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HOW WE WORK WITH SUSTAINABILITY
This is our Communication on Progress in implementing the principles of the United Nations Global Compact and supporting broader UN goals.

We welcome feedback on its contents.
In 2019, KIRKBI signed up to the United Nations Global Compact – the world’s largest voluntary network for sustainable business conduct – and thereby committed to the Ten Principles of The Global Compact. As KIRKBI grows, we wish to increase transparency towards all our stakeholders on how we progress our sustainability efforts. As a signatory to the Global Compact, this report acts as our Communication on Progress.

KIRKBI’s main objective is to build a sustainable future for the family ownership of the LEGO® brand through generations. We are driven by a strong set of values and a purpose of enabling the owner family to inspire and develop the builders of tomorrow.

KIRKBI’s approach to sustainability is defined by the KIRKBI Fundamentals. The KIRKBI Fundamentals serve as the compass for all business activities.

They define how we regard people and planet as an integrated and equal part of operating businesses and succeeding with the mission.

Although this year’s Communication on Progress report focus on KIRKBI’s sustainability efforts for 2019, during the year we also took the opportunity to focus on how we continue to raise the bar for our sustainability efforts in the very long term. KIRKBI has developed a strategy towards 2032 in which sustainability is a foundational layer for all business activities both within own operations as well as investment and ownership activities.

Within own operations, we will pursue ambitious requirements to become a sustainable company. Within the investment activities, we will continue to integrate environmental, social and governance factors into our investment approach and active ownership practices as we believe that companies which act responsibly are also the ones that create the most value in the long term. Furthermore, as part of the 2032 strategy, we will pursue thematic investing focused on increasing KIRKBI’s contribution to sustainable development in the world.

Our sustainability commitment – and our commitment to live up to the Ten Principles of the UN Global Compact – is guided by the ‘Promises’, which is a core part of the ‘KIRKBI Fundamentals’ guiding our business conduct and behaviour from an ethical perspective.

In practice, we make a never-ending effort to ensure that our ‘Promises’ are lived throughout our actions and behaviour every day. Our promises to play, people, planet and partners are therefore also our response and promise to the Ten Principles.

Søren Thorup Sørensen
CEO
HUMAN RIGHTS
1 Businesses should support and respect the protection of internationally proclaimed human rights; and
2 make sure that they are not complicit in human rights abuses.

LABOUR
3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4 the elimination of all forms of forced and compulsory labour;
5 the effective abolition of child labour; and
6 the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT
7 Businesses should support a precautionary approach to environmental challenges;
8 undertake initiatives to promote greater environmental responsibility; and
9 encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION
10 Businesses should work against corruption in all its forms, including extortion and bribery.
**THE KIRKBI FUNDAMENTALS**

**MISSION**
Inspire and develop the builders of tomorrow

**PURPOSE**
Building a sustainable future for the family ownership of the LEGO® brand through generations

**FUNDAMENTAL OBJECTIVES**
- We work to protect, develop and leverage the LEGO brand across all the LEGO® branded entities
- We are committed to a long-term and responsible investment strategy to ensure a sound financial foundation for the owner family’s activities as well as contributing to a sustainable development in the world
- We are dedicated to support the owner family members as they prepare for future generations to continue the active and engaged ownership as well as supporting their private activities, companies and philanthropic work

**VALUES**
Imagination — Creativity — Fun — Learning — Caring — Quality

**PLAY PROMISE**
**JOY OF BUILDING. PRIDE OF CREATION**
The Play Promise is closely integrated with the People Promise. As owners of the LEGO brand, we wish to guard and nurture the essential role of play in children’s and adults’ wellbeing and development

**PEOPLE PROMISE**
**SUCCED TOGETHER**
To enable execution of the business strategy and to build the long-term health of the company – we believe people and values make the difference

**PARTNER PROMISE**
**MUTUAL VALUE CREATION**
To build partnerships that enhance mutual value creation, entail openness and trust – partners should feel energised and inspired from their involvement with KIRKBI

**PLANET PROMISE**
**POSITIVE IMPACT**
To create a positive impact on the planet through responsible investments and ownership – a commitment to society to keep earning a trusted position

**FOCUS AREAS**
- **PLAY PROMISE**
  - Take actions together to strengthen a company culture, which is rooted in the statement ‘Joy of Building, Pride of Creation’ and a playful mindset

- **PEOPLE PROMISE**
  - Strengthen employee engagement and satisfaction reflected in the annual employee engagement survey, PULSE
  - Continue to further define leadership in the KIRKBI context and review the professional development program

- **PARTNER PROMISE**
  - Further standardise the approach to active ownership, both in the voting practices, and in sustainability engagement of long-term equity investments

- **PLANET PROMISE**
  - Further compile use-data on the real estate portfolio and continue working with sustainable building certifications
  - Manage the carbon emissions from our own operations and assess the procurement practices for sustainability
  - Continue to grow renewable energy capacity
While the KIRKBI Fundamentals describe the foundation for the KIRKBI Group, the KIRKBI employee Code of Conduct serves as a guide to making the right decision at all times, and is applicable to all of our activities – both own operations and investing. Introduced in 2018 with personalised training provided to all employees, it has since been integrated into the onboarding material for new employees to ensure that all employees are familiar with its contents. An internal whistle-blower line has been established in order to allow any non-compliances with this Code of Conduct to be reported. The employee Code of Conduct formalises KIRKBI’s policies related to human rights, labour, environment and anti-corruption.

The following description of activities and results split into own operations and responsible investing and ownership. KIRKBI’s own operations include the KIRKBI offices in Denmark and Switzerland, the vehicle fleet, and the business travel. As a holding and investment company, the assessment of the risk within own operations is low and primarily within environmental impact and the impact on employees, which are managed as described in the relevant sections.

The assessment of risk related to investment activities, including human rights and corruption risks are managed via the approach to responsible investing and ownership as described on page 20-27.
HUMAN RIGHTS: All employees are expected to take steps to protect human rights wherever we do business.

LABOUR: The KIRKBI Group will provide a professional, inspiring and safe workplace in accordance with mandatory legislation and will show respect for all individuals and make active efforts to ensure a good and inclusive working environment, characterised by equality and diversity. We ensure freedom of association and respect our employees’ rights to collective bargaining. The KIRKBI Group does not accept child labour, forced labour, or any form of human trafficking.

ENVIRONMENT: The KIRKBI Group promotes environmentally responsible business conduct in our investment management and ownership practices. All employees must support the planet promise by encouraging steps to be taken to prevent and mitigate the environmental impact of activities and products.

ANTI-CORRUPTION: All employees must comply with local and international anti-corruption laws, principles, standards, and codes, and ensure transparency in all interaction. Abuse or misuse of entrusted power for private gains are not accepted.
OWN OPERATIONS
The ‘Planet Promise’ is an integral part of the KIRKBI Fundamentals. We want to lead by example and are thereby dedicated to minimising the environmental footprint.

In 2019, we have started this journey by measuring and assessing the sustainability impacts of our operations, which include the KIRKBI offices in Denmark and Switzerland, the vehicle fleet, and the business travel.

HIGHLIGHTS INCLUDE:

- Baselining the CO₂ emissions generated from our own operations.
- Certifying the Copenhagen building in which the KIRKBI offices are located to the DGNB Buildings In Use scheme.
- Standardising the collection of waste data in our offices and facilitating the correct separation of waste types.

While we have worked to compile data on the CO₂ emissions generated by own operations in 2019, the complete data set will not be finalised in due time to be included in this report. This information will be made available on www.KIRKBI.com when it has been finalised.

We calculate the carbon footprint on an annual basis and assess every source of emissions for possible reductions. This has led to a careful inspection of the internal travel policy and the potential increase in use of online meeting systems to replace some of the business travel. It also means that we continuously adjust the company car policy in order to encourage employees to select more efficient vehicles.
KIRKBI has chosen to have private aviation as a part of the group’s business operations. The decision is made to meet certain levels of security and efficiency. KIRKBI has chosen to invest directly in its aircrafts, which means that KIRKBI is directly responsible for the associated emissions. This also means that we have the direct ability and responsibility, through the fleet management and flight planning, to take actions to address emissions.

We monitor fuel use and related carbon emissions and maximise CO₂ efficiency in flight planning. In 2019, KIRKBI decreased the default flight speed of its aircrafts, as a means of reducing fuel use and related emissions.

Via our partners, KIRKBI will closely follow developments in the Danish aviation industry, which in 2019, released its climate plan, including a commitment to climate neutrality by 2050.
A diverse group of people is needed to enable the owner family to succeed with the mission to inspire and develop the builders of tomorrow. KIRKBI employs specialised and experienced professionals in a diverse set of fields. They are all dedicated to supporting the overarching purpose of building a sustainable future for the family ownership of the LEGO® brand through generations. With KIRKBI’s People Promise and our strong set of values, we want to unleash the full potential of all KIRKBI employees while succeeding together. We focus on enabling and developing employees’ competencies and ensuring that the people leaders have the right leadership capabilities and continuously act as strong role models.

In KIRKBI, we do this to enable execution of the business strategy and to build the long-term health of the company.

In addition, the Play Promise is closely integrated with the People Promise. As owners of the LEGO brand, we feel obliged to guard and nurture the essential role of ‘play’ in children’s and adults’ wellbeing and development. The Play Promise is to take actions together to strengthen a company culture, which is rooted in the statement ‘Joy of Building, Pride of Creation’ and a playful mindset.

We believe that it is our people, our determination to succeed together, and our ability to live the KIRKBI Fundamentals that make the difference.
PROFESSIONAL AND PERSONAL GROWTH

The KIRKBI Human Resource Annual Cycle is a framework that enables and maintains all employees’ competencies through a focus on continuous development while aiming to ensure satisfied and motivated employees who thrive and succeed together.

The HR Annual cycle consists of three core HR processes:

- A Performance Management Programme (PMP)
- An Individual Development Plan (IDP)
- An annual employee engagement survey called PULSE

With a focused, measurable, and effective Performance Management Programme, we want to meet our most critical business objectives and increase motivation, inspiration, and satisfaction in our daily work. In this continuous process, all employees work towards targets that are both critical for success in their individual roles as well as linked to team objectives and the KIRKBI strategy.

KIRKBI’s PMP process is linked to an incentive program with the purpose of encouraging and rewarding successful performance. The PMP process is linked with an Individual Development Plan. which is the personal and professional development plan for all employees. We believe that focusing on what develops, inspires and energises our people, as well as the competencies each person needs in order to reach individual career goals and strategic goals, is critical to achieving motivation and satisfaction and ultimately, sustainable strong business results. We believe that people development is essential to retaining existing, and attracting potential employees.

Once a year, we measure motivation, satisfaction and engagement across the organisation in the PULSE survey. The responses are used to identify possible areas of improvement in teams and at an organisational level.

The KIRKBI results are benchmarked against the Ennova Employee Index (GELx), Denmark. In 2019, the PULSE survey showed that KIRKBI maintains high motivation and satisfaction across the organisation, with a score of 82 out of 100. This gives us a strong position against the GELx benchmark in Denmark, which has an average score of 74.

KIRKBI also uses the E-NPS (Employee Net Promoter Score) as an indicator of engagement and motivation. The E-NPS is based on the response from the PULSE question; “I would recommend KIRKBI as an employer to other people.” Here, the KIRKBI score is 69%, indicating that we have loyal, motivated, and engaged people. The average score in GELx Denmark is 32%.

Despite the strong score, and in line with our spirit, we always strive to do better to ensure that KIRKBI is a healthy and engaging workplace.
PEOPLE DIVERSITY

At KIRKBI, we believe that a diverse organisation and an inclusive working environment represents an opportunity to succeed in the long term. As a workplace, KIRKBI is characterized by equality, inclusivity and diversity. We recruit and retain people with a variety of skills and backgrounds, while ensuring a focus on personal qualifications for the job.

The figure on page 17 shows the gender composition for the entire KIRKBI organisation and for people managers.

Women make up more than half of our workforce, and the gender balance is also reflected in the number of people managers. In 2019, we reached our target to add a female member to our Board of Directors with the hiring of Malou Aamund. Acknowledging that gender is but one aspect of diversity, we will continue to work to ensure a diverse workforce at all levels of the organization.

A HEALTHY WORK LIFE

We want to make sure that KIRKBI has a safe and healthy mental and physical work environment. This includes focusing on our people’s wellbeing and ensuring that work-life is well balanced with life after work.

KIRKBI’s Working Environment Committee ensures a focus on the environmental, health, and safety aspects of our workplace and identifies areas of potential improvement. In addition to the work done by this committee, offers like access to fitness facilities, social sports initiatives, health care specialists, and healthy food in the canteens ensure that KIRKBI provides its employees the best opportunities to take care of their physical and mental health.
PULSE SURVEY
100 as the highest score. Response rate 2019: 95%

GENDER COMPOSITION IN KIRKBI
Number of employees

*GELx (Ennova Employee Index) is an international benchmark survey.
The first two buildings at the LEGO® Campus were officially inaugurated in October 2019. KIRKBI is the owner of the building, which will be the workplace for approximately 2,000 LEGO® employees when completed in 2021. The architecture of LEGO Campus reflects the LEGO® brand and values: imagination, creativity, fun, learning, caring and quality.

Billund is of great importance to KIRKBI A/S, LEGO A/S and the LEGO® brand. The story of the LEGO brand began in 1932 when Ole Kirk Kristiansen started making wooden toys in his workshop in Billund. The toys were sold as LEGO® toys from 1934. Today, Billund counts almost 7,000 citizens and thousands of people commute to Billund every day. About three million tourists come to the town every year to pay the town’s many attractions a visit – such as the world’s first LEGOLAND Park or LEGO® House – the home of the brick.

Billund is also where KIRKBI is headquartered and the owner family has been actively engaged in supporting the development of the town through generations. In 2015, KIRKBI initiated a vision plan for the development of the town together with Billund Municipality and Realdania. The result was the Billund City Vision, which sets the framework for supporting and strengthening Billund’s unique character as the Capital of Children, where children of all ages learn through play and are creative citizens of the world. The vision provides KIRKBI and our partners with a framework for urban and cultural planning in a town that is multifaceted despite its small size.

A focal element in the vision is to mould greater cohesion between spaces for citizens, employees and visitors. One way to connect these spaces is to concentrate urban spaces and include green environments in and around them. The so-called “Playline” – a playful walk and bicycle path – will realise this concept and connect the different parts of the town.

For KIRKBI specifically, the vision provides a framework for how Billund could develop, and subsequently, how KIRKBI can support the continued development of Billund – the Capital of Children – through real estate and other activities.

KIRKBI is currently engaged in several real estate projects in Billund – all of them supporting the City Vision. Four of KIRKBI’s current projects are:

BUILDING BILLUND — THE CAPITAL OF CHILDREN
LEGO® CAMPUS: A new gathering point for the entire LEGO Group. In October 2019, the first phase of the LEGO Campus in Billund was inaugurated. When the construction is completed in 2021, the campus will include 54,000 square metres and office space for approximately 2,000 colleagues. Part of the construction will be dedicated to a “People House” – an area with facilities such as workshops, sports facilities, café, accommodation and much more. The People House will be open to colleagues who work out of Billund on a daily basis as well as to colleagues who stay in Billund for a shorter or longer period of time.

BUTIKSTORVET: A new downtown area with stores, offices, apartments, town nature and the “Playline” connecting the buildings. The former retail square in Billund has undergone a major change in 2019, as construction of six new buildings has begun. The tenants and owners will move in at the end of 2020, when construction is complete.

KLØVERMARKEN: A new office area in the former Modulex location ‘Klövermarken’ has been rebuilt to host some of the organisations that work for the development of the Capital of Children. CoC Playful Minds – the organisation which develops the programs that shall make the city vision of Billund come to live – is one of the tenants, which moved in when the building was inaugurated in October 2019. CoC Living Lab includes an entrepreneurial environment for businesses and start-ups to create synergy and support knowledge-sharing and network among them. In addition, Billund Erhvervsfremme has also moved into the new premises.

KASTANIEHJØRNET: A residential property of 6,300 square metres in Billund’s midtown, comprising dementia apartments in connection to Billund Municipality’s care home, council apartments to the non-profit housing association, and apartments that will be administered by KIRKBI. The construction of Kastaniehjørnet started in 2019 and will be finalised in 2021.
Responsible investing and ownership
The contribution of KIRKBI’s investment activities to the overarching purpose of building a sustainable future for the family ownership of the LEGO® brand through generations is two-fold:

Through the investment portfolio, we are committed to ensuring a sound financial foundation for the family’s activities via equity investments (long-term equity, private equity, quoted equity), real estate investments and fixed income investments. The investment approach is based on the belief that companies which act responsibly are also the ones that are sustainable and value-creating in the long term. We execute responsible investing by integrating environmental, social and governance (ESG) factors into our investment approach and active ownership practices.

Second, as part of the new 2032 strategy, we will also pursue further investments focused on the owner family’s wish to contribute to sustainable development in the world. We look forward to sharing more about this area in the coming years.
KIRKBI’S APPROACH TO INVESTING RESPONSIBLY

Below is outlined how we integrate environmental, social, and governance (ESG) considerations into the investment process and active ownership practices. This applies to all of KIRKBI’s investment activities. A set of guidelines for implementing these principles has been established with the appropriate flexibility and recognition of differences among strategies and managers.

NEGATIVE SCREENING AND ESG INTEGRATION
In collaboration with the external partners, KIRKBI assesses its potential investments and monitors its portfolio for the following:

• Involvement with activities on our negative list;
• Company performance in areas of material ESG risks and ability to manage these risks relative to industry peers;
• Company involvement in notable ESG controversies related to the company’s operations and/or products, possible breaches of international norms and principles such as the UN Global Compact, and performance with respect to these norms and principles.

ACTIVE OWNERSHIP
As a responsible long-term owner and investor, we regularly monitor and track financial data as well as key performance indicators on material sustainability-related risks related to each investment. Moreover, to underpin the long-term orientation and to contribute positively to the strategic direction and the management of material ESG-related risks, we endeavour to engage actively with the companies and investment partners. This includes actively supporting the pursuit of new business opportunities and the mitigation of material risks within the focus areas of our Promises.

In 2019, we focused implementation efforts on active ownership throughout the asset classes. As an active owner, KIRKBI engages in a number of ways, including:

• Board representation
• Shareholder communication with board of directors and management
• Voting at the annual general meetings

We will engage with companies in case of controversies or breaches of internationally agreed conventions and norms (e.g., those of UN Global Compact). For quoted equities, we, in collaboration with an external partner, choose to first communicate with the company to understand what remedies are in place and what types of enhanced controls the company has implemented to prevent further breaches. We attempt to influence change in the company’s operations. If these efforts fail, KIRKBI will divest the investment in the company. In 2019, we conducted four such engagements via an external partner.

Another important way in which KIRKBI applies its influence is by exercising shareholder voting rights at the annual general meetings of companies. In 2019, we employed the services of external provider Institutional Shareholder Services Inc. to assist the voting. KIRKBI has voted at 100% of all annual general meetings since April 2019.

KIRKBI is represented on the boards of four of the long-term equity investments. Through board representation, KIRKBI seeks to influence the strategic direction and contribute to create sustainable growth in portfolio companies. The primary focus areas as active owners and representatives on the board are:

• Strategy: Robustness and positioning for sustainable, long-term growth
• Financial discipline: Efficiency around capital allocation and structure as well as progress on selected KPI’s
• Corporate governance: The right people and processes in place
• Sustainability: Continuous improvement on sustainability measures is key for sustainable growth
RESPONSIBLE INVESTMENT PROCESS IN KIRKBI

- Negative screening
- ESG integration
- Active ownership
Since 2012, investment in renewable energy has developed into a solid long-term business area – this is fully aligned with our sustainability and financial ambitions; therefore, KIRKBI has increased its focus on renewable energy investments.

Through investments in renewables, KIRKBI supports the LEGO Group’s commitment to balance global consumption of energy with renewable energy and contribute to a sustainable development in the world, while at the same time delivering attractive long-term returns.

KIRKBI’s renewables strategy targets direct minority as well as majority investments in solar energy and offshore wind assets. The geographic focus is on Northern Europe and North America. Current renewables investments include part-ownership of two offshore wind farms, Borkum Riffgrund 1 and Burbo Bank Extension, and solar energy developer, Enerparc Inc.

In 2019, KIRKBI broke new ground as the company invested in solar energy for the first time – namely in solar energy developer and independent power producer (IPP), Enerparc Inc. Additionally, it was the first time that KIRKBI invested in renewables as a majority owner while the leadership team of Enerparc Inc. owns a minority share.

Since 2012, and until acquired by KIRKBI, Enerparc Inc. has been owned and governed as a US affiliate of Enerparc AG, headquartered in Hamburg, Germany, and founded in 2008. To date, Enerparc Inc. has constructed a large number of solar energy parks across a number of US states.

In 2019, KIRKBI increased its focus on renewable energy and invested in the solar energy developer and independent power producer, Enerparc Inc. in California.

Solar energy

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40 GWh

From the date of KIRKBI’s acquisition on 2 July 2019 through the end of 2019, 40 GWh of solar energy has been produced by Enerparc Inc’s solar parks across North America.
In 2012, KIRKBI and William Demant Invest invested jointly in Borkum Riffgrund 1, with KIRKBI owning 31.5%. Ørsted, the constructor and operator of the wind farm, has retained 50% ownership. The capacity of Borkum Riffgrund 1 is capable of providing green energy corresponding to the consumption of 320,000 German households.

In 2016, KIRKBI and PKA invested jointly into Burbo Bank Extension with 25% ownership each, while Ørsted, as constructor and operator, has retained 50% ownership of the wind farm. The capacity of Burbo Bank Extension is capable of providing green energy to 230,000 UK households.

The combined number of households that KIRKBI’s jointly owned wind farms are capable of providing green energy to is 550,000.
REAL ESTATE

While KIRKBI has historically had a focus on assessing and improving the sustainability footprint of the real estate investments, 2019 had a focus on standardising the approach to sustainability in the real estate portfolio activities.

This meant the release of a real estate-specific guideline to ESG integration and the licensing of a data collection software to ensure the complete and standardised collection of use-data from all properties. The overview of electricity, heat, water, and waste data that KIRKBI now has on the investment real estate portfolio will allow identification of areas for improvement and engage tenants in an environmentally efficient use of the buildings.

2019 also brought a focus on sustainable building certification. Over the course of the year, certification of four properties was initiated – two in Denmark, one in Germany, and one in Switzerland, to the DGNB Buildings In Use scheme, with the achievement of one certification by the end of 2019. Certification provides a third-party evaluation of the current sustainability level of the properties, while the certification process helps to build in-house knowledge of sustainability issues in the real estate sector.

In 2019, KIRKBI joined the Copenhagen partnership, Energispring, which is focused on reducing energy-use of buildings as a means of supporting the city’s ambition to be CO2 neutral by 2025. By making this commitment, KIRKBI, like the partnership’s other partners, commits to leading the way in energy savings in the Copenhagen real estate portfolio.

DGNB CERTIFICATION

Sustainable building certification systems offer the possibility to measure, document, and compare the sustainability performance of buildings by applying a set of quantifiable criteria. DGNB is a German certification system created by the German Sustainability Council and primarily used in Germany and its neighbouring countries. The certification has a large presence in Denmark, where it has been adopted as the standard certification system by the Green Building Council Denmark. The certification focuses not only on sustainability, but also on good technical and process quality, and its flexibility allows easy adoption for various building types.

Source:
Statens Byggeforskninginstitut,
Buld — Institut for Byggeri, By og Miljø

Innovation House in Billund built in 2012 was recently certified with the DGNB silver certification for buildings in use.
In 2019, Haselstrasse 18 in Baden, Switzerland, was comprehensively redeveloped into an office building. Photo: C.F. Møller Architects.
Our future focus and targets

— KIRKBI — OUR FUTURE FOCUS AND TARGETS
4

FUTURE FOCUS AND TARGETS 2020
FUTURE FOCUS AND TARGETS 2020

In the beginning of 2020, KIRKBI has launched a new business strategy towards 2032, which includes an increased focus on sustainability. The following highlights represent some of the key areas that KIRKBI will be focusing on in 2020.

OWN OPERATIONS

PLANET AND ENVIRONMENT
Having completed a baseline of the operational carbon footprint gives us both a starting point from which to improve as well as a methodology with which to track the progress. As a responsible company that has a promise to have a positive impact on the planet, we are committed to managing the carbon emissions from buildings and travel.

In addition, we recognise that the goods and services we purchase, though limited, also have an impact on sustainability. As such, we are committed in 2020 to look beyond our own operations and to assess the procurement practices for sustainability.

PEOPLE AND PLAY
With KIRKBI’s People Promise and the strong set of values, we want to unleash the full potential of all KIRKBI employees while succeeding together. Focus is on enabling and developing all employees’ competencies and ensuring that all people leaders have the right leadership capabilities to continuously be strong role models.

In 2020, we will work to further define leadership in the KIRKBI context and to review the professional development program.

Like LEGO® builders around the world, in KIRKBI we thrive on making things happen and we know that there is often more than one solution to a challenge. The Play Promise is to take actions to strengthen a company culture, which is rooted in the statement ‘Joy of Building, Pride of Creation’ and a playful mindset.

RESPONSIBLE INVESTMENTS

When it comes to investments in 2020, we will focus on further strengthening the approach to active ownership, both in the voting practices, and in the sustainability engagement of the long-term equity investments.

With the owner family’s wish to contribute to a sustainable development in the world, KIRKBI will continue to further develop the scope for impact focused investments in 2020.

Regarding KIRKBI’s real estate activities, 2020 will be focused on further compiling use-data. This will allow us to identify areas of potential improvement in the structure and operations of the buildings. We will continue working with sustainable building certifications, both of, in-use properties, as well as of new buildings and major renovations.
As a signatory to the UN Global Compact we will continue to demonstrate our progress toward sustainable business operations and responsible ownership and investments.

In these efforts, KIRKBI supports the UN Sustainable Development Goals and will contribute positively to all relevant goals to succeed with our mission as outlined by our fundamentals.

Although all 17 goals provide an overview of those issues most pressing to global society, there are in particular two key goals we can impact through our own operations and investments – both financial investments and LEGO Brand Group entities – and through the work of the associated foundations:

**SDG4: Quality education**
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

**SDG1: Responsible consumption and production**
Ensure sustainable consumption and production patterns.

Read more at [LEGO.com](http://LEGO.com) and [LEGOfoundation.com](http://LEGOfoundation.com)