



Corporate Policy	Prepared by Date	Approved by Date	Version	Page
	Morten Juel Willemann 12.12.2022	Jesper Andersen/CCB 01.02.2023	5	1/1

# Quality Policy

## Scope and Objective

This policy applies to all aspects of the LEGO Group value chain and covers all physical products, all digital products/experiences, every component, and process related directly to these and all consumer-directed services. It is founded on the LEGO® Idea Paper the LEGO Brand Vision and is aligned with the Strategies of the LEGO Group.

Quality is part of the LEGO Group's DNA and history, and it has always been one of our core values. For decades our spirit, defined by the company's founder, has been:

**"ONLY THE BEST IS GOOD ENOUGH"**

Everyone at the LEGO Group plays a crucial role in building a brand that through high quality products and services enriches children's lives and helps to "inspire and develop the builders of tomorrow."

## Our Commitments

**Trusted Brand:** The quality of our products is our main priority. At the LEGO Group, we strive to ensure that all products carrying a LEGO logo live up to our values and standards, as well as the consumer's expectations of a high-quality standard – being trusted and defect-free, securing and continuing the 'System-in-Play', and delivering upon our play, people, partner, and planet promises.

**Voice of the Consumers:** We focus on our consumers, their feedback and voice – we aim to understand and deliver on their explicit and implicit expectations. We translate their expectations into relevant play offers and technical requirements for products, components, and materials – physical and digital – and ensure that they are reflected in our processes as well.

**Reliable and Durable Quality in an Environmentally Friendly Way:** We always set quality and product safety standards first (see also the Product Safety Policy), and at the same time we are driving towards sustainable products and business models for children and the environment.

## Our Approach

**Standards & Processes:** Our quality standards and our standardized processes assure continued robust quality that is continuously improved and delivers on our commitments. Our ISO-certified management system governs the approach, and we document our standards and processes to ensure consistency and knowledge retainment, while still enabling speed and agility where needed.

**Coherent Targets:** Our targets for Quality KPIs, objectives, initiatives, and activities are ambitious and have a red thread from the strategic to the operational level, and are being measured at various levels, to cover the entire value chain from the design phase to operations, to the perception at the consumers.

**Roles & Competencies:** Everyone at the LEGO Group is vital and important in bringing this policy to life. Roles and responsibilities are defined and communicated, and relevant training offers are available.

**Risks & Opportunities Management:** We strive to identify, mitigate, and manage risks and opportunities, especially focusing on critical processes and high-risk development initiatives. Our aim is to minimize the risk of failures by having effective quality assurance processes throughout the value chain.

**Continuous Improvements:** We are committed to continual improvement. One of our foundations for this is the use of data from consumers, internal processes, and audits, analysing and translating it into actions and informed decisions.

## Responsibility / Whom to Contact:

Any employee at the LEGO Group is empowered with the right and duty to call attention to circumstances which could have a significant impact on the quality of our products, services, and our brand.

Corporate Quality & EHS is overall accountable for the quality assurance and control of all LEGO branded products and services, and for handling product quality incidents and related decisions, including any escalations. In some areas, the Quality functions are decentralized or Corporate Quality & EHS has empowered other functions to oversee quality assurance and control; however still with Corporate Quality & EHS as overall accountable.

*Morten Juel Willemann, Vice President, Corporate Quality & EHS*