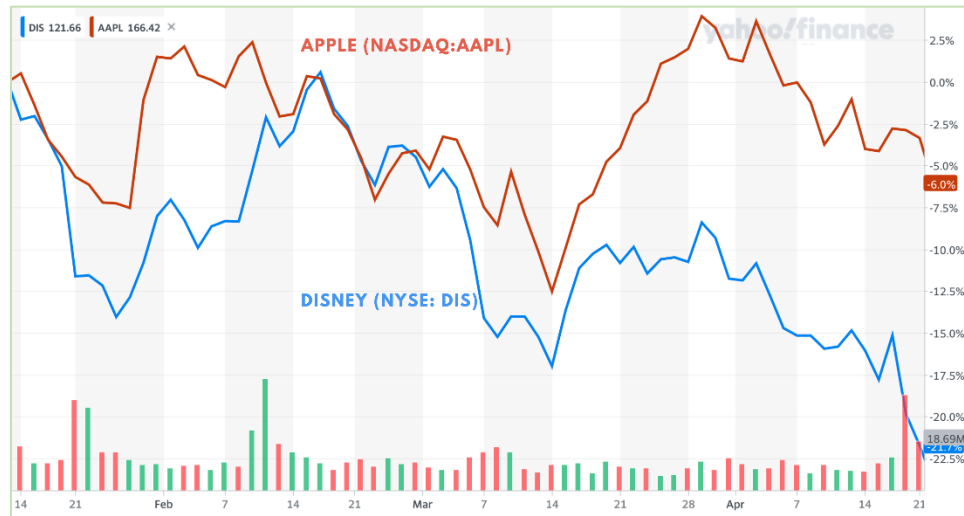
Outside of Reedy Creek, The Walt Disney Company's fallout with Gov. DeSantis did not seem to immediately impact its financial performance. According to Disney's 2022 quarterly earnings reports, the domestic sector of Disney Parks, Experiences and Products (DPEP) saw revenue increases of 2% and 10.7% in Q2 and Q3, respectively, compared to year-over-year (The Walt Disney Company, 2022a, 2022b). However, in Q4 2022, Disney's total revenue (both domestic and international markets) decreased by -6.3% compared to Q3, totaling \$1.35 billion (The Walt Disney Company, 2022c). The domestic market of DPEP contributed 30% of this revenue loss (The Walt Disney Company, 2022c).

Over the 12-week period of employees expressing frustration for Disney's lack of response to the controversial bill to the loss of special tax status, Disney (NYSE: DIS) shares fell -31.8%, a decline of more than 88 billion in total market value. In comparison, fellow Fortune 50 entertainment company Comcast NBCUniversal (NASDAQ: CMCSA) saw a 1.03% increase in its stock prices over the same 12-week period.



Source: Yahoo Finance

However, Disney's feud with Gov. DeSantis was not the sole reason its stock price declined. During this same period, other public companies' stocks also fell in value as part of a general downdraft in the stock market. Apple (NASDAQ: AAPL) shares, for instance, fell about -15.6% during the same 12-week period.



Source: Yahoo! Finance

## REPUTATIONAL IMPACT

The public perceived Disney's initial private handling of the "Don't Say Gay" bill as a sign of neutrality. The media heavily criticized Disney for its untimely and lackluster response to the bill. The Guardian called the company's response "tone-deaf," noting that Disney misjudged the situation and current era in which the public holds companies to higher ethical standards on social justice issues (D. Smith, 2022).

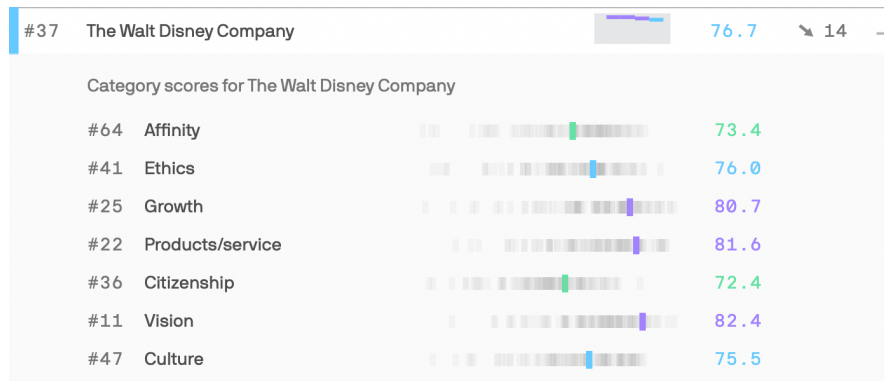
The 2022 edition of the Axios Harris Poll 100 – an annual survey of more than 33,000 Americans in a nationally representative sample conducted March 11 – April 3, 2022 – that gauges the reputation of the most visible brands in America by surveying the public's top-of-mind awareness of companies that either excel or falter in society (Axios, 2022).

Companies that once seemed immune from partisan backlash are seeing their reputations plunge in response to political drama, as corporations increasingly find themselves caught between employees, consumers and politics, according to 2022's rankings (Fischer, 2022). The findings suggest that companies that are slow to respond to political crises, or do so inconsistently, suffer the most in terms of consumer reception and trust (Axios, 2022).

The Walt Disney Company's ranking dropped from 37<sup>th</sup> in 2021 ("very good") to 65<sup>th</sup> in 2022 ("good") likely due to its decision to speak out against Florida's "Don't Say Gay" bill after initially opting not to address it (Axios, 2021, 2022). The categories of trust (previously referred to as affinity), ethics, citizenship, vision and culture all dropped from 2021 to 2022.

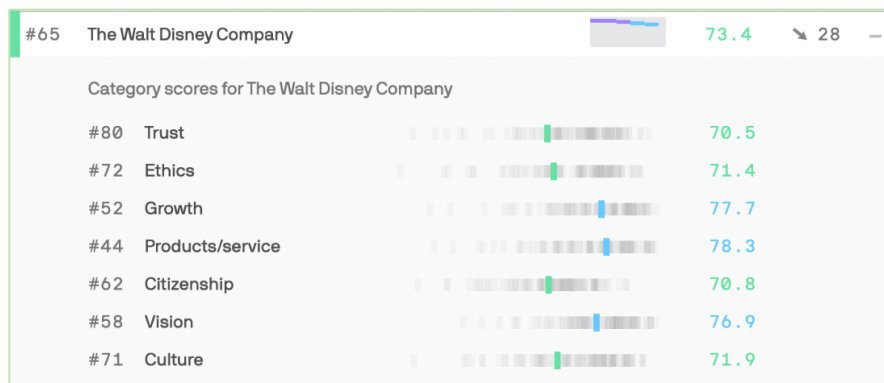
"Disney's about face shows the reputational hit that comes when the public perceives you as being calculating rather than clear in what you believe in and stand for," said John Gerzema, CEO of The Harris Poll. (Fischer, 2022. Para. 5).

## 2021 Axios Harris Poll 100



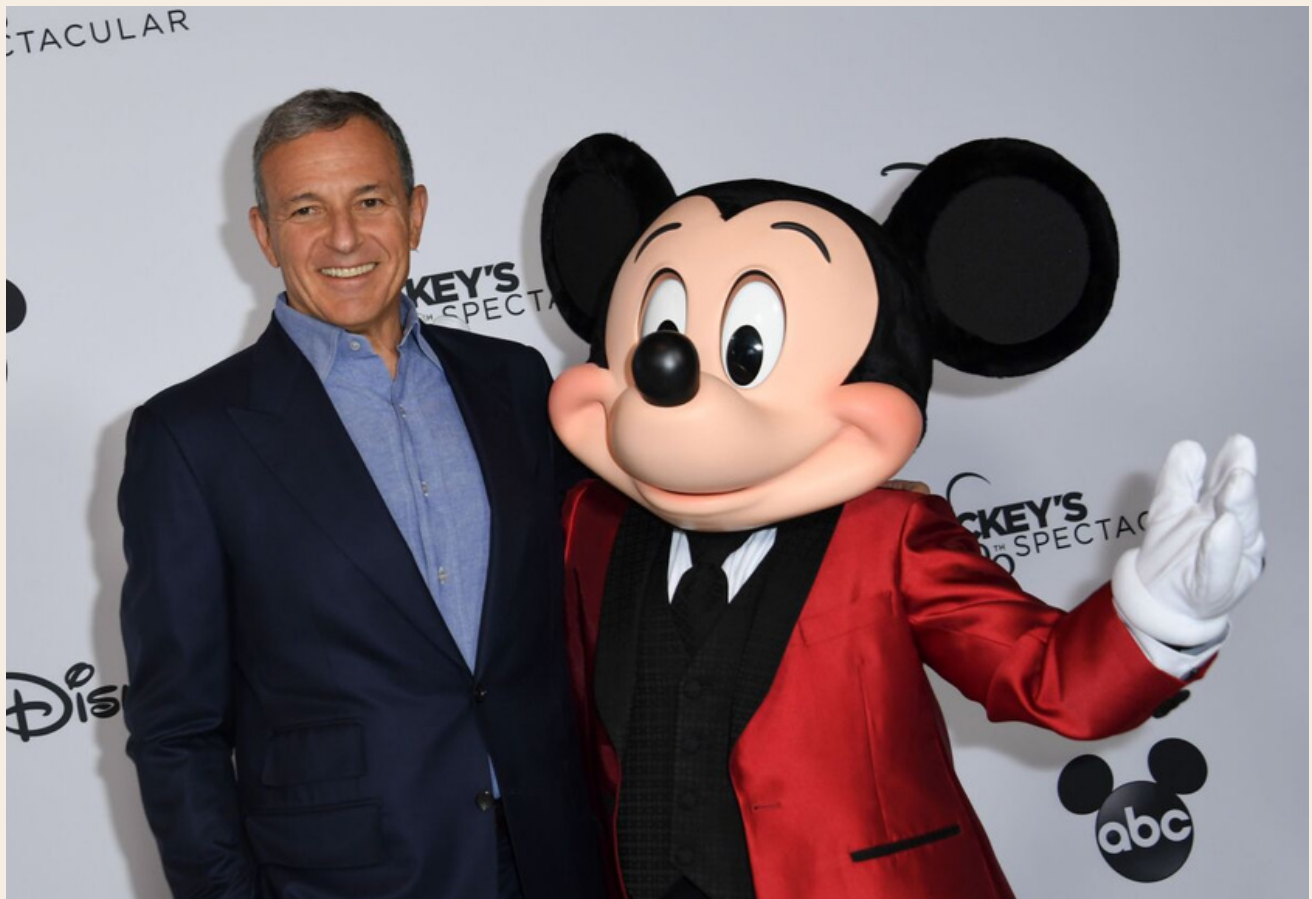
Source: Axios

## 2022 Axios Harris Poll 100



Source: Axios

Abigail Disney, the granddaughter of the company's co-founder, Roy O. Disney, stated that The Walt Disney Company's initial decision to remain neutral triggered employee backlash and its opposition to the law put the company in the tranches against the legislators (Disney, 2022). An investment analyst at Guggenheim Partners suggested that, although Disney's fallout with Gov. DeSantis might not affect its bottom line, prolonged disagreement between employees and the management team was not healthy for the company's economy in the long term (Mendez, 2022).



# **VOL. IV**

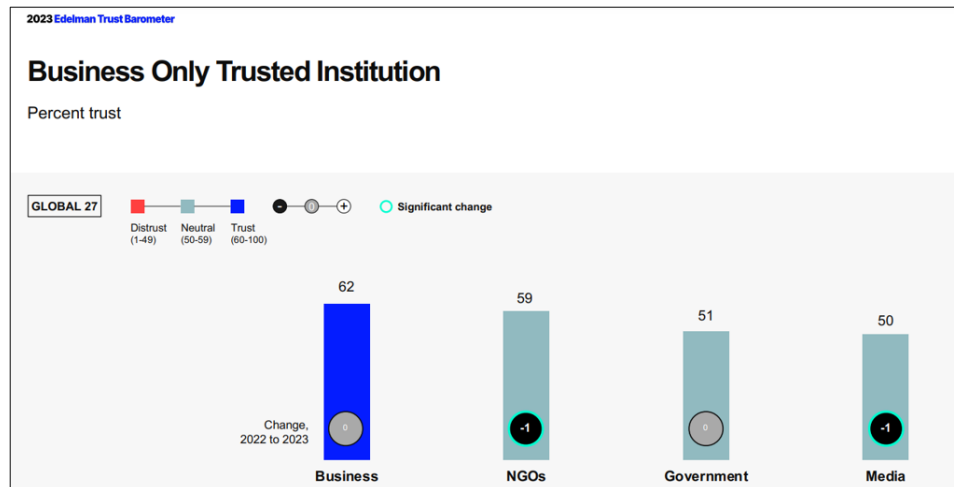
## **TOMORROW'S FORECAST**

**COMMS TRENDS**  
**BROADER IMPLICATIONS**

Image courtesy of Getty Images.

## COMMS TRENDS

Due to the deeply polarized landscape, nearly half of people see businesses as the only trusted institution (Edelman Trust Barometer, 2023).



Source: 2023 Edelman Trust Barometer

People also expect the companies they purchase from to reflect their values and beliefs. According to the Edelman Trust Barometer, 63% of people buy or advocate for brands based on these stances (Edelman Trust Barometer, 2023, pg. 28). Just over half of Americans (52%) believe businesses cannot avoid being political when addressing societal issues. The United States is seen as a severely polarized nation by its people (Edelman Trust Barometer, 2023, pg. 30).

As cases like Disney vs. DeSantis continue to occur, it becomes more crucial how businesses publicly respond regarding current controversial sociopolitical issues. To maintain the level of trust with stakeholders, corporations must show public support for issues people care about because “staying silent or doing nothing is often worse,” (Newman, 2023, para. 5). In fact, eight in 10 people expect CEOs to take a public stance on discrimination and social-political issues (Edelman Trust Barometer, 2023).



Source: 2023 Edelman Trust Barometer



As companies speak out more, the possibility of political punishment increases. The use of government power to reward or punish companies for political purposes is part of the reason today's current environment is so challenging (Washington, Black & Ladao, 2023). When large groups of employees and consumers speak up about controversial issues in relation to a business, its CEO must take a stand. It's for this reason that more than 70% of the Conference Board survey respondents believe the political environment for businesses will either be just as challenging or even more challenging after the 2024 election (Washington, Black & Ladao, 2023). A company cannot escape public or political scrutiny for how it responds to social issues. Looking ahead, companies and CEOs must walk a careful line of being an advocate stakeholders can trust while not infringing on political agendas in ways that could be seen as threatening and disrespectful.

## **BROADER IMPLICATIONS**

This case created three takeaways for other businesses in the future.

First, corporations should communicate clearly, openly and early on to avoid negative reputational impact. John Gerzema, CEO of the Harris Poll, explains that in Disney's situation, there is a negative reputational impact associated with an unclear company stance (Fischer, 2022).

Second, as the most trusted institution, CEO's must advocate for their employees. According to the 2023 Edelman Trust Barometer, an employee's own CEO is the most trusted institutional leader over community leaders, other CEOs and governmental leaders (Edelman Trust Barometer, 2023). Knowing that statistic, it makes sense why it was so important to Disney employees for their CEO to speak up on Parental Rights in Education Law.

Third, corporations can no longer avoid being political. In today's partisan landscape, CSA will have inherent consequences. While companies prepare internal and external communications, they must keep in mind how those will be perceived. Which side does its communications put it on and is the company willing to back that statement. CEOs must prepare accordingly in the future when dealing with corporate communications.

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## **APPENDIX A**

**March 7, 2022**

**Internal Memo to employees (from Bob Chapek):**

*Source: Variety*

Team,

Before getting to the heart of my message, I want to acknowledge all those impacted by the invasion of Ukraine, especially our team in Europe and our employees around the world who have family in the region. This is an unimaginably difficult time, and my thoughts are with you. I also want to thank the ABC News team covering the horrific events there. Their courage and dedication to informing the world during this crisis is exemplary.

On Friday, I met with a small group of Disney LGBTQ+ leaders to discuss controversial legislation pending in Florida that would impact their communities. I want to thank them for a meaningful, illuminating, and at times deeply moving conversation. I told the group I would write to the entire company with my thoughts on the issues we discussed. I wish every one of our employees could have heard not just the passionate voices in the room, but the bravery, honesty, and pride those voices expressed. It is a conversation I will not forget.

One common theme was disappointment that the company has not issued a public statement condemning the legislation. That disappointment was compounded by the fact that, while not perfect, our company has a long history of supporting the LGBTQ+ community—and in fact, has played an important role in the personal journeys of so many of our employees.

I want to be crystal clear: I and the entire leadership team unequivocally stand in support of our LGBTQ+ employees, their families, and their communities. And, we are committed to creating a more inclusive company—and world. I understand that the very need to reiterate that commitment means we still have more work to do.

I also believe you deserve an explanation for why we have not issued a statement. We are going to have a more fulsome conversation about this at the company-wide Reimagine Tomorrow Summit in April, but I will preview that discussion now as it is so timely.

As we have seen time and again, corporate statements do very little to change outcomes or minds. Instead, they are often weaponized by one side or the other to further divide and inflame. Simply put, they can be counterproductive and undermine more effective ways to achieve change.

I do not want anyone to mistake a lack of a statement for a lack of support. We all share the same goal of a more tolerant, respectful world. Where we may differ is in the tactics to get there. And because this struggle is much bigger than any one bill in any one state, I believe the

best way for our company to bring about lasting change is through the inspiring content we produce, the welcoming culture we create, and the diverse community organizations we support.

There's a reason content is at the top of this list. For nearly a century, our company's stories have opened minds, inspired dreams, shown the world both as it is and how we wish it could be, and now more than ever before, represent the incredible diversity of our society. We are telling important stories, raising voices, and I believe, changing hearts and minds.

Encanto, Black Panther, Pose, Reservation Dogs, Coco, Soul, Modern Family, Shang-Chi, Summer of Soul, Love, Victor. These and all of our diverse stories are our corporate statements—and they are more powerful than any tweet or lobbying effort. I firmly believe that our ability to tell such stories—and have them received with open eyes, ears, and hearts—would be diminished if our company were to become a political football in any debate.

Powerful content that changes hearts and minds only springs from inclusive cultures, which not only attract and retain the best and most diverse talent, but also give those employees the freedom to bring forth ideas that reflect their lives and experiences. We must work together to ensure Disney always remains such a place.

In terms of our communities, we are and will continue to be a leader in supporting organizations that champion diversity. In 2021, we provided nearly \$3 million to support the work of LGBTQ+ organizations. And, we have a long history of supporting important events like Pride parades, and for being there in times of need, just as we were following the Pulse shooting in Orlando. All this is why we have earned a 100% rating from the Human Rights Campaign for 16 years in a row.

Finally, I want to address concerns about our political contributions in Florida. While we have not given money to any politician based on this issue, we have contributed to both Republican and Democrat legislators who have subsequently taken positions on both sides of the legislation. I can also share that Geoff Morrell, our new Chief Corporate Affairs Officer, will be reassessing our advocacy strategies around the world—including political giving—as he begins to integrate the communications, public policy, government relations and CSR teams.

Our company has been a force for inclusion for a long time—and that will not change on my watch. We all have a role to play in this effort—from the Cast Members who make magical memories for fans and families of all kinds, to storytellers who take audiences on journeys to new storyworlds that illuminate our own, to everyone in between who is responsible for ensuring our culture lives up to our values. I hope we will all continue rowing in the direction of a better tomorrow.

## **APPENDIX B**

**March 11, 2022**

**Statement On Disney's Support For The LGBTQ+ Community:**

*Source: The Walt Disney Company*

To my fellow colleagues, but especially our LGBTQ+ community,

Thank you to all who have reached out to me sharing your pain, frustration and sadness over the company's response to the Florida "Don't Say Gay" bill. Speaking to you, reading your messages, and meeting with you have helped me better understand how painful our silence was. It is clear that this is not just an issue about a bill in Florida, but instead yet another challenge to basic human rights. You needed me to be a stronger ally in the fight for equal rights and I let you down. I am sorry.

Our employees see the power of this great company as an opportunity to do good. I agree. Yes, we need to use our influence to promote that good by telling inclusive stories, but also by standing up for the rights of all.

Starting immediately, we are increasing our support for advocacy groups to combat similar legislation in other states. We are hard at work creating a new framework for our political giving that will ensure our advocacy better reflects our values. And today, we are pausing all political donations in the state of Florida pending this review. But, I know there is so much more work to be done. I am committed to this work and to you all, and will continue to engage with the LGBTQ+ community so that I can become a better ally. You will hear more about our progress in the coming weeks.

I truly believe we are an infinitely better and stronger company because of our LGBTQ+ community. I missed the mark in this case but am an ally you can count on—and I will be an outspoken champion for the protections, visibility, and opportunity you deserve.