



POLICY STATEMENT

The Merlin Way

Central to Merlin's strategic vision is our absolute commitment and passion to continuously achieve high standards of Health, Safety and Security. We must always be utterly focused on making sure that our operations are as safe as possible at all times; only then can we fulfil the trust placed in us by our guests, employees and shareholders. As a result, we seek to go beyond legal compliance and to continuously raise the bar in our Health, Safety and Security performance.

To do this, we need an effective Health, Safety and Security management system that is supported by the right organisational structure and a genuine commitment from management. Moreover, effective communications are essential for us to ensure that every person at Merlin is playing their part in full. We need to control risk effectively, have proactive maintenance procedures and adequate systems of work, and review and audit these regularly.

Our ultimate goal is to ensure effective prevention, which requires good systems and training. These will also help us avoid loss to the business. To this end, management and employees must work together to prevent accidents and Protect the Magic. A copy of the Group Health, Safety and Security Policy, together with more detailed site information, will be made available to everybody.

SIR JOHN SUNDERLAND
Chairman

NICK VARNEY
Chief Executive Officer