













PROTECTING THE MAGIC

A Guide to Health, Safety & Security at Merlin Entertainments

CONTENTS

	1. Protecting the Magic	2
	2. Safe by Design	8
	3. Our Attractions, Everyone's Safety	12
	4. Technical Safety	22
	5. Child Safety & Disability Awareness	34
	6. Hotel and Restaurant Safety	36
	7. Specialist Attractions	38
	8. Animal Safety	44
	9. Attraction Security	50
	10. Industry Safety Associations	52

KEY

-  Look out for the 'DID YOU KNOW?' facts
-  Please turn 90 degrees to view



PROTECTING THE MAGIC



Merlin Entertainments is Europe's leading and the world's second-largest visitor attraction operator. Our aim is to deliver memorable experiences to millions of visitors across our growing portfolio of theme parks and leisure attractions. Our team is behind some of the best-known names in global leisure, including LEGOLAND Parks, SEA LIFE aquariums, Madame Tussauds and the Dungeons, as well as icons such as The London Eye, Blackpool Tower and Warwick Castle, plus our theme park resorts such as Gardaland, Alton Towers, Heide Park, Chessington World of Adventures and Thorpe Park.

Whilst our passion is putting smiles on people's faces, our primary goal is delivering safe and memorable experiences to our guests. Central to this is our absolute commitment to achieve the highest standards in health, safety and security. We are dedicated to protecting everyone who visits our attractions and also the people who work for us around the world.

Health, safety and security is our number one priority. It's reflected in our corporate values and culture, together with the training our people receive and our day-to-day safe working practices. We have a dedicated programme to sustain awareness, drive workforce engagement and uphold a positive and proactive safety culture. It's called 'Protecting the Magic' and it helps our management teams and employees to manage risks, prevent accidents and deliver truly memorable guest experiences. It means that everybody at Merlin plays a crucial role in safeguarding guests, colleagues and the animals within our care.

Supporting this, we have systems and procedures to effectively assess and mitigate risk, whilst fostering strong health, safety and security expertise across the Merlin Group.

This guide explains how we 'Protect the Magic' at all our attractions by using rigorous and methodical safety management systems. It also shows how this is supported by a team of people who care deeply about keeping our guests safe and secure.

Our efforts are enhanced by the leading role we play alongside industry partners, both nationally and internationally, to develop and deploy innovative new safety standards and solutions.

At Merlin, we always seek to go beyond legal compliance with our high standards and advanced technologies - which are overseen by a global team of certified safety experts with extensive experience in theme park design, engineering, construction, quality, operations, maintenance, facilities, zoology and security.

We deliver millions of safe experiences to our guests every year and this comes in no small measure from our strong health, safety and security processes which are underpinned by a genuine commitment from management - as well as by a huge team of employees and contractors who are dedicated to playing their part in full.



SAFETY FIRST

At Merlin, our people deliver real magic to our guests in a way that makes Health, Safety & Security (HSS) part of what we do, each and every day. We have a dedicated programme - 'Protecting the Magic' - which sustains awareness, drives workforce engagement and upholds a positive and proactive safety culture.

To 'Protect the Magic' everybody at Merlin applies our golden rules which we call our 'Six Spells for Safety'. These simple and straightforward 'Spells' are our overriding principles for good health, safety and security conduct - applicable to all our employees and contractors, no matter what their role is.



1. USE YOUR HEAD

Think 'Safety First' before starting every task



2. DO IT RIGHT

Follow all safety rules, signs and practices



3. BE ON GUARD

Keep guests, colleagues and animals safe



4. TAKE A MINUTE

Always keep your work area safe, secure and tidy



5. TELL US NOW

Report anything unsafe and ask if you're ever unsure



6. HELP US ALL

Share your ideas for improving safety

OUR MISSION

Protecting the Magic* every day with world-class people and practices.

*Our attractions, everyone's safety.

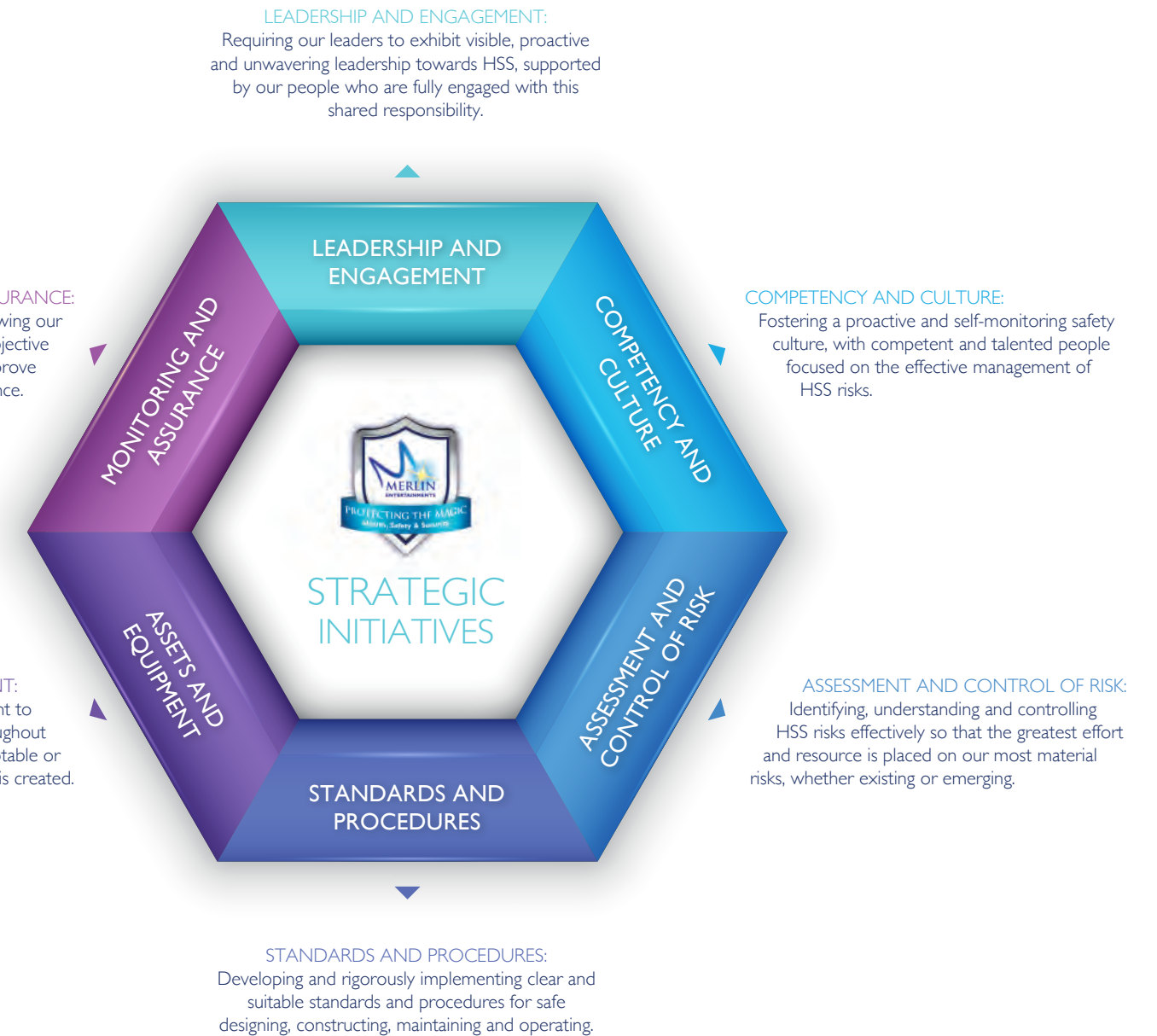


SAFETY IS IN OUR 'DNA'

Our 'Six Spells for Safety' are actively communicated and nurtured throughout our business. It is our way of embedding an effective approach to health, safety and security into the culture of success and fun that runs through our attractions.

Everybody who works at Merlin looks out for, and tells us about, anything they think could be better. This can be at the start of the day when they're doing their daily checks - by raising issues to their manager or supervisor; or through formal near-miss reporting for other matters which are then promptly notified to the relevant management teams for resolution.

We are also dedicated to ensuring that we go beyond legal compliance and deliver standards that continuously raise the bar. Our aim is to set and achieve world-class performance through the on-going attainment of the following strategic initiatives:



SAFE BY DESIGN

At Merlin, we have a full lifecycle approach to safety – from initial design, through construction to engineering maintenance and to day-to-day operations where our teams deliver the magic and ensure our attractions remain safe on an ongoing basis.

Our Merlin Magic Making teams play a critical role in 'Protecting the Magic'. Whether it's finding, creating, producing or delivering new magical experiences and attractions, safety is an essential part of our working processes - all the way through our business development programme.

Teams of Merlin Magic Makers are based around the globe, making sure that the features necessary for the safe operation of all new rides and attractions are considered and implemented during the design and construction phases of all our projects. Commissioning, training and structured handovers, managed by our Merlin Magic Makers, address relevant health, safety and security issues so that we can ensure each of our attractions achieve best-in-class standards.

These standards are maintained in all of our construction projects across the world. Our constant focus and attention is crucial, given the huge range of construction work going on at any one time. We could be building the world's first virtual reality ride in the UK, a new LEGOLAND Discovery Centre in the US or a SEA LIFE centre in China, not to mention a whole new LEGOLAND theme park, or an associated hotel complex.

Consequently our work on safety starts as soon as we begin to contemplate a new attraction or guest experience. There is early research into local legal requirements and how these align with our own global standards. Then we establish and use a local network of trusted professionals and support organisations to help us understand construction practices in that location and find quality local contractors who are able to perform the required works to the highest of safety standards.



We carefully control and oversee the construction and manufacturing processes to help ensure the quality of work and materials, including the integrity of our ride safety systems. This includes the periodic inspection and quality assurance checking of the construction and fabrication arrangements. This may involve the engagement of an independent inspection body to undertake these examinations and tests.

Once a new ride or attraction has been built and installed, it undergoes rigorous testing and inspection to ensure it fully meets the original design standards and specifications and is ready for safe operation. A new ride, for instance, is subjected to a detailed testing and inspection schedule by an independent inspection body to ensure all safety features are working correctly and the works are compliant to the necessary standards.

Our engineering and operational teams then receive all the necessary training they need to ensure they are able to safely maintain and operate the new ride or attraction. This training and instruction covers both general safety principles and the technical or operating specifics relevant to their particular role. Employees are assessed at the end of this training to ensure they fully understand the intended learning objectives.

Safety information and signage is carefully developed and installed around a new ride or attraction to ensure that our guests are kept fully informed of how to enjoy these experiences safely. It's imperative that guests are able to understand and follow these directions to help ensure their safety and comfort at all times.

Once a new ride or attraction is put into service, engineering maintenance continues throughout its operating life. This maintenance takes place 24 hours a day, seven days a week. A parallel programme of inspections is also implemented, ranging from daily inspections and tests to extremely thorough annual examinations involving full asset strip downs and non-destructive testing. Only once an annual safety certificate has been issued by an independent inspection body can a ride be put into operation.

All of our attractions have in place structured arrangements for management oversight and compliance monitoring. These help to ensure that our high standards are constantly achieved and best practice is shared. Safety performance is actively assessed and benchmarked to help ensure that we are 'Protecting the Magic' every day.

BUILDING THE FUN OF THE FUTURE

Most new rides and attractions in Merlin are created by our in-house team of Merlin Magic Makers. From the early design stages our Magic Makers work closely with their counterparts in operations, maintenance and safety, as part of a collective team effort, to ensure that safety is literally built into every design.

Our full lifecycle approach to safety - from design, through construction to engineering maintenance and to day-to-day operations - helps ensure our rides and attractions remain safe on an ongoing basis.

Our teams of Merlin Magic Makers help build the fun of the future and ensure that 'Protecting the Magic' is central to delivering new magical experiences and attractions. Safety is part of our working processes all the way through our business development programme.

Here's how we create and maintain the safety of our rides and attractions:

- 1 Teams of Merlin Magic Makers are based around the globe making sure that the features necessary for the future safe operation of all new rides and attractions are considered and implemented during the design and construction phases of all our projects.
- 2 We engage highly experienced professionals and support organisations to help us understand construction practices in each specific global location and find quality local contractors who are able to perform the required works to the highest of safety standards.
- 3 A dedicated Technical Committee helps ensure that high standards of safety are integral to all our major construction projects. A specialist Safety Officer is also appointed to help oversee high standards on all our new ride and attraction projects.
- 4 Our expert ride manufacturers help us to develop and build the safest, most exciting rides on the planet.

5 We carefully control and oversee the construction and manufacturing processes to help ensure the quality of work and materials, including the integrity of our ride safety systems.

6 Commissioning, training and handovers, overseen by our Merlin Magic Makers, address relevant health, safety and security issues so that our attractions can achieve best-in-class standards and procedures.

7 Each new ride is subjected to a detailed testing and inspection schedule by an independent inspection body to ensure all safety features are working correctly and the works are compliant to the necessary standards.

8 Once a new ride or attraction is put into operation, maintenance continues 24 hours a day, seven days a week. Rides and attractions are inspected every day to confirm that they are ready for safe operation.

9 Our rides undergo a thorough annual examination involving full asset strip down and non-destructive testing. Only once an annual safety certificate has been issued by an independent inspection body can a ride be put back into operation.

10 Structured arrangements are in place for management oversight and compliance monitoring. This helps to ensure that our high standards are constantly achieved and best practice is shared.

DID YOU KNOW?

1. All new rides are thoroughly inspected and tested by an independent inspection body to ensure their safety prior to being put into service, and then annually thereafter.
2. Our engineering and operational teams undergo extensive training and assessment before being authorised to maintain or operate any of our rides.

OUR ATTRACTIONS, EVERYONE'S SAFETY



OUR PEOPLE

Great people, supported by rigorous systems and processes, are the key to ensuring the safety of our guests, our people, our contractors and the animals in our care. Within Merlin we foster a safety culture that encourages our people to be fully involved and generates a sense of personal ownership.

'Protecting the Magic' is integral to our company values which we call 'The Merlin Way'.

'The Merlin Way' captures the essence of how we deliver safe and memorable experiences to our guests. Our people strategy underpins this goal, driving our ambition to be the best company to work for in our industry and giving our teams the skills and expertise to be the best at what they do.



'The Merlin Way' captures the essence of how we deliver safe and memorable experiences to our guests.

SPECIALIST SKILLS



MERLIN MAGIC
MAKING

MERLIN MAGIC MAKING: We have an international team of experts responsible for building a future of fun for our guests. Whether it's finding, creating, producing or delivering the new magic, our Merlin Magic Making team have safety at the heart of all they do.



RIDE
MANUFACTURERS

RIDE MANUFACTURERS: Our expert ride manufacturers help us to develop and build the safest, most exciting, rides on the planet.



SAFETY
PROFESSIONALS

SAFETY PROFESSIONALS: Our international team of health and safety professionals work across Merlin so everyone in the business knows how they can help to 'Protect the Magic'.



ENGINEERS

ENGINEERS: Our engineers make safety considerations a top priority throughout the design, development, construction, installation, commissioning and maintenance of all our rides and attractions.



FACILITIES
MAINTENANCE
TEAMS

FACILITIES MAINTENANCE TEAMS: Our facilities maintenance teams are the ultimate problem preventers, making sure that our attractions and venues meet the needs of all our guests, our people and other visitors by maintaining all of the required services that keep the fun flowing.



RIDE
OPERATORS

RIDE OPERATORS: Our ride operators are responsible for the safety of everyone enjoying our in-operation rides and attractions. Every day before each ride is used, they complete safety checks so everything is in good working order and throughout the day they check that rides are operating correctly.



LIFEGUARDS

LIFEGUARDS: Our lifeguards supervise the safety of swimmers and other guests in our swimming pools and waterparks. Every lifeguard is an extremely strong swimmer trained in first aid and certified in water rescue using a variety of specialist devices and equipment.



SKIING
INSTRUCTORS

SKIING INSTRUCTORS: Our skiing instructors promote ski safety all the time. Their goal is getting our guests out on the slopes and having fun as quickly and safely as possible.



MEDICAL
TEAMS

MEDICAL TEAMS: Our medical teams care for those feeling unwell or who require first-aid treatment. Guest well-being often depends on the quick reactions and competent care that our medical teams deliver.



RIDES RESCUE
TEAMS

RIDES RESCUE TEAMS: Occasionally a ride may break down and our guests need to be safely disembarked. Within each attraction or ride team there are specially-trained individuals who help unload guests from the ride quickly and safely.



ZOOLOGISTS

ZOOLOGISTS: Our zoologists study the animals and other wildlife we look after to see how they interact with their environments and help ensure that any interactions with humans is as safe as possible.



SECURITY
TEAMS

SECURITY TEAMS: Our security specialists protect our guests, animals and property so that each visit to a Merlin attraction is a fun, safe and secure experience.

A business as diverse as ours demands a great team with specialist skills that focuses on the safety of our guests. Our diverse teams take every step

possible to provide the most exciting and safest fun on the planet. Here are just some of the people who make up Team Merlin.





PROCESSES AND PROCEDURES

Every one of our attractions across the globe has a clear, comprehensive and site-specific health and safety plan or programme. This describes the priority placed on all health and safety matters and outlines that attraction's organisation and arrangements for managing health, safety and security risks. It details the key health, safety and security roles and responsibilities of the leadership team, together with the responsibilities of all employees across the attraction.

Management teams at each attraction are supported by dedicated health, safety and security specialists. As part of this approach, we institute two key safety management activities:

Risk Registers: These enable us to identify, assess and manage safety or security risks on an on-going basis. Every attraction develops a comprehensive Risk Register each year, the outcome of which helps focus management attention on the required on-going safety risk controls as well as the priorities for the year ahead.

Action Plans: Attraction leadership teams prepare an annual Health & Safety Action Plan. This is influenced by the results of the attraction's Risk Register as well as routine or annual safety inspections and audits, any near-miss or incident investigations and employee feedback. Additional arrangements are then implemented and progress against the annual Action Plan is actively monitored.

We also integrate health and safety priorities into our wider management objectives. This means that for our managers, good performance is defined by the attainment of excellent health and safety standards.

Health and safety management systems are also in place at each attraction. They incorporate vital safety elements such as planning activities, the production of safety procedures or Codes of Safe Working Practice for each ride, safety instructions and other protocols or assessments, and associated safety training.





DID YOU KNOW?

1. Managers at our attractions participate in safety leadership courses to equip them with the right skills and knowledge to help oversee safety standards correctly and effectively.
2. All new employees receive thorough induction briefings, and role-specific training, to equip them with the necessary skills and experience in order to perform their duties safely and proficiently.

TRAINING AND INSTRUCTION

Training and instruction is fundamental in our approach to safety. We implement extensive health and safety training programmes, including regular refresher training. Requirements are initially established through training needs analyses. We also support individuals with their own specific development needs as part of their annual personal development programme. All employees receive health and safety inductions as well as regular safety briefings.

Our ride operators and hosts complete extensive training and assessments before they can work on our rides and attractions. This means that they have a comprehensive knowledge of each ride they operate, that includes checking the ride environment, monitoring and controlling the ride, configuring the seating, checking the restraint system and knowing how to shut the ride down and disembark guests

if necessary. Every team member is coached on how to communicate with guests, answer questions and ensure their well-being.

Our ride engineers and technicians also undergo extensive training, both technical and safety related, in order to allow them to work on any of our rides or attractions. This specific training complements their trade training and associated qualifications, such as mechanical or electrical engineering. Ride engineers are required to demonstrate their knowledge levels and competency through the completion of various assessments prior to being authorised to work on any ride unsupervised.

CONTRACTOR SAFETY

Our approach to safety and security naturally extends to our contractors. For instance, a key step in any construction project is their assessment and selection. Health and safety performance is one of the elements we look at during the tendering process. We will ask a contractor to explain and verify their health and safety management systems and practices, and provide details about how they will comply with both local legal requirements and our expectations.

All of our projects are set-up to allow contractors to complete the work safely and to the correct standards. Site inspections and audits by our project managers, health and safety teams and external consultants help us to make sure that our rigorous standards are continuously met by our contractors. Our project management systems also allow for regular feedback to be obtained on any health and safety issues, incidents or challenges.

SAFETY AUDITING

All attractions in Merlin are subjected to routine health and safety audits, conducted by health and safety professionals. These audits maintain compliance with our Global Health & Safety Manual and associated safety policies.

Any non-compliance or improvement opportunities identified are immediately actioned. These audits complement regional and attraction initiated safety inspections and audits that take place during the course of each year.

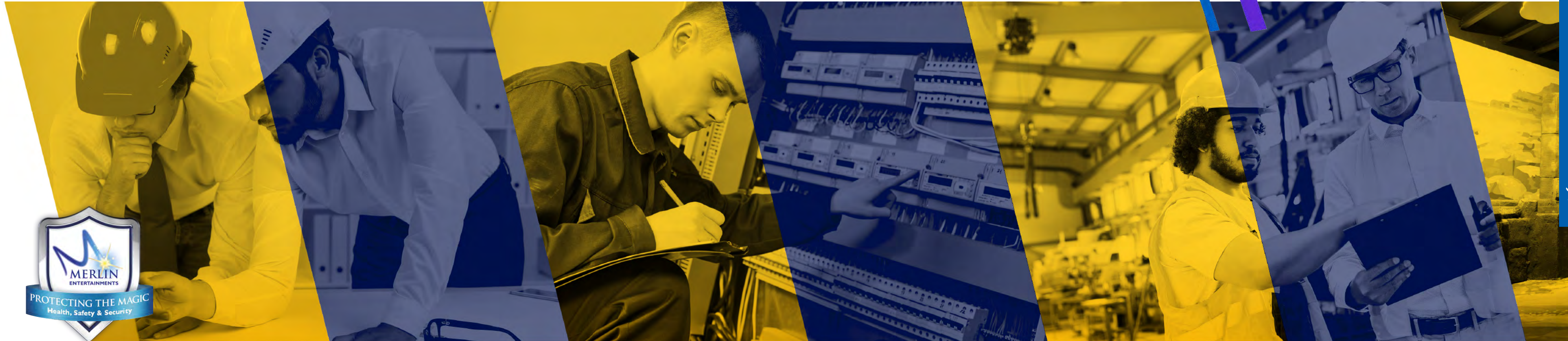
RECOGNITION SCHEMES

As part of our proactive and positive safety culture we encourage our people to celebrate safety excellence and understand the crucial part they play in 'Protecting the Magic'. To acknowledge this role, there's even a specific award within our internal recognition programme - STARS - which rewards outstanding performance in health, safety and security. There's no limit to the number of these awards because we believe we can never do enough to promote safety within our business.

Awards are also formally issued to attractions and teams that have shown exemplary performance and innovation in the field of health, safety or security. Such awards help recognise where exceptional efforts have been made in their pursuit of world-class and company leading standards for 'Protecting the Magic'.



TECHNICAL SAFETY



ENGINEERING EXPERTISE

Merlin has an extensive team of engineers who keep our rides and attractions running safely. They are highly trained and qualified with core mechanical and electrical skills. Each engineer undergoes ride-specific training and their individual performance is continually assessed through shadowing, performance monitoring and auditing.

Our rides are maintained for safety by our engineering experts throughout their life cycle. Our expert ride manufacturers provide additional ongoing support and technical assistance to help ensure our rides are kept reliable and in excellent condition throughout their life. We also draw on specialist skills in our supply chain when particular works or projects are required.

Supplementing this engineering expertise we also have detailed processes and procedures, including Codes of Safe Working Practice, which help ensure our daily maintenance works are undertaken safely and correctly. Procedures relating to new ride pre-use inspections and testing, emergency planning and ride evacuation are also in place as standard.

DID YOU KNOW?

The most common reasons why rides stop are:

- Guests using cameras and mobile phones
- Guest illness
- Lost property within a ride area
- Weather conditions

RIDE TECHNOLOGY

We utilise advanced technology and engineering resources to make sure that we continuously 'Protect the Magic'. Every piece of safety-critical equipment on our rides and attractions is manufactured to the highest possible quality. Add to that computer control systems that are designed to bring a ride to a stop safely if something isn't right, or the sophisticated fire and life safety systems installed in our buildings.

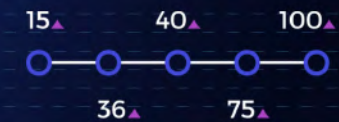
Every ride and attraction must meet a tough set of safety and engineering standards that have been developed over the years either by our own internal expertise or by the relevant international standard-setting organisations. These 'gold plated' standards ensure that the design, fabrication and safety features are checked and approved at every stage of the manufacturing process.



The mechanical and electrical integrity of our rides is safeguarded by numerous design features that all play an important role in keeping our rides safe. For example, our rides have back-up braking systems to stop vehicles safely even if the primary brake system fails. Our rides also feature dual monitoring systems where rides can only operate if both systems deem that conditions for safe ride operations are in effect, such as the correct securing of seat restraints.



Rides are also fitted with track sensors to monitor vehicle speeds and locations, and we have systems in place to check the structural integrity of the track. Guests are also kept safe by automated barriers and Closed-Circuit Television (CCTV) coverage.



Our ride operations and maintenance teams receive ongoing status information via computerised control and messaging systems. Any detected abnormalities will automatically shut down a ride safely to allow for investigations to occur. Finally, rides have back-up power supply in case of a mains power failure.



RIDE MAINTENANCE AND INSPECTIONS

Merlin's rides are kept running safely as a result of our rigorous approach to safety engineering. Key to this are our technicians and engineers – highly trained, qualified and technically competent professionals, typically with core mechanical or electrical skills.

Robust maintenance systems and procedures are in place across all of our rides and attractions, and these typically comprise of a comprehensive suite of daily, weekly, monthly and annual maintenance activities.

- The maintenance regime for each ride is derived from the requirements set out in the operating and maintenance manual provided by the ride manufacturer. This regime is then overlaid with any enhanced inspections or tests that are identified through the continued use and examination of a ride asset.
- Daily inspections are completed for safety critical elements of each ride, for example the integrity of passenger restraint systems, brakes and emergency devices. On completion, the ride will be signed-off as safe for use and handed over to the operations team to carry out pre-opening checks.
- Each ride undergoes planned maintenance, running in parallel to the daily inspections. With the frequency and type of work specific to each ride, these routines can be completed either out of attraction operating hours or during the day, for example where a ride vehicle is relocated to the maintenance workshop for its scheduled examination and service.



- Reactive tasks often relate to ride stoppages which can occur for numerous reasons throughout the day, for example guest behaviour resulting in the activation of an emergency stop, or a fault condition being reported by the ride's computer control system.

Attending engineers will be competent in all relevant technical aspects of the ride and will investigate the cause and undertake corrective action. Safety inspections and checks will then be followed to allow the ride to be put back into operation.

- Shutdown preparation involves planning for 'In-service Inspection' and 'Annual Maintenance' activities, undertaken while the ride is shut down and taken out of service. This is usually done in early autumn for our theme parks that have a closed season, or on a rotational basis where the park remains open throughout the year. A rigorous programme of work sets out the level of 'strip down' and 'non-destructive testing' required, as well as whether such activities are to be undertaken in-house or with third party specialist assistance.
- In-service Inspections require an independent and competent Inspection Body to annually check the condition and suitability of a ride for continuing safe use. This includes thorough examination of all safety critical components. Our in-house engineering team's responsibility during this process is to strip down each ride and prepare safety critical components ready for independent inspection and non-destructive testing.
- Annual maintenance takes place alongside the In-service Inspections, with the engineering team carrying out work on each ride in line with the manufacturer's recommendations, replacing components where required.
- On completion of the In-service Inspection, annual maintenance and function testing processes a safety certificate will be issued if the Inspection Body is satisfied with the condition of the ride. This will typically be valid for twelve months. There can be minor variances to this process depending on the location of the attraction around the world.
- Our engineers review ride performances regularly, working with the ride manufacturer and the Inspection Body to make Reliability Improvements, enhancing reliability, productivity and asset life. After these reviews, it may be decided that an adjusted schedule of planned maintenance is required to maintain optimum performance.



OUR ENGINEERS AND TECHNICIANS

Keeping the fun running every day

Our expert teams of engineers and technicians make safety considerations a top priority and help keep our rides running safely. In conjunction with our facilities maintenance teams they make sure that our rides and attractions continue to meet the needs and expectations of our guests. Here are just a few tasks that our engineers and technicians do each day to help keep the fun running safely and smoothly:

1 Our engineers complete daily inspections for the safety-critical elements of each ride. These include inspecting passenger restraint systems, brakes and emergency devices. Only once these inspections are completed is a ride passed as safe for use by our ride operations teams.

2 Our ride operators then complete their own pre-opening safety checks on each ride every day to ensure everything is in good working order and ready for use by guests.

3 Daily inspections, both by our engineers and our ride operators, are completed on each ride according to the manufacturer's instructions and our internal safety procedures.

4 To back this up, our rides are maintained for safety throughout their life cycle. We have engineering processes that cover Codes of Safe Working Practice, new ride pre-use inspection and testing, emergency planning and evacuation procedures.

5 We carry out regular inspections, routine maintenance work and regular programmed refurbishment. We also carry out maintenance during operating hours, assessing a ride's functionality and performance.

6 Ride engineers use the latest technology to monitor and evaluate ride performance, looking either at the overall operation of the ride, or certain equipment used within it. This might mean checking the running speed, noise, vibration and operating temperatures.

7 Our engineers are always on-call to attend rides throughout the day if there's an emergency stop or a fault condition reported by the ride's computer control system. A ride will only be put back into operation following further safety inspections and checks.

8 At the end of each operating day, key performance and condition information about each ride is recorded which is then used to monitor and assess on-going maintenance needs.

9 In-service Inspections are performed annually by an independent Inspection Body to confirm that our rides are suitable for continuing safe use. This includes a thorough examination of all safety critical components of every ride.

10 Annual maintenance takes place alongside the In-service Inspections, with engineering teams carrying out work on each ride in line with the manufacturer's recommendations, replacing components where required.

DID YOU KNOW?

On average it takes 6 employee hours to get one of our big roller-coasters ready for opening every morning.



A DAY IN THE LIFE OF A RIDE ENGINEER

Chessington World of Adventures Resort, UK

Being a Merlin ride engineer is a unique and highly responsible job. There are many daily tasks to complete. No day is typical, but here are just some of the tasks carried out by our engineers.

CASE STUDY

CHESSINGTON

- 1 Every working day starts with preparation for Resort opening, reviewing each ride's daily inspection documents and resolving any issues. Formal records and log notes relating to the previous days' operating performance and condition for each ride are also reviewed.
- 2 Daily inspections are then completed on each ride at the Resort according to the manufacturer's instructions. These include inspecting passenger restraint systems, brakes, emergency devices and ride area safety fencing. Only when an engineer is completely satisfied will a ride be signed-off as safe for use by the Resort's operations team.
- 3 In addition to the daily inspections, there is a parallel schedule of planned maintenance which must be undertaken, typically in the workshop. Depending on the ride component, this may need to be completed outside of Resort operating hours.
- 4 Resort engineers also view rides in operation. They use their experience to monitor ride performance, looking at speed, noise and operating temperatures. This can pose additional challenges if the ride operates in close proximity to any of the Resort's animal enclosures.
- 5 Resort engineers are always on-call to attend rides throughout the day if there's an emergency stop or a fault condition reported by the ride's computer control system. After they investigate the cause and undertake the necessary corrective action, a ride will only be put back into operation following further safety inspections and checks. All such events are recorded on the Resort's computerised maintenance management system for ongoing reference.

CASE STUDY

LEGOLAND® DISCOVERY CENTRE

A DAY IN THE LIFE OF A TECHNICIAN

LEGOLAND® Discovery Centre, Westchester, USA

Each day begins with a rigorous inspection of the Centre's rides and soft play areas, followed by the starting up and testing of the other features in the attraction.

Depending on the day of the week, scheduled maintenance will take place on a specific ride, soft play area or facilities equipment such as heating or air-conditioning.

Throughout the day, technicians attend any ride stoppages and perform any corrective works where necessary. They also complete assigned maintenance tasks in addition to regular health and safety checks on items such as fire extinguishers and access ladders.

At the end of each day, each ride is closed down, log notes completed and, where applicable, specific vehicles put on charge. These closed periods also provide an opportunity to complete any additional non-essential work that has arisen during the day.

There is an additional weekly evening shift to deal with any larger scale works that cannot be completed when the attraction is in operation.



DID YOU KNOW?

1. All of our rides are subjected to a thorough technical examination each year by an independent inspection body.
2. Our ride operators and engineers undergo extensive training and assessment before being authorised to work on any ride.

CHILD SAFETY

Theme parks are exciting places for children and create wonderful and lasting memories. But for some children, especially younger ones, they can also be daunting and disorientating.

We've worked closely with family charity Family Lives and encourage visitors to follow their 10 golden rules for keeping children safe. These include common-sense tips such as teaching children their name, address and contact telephone number as soon as they are able and keeping them in sight at all times.

On rare occasions, children can become separated from their parents or guardians and our teams are experienced at dealing with such incidents. Merlin team members act quickly to arrange immediate searches of the park or attraction.

Additional safety measures are available to parents, such as our lost children wristbands. These carry a parent's contact telephone number enabling our team to make contact immediately if a child becomes separated.

PLAYGROUND SAFETY

As with other areas of our business, we seek to go beyond legal compliance in terms of our approach to playground safety, conforming to requirements set by international standards agencies, such as the American Society for Testing and Materials (ASTM).

Following installation, our operational teams assess each playground daily and in addition, there is a rigorous annual inspection where every piece of equipment is thoroughly reviewed and checked.

All rides in playgrounds are run and hosted by our operational teams. Playground areas without rides are regularly patrolled by the staff members to ensure guest safety and well-being. Many of our larger playgrounds also have CCTV covering their entrances and exits.



DISABILITY AWARENESS

At Merlin, we always strive to make our rides and attractions available to as many people as possible. However, we recognise that certain rides can be physically demanding so they may not be appropriate for every guest.

We carry out regular access surveys, which are then complemented by safe-access audits conducted by independent experts, so that we're always up-to-date with the latest guidance and recommendations.

Effective and clear communications play an important part in helping our visitors with special access needs to decide whether or not the experiences on offer are suitable for them. It's why our websites and attraction-based literature carry detailed information so that people can make a decision based on their individual needs.

On occasion, we reserve the right to decline admission to certain rides if we feel there may be a risk to a particular individual. These decisions are always made with our guests' safety in mind.



HOTEL AND RESTAURANT SAFETY

We're delighted that many of our guests can enjoy a longer stay at our attractions by taking advantage of our range of accommodation. The safety of guests who stay or dine with us is paramount and we deal rigorously with the additional and specific safety challenges involved.

FIRE SAFETY

Whilst we always comply with relevant fire safety legislation, we also go beyond this. One example is the automatic fire detection and warning systems in place in all our hotels and lodge villages which comply with the highest standards. Our guests will get the earliest possible warning of a potential incident, which allows our specially-trained staff members to quickly investigate any problem and minimise the impact of a false alarm.

All our people receive fire safety training that includes risk reduction, what to do in the event of fire, how to raise the alarm as well as roles and responsibilities in the event of an evacuation. Some of our people are specially selected as fire wardens and are trained to use on-site firefighting equipment.

When guests stay with us, we make every effort to identify anyone who would need additional help in the event of an evacuation. There are evacuation chairs in fire refuge points and additional specialist training is given to hotel employees to help ensure the safety of our disabled guests in the event of a fire.

DID YOU KNOW?

1. All of our restaurants and attractions are independently audited for high food safety standards.
2. All of our food handling staff receive training on food safety and hygiene.

FOOD SAFETY

We're proud of the quality and range of food served across our hotels and attractions, so we take every step to ensure that guests, employees and contractors are not exposed to food related illnesses.

Our people are given clear and consistent direction at each attraction on how to address any food safety and hygiene risks. All attractions are independently assessed by food safety specialists and are typically audited at least once a year.

ALLERGIES

We do our utmost to protect guests who have allergic conditions, providing allergy information to help them make informed decisions on the suitability of a particular food item.

😊 SPECIALIST ATTRACTIONS

WATERPARK SAFETY

Safety within our waterparks and swimming pools presents a range of specific challenges, but our comprehensive approach ensures that our guests leave safely, with huge smiles on their faces. With constant training, feedback and development, our waterpark and swimming pool teams aim to always exceed expectations and 'Protect the Magic' year after year.

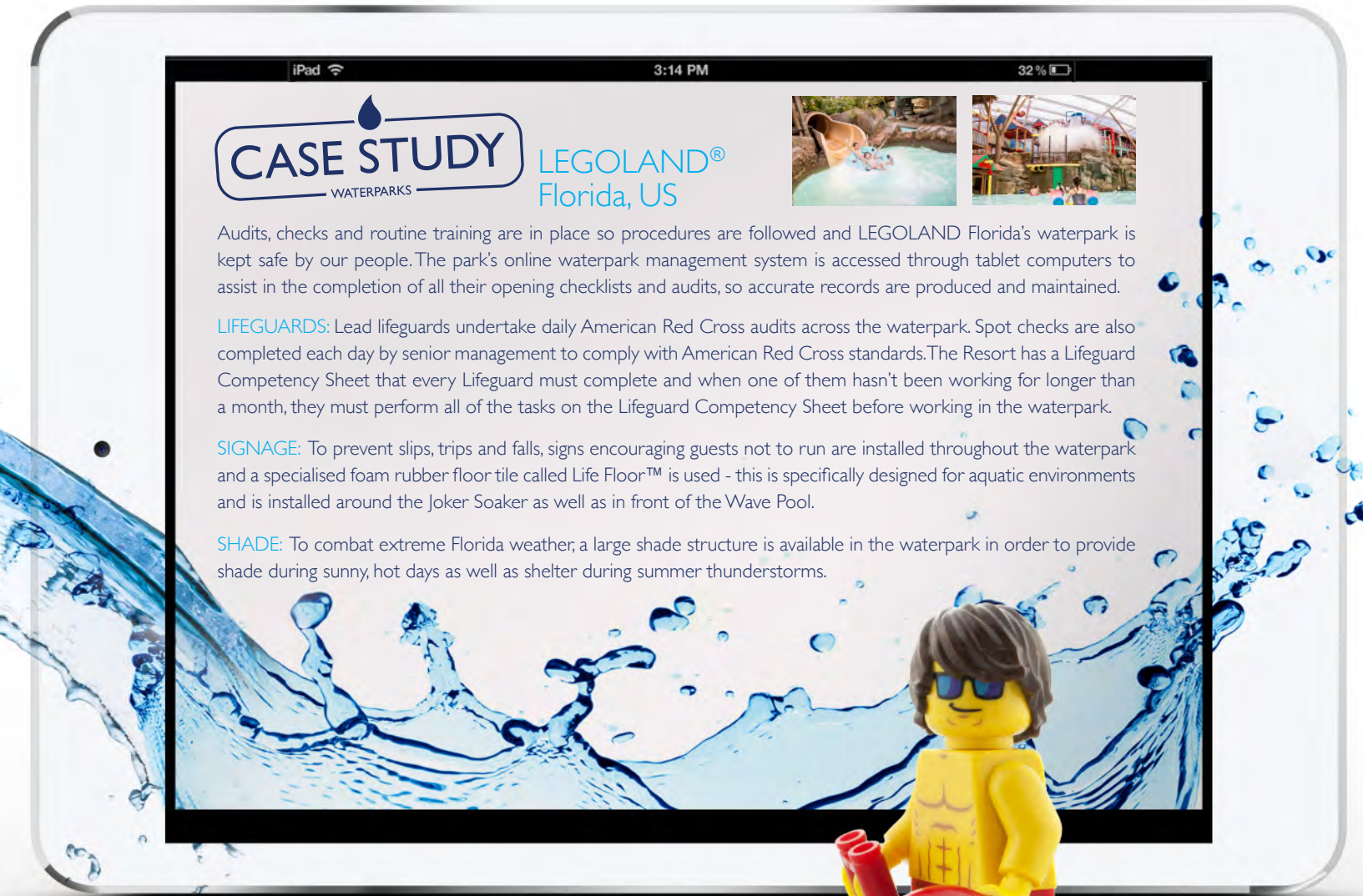
We train hundreds of lifeguards each year to recognised international standards and qualifications. We ensure all our lifeguards go through a rigorous training programme before starting work, and this training includes water skills, rescue skills, first-aid and Cardiopulmonary Resuscitation (CPR). Once individuals have successfully completed this, they take part in additional site-specific training including slide dispatch, zone awareness so they are familiar with of all areas of the pools, disability awareness and guest service.

All this training and instruction means that our teams are fully competent and aware of all safety issues within our waterparks and swimming pools before going on duty. Each lifeguard also completes regular refresher training, covering rescue techniques and first-aid.

We also conduct daily checks on lifeguard skills and these are supplemented by independent audits from an internationally recognised safety organisation.

📌 DID YOU KNOW?

Every lifeguard at our waterparks has at least 36 hours of structured training and assessment before they go on duty.



SKI RESORT SAFETY



Our Falls Creek and Mount Hotham Alpine Ski Resorts are located in the heart of the Australia's Alpine National Park. These resorts offer premier accommodation in apartments, chalets and lodges, often with ski-in and ski-out access. The resorts feature ski schools, equipment hire facilities, plus numerous bars and restaurants - everything our guests need for a complete snow and ski holiday.

Keeping our Ski Resorts safe is achieved through the same core principals from 'Protecting the Magic' that we apply across Merlin. However, there are some special features of skiing that need to be addressed so that the fun continues safely.

Take equipment hire, for example. We ensure that all our equipment available for hire is comprehensively inspected and maintained according to the manufacturer's instructions. We make sure that our guests get the correct selection of skis, boards and boots, taking account of the activity they will be doing and the competency level that they inform us of.

Our ski lifts and tows at the resorts are installed, operated, maintained and rigorously inspected in accordance with the manufacturers' instructions and the relevant legislation. There are also emergency stops which are provided at the loading points, the unloading points and at specifically selected intermediate positions should we require them. Wind speed and weather conditions are constantly monitored so that the lifts are not operated in conditions that exceed the manufacturer's specification.



Piste information, demarcations and safety signage are installed across the Resorts to assist guests in having an enjoyable and safe day on the slopes. Snow making equipment is also installed at lower levels to maximise conditions and provide the safest of descents.

Mountain rescue and piste patrol personnel help ensure guests remain safe, act with courtesy around other skiers and boarders and are on-hand to provide assistance with any on-piste problems.

Like our theme park rides, we have robust emergency procedures for the safe evacuation of our ski lifts in an emergency and we practice these on a regular basis to make sure our teams are always on top of their game.





SAFETY IN ACTION

AT THE OTWAY FLY ZIPLINE TOUR, AUSTRALIA

Based outside Melbourne, our Australian Treetop Adventures in Otway comprises two attractions that provide visitors with memorable experiences from amazing vantage points within the forest canopy.

In addition to a Treetop Walk (a rainforest excursion that takes guests right through the treetops), we offer an unforgettable rainforest experience with the Otway Zipline Tour. This adrenaline-fuelled activity allows visitors to zip through the leafy treetops of the magnificent Otway Ranges from one 'Cloud Station' to another.

Riding on a wire through the trees at heights of up to 30 metres is an exhilarating and daunting adventure. Our highly experienced Zipline instructors and guides are there to provide training, reassurance and support for guests every step of the way. Visitors can access the Zipline Tour in groups of 10 with two guides accompanying them at all times.

Our guests are well prepared for their adventure after a detailed orientation and training talk that covers all the safety rules. This also introduces the equipment and explains how to stand up and land safely in the specially designed body harnesses.

A ground-level simulator familiarises guests with the Zipline and suspension. Although the Zipline may appear intimidating, the pulley system is designed so guests can only be released safely from a wire at the end of a circuit. For the duration of their journey, they are effectively 'hard-wired' in. This helps maintain guest safety throughout the experience.

The reliability of the equipment is paramount and it is checked thoroughly both at the beginning of the day and at the start of each circuit after our guests have put on their apparatus. Each day the team also checks the entire circuit for any obstructions caused by dead branches or leaves. All equipment and infrastructure is also subject to regular inspections by the ride manufacturer.

Our team always keeps a watchful eye on the weather as tours can be cancelled in adverse conditions. If this happens mid-tour, an alarm buzzer sounds and guides swing into action to evacuate guests using one of the 8 safe escapes situated along the route.

TREETOP ADVENTURE SAFETY

Merlin operates several high ropes and tree top adventures around the world including Go Ape™ at our Chessington World of Adventures Resort in the UK and our Otway Fly Treetop Adventures in Australia. Each attraction is run by a team of highly experienced rope safety specialists, trained to deliver the safest fun.

ANIMAL SAFETY

We house and care for thousands of animals, ranging from leaf-cutter ants and clownfish to giraffes and endangered white rhino. Around-the-clock animal specialists at our attractions look after their health and wellbeing, and additional external specialists are on-call whenever they're needed.

Our curatorial and keeper teams have a wealth of experience and a real passion for their work. Our training and operating procedures give animals the best care possible and safeguard our staff. Some animals are coached to participate in physical body inspections which allow easier and less stressful veterinary checks for both our animals and our keepers.

Regular inspections of the animal enclosures check that they are in a physically safe and secure environment and regular structural surveys are conducted by independent specialists.



We encourage millions of visitors to view our animals and offer plenty of extra ways to interact with some of them up-close. To ensure all of our guests and staff are safe from the potential harm resulting from animal contact, we have strict rules and procedures in place. When dealing with animals categorised as dangerous - such as lions, tigers and gorillas - any interaction must be performed under protected contact, through barriers. This includes the work of our keepers.

If work needs to be done inside an animal enclosure, it must only be done under a permit to work system where all relevant departments and managers are aware of the work scheduled and the animal is secured away in a separate enclosure.



There is a risk that animals carry and can pass on diseases. Therefore, all relevant animals are quarantined for 30 days on arrival at an attraction, or upon first onset of symptoms, until veterinary checks show that they are clear for contact. To detect illnesses efficiently, animals in our care are checked frequently via food intake, faecal testing and general behaviour patterns.

For less harmful, common illnesses that may be passed on, in areas like petting zoos, we provide hand washing facilities and encourage their use through clear signage and educational briefings. We promote positive personal hygiene amongst our employees and restrict access to certain areas of higher risk and control the risk of cross contamination with the use of footbaths.

Continual CCTV monitoring allows us to remotely detect any issues with the animals themselves, their enclosures or any unlikely trespassers. At relevant attractions, 24-hour on-site security also conduct perimeter and site inspections. High level and electrically charged fencing protects animals from harm and potential trespassers from unauthorised entry; enforced with signage to identify dangerous animal enclosures.

DID YOU KNOW?

We have detailed procedures in place for ensuring that animal-borne diseases are not passed on to humans.



SEA LIFE

Interactive rock pools and feeding experiences

Our SEA LIFE centres are designed to give guests an educational as well as fun experience. In some instances, interactive learning is used to facilitate this while still maintaining the highest standards of safety and animal welfare.

Careful design goes into the interactive rock pools across our centres. This helps guests to have hands on experience with sea stars and other invertebrates - whilst keeping our guests, and of course our creatures, safe.

Each pool is staffed at all times by a trained member of our team who is able to keep an overview of all interactions with creatures. Every animal contact area requires guests to wash their hands following their experience; and water quality is checked and filtered throughout the day to ensure that no contaminants pose a threat. Wet hands moving from touch pool to wash station can also cause a slip hazard which is why we design our floor surface to be anti-slip.

Feeding experiences for penguins, turtles and rays are another way to have an up-close and fun experience. All feeding experiences are supervised, and guests receive a safety briefing on the area they are about to enter as well as the animal behaviour they will see.

Lifesaving equipment is available and worn by guests whenever they are close to water, and safety barriers for guests and employees alike deliver a close but safe experience.

CASE STUDY

SEA LIFE CENTRE

SNORKELLING

Merlin offers a 'Snorkelling with the Sharks' experience at our SEA LIFE centre in Blackpool, UK. A snorkel cage has been designed and installed to bring guests face-to-face with the animals they are learning about in a controlled environment.

Guests complete a medical questionnaire so we can verify their suitability for the experience, then receive a safety briefing which involves water positioning and hand signals. They are also provided with wetsuits for comfort.

Only once guests have assured our dive team that they fully understand the necessary safety protocols will they be allowed to enter the water. Guest safety and the welfare of the animals in our care remain of paramount importance.

WITH SHARKS

The cage is designed to allow maximum viewing as well as easy entry and exit to the tank. Winched down prior to use, the cage is secured to the tank sides. Guests step into the cage from the tank edge supervised by a dive team member where the design allows easy viewing of all the creatures through a mesh or Perspex base.

All dive team members are trained divers and hold a minimum of PADI™ Rescue Diver certification. They are available at all times to assist guests. Every dive team in every SEA LIFE attraction practices safety and rescue drills throughout the year, covering a range of scenarios.

These interactive experiences help our guests understand and appreciate the magical beauty of the marine life in our care. These educational and enjoyable activities help support our ongoing 'Breed, Rescue and Protect' conservation projects.

ATTRACTION

We implement a range of both active and passive security protocols across our attractions in order to maintain the integrity of our physical boundaries together with the operations and assets within them. As part of this, our employees and security teams play a vital role in making sure that our attractions remain a safe and secure environment for everyone to enjoy.

Our properties are monitored or patrolled 24 hours a day and Closed-Circuit Television (CCTV) is in place to provide additional peace of mind. In addition to CCTV, we also use some of the latest technology, such as Automatic Number Plate Recognition of vehicles, to help protect our guests, people and property. Merlin's security teams are trained to be vigilant and responsive to any threat and execute well-rehearsed procedures in conjunction with the relevant authorities.

As the types of threats and risks evolve, we work closely with local police and governmental security agencies to ensure appropriate intelligence is shared and security arrangements at our attractions remain suitable, proportional and robust. We review security measures continually and make changes and updates regularly.



SECURITY

We operate our own security reporting system which allows us to instantly identify security risks and trends no matter when or where they occur in the world. In response, security solutions or procedures are reconsidered, or where necessary developed, and subsequently communicated out across the business, so that all our attractions benefit from the experience of others.

Although this may sound as though we concentrate on looking after the big things, it is our focus on the everyday detail that makes our security teams successful. We believe that security is the responsibility of all our people, no matter what their role, and we never lose sight of the fact that reuniting our guests with a lost child or some lost property is as important to them as protecting the assets of a large theme park.





INDUSTRY SAFETY ASSOCIATIONS

We work with industry partners, both nationally and internationally, to design and set new safety standards and requirements. We are an active member of the British Association of Leisure Parks, Piers and Attractions (BALPPA) and the International Association of Amusement Parks and Attractions (IAAPA) and have representation on their respective Health & Safety Management Committees. These Committees seek to develop new standards, guidance and innovations for the sector; integrate best practice and facilitate collaboration between members and other important stakeholders, including regulatory authorities.

We also take part in the UK's Amusement Device Inspection Procedures Scheme (ADIPS) to ensure that all independent ride inspections are carried out by competent and independent inspection bodies registered with ADIPS Ltd. ADIPS is managed by the Amusement Device Safety Council (ADSC) which comprises all major industry trade associations in the UK.

ADIPS covers the types of inspection required for amusement rides, the registration and administrative control of inspection bodies and the process through which amusement rides are inspected and certificated.



SAFETY NEVER ENDS

We hope you have enjoyed reading about Merlin's approach to health, safety and security.

Safety will always remain a top priority for Merlin and we're proud of the processes, systems and procedures we have in place across our business and of the huge team of people who care about keeping our guests safe. Our commitment to safety is as much a part of our culture as our dedication to putting smiles on people's faces.

We appreciate that we can never take safety for granted or become complacent in this area. That's why we're continually working to identify and deliver new ideas for improving safety and reducing risk for our guests and people.



For more information, visit our dedicated website
www.protectingthemagic.com

or find out more about the world of Merlin at
www.merlinentertainments.biz



LEGO, the LEGO logo, the Brick and Knob configuration, the Minifigure and LEGOLAND are trademarks of the LEGO Group ©2017 The LEGO Group.
DreamWorks Shrek © 2017 DreamWorks Animation L.L.C. All Rights Reserved. Images shown depict wax figures created and owned by Madame Tussauds
©Merlin Entertainments. All Rights Reserved. 2017