
PRESS RELEASE



MERLIN ENTERTAINMENTS APPOINTS CHIEF EXPERIENCE & PEOPLE OFFICER

Holt to join Merlin's Exec Team to lead Employee Experience & Guest Journey throughout Merlin's 140 properties in over 24 countries, supporting 30,000 global employees and 50 million guests annually

London, 19 July 2023: Merlin Entertainments, the world leader in location-based family entertainment, delivering memorable experiences to millions of guests at more than 140 global attractions, theme parks, hotels, and resorts spanning 24 countries and four continents, today announced the appointment of **Spencer Holt as their new Chief Experience & People Officer (CXPO)**.

Through this newly created role, Holt will be responsible for both the employee journey of Merlin's 30,000-strong workforce and the guest experience delivered to over 50 million visitors who visit Merlin's attractions across the globe each year.

Holt is an award-winning educator, speaker, podcast host and executive coach, and comes to Merlin with over 20 years of experience working in global businesses across the pharmaceutical, finance, franchising, and sales industries. After spending 18 years at AstraZeneca leading people and culture for its 70k employees across 62 countries in roles across Enterprise People Development, Global Academies, and Commercial Innovation, Holt co-founded and is the current Chief Learning Officer at the Global Leader Group, a business and people consultancy group focused on helping organizations achieve excellence. Holt has a Ph.D. in Leadership Development from the University of Nevada-Las Vegas and hosts the leadership and professional growth podcast series 'Small Things Make A Big Difference'. He will join the Merlin Entertainments Executive team at the beginning of August.

Scott O'Neil, Chief Executive Officer at Merlin Entertainments said:

"As Merlin Entertainments continues its growth trajectory to make more memories, bring more happiness and spread more joy to more people in more places than anyone else in the world, we are increasingly committed to adding resources to the most critical parts of our business: our guest experience, our distinct culture and our 30,000+ amazing teammates around the world. As we look across the leadership team, we are fortunate to have countless examples who began their careers in guest facing roles. As we grow our number of attractions, the opportunity will need and increasing emphasis on recruiting, training, developing, and growing this incredible pipeline of talent to become the Merlin leaders of tomorrow. There is no bigger opportunity, nor anything more important than creating the greatest place to work in the world for those closest to our guests and realizing the direct impact it will have on our guest experience. Spencer Holt is the right person to lead us there and I am thrilled he has agreed to join the Merlin family."

Spencer Holt new Chief Experience & People Officer (CXPO) added:

"People are at the heart of what makes Merlin so special. Unlocking the connection between guests and each Merlin employee is a chance of a lifetime. I am so excited to work closely with the amazing brands and people at Merlin. Unlocking the superpowers of each employee, attracting the best talent, and increasing the joy and memory making of each guest will be at the heart of this opportunity. I look forward to building on what has worked in the past and explore what we need to do in the future to help Merlin reach its bold ambition. As we build a culture of innovation, purpose, development, and fun we will create more memories, smiles,

and laughter for every guest and each Merlin team member. Ultimately my role alongside the 30,000 Merlin teammates is to help create the best place in the world to work and visit.”

ENDS

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Notes to Editors

About Merlin Entertainments

Merlin Entertainments is a global leader in location-based, family entertainment. As Europe's Number 1 and the world's second-largest visitor attraction operator, Merlin operates over 140 attractions, 23 hotels and six holiday villages in 24 countries and across four continents. Merlin's purpose is to deliver memorable experiences to its millions of guests around the world, through its iconic brands and multiple attraction formats, and the commitment and passion of its employees.

See www.merlinentertainments.biz for more information and follow on Twitter [@MerlinEntsNews](https://twitter.com/MerlinEntsNews).
