



Data-Driven D&I – Beyond Assumptions



Be the Difference

Target Setting in the LEGO Group Prior to 2019

2013



Target Setting
For Gender
Representation

2014-2016



Progress
Female representation
increase

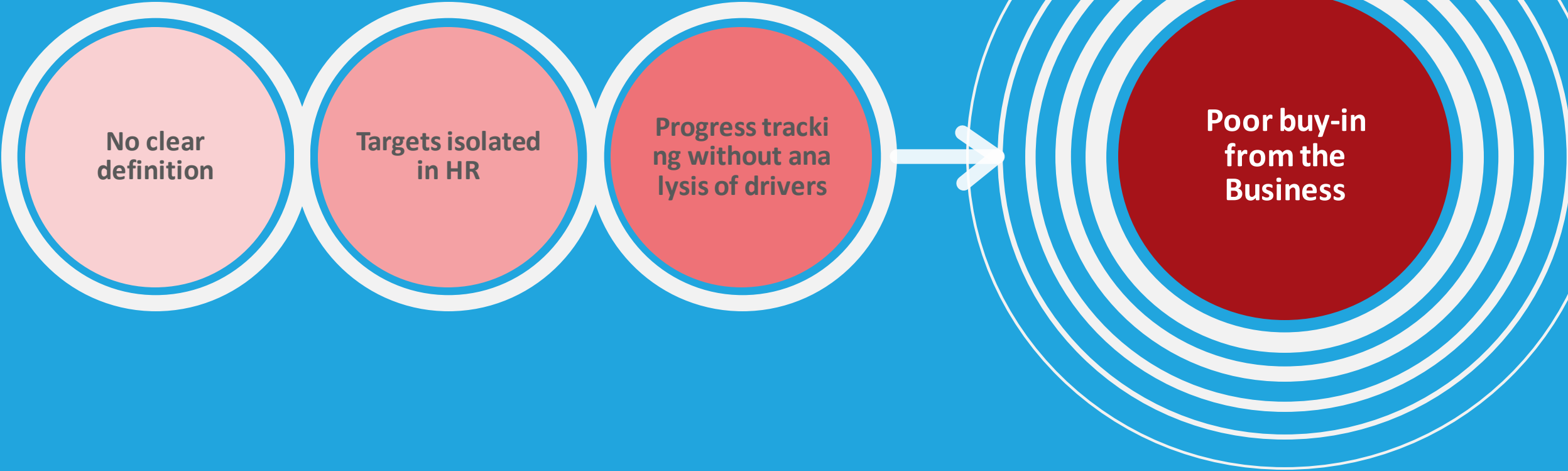
2017-2018



Regress
Female representation
decreases



Key root causes for the decrease



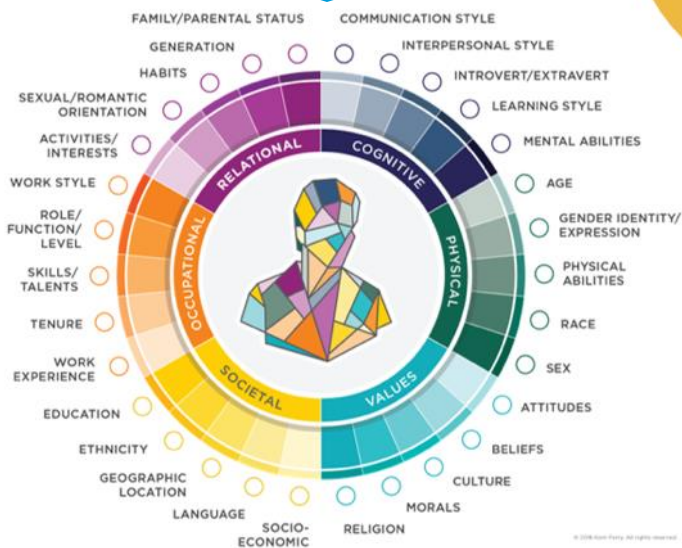
What is Diversity?
A fact. The visible & invisible dimensions that make us unique.



The Reality
No diversity without inclusion

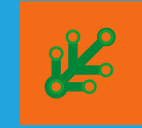
What is Inclusion?

A choice, a conscious behaviour



Leadership Playground

Energise Everybody Everyday



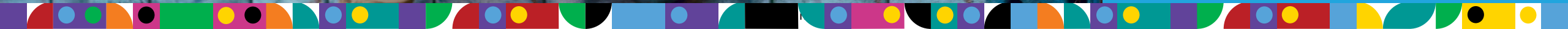
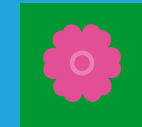
Brave



Focus



Curious



Our Strategy

Value Differences

Strengthen conscious inclusion behaviours and the ability of all to energise everybody everyday

Improve Representation

Build a diverse and representative organization in the image of the world we want to inspire and change

1

Engage Employees

Inspire a culture change and accountability for inclusion at all levels

2

Build Inclusion Capability

Increase awareness and inclusion skills in everyone

3

Connect Global & Local

Drive global priorities, address local needs & connect D&I into locations/functions

4

Improve Systems & Processes

Ensure equal opportunity in recruitment and career development for all

5

Build Insights & Monitor Progress

Improve transparency, data-driven decision-making & measuring impact of initiatives

6

Strengthen D&I Reputation

Share journey and progress internally and externally to inspire positive change

Annual Plan

Driving change through culture, deliverables, outcomes and feedback loops

Our Strategy

Value Differences

Strengthen conscious inclusion behaviours and the ability of all to energise everybody everyday

Improve Representation

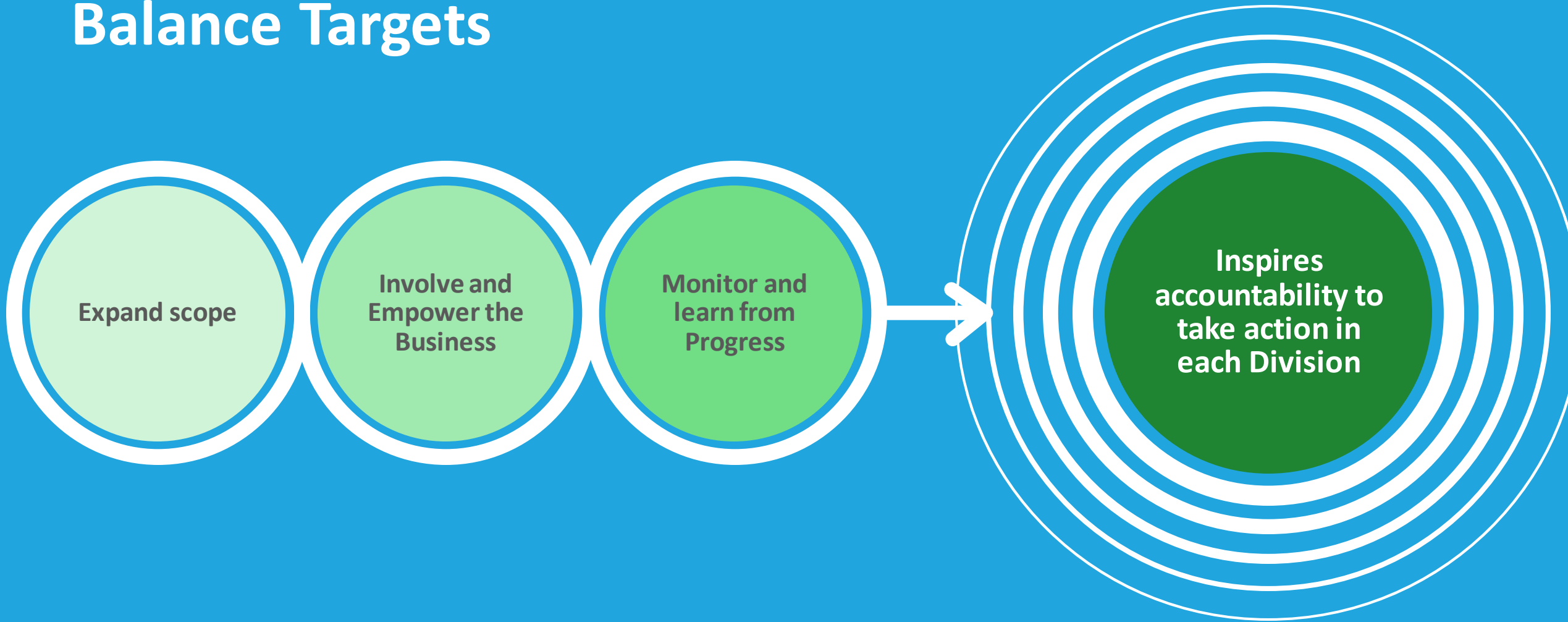
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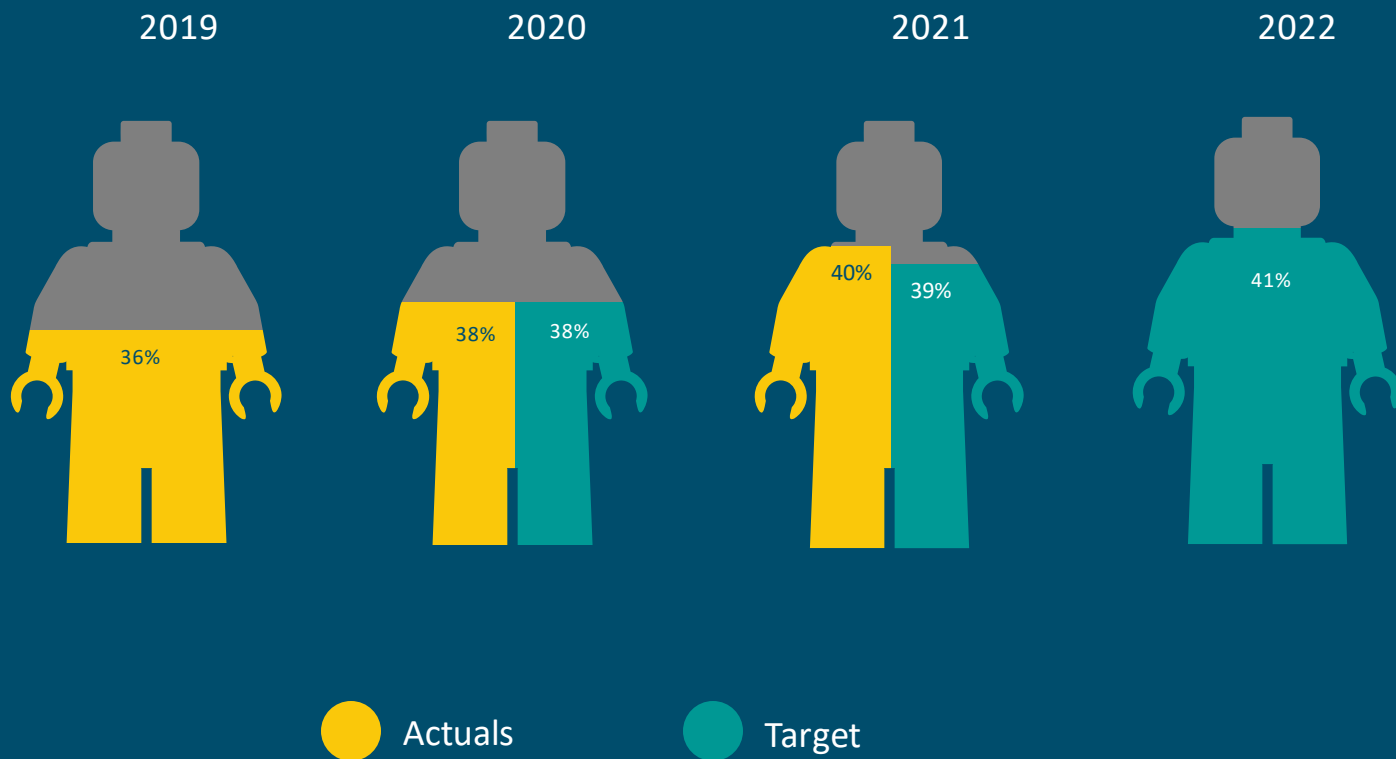
Annual Plan

Driving change through culture, deliverables, outcomes and feedback loops

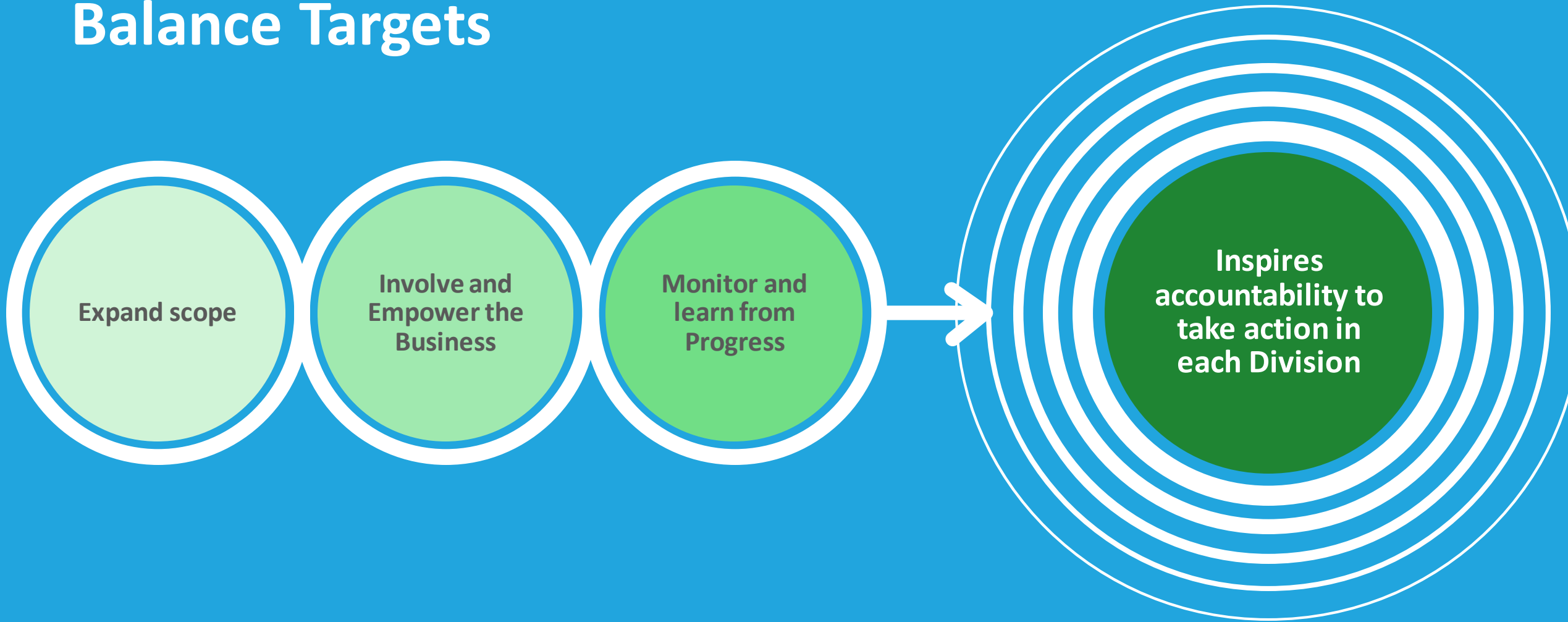
Ambitious and yet achievable Gender Balance Targets



Where do we stand & where do we go?



Ambitious and yet achievable Gender Balance Targets

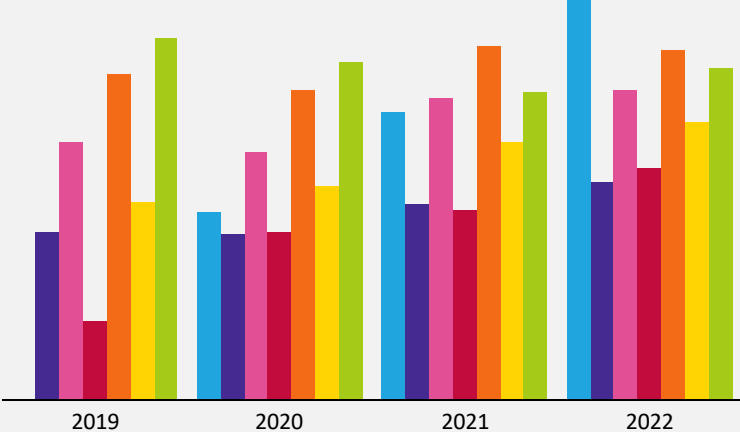


Beyond Gender Balance Targets

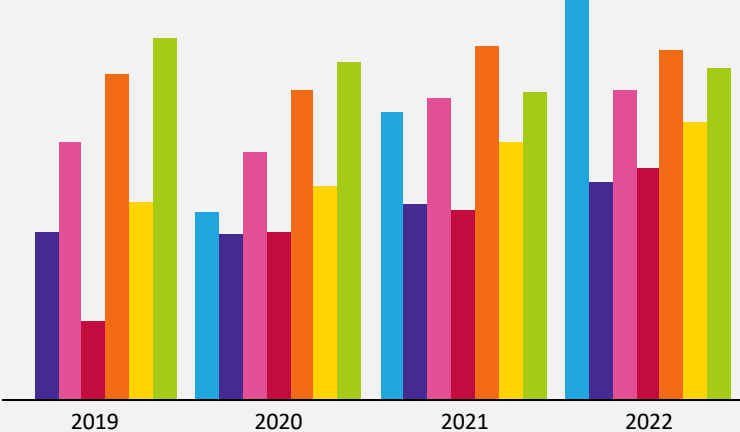
Inclusion Index



Ethnicity in the US



Cultural Diversity



Status

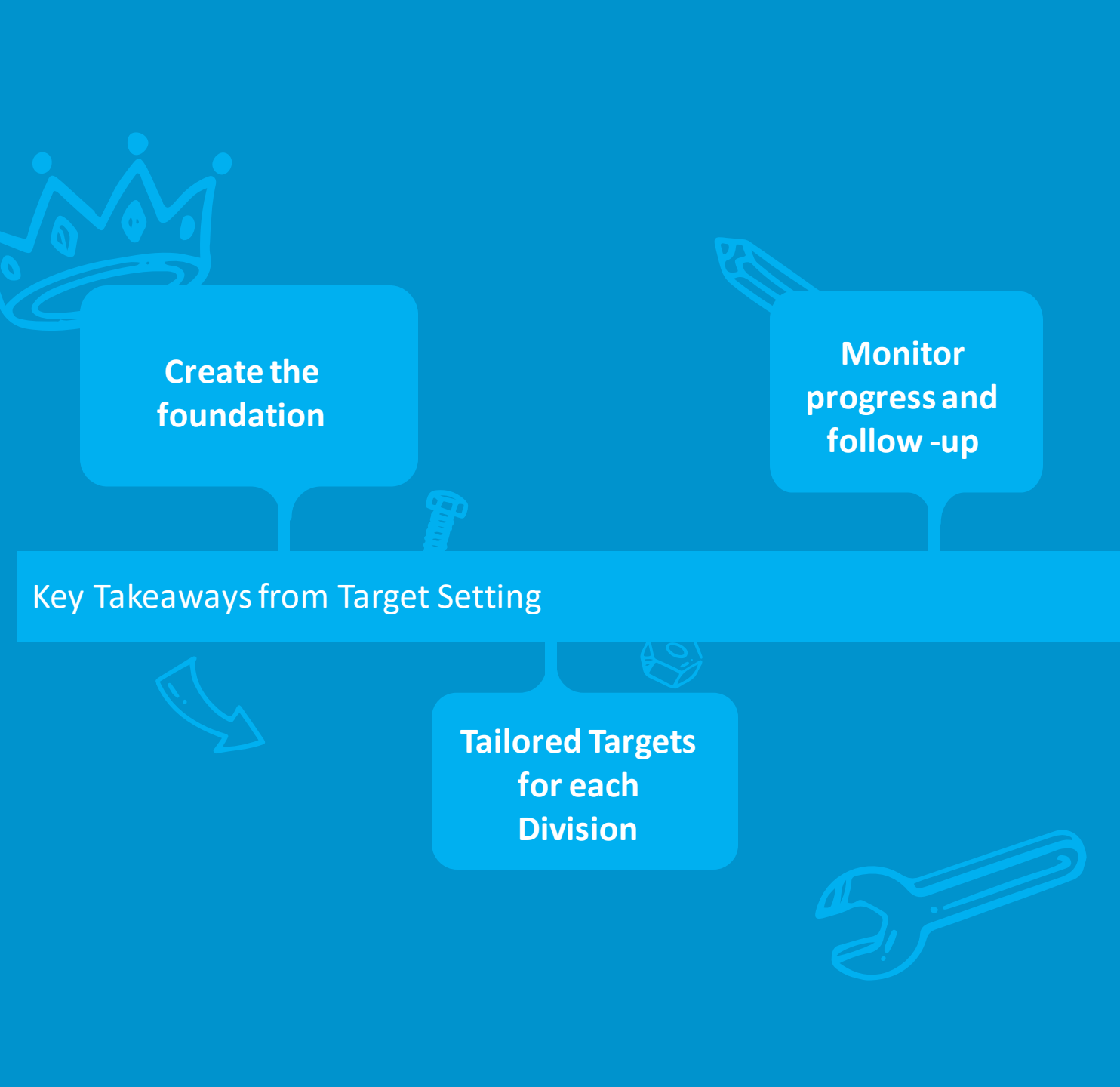


Next step

Strong Foundation and established the D&I agenda as a key priority in the Business

Expand D&I Data collection in a GDPR compliant way







Be the Difference