Maintenance Excellence – Universal and Asian Safety Standards and Applications

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Presentation Outline

- Introduction
- Requisites for Success in Implementing Safety Standards
- Global Safety Standards
- Asian Attractions: Applications and Adaption of Safety Standards
- Maintenance Excellence: Philippines’ Enchanted Kingdom’s (EK) Experience
- Ideal Scenario: What we all want to achieve
The Global Amusement Industry

- A global growth industry
  - Year on year attendance & revenue growth
  - Expanding in almost all continents and growth areas
- As economies improve, the number of people with recreational time and discretionary income also increases
The Global Amusement Industry...

- Development of new experiential attractions, using new technologies generate unique thrills as dictated by the ever changing interests & demand of guests.

- Amusement facilities know that tomorrow consumers are likely to have increased expectations.
The Global Amusement Industry…

Market
- USA: largest market
- Asia: Fastest growing region with 5.5% compounded annually (reaching US$8.1B by 2011)
- Europe and Middle East: growth
- Latin America: less aggressive growth

- PwC Report
Asia Outlook Massive Growth

- Japan: the region’s largest market
  - US$3.6B in revenues
  - Expected growth rate of 4.5% to US$4.5B by 2011
- China: second largest market
  - Area of particular growth, spurred by a rapidly expanding middle class (TEA/ERA)
  - New parks will drive revenue beyond US$1.9B by 2011 (PwC)
  - New Parks under development near Shanghai, Shenzhen, Zhouzhuang, Wuhu and Guangzhou.
- Singapore, South Korea and Hong Kong: have multiple major destination parks in operation and/or development.
The Philippine Amusement Industry at a Glance

- Amusement Industry: Infancy Phase
  - 1 theme park & 1 amusement park operating all-year round
    - Enchanted Kingdom, Star City
  - Indoor facilities, video arcades, etc.
    - SM Storyland, Time Zone, Tom’s World, etc.
  - Seasonal amusement facilities
    - Global, Boomland, Provincial, Municipal Amusement
- Water Parks
  - Splash Island, Eight Waves, etc.
- Marine Facilities
  - Ocean Adventure, Manila Ocean Park
- Nature/Zoological Facilities
  - Zoobic Safari, Subic Family Land, Malabon Zoo, Manila Zoo
SAFETY

☐ “IS AN ACROSS THE BOARD OBJECTIVE”
☐ “Safety is an imposed necessity- both for human and economic reasons.” (Gelis, 2005)
☐ It is the critical factor for the survival of parks - both individually and collectively
☐ HAS LEGAL IMPLICATIONS
SAFETY

- MUST BE INCORPORATED AT ALL LEVELS
  - STRATEGIC DECISION MAKING
  - FORMULATION OF OPERATIVE PROGRAMMES
  - AND ACTUAL EXECUTION OF TASKS ASSIGNED TO EMPLOYEES
GLOBAL STANDARDS

- USA-ASTM INTERNATIONAL AND GLOBAL AMUSEMENT RIDE SAFETY STANDARDS-COMMITTEE F24
- IAAPA STANDARDS
- EUROPEAN STANDARD ON AMUSEMENT PARK SAFETY EN 13.814 – AIMED AT CREATING SAFEST RIDES
- U.K. HSG175-SAFETY OF AMUSEMENT DEVICES
- GERMANY DIN 4112 TEMPORARY STRUCTURES-DESIGN AND CALCULATIONS OF RIDES
REQUISITES FOR THE SUCCESS OF SAFETY PROGRAMS

 A STRONG, CLEARLY DEFINED WELL COMMUNICATED AND EFFECTIVE SAFETY PHILOSOPHY

 HEAD OF OPERATIONS MUST INSURE THAT PROGRAMMES POLICIES AND PROCEDURES ARE DEVELOPED BY THE SAFETY MANAGER ASSISTED BY THE SAFETY COMMITTEE
SAFETY IN ALL ASPECTS OF PARK OPERATIONS

- PARK PLANNING
- RIDE DESIGN
- TRAINING OF EMPLOYEES
- EQUIPMENT
- TECHNOLOGICAL MONITORING
- RIDE LOADING
- RESTRAINT SYSTEMS
- INSPECTION PROCEDURES
- MAINTENANCE
PEOPLE: KEY TO SUCCESS

- TRAINING FOR EMPLOYEES TO PROMOTE SAFETY SKILLS, SAFETY AWARENESS AND TO MODEL GOOD SAFETY PRACTICES

- STRICT IMPLEMENTATION OF PROGRAMS
  - GENERAL COMPANY RULES/BENEFITS
  - ACCIDENT PREVENTION
  - SPECIFIC HAZARDS AND PRECAUTIONS
DOCUMENTATION: Critical to Operations

- OPERATIONS MANUAL
- GENERAL PROCEDURES
- SPECIFIC PROCEDURES
- INSTRUCTIONS
- SPECIFICATIONS/CHECKLISTS
- SYSTEMS
- EMERGENCY SITUATIONS-SHUTDOWNS, FIRE, FIRST AID
- EMERGENCY CONTACT NUMBERS
ASIAN ATTRACTIONS

- ORIENTAL LAND-TOKYO DISNEYLAND
- SEOUL LAND SEOUL GRAND PARK
- DAEMYUNG OCEAN WORLD VIVALDI PARK
- SAMSUNG EVERLAND-EVERLAND, CARRIBEAN BAY, ANIMAL WONDER WORLD
- SPLENDID CHINA, CHINESE FOLK CULTURE VILLAGES, WINDOW OF THE WORLD
- SEA WORLD, WET N WILD
- HONGKONG DISNEYLAND
ASIAN ATTRACTIONS

☐ SANRIO PUROLAND, SANRIO HARMONYLAND
☐ SUNCITY, MALAYSIA-SUNWAY LAGOON THEME PARK
☐ NEW WORLD, SINGAPORE
☐ HAPPY VALLEY PARK, SINGAPORE
☐ AMERICAN VILLAGE, JAPAN
☐ UNIVERSAL STUDIOS, JAPAN
☐ MA WAN PARK, HONG KONG
☐ OCEAN PARK, HONG KONG
APPLICATIONS IN ASIAN ATTRACTIONS

- Adherence to IAAPA Standards
- Country Standards/Regulations
- Constant upgrading and updating of rides and attractions
- Strong awareness and commitment to safety
- Training of leaders and management to staff
"All of our equipment has been checked and tested by the Beijing bureau of quality and technical supervision according to Olympic, rather than national, safety standards," site manager Liu Jian was quoted as saying.

"We finally gave the theme park the green light to operate after they obtained all of the safety and security permits we required on Thursday," Ding Jun, head of the Beijing Olympic Green Administration Committee's activity management division, said.

*BEIJING GLOBAL CARNIVAL COMPANY*
Hong Kong Disneyland

- The Park opened to visitors on May 22, 2005
- Capacity: 34,000/day
- 15,000,000 guests since 2005
- Ranked 21st place in the TEA/ERA Theme Park Attendance Report in 2007
Ocean Park, Hong Kong

- Marine-themed amusement park
- ranked 100th in the “World’s Most Popular Amusement Parks” by Forbes in June 2006
- ranked 16th in the TEA/ERA Theme Park Attendance Report in 2007
DISNEY’s Ongoing Commitment to Safety

“On July 17, 1955, Walt Disney opened Disneyland on 54 acres in Anaheim with the simple goal of creating a park in which “parents and children could have fun together.” Paul Pressler, Chairman, Walt Disney Resorts

“Yet, while much has changed since Disneyland welcomed its first Guest nearly 50 years ago, there is one thing that remains the same — our ongoing commitment to SAFETY.
“Indeed, we believe today, just as we did in 1955, that the SAFETY of those who work and play at our Resorts is our single most important responsibility as a theme park operator”
ENDURING COMMITMENT:

as reflected in their edutainment

“This enduring commitment is captured in timeless Disney pieces such as the 1954 publication Donald Duck’s Safety Book and Jiminy Cricket’s I’m No Fool series, which has been educating children about safety from the 1950s to the present…..”
Walt Disney Parks and Resorts Report on Safety, the first edition of a publication developed specifically to provide our Guests, community and business partners, and shareholders with a better understanding of the steps we take to make our properties safe for the millions of people who visit each year.
RE-AFFIRMATION

“And it is reaffirmed daily in our Parks and Resorts, where safety is always first among the four quality standards—

SAFETY
COURTESY
SHOW
EFFICIENCY

that guide ALL of our operational decisions”
COLLABORATION: KEY TO SUCCESS

“However, there are quality safety programs in all properties that carry the Disney name, and they are enhanced significantly by regular COLLABORATION between Cast Members here in the United States and their equally dedicated colleagues overseas”
Enchanted Kingdom
Santa Rosa, Laguna, Philippines

- The Philippines’ first & only world-class theme park.
- Offers affordable, year-round, wholesome family entertainment.
- A 45-minute drive from Metro Manila (Makati City).
- Over 13 million guests since it opened in July 1995.
- Over 25 rides & attractions + Food, Retail & Entertainment
- Average annual gross revenues in excess of US$12.0 million.
- Initial Investment of US$30.0 million
- Has Seven Themed Zones
Quick Facts

- Designed by Gary Goddard & Landmark Entertainment Group.
  - Sanrio Puroland, Tokyo, Japan.
  - Terminator 2/3D Ride, Universal Studios, Orlando, Fl.
  - Jurassic Park, The Ride, Universal Studios, Orlando, Fl.
  - The Amazing Adventures of Spiderman Ride, Islands of Adventure, Orlando, Fl.
- Ride installation, operations, safety & maintenance audit by International Theme Park Services, Inc. (ITPSI).
  - Full-service group servicing the amusement industry based in Cincinnati, Ohio.
Enchanted Kingdom...

- Shared Vision, Mission & Values
- Strategies
- Structures
- Systems
- Staff
- Skills
- Style

The McKinsey’s 7-S Framework
Vision

We are the Philippine leader in wholesome family leisure and entertainment and a world-class tourist destination in the Region.
MISSION and VALUES

We provide magical experiences.

VALUES

Love of God

Loyalty

Respect

Innovativeness
Strategies:
Focused on Maintenance Excellence for Safety

Safety Standards
And Applications
At Enchanted Kingdom
Safety: EK ‘s Special Concern

AT THE INCEPTION: ITPSI 10 years
ANNUAL INSPECTIONS BY EXPERTS
ANNUAL SAFETY AUDIT BY OUR SAFETY CONSULTANT (Pre- and Post-Audit) - VICTOR PAELSMAEKER
SAFETY, HEALTH, ENVIRONMENT AND SECURITY COMMITTEE
REGULAR TRAININGS ON SAFETY
SAFETY IS A FUNDAMENTAL CONCERN FOR ENCHANTED KINGDOM.

A concern for the welfare of our guests from the time they enter our gates until they leave makes it essential to provide a safe form of recreation.

To constantly improve its safety record, EK:

- strives constantly to strengthen its training, maintenance, and testing programs,
- abides by its self imposed and self regulated licensing and safety inspection regulations,
- adopts the latest technologies and techniques, and submits itself to regular rigorous manufacturers inspections.

This unwavering commitment to safety century will ensure that EK continues to provide safe, quality, world class family entertainment for many years to come.
SAFETY

- PRIORITY #1
  “Not a catch phrase”
  “We live it and breath it everyday”

- EVERYONE’S RESPONSIBILITY!
  - Safe environment for guests and Employees/Workers
  - Safe Operations – Rides and Attractions, Food, Merchandise, Entertainment and Shows
Components to EK’s SAFE Amusement Facility Operations

- Internal Components
  - Standards, Systems, Policies & Procedures
  - Management, Application, Enforcement & Monitoring
- External Components
  - Third-party assessments & audits
  - Manufacturers’ specifications & upgrades
  - The IAAPA as a benchmark, reference, resource
  - Government regulations & standards
Enchanted Kingdom…
Strategies on Safety

- Incorporation of safety as a key result area
  - Identification/establishment of key performance indicators through the establishment of productivity standards
- Linking the performance management system with a reward system
  - Towards a better performance-based system
Enchanted Kingdom…
Strategies on Safety

- Focus on all aspects of safety
  - General, guest, personal, equipment, food, cleanliness & hygiene, first aid, etc.
- Focus on all components of safety
  - Design considerations,
  - Manufacturers’ specification
  - Recruitment & selection, orientation, training & development,
  - Policies, guidelines & procedures
  - Safety & security audits, etc.
- Creation & establishment of an Integrated Safety, Health, Environmental & Security Committee (SHES)
Restructuring of the whole organization from functional & centralized (top-down) to decentralized that includes a cross-functional matrix

- Shows how policies, guidelines & procedures are put into practice
- Includes roles & responsibilities of each member of the organization
- Includes the expectations in terms of productivity & efficiency
Enchanted Kingdom… Systems

- Policies, Guidelines & Procedures Manuals for:
  - Maintenance
  - Security
  - Front Gate
  - Rides & Attractions
  - Retail Operations
  - Sales & Marketing
  - Comptrollership
  - Human Resource
Safety leadership
Senior management act as role models in the practice of safety & corporate values
- Participative management
- “Walk the talk”
- Working as a team
- Working with guests
Enchanted Kingdom…
Staff and Skill

Human Resource

☐ Recruitment and Selection
  ■ Selection of the most qualified staff based on competencies and alignment of personal values with corporate values

☐ Training and Development

☐ Career Path and Succession Planning

☐ Performance Management (based on Productivity and Quality Standards)

☐ Rewards
Enchanted Kingdom’s Safety Standards and Applications
Ride Safety

- All rides are conformed to the ASTM F24 safety standard
- Annual ride inspection and survey to meet statutory requirements
- Monitoring and continual improvement by Safety Department
- Emergency drill conduct annually
- Independent inspection by Safety Consultant
- Repair and Maintenance by Qualified Professionals
- Daily Pre-Opening test for each ride
Ride Safety

Maintenance Personnel

- Strict adherence to the ride manufacturers’ maintenance standards.
- Spot checking by Supervisors to ascertain thoroughness of the job
  - Elimination &/or minimization of errors/lapses
- Comprehensive use of various checklists (maintenance, safety, etc.)
Ride Safety

Ride Operators and Attendants

- Proper ride restraint inspection prior to starting/dispatching a ride or attraction.
- Strict enforcement of height restrictions as mandated by the ride or attractions manufacturer.
- Regular inspection of the virtual safety areas of all rides & attractions to ensure the safety of the riders
  - A minimum clearance of one (1) meter is observed.
- Ensure that safety and health warning signage at the entrance of all rides/attractions are clear & visible to guests.
Ride Safety

Proper ride behavior is also important - informing all guests/riders what is expected of them while on the ride/attraction.

“80 percent of incidents that occur in amusement parks worldwide are caused by something that the guests or riders did”
Safety Checklists

Maintenance Department

- Daily Ride Preventive Maintenance Checklist
  - used in the inspection of rides/attractions to determine their “worthiness” to operate.

- Turn-Over Sheet
  - Maintenance Dept. certification that a ride/attraction may be operated & turned over to the Ride Operator
Safety Checklists

Maintenance Department
- Weekly Ride Preventive Maintenance Checklist
  - Weekly inspection of rides/attractions for minor adjustments/calibration
- Monthly Ride Preventive Maintenance Checklist
  - Monthly inspection of rides/attractions for adjustments/calibration, re-adjustments/re-calibration & replacement of parts, if necessary.
- Annual Ride Preventive Maintenance Checklist
  - Annual comprehensive/thorough inspection/maintenance of rides/attractions for parts replacement &/or re-certification.
Safety Checklists

Ride Operators
Daily Ride Safety Inspection Checklist

- used by Ride Operators while checking
  - all ride functions
  - queue line area
  - turnstiles
  - gates and fences
  - seats, safety restraints
  - safety devices
  - lights &,
  - all other activity requirements for the safe operation of a ride/attraction.

- counter-checked & signed by the Duty Ride Supervisor prior to ride operation
Safety Audit

Safety Audit
- Regular and spot
- under the Office of the President.

3rd Party Safety Audit
- Annual
- To ensure that the park is within internationally-accepted standards
- Covers operations, safety, maintenance and risk/loss prevention.
Staff Orientation

- Vision, Mission and Values: to include emphasizing Safety as number one priority
- Culture of the Organization: to include desired behaviors as Cast Members
- Policies, Guidelines and Procedures
- Job Descriptions and Performance Expectations
Training and Development and Documentation

- Development of comprehensive training manuals
  - 16 hours of hands-on-training for small rides and 40 hours for large/tall rides
  - Oral and written examinations after the training period
- Thorough and regular training of maintenance and ride operators and attendants.
Emergency Services and Procedures

Crisis Manual: to ensure that employees are aware of their role during emergency situations (that is, fire, earthquake, bomb threat, severe weather, etc).

- Regular review and updating to ensure preparedness in the event of emergency.
- Conduct of drills at least once a year and close review to cover loopholes.
Emergency Services and Procedures

- Back-up Generators (100%)
  - To restore normal power as fast as possible
- Crisis Management Manual
  - Awareness of everyone’s role during emergency situations (e.g., Bomb threat, severe weather, fire, etc.)
- Ambulance & Other Emergency Medical Equipment
- Certified First-Aiders to assist Medical Personnel
  - Certified by the Phil. National Red Cross (PNRC)
- Annual & Periodic Simulations to assess procedures & preparedness
PERCEPTION OF GUESTS

“Amusement rides and attractions must not only be safe – they must look and feel safe to the public.

The perception of guests that the park/facility is a safe venue is a vital factor in attracting people to the park facility!!!”
Individual Guests’ Feedback:

- “The place is fantastic and **safe** for the entire family. The rides are at the same level of standards as the other Asian theme parks I have visited. I was excited then and very much eager to ride the Space Shuttle and the Anchors Away”

- “People at EK have a heart. They are sincere in helping and assisting their guests. The people at the Park Relations Office and at the gate, and those handling the rides and everyone else assist the guests with a smile. The service is wonderful and the rides are **safe**.”

Alzona, R.C., Appreciative Inquiry: Enchanted Kingdom’s Magic @ Creating Possibilities, 2006
Travel Agents Feedback:
- “EK is world-class, in terms of space and rides, safety and security, and even the place itself.”

Corporate Guests Feedback:
- “Regarding safety and security, we don’t have any problem at EK. We felt secure and safe”

Alzona, R.C., Appreciative Inquiry: Enchanted Kingdom’s Magic @ Creating Possibilities, 2006
Rides Inspection & Inventory
Victor Paelsmaeker,
Risk Management Consultant
April 2008

Inspection based and executed on International Standards:

• EN 13814 Fairground and Amusement park Machinery and Structures Safety
• ASTM F-24 Standard Practice For the Design of Amusement Rides and devices
SAFETY RELATED ISSUES

DIRECT SAFETY CRITICAL: SHALL BE ATTENDED TO IMMEDIATELY. WHEN SOLVED THE RIDE WILL CONFORM TO ABOVE MENTIONED STANDARDS

NOT DIRECTLY SAFETY CRITICAL-SHALL BE SOLVED AS SOON AS POSSIBLE (WITHIN THREE MONTHS)

OPERATIONAL IMPORTANCE: TO BE EXECUTED TO IMPROVE OPERATIONAL RELIABILITY AND PERFORMANCE

TO BE REALIZED IF THE RIDE IS TRANSFERRED
<table>
<thead>
<tr>
<th>Ride</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flying Fiesta</td>
<td>Well maintained and clean ride. Especially the central column is very clean. Keep it up.</td>
</tr>
<tr>
<td>Ride</td>
<td>Remarks</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>4D Theater</td>
<td>Clean theater</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ride</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swan Lake</td>
<td>Clean and well</td>
</tr>
<tr>
<td></td>
<td>maintained</td>
</tr>
<tr>
<td>Ride</td>
<td>Remarks</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Grand Carousel</td>
<td>The Carrousel looks very well maintained. Also the technical area in the center of the column is clean and orderly. Keep up the good work.</td>
</tr>
<tr>
<td>Up Up and Away</td>
<td>Nice and clean ride</td>
</tr>
<tr>
<td>Remarks</td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>General quality</td>
<td>“The employees of the park are friendly and in general make visitors feel welcome. Toilets and park environment are clean. There are European and US parks that will find it hard to match Enchanted Kingdom’s standard.”</td>
</tr>
</tbody>
</table>
The Ideal Scenario: What we all want to achieve
SAFETY LEADERSHIP

- Safety LEADERSHIP
- Create a safety policy
- Plan to ensure the policy is put into practice
- Organize an effective management structure and arrangement for the delivery of the policy

- Monitor safety performance
- Audit and review performance
SAFETY VISION/MISSION/VALUES

SERIOUS Business of Fun – but takes all aspects of the business very seriously, esp. safety

- Sharing the Vision, Mission and Values
  - Participative formulation and/or revisiting of vision, mission and values focusing on the number one priority - SAFETY
  - Conduct of orientation to new employees, reorientation of old employees and organization-wide seminars on a regular basis
  - Leaders within the organization acting as role models of safety for guests, employees and all stakeholders
  - Unwavering commitment to safety of everyone in the organization
SAFETY STRATEGIES TO AVOID S-TRAGEDIES

- Strategies
  - Promotion of safety: Programs relating to maintenance, operations, human resource recruitment and selection, training and development, internal business procedures and guidelines, emergency response.
  - Incorporation of key result areas and performance indicators on safety as part of performance management system – individual, group/department/division, and corporate.
  - Using Guest Relations offices, signage, and verbal commands/requests to enlist guests/visitors as partners in enjoying the parks and attractions
  - Division of safety inspection programs into daily, weekly, monthly and yearly activities – continuous passion for excellence
SAFETY SYSTEMS

Systems
Development of policy, guidelines and operations manual and effective implementation of such – a way of letting others know the organization’s commitment to safety

Maintenance and Operations
- Formulation, codification and continuous enhancement of policy, guidelines, process and procedures manuals based on detailed manufacturer guidelines for inspection and safety, global standard procedures, IAAPA’s references and materials and internal quality standards.
- Continuous monitoring on the implementation of policies, guidelines, processes and procedures.
- Continuous evaluation of all systems and procedures.
- Compliance with various governmental codes and requirements
SAFETY CRITICAL SUPPORT SYSTEMS

- Systems
  - Integration of technology in the operations
  - Major Incident Planning
    - emergency service control vehicles
    - advice on communications and emergency public announcements
    - media management (to provide media with accurate and credible response)
    - crowd management (trying to understand the behavior and the various factors which affect this)
    - medical, ambulance and first-aid provision
STAFF COMMITMENT TO SAFETY

- Systems (Human Resource)
  - Recruitment and Selection
    - Effective recruitment and selection of human resources
  - Training and Development
    - Training needs analysis, development, implementation and evaluation of Training Plans
    - Effective development of career paths for each employee and succession planning for each critical position
  - Performance Management System
    - Implementation and evaluation of performance appraisal based on key result areas and performance indicators
    - Linking rewards with performance (performance-based management system)
Structure

Presence of an effective organizational structure for safety operations, to include cross-functional matrix – showing how the policy will be put into practice, includes roles and responsibilities of people being given safety duties
QUANTIFY COSTS AND BENEFITS OF SAFETY

- **COSTS**
  - MORE EXPENSIVE TO PROVIDE FOR DAMAGES THAN PREVENTIVE MAINTENANCE BUDGET
  - MORE EXPENSIVE MARKETING EXPENSES TO RECOVER FROM NEGATIVE IMAGE AND PERCEPTION

- **BENEFITS**
  - TO ASSURE FUN TAKE AWAY FEAR
  - LIFETIME IMAGE OF SAFETY AND TRUST IN THE COMPANY
  - LONGEVITY OF BUSINESS
SAFETY: STATE IT, SAY IT, SHOW IT, SHARE IT, SANCTION AND REWARD IT

COMMUNICATE . . .

Planned Outage

COMMUNICATE . . .

FIRE DRILL

COMMUNICATE . . .

Great Job!

SHUT DOWN.

COMMUNICATE . . .
SAFETY

• “Get smart! Use Safety from the start.”
• “Don’t let SAFETY take a holiday.”

“BETTER SAFE THAN SORRY.”

“IF IT ISN’T SAFE FOR YOU AND ME AND OUR LOVED ONES........

THEN IT ISN’T SAFE FOR ANYONE.”
Safety is not a job; it is a way of life."
SAFETY

S AFETY
A SSURES
F UN AND
E XCITEMENT
T HROUGH THE
Y EARS
THANK YOU VERY MUCH FOR YOUR TIME & ATTENTION!!!