



THE
"DISNEY LOOK"





THE "DISNEY LOOK"

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COMMENTS BY DICK NUNIS

The following is a question directed to Dick Nunis, President of Walt Disney Attractions, concerning our Appearance Policy, and his reply.

"Dick, please explain how the current appearance policy came about, and who, from top management to the bottom, is responsible for setting and enforcing the appearance policy."

In order to answer this question, I would like to take you back through some of the history behind our brand of outdoor entertainment.

Let me point out that historically at DISNEYLAND and WALT DISNEY WORLD there are three things that we hear most from our guests. First, the cleanliness. Second, the friendly and helpful employees. And, third, the good, all around Show.

Of the three, the first two, how clean our Show is and how great the Cast Members are, go hand in hand. When our guests talk about how clean DISNEYLAND and WALT DISNEY WORLD are, they are not just saying that there is no paper on the streets or that the paint is fresh...they're also talking about our Cast Members. This includes their costuming and their good overall personal appearance. The people of DISNEYLAND and WALT DISNEY WORLD have established an image over the years that is now known throughout the world, and it's this image which we feel is one of the most important parts of our Show.

The emphasis on appearance began even before opening day at DISNEYLAND. In those early days Walt said, "I don't want anybody hired who has anything to do with an amusement park, I want employees hired who are eager, energetic, willing to learn, will make mistakes, but will prosper from those mistakes and will help develop a new concept in outdoor entertainment."

Since opening, our Cast Members have made the difference at DISNEYLAND and WALT DISNEY WORLD...both in their costuming and personal appearance. We have always felt very strongly that the "Disney Look"...the overall appearance of our Cast Members...was an essential part of the Show.

We actually had our first written appearance policy in 1958. Many of the women at that particular time were wearing "high-fashion" beehive and pompadour hairdos in equally "high-fashion" colors of pink, blue, green, purple and the like.

Some of the men were a bit extreme too, sporting French crew cuts that were flat on top, long on the sides, and had a ducktail in the back. This duck tail hair style came in different varieties and had to be controlled with about a jar of pomade a week, or just plain old axle grease. Neither of these styles complemented the themed attractions and locations within DISNEYLAND.

Both DISNEYLAND and WALT DISNEY WORLD are special Shows. Extremes in hairstyles, lipstick, fingernail polish, jewelry and the like, can draw the guest's attention away from the total experience we are trying to create.

We have seen a few small changes in the appearance of our Hosts and Hostesses over the years. Sideburns began to lengthen around 1960. In 1965 we decided to drop the sideburn length from the corner of the eyes to mid-ear. Then a few years back we again lowered the length to the bottom of the earlobe. In each instance we were able to maintain our overall clean-cut appearance. In my opinion, I don't think these changes have had any real effect on us, but I do feel it creates a question of "How far can we go?"

As is true in many areas today, one of our most important concerns

is consistency. There are a few individuals who will push too hard to enforce a certain policy and there are a few who would rather overlook it. It is important to realize that we have a job to do together, and we are going to continue to enforce our defined standards of appearance so that we can achieve consistency in the administration of our appearance policy.

The appearance of our Cast is integral to our success. We have made certain modifications which help make it a little easier for you to live with. I hope you will stay with us, and I hope you will stick by our policies. I truly believe that the appearance of our people is a tremendously important part of our Show.



Costumes—In keeping with the Disney traditions, very careful attention has been given to every aspect of every part of the Show at DISNEYLAND and WALT DISNEY WORLD. The design and creation of the costumes for every location are based on the story and theme which is being portrayed.

Many approaches and concepts are considered before any one costume design is selected. Once that selection has been made, the durability, launderability, construction and functional aspects of a garment are then considered. Serious thought is given to what design will best complement the majority of people and the range of sizes necessary.

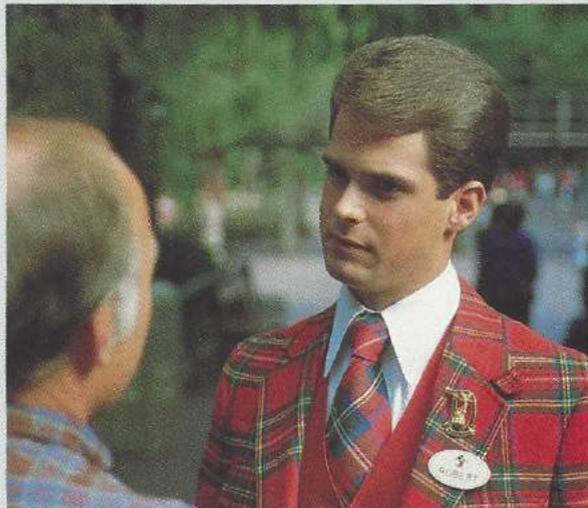
When ordering fabrics, the show area in which they will appear is also taken into consideration. The weight of the fabric and the color that best coordinates with building exteriors and interiors, and with the designs of our costumes, are important to our final decision. In addition to these considerations, climate conditions and laundering must be evaluated.

We are all aware of how human nature works and realize that it's normal to look upon clothing in a very personal manner. But our costumes must satisfy the needs of all conditions, situations and Cast Members and it is important that each of our people give the same attention in reflecting the "Disney Look" to our guests through their appearance.

Personal Appearance—Many of you may not even remember amusement parks prior to the new concept of a DISNEYLAND themed experience. With few exceptions, they were dirty, hazardous places run by sloppy, rude employees. In fact most amusement parks had bad reputations and were not considered suitable for the entire family.

Walt Disney changed all that when he opened DISNEYLAND. DISNEYLAND wasn't an "amuse-

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ment park," it was a Theme Park where families could have fun together. This is an image which has been maintained through the years... and an image for which we are known throughout the world today. Each individual's appearance should add to the Show and not detract from it.

DISNEYLAND and WALT DISNEY WORLD attract an international audience—an audience with varying cultural backgrounds and tastes. Each guest who makes up our audience is our "boss". They make our Show possible and pay our wages. If we displease our guests, they might not return, and without an audience, there is no Show. For this reason, anything that could be considered offensive, distracting or not in the best interest of our Disney Show—such as a conspicuous tattoo, will not be permitted. The appearance guidelines contained in this manual have been established by DISNEYLAND and WALT DISNEY WORLD Company and may be changed at any time. Failure of any Cast Member to adhere to these or any subsequently established or modified standards, will result in appropriate disciplinary action being taken.

Whether you are On Stage presenting the Show or Backstage preparing the Show, the "Disney Look" continues to be one of the most important elements of the Disney Show at both DISNEYLAND and WALT DISNEY WORLD.

Costumes—Costumes should be clean and neat at all times. If a costume change becomes necessary during your shift, you should report immediately to the Costume Division for a change of costume. Any questions pertaining to your costume should be checked with Costume Issue to make sure your appearance conforms with requirements for the "Disney Look."

The only pins or decorations that can be worn on costumes are name tags. Participant Identification pins issued by Costume Issue, themed pins issued by Costume Issue as part of the costume, language pins issued by Guest Relations to Tour Guide and Special Hosts and Hostesses, and Company-issued special event ribbons. Pins issued from charitable organizations, such as Red Cross, United Way or Junior Achievement, cannot be worn on costumes.

As a condition of your continued employment with DISNEYLAND, you are responsible for maintaining an appropriate weight and size so that they do not distract from the "Show" and do not exceed the range of sizes for your costume.

Hair—A neat, natural haircut and a clean shave are essential. The hair is to be neatly cut and tapered so that it does not extend beyond or cover any part of your ears. (Putting your hair behind the ears is not acceptable.) Hair must not stick out over your shirt collar. Hairstyles termed "natural" or "Afro" are acceptable provided they are neatly packed and shaped, to meet the above guidelines.

Hair Coloring—The "Disney Look" does not permit extremes in dyeing, bleaching or tinting. If hair is dyed, it must be all one natural color.

Sideburns—Sideburns should be neatly trimmed and may be permitted to extend to the bottom of the earlobe, following their natural contour. Flares or mutton chops are not

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permitted.

Moustaches and Beards—Moustaches and beards are not permitted. The only exception to this rule is an individual hired before the establishment of this standard.

Wigs and Hairpieces—Wigs and hairpieces for men are not permitted unless for medical cosmetic purposes. Medical verification from a doctor is needed if a wig or hairpiece is to be worn.

Fingernails—Clean, presentable fingernails are a must. Fingernail tips should not extend beyond the tip of the finger.

After Shave Cologne and Deodorant—Due to close contact with guests and fellow Cast Members, the use of a deodorant or antiperspirant is required. The use of heavy after shave cologne should be discouraged. A light cologne, however, is acceptable.

Jewelry—Small rings, class rings, wedding bands, conservative tie clips and watches are permitted. Only one ring per hand. A "small ring" is defined as the same size or smaller than a male class ring. A ring may be worn on any finger. Necklaces, bracelets and earrings are not to be worn.

Shoes—Hosts in costume, unless otherwise advised, are requested to wear plain black leather laced oxford shoes with defined heels and black socks. Earth shoes styles, flat styles and wedge styles are not approved. Shoes should be polished and kept in good repair. Approved shoes and socks are required the first day you are in costume. It is recommended that rubber sole shoes be worn in food areas as a safety precaution. Please refer to shoe bulletins in your Division Training Office for acceptable shoes to be worn in your area.

Name Tags—We are a first-name organization. All Cast members have been issued a name tag which should be worn with pride in an up-

right readable position. Since name tags are an integral part of the costume, they should be seen and transferred to coats and jackets. The only pin that can be worn on a name tag is the most recent Company-service pin or Spirit Award pin. If the service pin or Spirit Award pin is to be worn on the name tag, a blank tag with a pre-drilled hole (no Mickey) should be ordered through Costume Issue. No other decorations can be worn on a name tag.

Hats—As a general rule, hats should be worn with the brim two fingers above the eyebrows. Exceptions to this rule would be stocking caps and hats on attractions where the Show may dictate a more casual look: the Rafts to Tom Sawyer Island, Jungle Cruise, etc. Sun visors may be worn if issued by Costume Issue as part of the costume.

Sunglasses—Sunglasses are a block to interpersonal communication with the guests and should be avoided if possible. As a general rule, they may be worn in jobs where glare from water, counter tops, etc. would prevent Cast Members from doing their jobs safely or efficiently. Glasses with silver-coated lenses or lenses that prevent you from seeing a person's eyes are not acceptable. Sunglasses are not to be worn at night or in dark areas, nor are they to be allowed simply because they are prescribed. Sunglasses that turn a light shade of gray, brown or green are acceptable. Glasses, when worn, should be conservative and should not detract from the costume or contradict the theme of the area.

Medical Exceptions—Any medical exceptions to the "Disney Look," such as shoes or wigs, must be presented to the Company Doctor. A copy is to be retained in First Aid with copies sent to your Division Office and the Appearance Coordinator. Medical exceptions should be updated annually, copying the above areas.

A Few Reminders—Cast Members are responsible for their



costumes. Should you lose something, it could mean money from your paycheck. You should keep your locker locked at all times. Costume changes should be made at the end of your shift and you should know your sizes to avoid congestion and delay.

Entertainment—If facial hair is requested or a change in hair style is required for a particular part or role in a staged production, the effect shall be achieved through the use of artificial moustaches and beards or wigs. These requests must first have the approvals of the Vice President of Entertainment and the Director or the Costume Division.

Personal Attire—Please refer to the guidelines for Supervisory and Office personnel.

Costumes—Costumes should be clean and neat at all times. If a costume change becomes necessary during your shift, you should report immediately to the Costume Division for a change of costume. Any questions pertaining to your costume should be checked with Costume Issue to make sure your appearance conforms with requirements for the "Disney Look."

Hostesses are required to wear proper undergarments, such as underwear, slip and a bra while working On Stage or Backstage.

The only pins or decorations that can be worn on costumes are name tags, Participant Identification pins issued by Costume Issue, themed pins issued by Costume Issue as part of the costume, language pins issued by Guest Relations to Tour Guide and Special Hosts and Hostesses and Company-issued special event ribbons. Pins issued from charitable organizations, such as Red Cross, United Way or Junior Achievement, cannot be worn on costumes.

As a condition of your continued employment with DISNEYLAND, you are responsible for maintaining an appropriate weight and size so that they do not detract from the "Show" and do not exceed the range of sizes for your costume.

Hairstyling—Hostesses should keep their hair neatly combed and arranged in an attractive, easy to maintain style. Any extreme look, including shaving the head and eyebrows, is not permitted. Hairstyles termed "natural" or "Afro" are acceptable provided they are neatly packed and shaped.

Hair Coloring—The "Disney Look" does not permit extremes in dyeing, bleaching or tinting. Frosting or streaking are not permitted. If hair is dyed, it must be all one natural color.

Teasing—If the hair is teased, it should be kept to a minimum and should be for body and shape only.

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Length—Those who prefer long hair should take special care to keep it neat and well styled. Hair below shoulder length should be combed away from the face so that it will not fall forward or over the face while performing normal job duties. Side tendrils, if worn, should not extend below the bottom of the earlobe.

Hair Confinement and Accessories—Hair below shoulder length may need some confinement so it will not fall forward over the face while working. In keeping with the "Disney Look" the following hair accessories are acceptable: a plain barrette, comb or headband in gold, silver, or tortoise shell without ornamentation of any kind including bows. No more than two barrettes or combs.

If a hair ribbon is worn, it should complement the costume and be no wider than one-half inch, or longer than four inches when tied. Hair ribbons are for the express purpose of holding the hair away from the face, not as a decorative addition to the costume.

Stick pin barrettes (Both leather and plastic) and knitted chignon (bun) holders are not acceptable. Appropriate hair confinement should be used in food service areas, where required by law.

Wigs and Hairpieces—Wigs and hairpieces are not permitted unless for medical cosmetic purposes. Medical verification from a doctor is needed if a wig or hairpiece is to be worn.

Makeup—It is our policy to encourage the use of makeup within the guidelines set forth in this manual to enhance natural features and create a fresh natural appearance.

Foundation—For Hostesses only a natural makeup is permitted. Foundation bases should be worn in shades complementary to your natural coloring. Application should be light and well-blended in order to avoid stains on costumes.

Blushers—A blusher is acceptable when used as a highlighter accentuating the cheeks and is available in gels, powders and creams.

Eye Makeup—Mascara may be applied lightly in shadows of brown or black to accentuate eyelashes. No eyeliner, false eyelashes or eye shadows in any color are considered part of the "Disney Look." Eyebrow pencil may be used to highlight the eyebrows in shades as close to the natural hair color as possible.

Lipstick—Lipstick should be applied lightly and should complement your appearance.

Perfume and Deodorant—Due to close contact with guests and fellow Cast Members, the use of a deodorant or antiperspirant is required. The use of heavy perfume should be discouraged. A light cologne, however, is acceptable.

Fingernails—Fingernails should be kept clean and if polish is used, it should be clear or in flesh tones in cream enamels. Polishes that are dark red, frosted, gold or silver toned are not considered part of the "Disney Look." Fingernails should not exceed one-fourth of an inch beyond the fingertip.

Jewelry—Small rings, class rings, wedding bands and wrist watches are permitted.

A "small ring" is defined as the same size or smaller than a female class ring. A ring may be worn on any finger, one per hand, with the exception of a wedding set.

A single earring in each ear is acceptable. It must be a simple, matched pair in gold, silver or a color that blends with the costume. The shape of the earring must be in good taste and complement the costume. Earrings can be clip-on or pierced, and must be worn on the bottom of the earlobe. Dangle or loop earrings are not acceptable. Earrings cannot exceed three-fourths inch in size.



Necklaces, bracelets and ankle bracelets are not to be worn while in costume.

Skirt Lengths—Although there are standard skirt lengths for each area or facility, they can sometimes change when a costume is redesigned. Please check with Costume Issue for further information if needed. When a costume is worn with a full-length skirt, it should be no longer than ankle length.

Shoes—Hostesses in costume, unless otherwise advised, are required to provide their own black shoes with a plain toe and a defined heel. Shoes should be polished and kept in good repair. Earth shoe styles, flat styles and wedge styles are not approved shoes. Natural color stockings are required the first day you are in your costume. It is recommended that rubber sole shoes be worn in food areas as a safety precaution. Please refer to shoe bulletins in your Division Training Office for acceptable shoes to be worn in your area.

Name Tags—We are a first-name organization. All Cast Members have been issued a name tag which should be worn with pride in an upright, readable position. Since name tags are an integral part of the costume, they should be seen and transferred to coats and jackets. The only pin that can be worn on a name tag is the most recent Company service pin or Spirit Award pin. If the service pin or Spirit Award pin is to be worn on the name tag, a blank tag with a pre-drilled hole (no Mickey) should be ordered through Costume Issue. No other decoration can be worn on a name tag.

Sunglasses—Sunglasses are a block to interpersonal communication with the guests and should be avoided if possible. As a general rule, they may be worn in jobs where glare from water, counter tops, etc. would prevent Cast Members from doing their jobs safely or efficiently. Glasses with silver-coated lenses or

lenses that prevent you from seeing a person's eyes are not acceptable. Sunglasses are not to be worn at night or in dark areas, nor are they to be allowed simply because they are prescribed. Sunglasses, when worn, should be conservative and should not detract from the costume or contradict the theme of the area.

Medical Exceptions—Any medical exceptions to the "Disney Look," such as shoes or wigs, must be presented to the Company Doctor. A copy is to be retained in First Aid with copies sent to your Division Office and the Appearance Coordinator. Medical exceptions should be updated annually, copying the above areas.

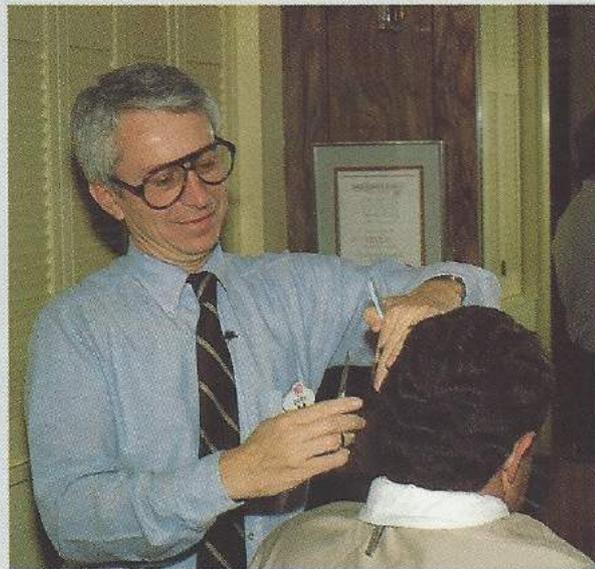
A Few Reminders—Cast Members are responsible for their costumes. Should you lose something, it could mean money from your paycheck. You should keep your locker locked at all times. Costume changes should be made at the end of your shift and you should know your sizes to avoid congestion and delay.

Entertainment—Entertainers will adhere to the appearance standards as set forth in this manual. Any exceptions must first have the approvals of the Vice President of Entertainment, and the Director of Costuming.

Personal Attire—Please refer to the guidelines for Supervisors and Office personnel.



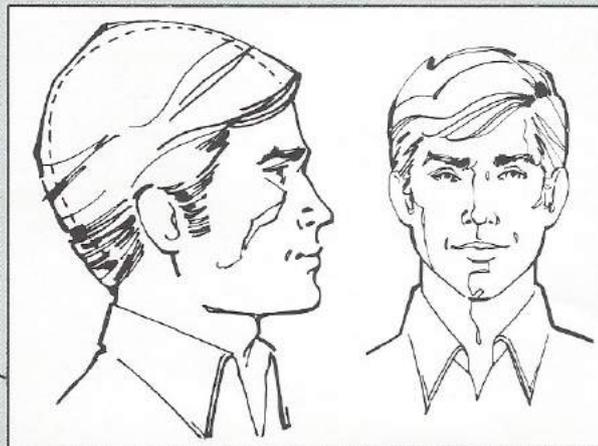
HAIRCUT GUIDELINES FOR HOSTS



These examples all fall within the "Disney Look" for Hosts.

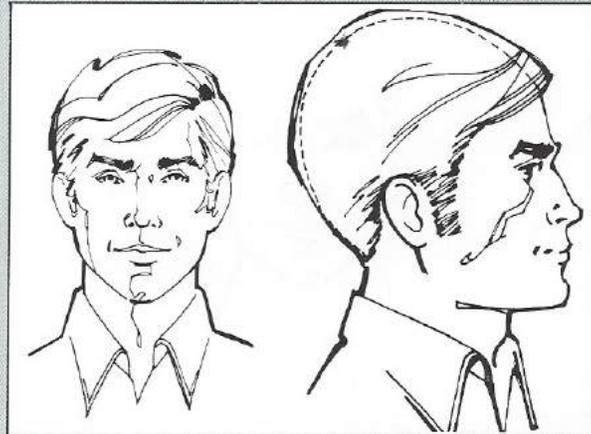
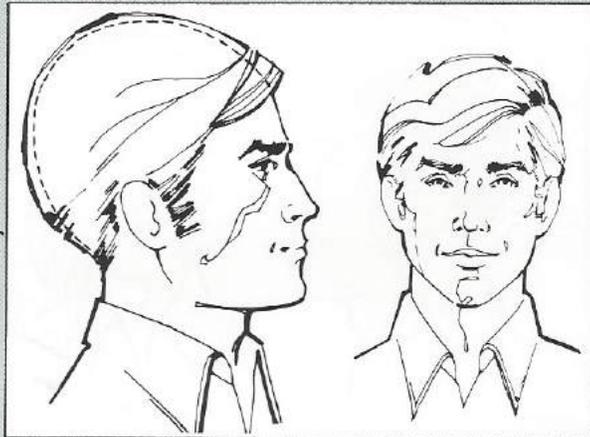
ACCEPTABLE

Tapered Block—In this example, the hair at the back of the head is grown full length from the crown and cut diagonally at the base of the neck. This style is fuller than a tapered haircut, but is still neatly trimmed, with the hair off of the ears, and not extending over the collar in the back.



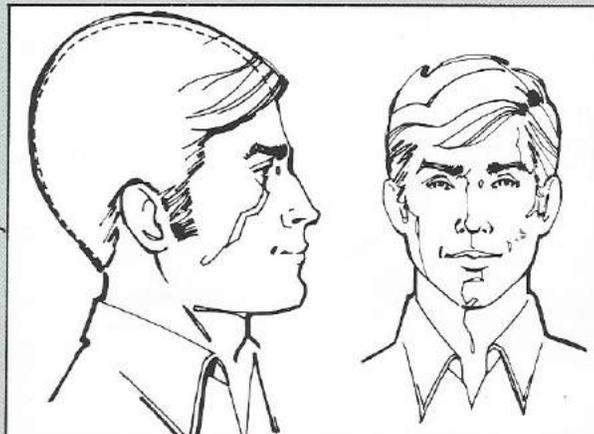
ACCEPTABLE

Low Taper—The Low Taper is hair that comes to the middle of the back of the head before beginning to taper down to the neckline.



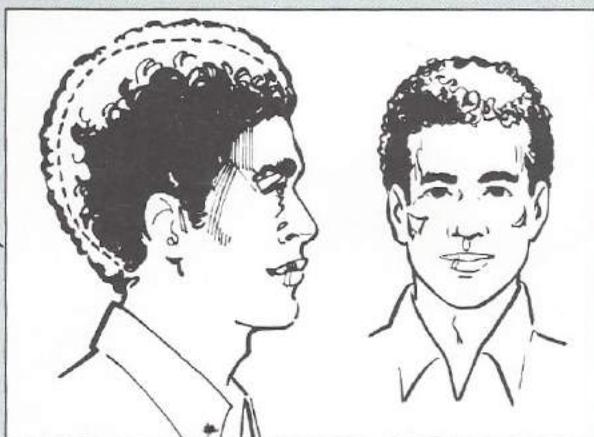
Medium Taper—The Medium Taper is closer haircut with the taper extending more than half way up the back of the head.

High Taper—The High Taper is hair tapered all of the way to the crown of the head and a close cut on the sides.



ACCEPTABLE

Natural—Hairstyles termed “natural” or “afro” are acceptable provided they are neatly packed and shaped.



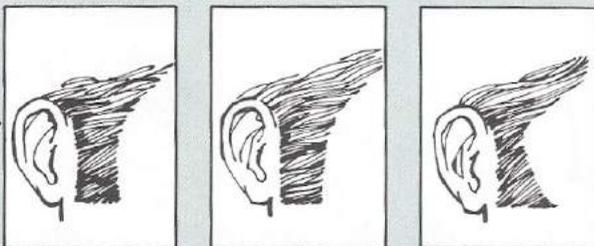
Butch—In a butch or flat top, the hair is very close on the sides and very short on top.



These three sideburn examples are all acceptable for the “Disney Look” for Hosts.

Natural Contour Sideburn—

Probably the most prevalent among our Hosts, this sideburn has a slight concave form which follows a natural curve at the ear with a matching curve at the cheek. Anytime this sideburn curves farther onto the cheek in front than it does toward the ear in back, it becomes a flared sideburn and must be trimmed to fit the natural contour description.



Tunnel Sideburn—The Tunnel Sideburn runs in a straight line from above the ear to the bottom of the

ear, and is filled out to form a perfect column, straight up and down.

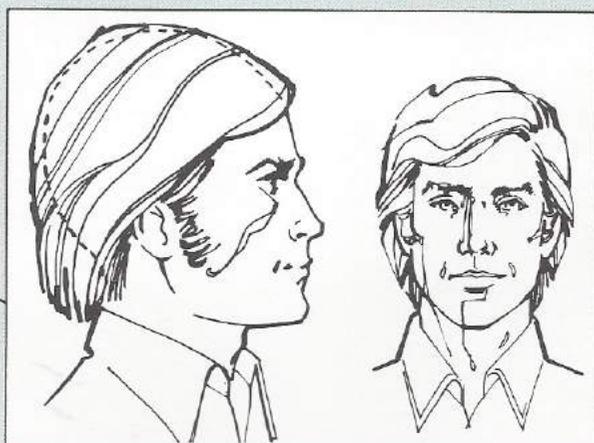
To keep a tunnel sideburn acceptable, it must be shaved straight in front so it does not follow a high beard line. Many times the tunnel sideburn is wide and full, but is acceptable so long as it is kept straight and trimmed and does not become bushy.

Triangle Sideburn—The

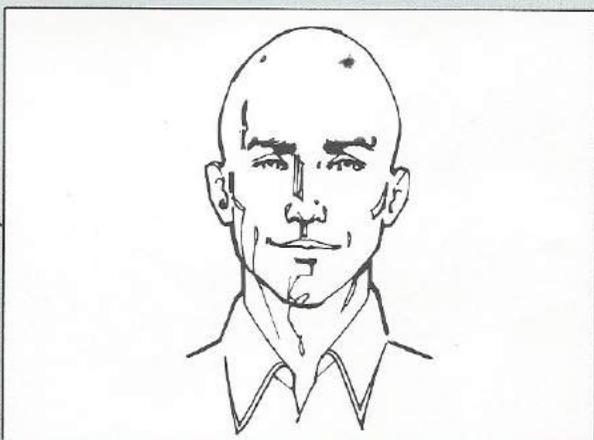
Triangle Sideburn occurs when a Host has a natural break where his hairline stops and his beard line begins. Sideburns become triangular due to the very thin hair leading to the sideburns. The difference between this sideburn and a flare is that a triangular sideburn is an indentation at the top of the ear, while the flare is an extension at the base of the ear onto the cheekbone area.

These examples are not acceptable under the "Disney Look" for Hosts.

Straight Block—These first two pictures show artist's renderings of what has come to be a popular style today. The front pose of this style generally is accompanied in back by a straight block, as shown in the first drawing.

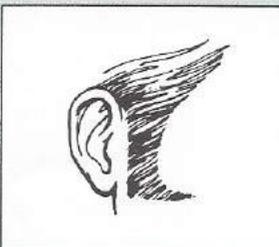


Shaved Look—The third picture reflects the opposite extreme, a totally shaved look.



The following two examples of sideburns are unacceptable to our appearance policy.

Flare—The Flared Sideburn extends into the cheekbone area, generally following the beard line. This is an extreme and would have to be trimmed off to a normal contour.



Mutton Chop—The Mutton Chop Sideburn is full grown and extends usually below the ear and to the middle of the cheek. This would have to be brought up to the bottom of the ear and trimmed off to a normal contour.

UNACCEPTABLE

Any organization of people who are neatly groomed and dressed in a conservatively fashionable style will project the internal spirit and attitude of a successful and efficient company. An appropriately attired, neatly groomed employee will reflect a well-organized, well-managed business.

GUIDELINES FOR MEN—To eliminate confusion, and be more consistent, these guidelines must be followed:

Personal Attire

- A. A suit with or without a vest and a color coordinated short or long-sleeve dress shirt and a tie. Jackets optional when wearing a tie.
- B. Sport coat or blazer; trousers, short or long-sleeve dress shirt and a tie. Sport coat optional when wearing a tie.
- C. Sport coat or blazer; trousers, open neck sport shirt or turtleneck sweater. When not wearing a tie, coats must be worn when away from the immediate work area.

Fabrics—Fabrics should be those traditionally acceptable for business such as woven polyesters, tweed, wool or wool-like fabrics, and polyester and cotton blends. Denim fabric is not acceptable.

Shoes—Dress shoes and socks are required. Casual footwear such as athletic shoes, cowboy boots or sandals are not considered traditional business attire.

Please refer to the "Disney Look for Hosts" concerning all other guidelines.

GUIDELINES FOR WOMEN—To eliminate confusion, and be more consistent, these guidelines must be followed:

Personal Attire

- A. A skirted suit with a dress blouse or sweater.
- B. Dress with or without a jacket.
- C. Skirt with blouse or sweater.
- D. Pant outfits which consist of

GUIDELINES FOR SUPERVISORY AND OFFICE PERSONNEL



slacks, blouse or sweater and a jacket that covers the hips are acceptable. When wearing slacks, jackets must be worn when away from the immediate work area. Pants should be long enough to touch the instep. Ankle-length pants are not acceptable.

Dress and Skirt Length—Dress and skirt length ranges from top of the knee to mid-calf. Slits, kick pleats and buttoned or snapped closures should not exceed five inches above mid-knee.

The following styles are not acceptable:

- Jumpsuits
- Jeans and denim pants
- Tee shirts, halter and tube tops
- Sundresses and casual sports wear

Fabrics—Fabrics should be those traditionally acceptable for business such as woven polyesters, tweed, wool or wool-like fabrics, polyester and cotton blends.

Fabrics that are not permitted are denim, sheers, clinging fabrics, wide knits or crochets, crepe satins or elaborate print fabrics that suggest casual sportswear.

Shoes—Dress shoes with or without a defined heel of one to four inches in height are acceptable. Flats are not permitted.

Hosiery—Only natural skin tone hosiery is acceptable. Textured, patterned, seamed or colored stockings are not acceptable.

Jewelry—No more than two necklaces may be worn at one time and they should blend easily with one another and the outfit. Necklaces should be in good business taste and should not exceed 30 inches. If the chain has a pendant, the pendant should not exceed two inches in diameter.

A simple pin or brooch in good business taste is acceptable.

Bracelets and ankle bracelets are not acceptable.

Earrings—A single earring in

each ear is acceptable. It must be a simple, matched pair in gold, silver or a color that blends with the outfit. The shape of the earring must be in good taste and complement the outfit. Earrings can be clip-on or pierced, and must be worn on the bottom of the earlobe. Dangle or loop earrings are not acceptable. Earrings cannot exceed three-fourths inch in size.

Please refer to the "Disney Look for Hostesses" concerning all other guidelines.



ANSWERING QUESTIONS

About our appearance policy—A big factor in administering appearance policies is how you answer questions about appearance. “I don’t know why, it is just Company policy” is always a poor answer. To help you, here are some frequently asked questions about appearance:

“But I wasn’t told about that in orientation, my interview, etc...”

The “Disney Look” is explained to every prospective Cast Member in his or her employment interview. The person agrees to comply with the appearance policies before a job offer is ever made. The Disney Look for Hosts and Hostesses is given to every new Cast Member, including Participants. The new Cast Member signs a form acknowledging that he or she has received, read and agrees to comply with the appearance policies. The Disney University orientation program explains the reasoning behind the appearance policy to every new Cast Member. It is your responsibility to see that every one of your Cast Members has attended this program. The appearance policy is explained again in detail, for all Cast Members who attend divisional orientation programs. It is your responsibility as a Supervisor to cover this policy again with every new Cast Member.

In short, there is no such thing as “I wasn’t told...” There can only be “I forgot,” “I didn’t read,” “I didn’t listen,” or “I didn’t understand and didn’t ask for clarification.” It should be remembered here, however, that orientation is a flood of information, and that people only retain 20 percent of what they hear in those programs, and probably get 2 to 3 percent of that mixed up in their minds... hearing what they wanted to hear, instead of what was said. Pointing this out to someone who is certain he was told he could wear a wig takes

him off the defensive and makes him a very normal person who just got 2 percent of what he heard mixed up.

“But I work Backstage. Why do I have to cut my hair?”

To allow Cast Members Backstage to grow their hair long would create a double standard. Not only would locking hundreds of Cast Members into Backstage roles severely restrict us operationally, but the legal ramifications of any attempt to monitor a double standard policy would immediately preclude its consideration.

“But those guys in _____ get away with everything...Why do we have to do it if they don’t?”

First of all, you cannot possibly attempt to administer something as personal as an appearance standard with thousands of people, and expect to never see one instance of inconsistency. However, to suggest that everyone else be allowed to do what the few are temporarily getting away with is the same as the recruit in boot camp who kept yelling, “everyone is out of step, except me.” Secondly, “all those guys,” and “get away with everything” are generalizations. Finger pointing is usually accompanied by vague generalizations that break down with questions like “name two.”

“But, I work on Main Street. What could be better Show than letting me wear a handlebar moustache?”

You’ve got a good point. However, if you could wear a moustache, then all Cast Members on Main Street, and in Frontierland, should be allowed to wear moustaches. Our problem is to allow that many Cast Members to grow long hair and moustaches would create so much inconsistency, especially with people moving from area to area, that it would render the appearance policy impractical from a control standpoint, and would also restrict us operationally.

“You can dream, create, design and build the most wonderful place in the world...but it takes people to make the dream a reality.”

WALT DISNEY

