## Strategy and Analysis

<table>
<thead>
<tr>
<th>Disclosures</th>
<th>Page or Link/Direct Answer</th>
<th>Omissions</th>
<th>External Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>G4-1</strong> statement from the most senior decision-maker of the organization</td>
<td>A letter from our CEO, page 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>G4-2</strong> Description of key impacts, risks, and opportunities</td>
<td>Creating impact through the value chain page 58</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Organisational profile

<table>
<thead>
<tr>
<th>G4-3 Name of organization</th>
<th>The LEGO Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>G4-4</strong> Primary brands, products, and services</td>
<td>The LEGO® brick and the entire LEGO® play experience. We have a portfolio of more than 650 products, with more than half being new products every year. More information is available in the LEGO Group Annual Report 2015, Management Review page 5-8.</td>
</tr>
<tr>
<td><strong>G4-5</strong> Location of organization's headquarters</td>
<td>Billund, Denmark</td>
</tr>
<tr>
<td><strong>G4-6</strong> Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report</td>
<td>The LEGO Group has activities in more than 140 countries. We have manufacturing facilities in: Denmark, Czech Republic, Hungary, Mexico and China. We have main offices in: Denmark (HQ), United Kingdom, the United States, Singapore, China.</td>
</tr>
<tr>
<td><strong>G4-7</strong> Nature of ownership and legal form</td>
<td>The LEGO Group is privately owned by the Kirk Kristiansen family and adopt corporate governance for listed companies. More information is available LEGO Group Annual Report 2015, Group structure, page 71</td>
</tr>
<tr>
<td><strong>G4-8</strong> Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)</td>
<td>Our customers are retail stores around the world and 125 LEGO Brand Retail Stores. We serve consumers all over the world who mainly are children and families.</td>
</tr>
<tr>
<td><strong>G4-9</strong> Scale of the organization</td>
<td>Results 2015, page 60-64</td>
</tr>
<tr>
<td><strong>G4-10</strong> Workforce - Employees</td>
<td>Results 2015, page 60-64 We do not have data indicating whether external employees are under supervision by a LEGO manager and are therefore not able to report on C. Yes</td>
</tr>
<tr>
<td><strong>G4-11</strong> percentage of total employees covered by collective bargaining agreements</td>
<td>Data not available, please see omission description Currently information about collective bargaining is stored locally in different formats. A global overview is therefore not available for 2015. We aim to align data and be able to report in 2016.</td>
</tr>
</tbody>
</table>
### G4-12 Supply chain
For an overview of our supply chain please read:
- Reducing supply chain emissions page 30
- Creating impact through the value chain page 58

### G4-13 Significant changes in size, structure, ownership or supply chain
A letter from our CEO page 5 and Collaborating with our supply chain page 50

### G4-14 Precautionary principle
Environmental leadership, page 28

### G4-15 Charters subscribed to or endorsed
- United Nations Global Compact
  - The 10 Children’s Rights and Business Principles, launched by the United Nations Global Compact, UNICEF and Save the Children.
  - The Carbon Disclosure Project
  - International Chamber of Commerce’s Code of Advertising and Marketing Communication Practice.
  - The LEGO Group’s Supplier Code of Conduct

### G4-16 Memberships of associations
- The LEGO Group currently chairs:
  - The International Standardisation Organisation’s Technical Committee for the Safety of Toys
  - The European Standardisation Organisation’s Technical Committee for the Safety of Toys
  - Toy Industry of Europe’s Membership Committee
  - Toy Industry Association’s board of directors
  - Toy Industry Association’s Safety, Standards and Technical Committee (US)

### Identified Material Aspects and Boundaries

| G4-17 Operational structure | More information is available LEGO Group Annual Report 2015, Group structure, page 71 |
| G4-18 Process for defining report content and aspect boundaries | About this report, page 58 |
| G4-20 Aspect boundaries within the organization | Our stakeholder engagement and materiality assessment show that internal and external stakeholders show similar opinions regarding issues that are most material to them and The LEGO Group. We find that all issues and Aspects are material within and outside our company. |
For our list of material aspects, please see G4-19.

| G4-21 Aspect boundaries outside the organization | Our stakeholder engagement and materiality assessment show that internal and external stakeholders show similar opinions regarding issues that are most material to them and The LEGO Group. We find that all issues and Aspects are material within and outside our company. For our list of material aspects, please see G4-19. |
| G4-22 Restatements | There are no major restatements of information provided in previous reports. |
| G4-23 Significant changes in scope and aspect boundaries | There are no significant changes in scope and aspect boundaries. |

### Stakeholder engagement

| G4-24 List of stakeholders | • Consumers (children)  
• Customers/Suppliers  
• Employees  
• Toy industry associations  
• Media  
• Local communities  
• Interest groups and trade associations |
| G4-25 Basis for identification and selection of stakeholders | About this report, page 68 |
| G4-26 Approach to stakeholder engagement | About this report, page 68 |
| G4-27 Key topics and concerns raised by stakeholders | • The safety of our products  
• The play and learning experience children get from our products  
• Employee safety  
• Anti-corruption  
• A respectful dialogue with children and parents  
• Climate change  
• Waste |

### Report profile

| G4-28 Reporting period | 1st January 2015 - 31st December 2015 |
| G4-29 Data of previous report | [www.LEGO.com/responsibility](http://www.LEGO.com/responsibility) |
| G4-30 Reporting cycle | Annual |
| G4-31 Contact | Morten Vestberg, responsibility@LEGO.com |
| G4-32 Location of standard Disclosures in the report | Results 2015 on page 60 and this GRI 4.0 index |

### Governance


### Ethics and integrity

| G4-56 The organization’s values, principles, standards and norms of behavior | The LEGO Idea – A letter from Kjeld Kirk Kristiansen page 2 and Ensuring high standards at LEGO sites page 49 |

### Economic performance

| DMA | The LEGO Group is a purpose and performance driven company with a strategy to produce sustainable long-term growth by generating mutual value with consumers, customers, and society. Significant parts of the net value added is |
reinvestment to support the strategic capacity building of our company and to the LEGO Foundation to support children and their learning and development through play.

G4-EC1 Direct economic value generated and distributed

Creating impact through the value chain page 59

The LEGO group does not disclose information on individual countries in relation to payments to governments.

Materials

DMA

Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

G4-EN1 Materials used

Environmental leadership, page 38

Yes

Energy

DMA

Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

G4-EN3 Energy consumption

Environmental leadership, page 31

Yes

G4-EN6 Reduction of energy consumption

Environmental leadership, page 29

Yes

G4-EN7 Reduction in energy requirements of products and services

Environmental leadership, page 36-37

Yes

Water

DMA

Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

G4-EN8 Water withdrawal

Environmental leadership, page 38

Yes

Emissions

DMA

Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)

Data will be published August 1st 2016 at [www.LEGO.com](http://www.LEGO.com)

Yes

G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)

Data will be published August 1st 2016 at [www.LEGO.com](http://www.LEGO.com)

Yes

G4-EN17 Other indirect greenhouse gas (GHG) emissions (Scope 3)

Data will be published August 1st 2016 at [www.LEGO.com](http://www.LEGO.com)

Yes

G4-EN19 Reduction of greenhouse gas (GHG) emissions

Data will be published August 1st 2016 at [www.LEGO.com](http://www.LEGO.com)

Yes

Effluents and waste

DMA

Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our
<table>
<thead>
<tr>
<th>G4-EN23</th>
<th>Weight of waste by type and disposal method.</th>
<th>Environmental leadership, page 38</th>
<th>The LEGO group uses other disposal categories than the ones required</th>
<th>Yes</th>
</tr>
</thead>
</table>

**Employment**

**DMA**

Please visit [http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

**G4-LA1** Total number and rate of new employee hires and employee turnover by age group, gender, and region.

Results 2015, Notes, Note d and Note E, page 62

Yes

**Occupational health and safety**

**DMA**

Please visit [http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

**G4-LA6** Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.

Results 2015, Note G, Note H, Note O and Note P page 62-64

Due to data privacy considerations the LEGO group does not currently collect and report data on gender in relation to injuries, and occupational diseases. Furthermore we do not collect and report Health and Safety data for independent contractors.

Yes

**Diversity and equal opportunity**

**DMA**

Please visit [http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

**G4-LA12** Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

Gender-balanced leadership page 45. Results 2015, Females appointed and recruited page 60. Notes, Note Q and Note R page 64.

The LEGO group does not collect data regarding minority group membership due to legislative and data privacy reasons.

Yes

**Child labor**

**DMA**

Please visit [http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60

**G4-HR5** Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor

Collaborating with our supply chain page 50 Results 2015, page 60 Notes, Note M, page 64

**Supplier human rights assessment**
### DMA
Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60.

### G4-HR10 Percentage of new suppliers that were screened using human rights criteria
Human Rights assessment in our supply chain, page 32
Results 2015, page 60 and Notes, Note J page 63

### Local Communities
Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60.

| G4-SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs. | Engaging with local communities, page 52-53 | No structured impact assessments procedures and definition of "operations with implemented LCE” have been established. |

### Anti-corruption
Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60.

| G4-SO4 Communication and training on anti-corruption policies and procedures | All employees and governance body members have received communication regarding anti-corruption. No external business partners have received contractual communication on anti-corruption. Business the LEGO way, page 48 Results 2015, page 60. Notes, Note Q and Note R page 64. | Yes |

### Customer health and safety
Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60.

| G4-PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle. | Safe, high-quality play experiences for children, page 18 | Yes |

### Product and Service Labeling
Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60.

| G4-PR5 Results of surveys measuring customer satisfaction | Consumer satisfaction and feedback page 21 | Yes |

### Marketing Communications
Please visit [http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies](http://www.lego.com/da-dk/AboutUs/responsibility/our-policies-and-reporting/corporate-policies) to read our corporate policies. To see our progress, please see the Results 2015 on page 60.

| G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications | Respectful communication with children page 24-25 |