



People & Experience



Unknotting your (Global) Benefits tangle

Janet Mckenzie, Group Head of Reward
EB Live 2024

Intro to Merlin Entertainments



- We're a world leader in branded entertainment destinations, offering a diverse portfolio of resort theme parks, city-centre gateway attractions and LEGOLAND® Resorts which span across the UK, US, Western Europe, China and Asia Pacific
- We welcome more than 62 million guests annually to its growing estate, with over 140 sites across 23 countries
- An expert in bringing world-famous entertainment brands to life, Merlin works with partners including the LEGO® Group, Sony Pictures Entertainment, Peppa Pig, DreamWorks and Ferrari



Global Benefits Review

Inclusive policies and benefits will...

- To support Merlin's growth strategy, we need to grow our team, functional expertise & innovation
- Our ongoing mission is to make Merlin the **greatest** place to work & play
- The purpose of reviewing both our benefits & gender-based policies is to establish **meaningful, fair** and **consistent** standards
- We want to improve the employee experience and differentiate Merlin in the global employment marketplace



Contribute positively to employee engagement



Attract & retain top talent



Support gender balance in career progression, pay and benefits



Reap benefits of a diverse & inclusive team such as greater innovation

Original Focus Areas

ANCHOR BENEFITS

GENDER POLICIES

PHASE ONE

Annual Leave
Sick Leave

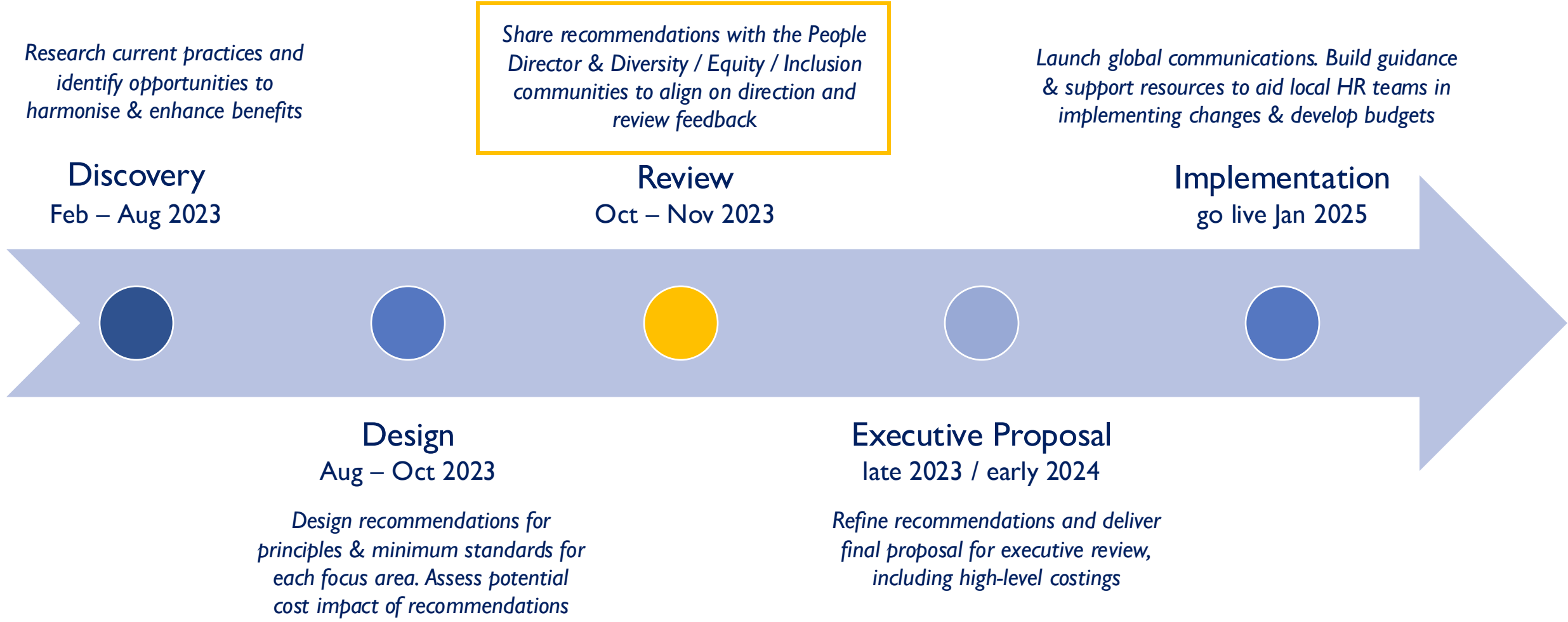
Parental Leave

Future focus
areas
(next phases TBC)

Life Assurance
Employee Assistance
Retirement Savings
Employee Recognition
Employee Discounts

Formal Flexible Working
Menopause Approach

Follow a clear process



Annual Leave

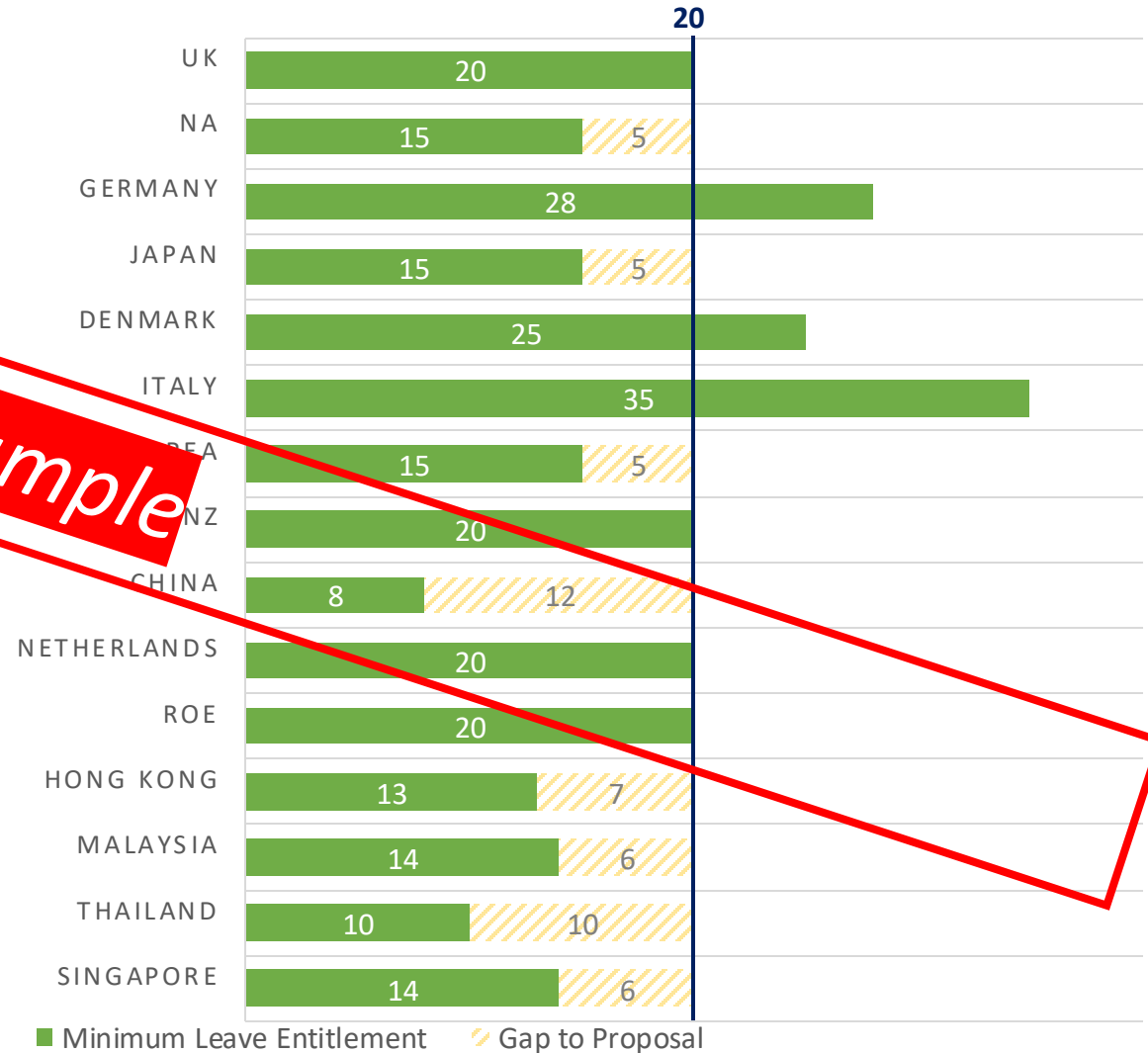


Minimum 20 days per year for all employees from their first day with us

Example

- Merlin's business is predicated on families around the world using their leisure time to visit and enjoy our attractions
- Studies have also shown that time off from work is most impactful when an employee has a choice over when they take it
- Changes needed for: North America, Japan, South Korea, China, Hong Kong, Malaysia, Thailand & Singapore

PROPOSAL CF. CURRENT MINIMUM (DAYS)



Annual Leave

COST OF ANNUAL LEAVE (MILLION GBP)

| | Region | Current | Proposed | cf. Current | |
|--------------------|----------------|--------------|--------------|--------------|------------|
| ADJUSTMENTS | NA | 11.08 | 13.93 | +2.85 | +26% |
| | Japan | 1.30 | 2.21 | +0.91 | +70% |
| | South Korea | 1.04 | 1.39 | +0.35 | +33% |
| | China (Midway) | 0.11 | 0.42 | +0.32 | +300% |
| | Hong Kong | 0.22 | 0.29 | +0.07 | +30% |
| | Malaysia (MMM) | 0.07 | 0.08 | +0.01 | +11% |
| | Thailand | 0.12 | 0.16 | +0.04 | |
| | Singapore | 0.17 | 0.18 | +0.01 | |
| | NO ADJUSTMENTS | UK | 18.26 | 18.26 | - |
| Germany | | 8.87 | 8.87 | - | |
| Denmark | | 2.46 | 2.46 | - | |
| Italy | | 2.49 | 2.49 | - | |
| ANZ | | 1.47 | 1.47 | - | |
| Netherlands | | 5.44 | 5.44 | - | |
| ROE | | 0.33 | 0.33 | - | |
| Grand Total | | 48.52 | 53.07 | +4.55 | +9% |

Example

Provide clear impact & costing on a country-by-country basis

You may also find it helpful to provide an appendix with more detail to help answer questions from business leaders in different areas / attractions / departments



Listening is key...

- Always remember to be open and listen
- You may end up with results or outcomes you weren't expecting
- Speak with local People teams – ask them to talk to employees first so you hear what people actually want, not what the People teams think they want
- The basics are what are most important to most people



KEY THEMES =
Fairness
Understanding
Fun



Did you know?



It's common in Asia is to give additional paid leave to employees when they get married



Italy offers the longest period of maternity leave at full pay, reaching 22 weeks (~5-months)



A quarter of countries have a union / works council agreement affecting benefits & policies for employees



ELEVATE THE GUEST EXPERIENCE BONUS 2024

**Reward
&
Recognition**



**Are you working at
an Attraction and
are a Grade F or G?**

**Did you know
you are eligible
for a monthly
bonus?**

**You just need to
meet your NPS
targets! ***

Fairness



Scan here for more information

*** And work more than 8
hours a week on average**



ELEVATE THE GUEST EXPERIENCE BONUS 2024

Reward & Recognition

✓ 2024 Global NPS tracking ahead of last year
→ setting all-time highs

Are you working at an Attraction and are a Grade F or G?

Did you know you are eligible for a monthly bonus?

You just need to meet your NPS targets! *

Fairness



Scan here for more information

* And work more than 8 hours a week on average

Enjoy The Ride Pass

Reward & Recognition

Your FREE Enjoy the Ride annual pass is here!



Scan the QR code & explore a world of Merlin magic with up to five loved ones.

Visit **People Portal** for more information.
T&Cs apply.

Reward & Recognition

O seu passe anual GRATUITO Desfrutamos da Viagem está aqui!



Digitalize o código QR e explore o mundo mágico da Merlin com até cinco familiares.

Consulte o **People Portal** para mais informações.
Aplicam-se os Termos e Condições.

Reward & Recognition

“享受旅程”免费年度通行证等你领取!



扫描二维码，与五位亲朋好友一同探索默林的奇妙世界。

访问**People Portal**，了解更多信息。
适用特定条款与条件。

Fun

Total Reward Statements



MERLIN ENTERTAINMENTS
RIVERSIDE BUILDING
COUNTY HALL
WESTMINSTER BRIDGE ROAD
LONDON SE1 7PB

1 April 2024

STRICTLY PERSONAL & CONFIDENTIAL

«First_Name_» «Last_Name»
«CountryCity_» «CountryCity_1»

Dear «First_Name_»

2024 Compensation Letter

What drives the company forward is your passion and commitment to our shared values: We Care, Own Your Craft, Drive and Discover, Go Together and Enjoy the Ride, and I would like to extend my heartfelt gratitude to you for your hard work all year long. Our shared vision to be the global leader of branded entertainment destinations and the greatest place to work and play is brought to life each day through our company's greatest competitive advantage: our Merlin family.

After a full and comprehensive review of the compensation exercise, please find your 2024 Compensation details below.

1. Base Salary

Pay increase: Your annual salary is «Currency» «Approved_Annual_Salary_based_on_ACTUAL» effective from 1 April 2024.

No pay increase: We have had to make some difficult decisions around pay this year and have applied our pay principles to all pay reviews. As you have recently joined Merlin / your pay is above the market benchmark / your performance is currently under review [DELETE AS APPROPRIATE] your salary continues to be «Currency» «Approved_Annual_Salary_based_on_ACTUAL» per year.

(Only for Grade E & above, delete for Grade F&G)

participate in the 2024 Merlin Operating Group Bonus Plan. This bonus is in place of any effort you will put in to making the Merlin Group and «PRB_Groupings» thrive

Understanding

My Merlin Rewards



Your passion and commitment to our shared values: We Care, Own Your Craft, Drive and Discover, Go Together and Enjoy the Ride is what drives Merlin forward as an entertainment destination and the greatest place to work and play. We will only achieve this through the efforts of our greatest competitive advantage: our Merlin family. It is important to us, we aim to reward you fairly, aligned to external market data for the role you're performing.

Your new Year Rewards Statement (TRS) provides you with details of the key reward elements you receive from Merlin. It outlines the range of rewards you've been working for Merlin. These include core rewards such as your salary, pension and benefits; and also variable rewards such as bonus.

Your TRS isn't meant to be a complete list of all the Merlin benefits you receive so remember to check in with your local People team for full details. The chart shows you can see more detailed descriptions and the makeup of each reward group, plus any contributions you make personally.

- 1 Financial Reward
- 2 Annual Bonus
- 3 Pension
- 4 Health and Protection
- 5 Fun
- 6 Lifestyle
- 7 Shares
- 8 Other Merlin Benefits

My Merlin Rewards

Employee Name: Jane Doe
Employee ID: 01831234567
Statement Date: April 1, 2024

COMPENSATION

Base Salary - Includes unlimited Paid Time Off and 6 Paid Holidays
Unlimited Paid Time Off - Included in your base salary
Paid Holidays - 6 paid holidays is included in your base salary
Bonus - Bonus paid in the last 12 months

| | |
|--|-----------|
| Merlin Contributions | \$ 81,000 |
| Other Cash Rewards - Estimated projection for 2024 | \$ 75,000 |

BENEFITS *estimated projection for 2024 based on current salary and bonus paid

Health - Merlin contributions to your health insurance \$ 8,000
Disability and Life - Merlin contributions to your life and Disability insurance \$ 1,000
Social Security/Medicare - Merlin contributions to Social Security/Medicare \$ 7,200

RETIREMENT

| | |
|---|-------------------------------|
| Retirement Plan - Based on elected contribution. Qualified or Non-Qualified based on level. | Merlin Contributions \$ 4,500 |
| Annual | \$ 4,500 |

PERKS/OTHER *if eligible

Merlin Magic Pass - up to 40 passes per year (valued at \$2,171)
Enjoy the Ride Pass - for you and up to 5 loved ones (valued at \$1,811)
Merlin Hotel Stays/Discounts - Discounted rates
Education Assistance - financial assistance towards your education goals up to \$3,000
Family Planning - Lifetime financial benefit to help you pay for your family planning journey up to \$10,000
EAP and Mental Health Benefits - Counselling, relationship support, legal assistance, financial support and more
Other benefits and discounts - Discounted through Merlin's partner sites

| | |
|---|----------|
| Merlin Contributions (Average Annual Use) | \$ 3,000 |
|---|----------|

| Your Merlin Total Rewards | |
|---------------------------|------------------|
| Compensation | 85% |
| Benefits | 8% |
| Retirement/Shares | 3% |
| Perks/Other | 3% |
| Total | \$ 95,700 |

| MERLIN SHARES | |
|-----------------------|-------|
| Number of shares held | 5,000 |



Project SHINE

The global recognition scheme for all Merlin colleagues has a fresh new look. It is now easier and faster for you to send a Star!

Have a look and take the opportunity to recognise those amazing colleagues who:

- Bring *passion & dedication* to their role
- Love what they do
- Support their team, and
- Make *magical memories* for our guests



Fairness, Fun & Understanding!

Working Group

Reward & Recognition

Exec Sponsors Spencer Holt, John Jakobsen

Key Stakeholders People Directors Kelly White (Group Reward Director) Graeme Johnson (Talent, Leadership & Learning Director)

Fabulous Working Group (so far...!)

- Jimmy Budny** Ops Manager, LLDC GATEWAY Toronto
- Joel Summer** People Business Partner LEGOLAND FLORIDA
- Fern Wigfield** Global Communications Executive, GROUP UK
- Claire Worthington** Senior HRIS Analyst GROUP, UK
- Alexandra Bannert** HR Manager Payroll & Benefits, LEGOLAND DEUTSCHLAND
- Alex Siddons** Employee Brand & Social Media Manager GROUP, UK
- Debbie Fisher** Group Benefits Manager, GROUP UK
- Estelle Wong** APAC Head of Rewards GATEWAY ASIA
- Becky Prime** People Services & Engagement Manager, ALTON TOWERS RTP
- Kaitlyn Wright** Leadership Experiences & Strategic Projects Lead GROUP UK
- Victoria Twigg** Global Internal Comms Manager, GROUP UK
- Cora Ji** C&B Manager GATEWAY CHINA
- Tomoko Ito** Head of HR LEGOLAND JAPAN
- Tammy Kim** People Co-Ordinator MIDWAY ANZ



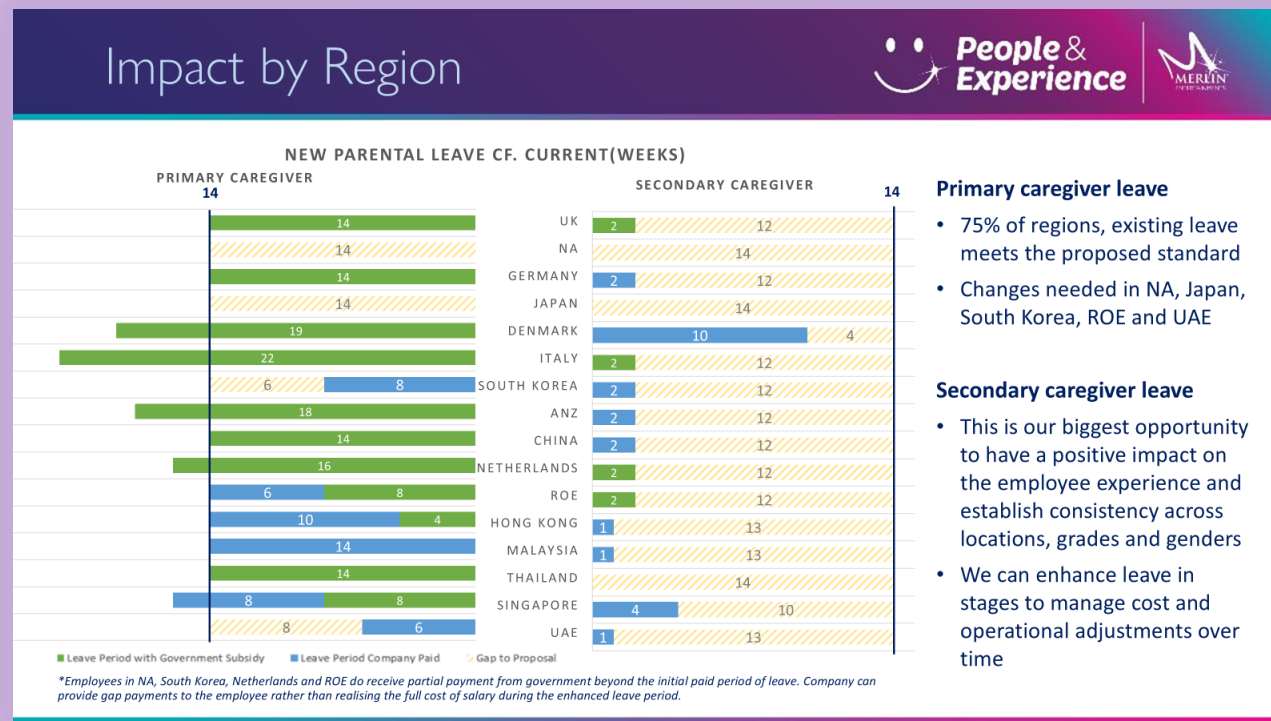
Project SHINE



Your work is never wasted



- CEO has just asked for benchmarks on Parental leave and a proposal on the actions needed to make a difference
- So we already have the analysis & a costed set of proposals ready to go!





Making Merlin the
greatest
place to work & play



**People &
Experience**

