

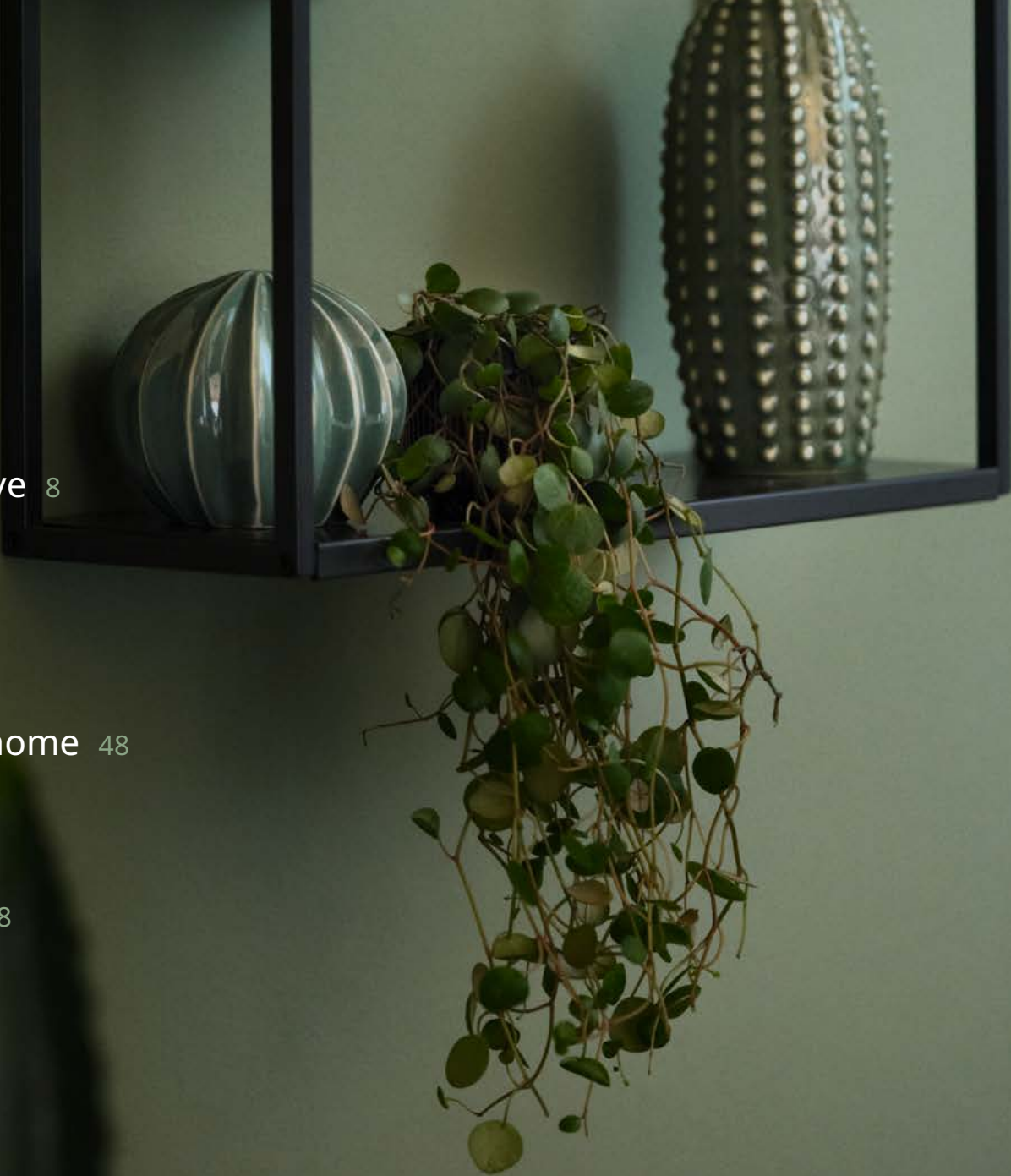


# For a more sustainable home

Sustainability Report IKEA IBÉRICA S.A.U.

FY22



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- A decorative shelf with a glass vase, a potted plant, and a metallic vase.
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## Message from the CEO

Our non-financial information report helps us to make visible the results of IKEA's commitment to the principles contained in the United Nations Global Compact, integrated into our strategy to continue advancing in sustainable development. The report also provides information on the impacts on environmental issues, the community, people and sustainability. At IKEA we are aware that, big companies must lead through actions. We are committed to sustainability as a lever for growth and innovation because it is part of our DNA and because we believe that the only way to do things is in a sustainable way.

Sustainability, therefore, is the core of our business so our objectives are framed in promoting a healthy and sustainable life; a circular and environmentally friendly approach; and fair and equal treatment for all people.

In the pillar of healthy and sustainable living, this year we have focused on bringing sustainability to all households. We do this through our home furnishing knowledge, providing many sustainable solutions at affordable prices for the many people. We are increasing our range of products so that our customers can live a more sustainable life in their homes – by saving energy and water, shorting and reducing waste... – all these practices together have a great positive impact in the planet. And we are getting it, an example of this is that 33% of our products helps to a more sustainable life.



**Nurettin Acar**  
CEO & CSO  
IKEA IBÉRICA

We are aware that, as a company, we have to lead sustainable and responsible production and consumption at all levels. In addition, we have adopted an important commitment: as INGKA Group to be climate positive by 2030.

In the Circular Economy pillar, one of the initiatives we have implemented and of which we are most proud of

is the *Circular Hub* in our stores. In this space we rebuy IKEA products that are no longer needed and sell them, together with discontinued items or products from our showroom, with the aim of giving them a second life. We want to demonstrate that doing good business is a good business therefore promoting sustainable and circular consumption is also profitable and good for the planet.

In this sense, we firmly believe in the need to promote self-consumption. One of our great challenges is to turn IKEA into a 100% circular business and that is why we are betting on renewable energies in our units as well. During this year at IKEA, we have installed photovoltaic plants in 6 stores (we now have 15 out of our 16 big store solar plants installed). In addition, we want to be more sustainable in our logistics and mobility model: currently, 70% of our fleet is hybrid or electric, but our goal is being fully electrify by 2025.

But we are also sure that together we will go further, which is why this year we have promoted together with other brands, Retailers for the Climate, a strategic alliance that aims to contribute to the ecological and sustainable transition of our country.

Finally, in the pillar of fair and equal, we have taken care of the closest environment that is our community. Throughout this year we have continued promoting initiatives that are committed to create a better everyday life for the many people in Spain, which are aligned with the local needs that generate positive economic and social impact. A clear example is the Plan Allen, an innovative project to generate employment and economic impact that is described in this report.

In addition, our passion for life at home has pushed us to promote the accessibility by which the many people can access to all our products and services in different formats. Currently we have 79 customer meeting points and an omnichannel plan in accordance with consumer needs and trends (such as *live shopping*).



I would like to point out that we are immersed in an expansion and growth plan that, between 2021 and 2025, foresees the creation of more than 1.500 jobs with an investment of 150 million euros.

All this would not be possible without the extraordinary effort of all IKEA coworkers in Spain, a total of 9.765 people, almost 60% of whom are women. During this year we have regulated too the conditions for digital disconnection, measure adopted because we want to create a better every day for the many people working at IKEA.

All our initiatives and daily actions reflect our commitment with Spain. We are deeply convinced that our passion helps us to create a better everyday life for the many Spaniards in a sustainable and affordable

way and even if we face a lot of challenges ahead us, we remain confident and optimistic about Spain's future and we will continue investing in sustainability and in our business development.

We are strongly committed to our people and planet strategy to be climate positive by 2030, because, at IKEA, we believe that it is a good business doing a good business.

Thank you to all who make it possible!

**Nurettin Acar,**  
CEO & CSO  
IKEA Ibérica

## Scope and coverage of the report

Law 11/2018, amending the Code of Commerce, entered into force in December 2018. It is essentially the revised text of the Spanish Law on Corporations (*Ley de Sociedades de Capital*), enacted by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July, on account auditing with regard to non-financial information and diversity (hereinafter, "Law 11/2018"). The latter law supersedes Royal Decree-Law 18/2017, of 24 November, which transposed, into the laws of Spain, Directive 2014/95/EU of the European Parliament and of the Council as regards disclosure of non-financial and diversity information.

Within this framework, IKEA Ibérica has drawn up this sustainability report as part of its larger management report. The figures shown are for fiscal year 2022 (hereinafter FY22), which runs from 1 September 2021 to 31 August 2022.

*The scope of this report relates to IKEA Ibérica and spans the whole of FY22.*

The scope of this report covers IKEA Ibérica alone, and the report has been drawn up on the basis of the standards of the UN Global Compact, the international reporting framework provided for in Article 49.6.e of the Spanish Code of Commerce introduced by the aforementioned Law 11/2018. Furthermore, selected GRI (Global Reporting Initiative) standards have been defined on the basis of the GRI – Global Compact Principles equivalency document, as shown in the table of contents for Law 11/2018 of this non-financial statement.

This document has been independently reviewed by KPMG, the result of which is detailed in the attached assurance report.



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Milestones

## Milestones



IKEA, passionate for life at home

79

customer contact points

*Live shopping*

as a new digital sales channel

45,000

new members of the IKEA  
Business Network

IKEA is part  
of the group behind

Retailers  
for the Climate

Sustainable homes

33.2%

of sales is coming from products  
that help you to live a more  
sustainable life

1,668,005

products sold  
in the circular second-hand market

32,839

purchases and sales  
with our customers  
of second-hand products



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Milestones

## The planet, the great place we call home

2.37

kilograms of CO<sub>2</sub> emissions  
per m<sup>3</sup> from sold products

38%

electric vehicle own fleet

54%

reduction in  
food waste  
versus base year FY17

89%

energy consumed  
of renewable origin

## We build community



EUR 301,965.67

in community social impact  
projects in FY22  
+55.71% versus FY21

EUR 9,463,227.35

donated to organisations  
in the tertiary sector  
in FY22

## Growing alongside the IKEA team

9,765

people work  
at IKEA Ibérica

59%

women

Almost

90%

of the workforce is on  
a permanent contract

Governance of

Governance of  
the right to digital  
disconnect



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## Our Agenda: People & Planet Positive

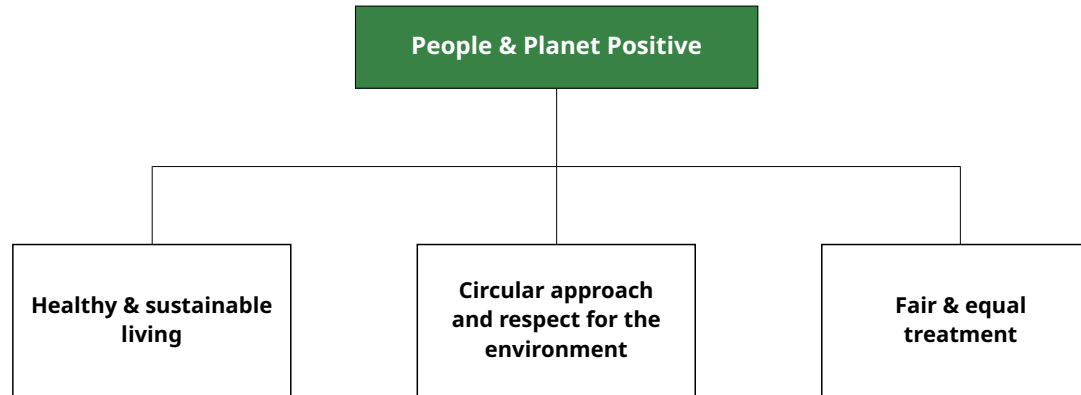


The **People & Planet Positive strategy** describes the sustainability agenda for the entire value chain at IKEA. Our sustainability ambitions and commitments are firmly set for 2030, in line with the UN Sustainable Development Goals (SDGs).

The purpose of this strategy is to inspire, activate and steer our decision-making and goal-setting so that, together, we can achieve the big positive changes we

all want to see in the world, and for the entire IKEA ecosystem. It is our roadmap and our common long-term agenda.

In response to the three major challenges affecting our business, we have pinpointed three key areas of attention that will help us deliver on the IKEA vision and ambition to become people and planet positive.



# Committed to life at home, the planet and the community

*“Sustainability at IKEA is authentic and transversal; it is an umbrella for all our objectives and initiatives; and it is the responsibility of each and every one of us at the company.”*

—Mónica Chao,  
Sustainability Manager

IKEA Ibérica fully embraces the Ingka Group’s sustainability strategy, and adapts it to the reality of the environment and the market.

The **priority sustainability areas** of IKEA Ibérica are as follows:



## The sustainable home

IKEA offers a wide range of products and solutions to make life at home more sustainable and to save on valuable resources such as energy and water. We want to make these products and services available to all households. This is our democratic vision of sustainability. Moreover, the design of all our products must comply with the five tenets of democratic design: sustainability, low price, design, quality and functionality.



## The planet

We explore different ways of incorporating circular design principles into our products and help people give new value to their goods, by repairing them or buying them back, among other actions. We also aim to make a positive impact on the climate by 2030 and achieve an 80% absolute emissions reduction in our own operations compared to 2016. The solar panels installed in our stores on the Iberian peninsula are a clear example of our commitment.

IKEA Ibérica is a pioneer in implementing sustainability best practices within the Ingka Group, with highlights including the launch of products to help you live a more sustainable life.



## The community

Our 2030 ambition is to achieve a positive social impact along the entire value chain. We are facing up to the growing challenge of inequality in Spain, especially among young people, and we genuinely believe we can make a social impact through our business. Projects such as “True homes” and the Allen Plan are two examples of how we at IKEA are helping the Spanish economy and society recover in the wake of the COVID-19 crisis.

## Tours to all our stores to raise awareness on sustainability

At IKEA, we have the products and home living knowledge to make a real difference and foster a more sustainable lifestyle. Various Sustainability Store Tours took place during FY22, where the CEO, the head of sustainability and the head of markets visited our stores in Spain to discuss two of our business priorities: sustainability and affordability. The aim was to raise awareness and engage each and every one of the people who work at the company.



First, we held a workshop in order to address the global concerns of climate change, unsustainable consumption and inequality and to look at the company's sustainability strategy in order to address these issues.

We also arranged various store visits with the aim of unifying our sustainability criteria and to ensure that we have the best possible solutions as we seek to guarantee affordable prices for the majority of people.



## Sustainability activists

In FY22, we conducted training to familiarise all our co-workers with the products that help you live a more sustainable life, and we also worked hard to promote the figure of the **sustainability activist**. There are now more than 100 people in our stores who have volunteered to act as sustainability ambassadors for IKEA Spain, regardless of their job title and role within the company. In being sustainability activists, they all have a common interest and inspire and lead by example, reaching all co-workers and driving sustainability initiatives in the units.

Co-workers trained in sustainability become a voice for the IKEA message. The activists also add credibility to the message we want to convey and exemplify sustainable lifestyles.



# We measure our contribution to sustainability

As proof of the company's commitment, we at IKEA measure the extent to which the business contributes to sustainability.

## Sustainability indicators

	FY22 target	YTD FY22	YTD FY21
Share of sales for People+Planet <sup>(1)</sup>	33%	33.2%	33.3%
Carbon footprint <sup>(2)</sup>	5,197	5,318	5,323
Positive impact <sup>(3)</sup>	45%	43.3%	44%

<sup>(1)</sup> Sales of products that help you lead a more sustainable life as a percentage of the total IKEA range.

<sup>(2)</sup> Ingka Group's own calculation method. Includes the footprint generated by energy consumption, refrigerants, waste generation and water consumption. The value is expressed in units of carbon dioxide equivalent or CO<sub>2</sub>e.

<sup>(3)</sup> % of people who say that IKEA has a greater positive impact on people and the planet than other competitors. This is measured periodically every four months. Tool: New Generation Consumer Tracker.

## Materiality analysis

In FY21, IKEA completed its materiality analysis by integrating quantitative and qualitative information.

The materiality analysis allows us to identify, monitor, measure and manage the environmental, social, ethical and corporate governance aspects most relevant to both the company and to other stakeholders affected by the analysis and to which it reports publicly.

This process is the basis on which the company's relationship with stakeholders is forged and its quality determines the end result of the information with which the organisation makes decisions that affect its relationship with said stakeholders and how it identifies material issues. These are the bases for selecting management and reporting indicators.

The methodology, work plan and results of the full materiality analysis are shown in the appendices section at the end of this report.



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# IKEA, passionate for life at home





IKEA was founded in 1943 by Ingvar Kamprad. It started out as a mail-order catalogue business in the Swedish town of Älmhult. Today, IKEA is a **global home furnishing brand that brings affordability, design and comfort to people all over the world.**

IKEA Ibérica belongs to the Ingka Group, formerly known as the IKEA Group and whose main business is IKEA Retail, the largest franchise in the “IKEA World”, with 422 stores across 50 markets.

It also operates in shopping centres – Ingka Centres – and has an investment division known as Ingka Investments. Inter IKEA Systems B.V. is responsible for developing the brand and ensuring its implementation in all markets.

Although IKEA Ibérica shares its strategy with the Ingka Group, which is its parent company, this strategy is adapted to the reality of the local market. Right now, we are undergoing a transformation process based on three key drivers: **“A more affordable IKEA” (Affordability)**, i.e. continuing to ensure prices that more of the many people can afford can afford; **“Reaching more of the many people” (Accessibility)**, where we make the purchasing process as easy as possible and make store visits and online shopping a fantastic experience; and, last but not least, **having a positive impact on people, society and the planet (Sustainability).**

Within sustainability, three main challenges have been identified: **climate change, unsustainable consumption and inequality.**

*Inspired by our vision and guided by our values, we are passionate about life at home.*

In response to these challenges, we focus on areas of work that define our **commitments to the circular economy and the fight against climate change, to inspiring and enabling a healthy and sustainable life, and to promoting a fair and inclusive society** (People & Planet Positive).



## The IKEA vision

To create a better everyday life for the many people. We want to have a positive impact on everyone, from the communities from which our raw materials are sourced to the way our products help customers lead a more sustainable life.

## The IKEA values

Our values reflect what we consider important... so important that we refer to them as one of our "pieces that last". They guide us in our daily work, from how we treat people and the planet to how we make decisions, whether big or small.



**Togetherness**



**Caring for People and Planet**



**Cost-consciousness**



**Simplicity**



**Renew and Improve**



**Different with a Meaning**



**Give and Take Responsibility**



**Lead by Example**

## Ingka Group across the world

- |                         |                         |
|-------------------------|-------------------------|
| 📍 <b>Australia</b>      | 📍 <b>Japan</b>          |
| 📍 <b>Austria</b>        | 📍 <b>Netherlands</b>    |
| 📍 <b>Belgium</b>        | 📍 <b>Norway</b>         |
| 📍 <b>Canada</b>         | 📍 <b>Poland</b>         |
| 📍 <b>China</b>          | 📍 <b>Portugal</b>       |
| 📍 <b>Croatia</b>        | 📍 <b>Romania</b>        |
| 📍 <b>Czech Republic</b> | 📍 <b>Serbia</b>         |
| 📍 <b>Denmark</b>        | 📍 <b>Slovakia</b>       |
| 📍 <b>Finland</b>        | 📍 <b>South Korea</b>    |
| 📍 <b>France</b>         | 📍 <b>Spain</b>          |
| 📍 <b>Germany</b>        | 📍 <b>Sweden</b>         |
| 📍 <b>Hungary</b>        | 📍 <b>Switzerland</b>    |
| 📍 <b>India</b>          | 📍 <b>United Kingdom</b> |
| 📍 <b>Ireland</b>        | 📍 <b>USA</b>            |
| 📍 <b>Italy</b>          |                         |

## IKEA, a brief history

# 1943

**Ingvar Kamprad** founds IKEA at just 17 years old, selling products such as pens, wallets and photo frames.

# 1953

First **IKEA showroom** in a former workshop in Älmhult so that customers can see and try out the products before ordering them.

# 1970s

**Expansion of IKEA** in different countries worldwide. Classics such as the **BILLY** bookcase and the **POÄNG** rocking chair are born.

# 1951

Ingvar creates the **IKEA catalogue** to sell quality furniture at affordable prices across all of Sweden.

# 1956

The idea is born to offer **flat packs** and have the customer assemble the product, after deciding to remove the legs from the LÖVET table.

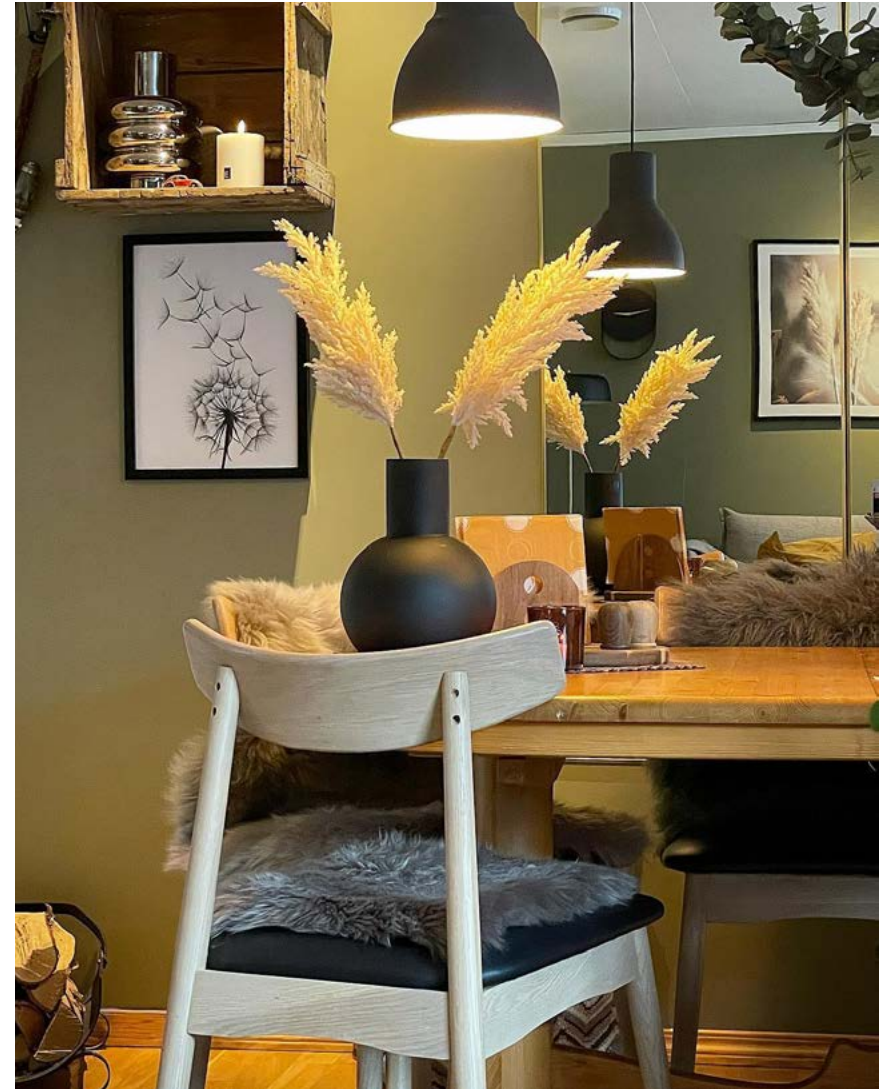
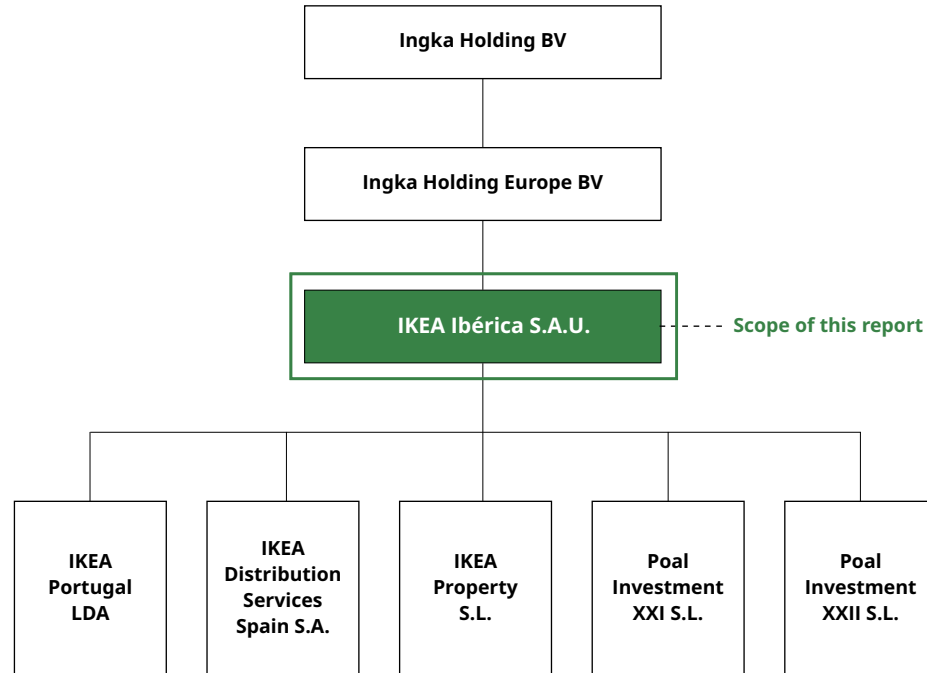
# 1996

**First IKEA store** in the Iberian peninsula.



# We are IKEA Ibérica

## Business structure



## Presence across the territory with different formats

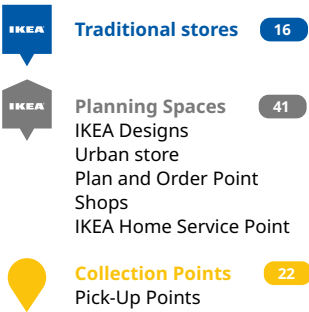
*“At IKEA, we focus on being more accessible to the many people”.*

—María José Martorell,  
Expansion Manager

IKEA Ibérica is immersed in an **expansion and growth plan**. We are testing different formats to be closer to our customers, with the future goal of having an **IKEA touchpoint no further than 15 minutes away by foot or 30 minutes away by car** from every Spaniard. This expansion plan, which has been in progress since 2021 and will culminate in 2025, is part of IKEA's firm commitment to the **omnichannel** model, with Madrid and Barcelona as strategic cities for IKEA worldwide. During these three years, IKEA plans to **invest EUR 150 million and create 1,500 jobs**. In Spain, IKEA currently has six different formats for points of contact and/or sale, with a total of nearly 80 different locations.



Our territorial expansion allows us to be wherever the customer is, allowing us to provide easy access to our products and services in different formats.



Pop-Up Stores are temporary spaces not shown on this map. Pop-Up Stores in FY22: Seville (IKEA Nervión) and Madrid (IKEA Xanadú).





# Our tools for good governance

## Risk management

At IKEA, we carry out regular risk detection and analysis processes. This is part of the company's transformation process as we adapt to new customer expectations; it allows us to be better prepared for changes ahead that may impact our business assets and helps us to keep our resilience plan up to date.

The main risk categories we work with at IKEA are:



**Strategic risks such as reputational risks, corporate governance risks and those related to our business model.**



**Sustainability: risks related to environmental impact and human rights, and to the IKEA way of doing business responsibly by ensuring compliance with the IKEA Code of Conduct along our supply chain (IWAY).**



**Safety of our customers and co-workers.**



**Prevention of occupational risks.**



**Code of conduct, including business ethics, anti-corruption and anti-bribery.**



**Product quality and safety.**



**Information security and data protection.**



**Digital environment.**

Digitalisation and cybersecurity are extremely important for the growth of the business. Digital processes have led to a conscious acceptance of certain risks as a consequence of prioritising digitalisation and continuing to support the digital transformation process. Cyberthreats are a growing menace and a critical risk for any organisation, including our own. The risk of cyber-attack is addressed in our resilience model.

Our compliance structure provides support to all areas of the company, working across them to proactively identify threats and roll-out the necessary action plans on the path to achieving our business objectives in a transparent, responsible, efficient and risk-free manner for the entire organisation.

## Respect for human rights

IKEA has an anonymous telephone line known as **Trust Line**, whereby any co-worker can report any bad behaviour or improper conduct they may have observed from a colleague, manager or even external provider operating in the store, and the confidentiality of the communication is always ensured. Furthermore, the company undertakes to conduct an investigation whenever one proves necessary.

At IKEA, we are firmly committed to **eradicating discrimination, child labour and forced labour**, and this is clearly reflected in our Code of Conduct, which states that all workers have the right to be treated fairly and be given equal opportunities, regardless of age, gender, sexual orientation, physical ability, ethnicity, race, nationality, religion or any other aspect of their identity.

The Code of Conduct requires all suppliers working with IKEA to have a documented routine to prevent any kind of forced or child labour.

With regard to the **right to collective bargaining**, IKEA Ibérica engages in constructive and positive social dialogue with trade union organisations. IKEA supports its co-workers right of free association, as well as collective bargaining with democratically elected workers' representatives and their trade union organisations.



*There has been 0 complaints related to Human Rights or corruption in FY22*

## Zero tolerance for corruption

At IKEA we strive to conduct our business in an honest, open and ethical manner. We abide by the **global anti-corruption policy** and have zero tolerance for corruption of any kind, as it is not conducive to good business and also undermines the trust that our co-workers, suppliers, customers and stakeholders place in IKEA. Each co-worker, when commencing their employment relationship with IKEA Ibérica, receives information on the anti-corruption policy, as do suppliers and contractors.

The **Code of Conduct** is reinforced annually through practical examples to ensure that workers understand the negative implications of corruption and know which situations carry a greater risk. We have an expense authorisation procedure in place, which defines the



limits of the co-worker's responsibility. Essentially, the person responsible for approving the expense is always different from the person who makes the request, thus ensuring the basic principle of segregation of duties and the four-eyes principle.

The **Crime Risk Prevention Manual** explicitly sets out the general principles of behaviour that must be observed. We express zero tolerance towards fraud and bribery and towards receiving or granting any benefits, favours or omissions that are considered illegal, immoral or an abuse of trust. No person acting on behalf of IKEA Ibérica or who is linked to IKEA Ibérica – including suppliers and contractors – may, directly or indirectly, request, offer, pay, accept or receive bribes, or engage in corrupt practices. Similarly, no IKEA co-worker may request, give or accept gifts or displays of hospitality from or to any supplier or third party. Should this situation arise, the item or thing received is donated to the charities or other good causes with which we regularly collaborate.

We have an extensive catalogue of mandatory **training** for the entire workforce, including training in crime risk prevention. This workshop transcribes the company's crime risk map, graphically exposes risk situations that could constitute a crime, and facilitates behavioural guidelines to prevent these risks from materialising.

Every year we update the company's **compliance policy** and communicate it together with the **annual compliance plan**, which is the framework setting out the main risks that could materialise in a criminal offence and the main controls and general principles of behaviour to be observed in order to avoid them.

Our **procurement policy** guarantees a transparent process when signing contracts with suppliers by ensuring objectivity throughout the process. This avoids any conflicts of interest that may exist in the agreement. Before entering into negotiations with a supplier, we inform them of the conditions under which they will work with IKEA Ibérica; this information includes the Code of Conduct for suppliers, which must be expressly accepted.

We have specific processes in place for managing contracts with public bodies (due diligence), ensuring that at least two people attend any meeting with a public official or a private company. The business discussed at the meeting must also be recorded in a set of minutes.

At IKEA Ibérica, all payments to and receivables from suppliers or between group companies are made via transfer. As an in-store control mechanism, all of our checkouts are technically configured to reject cash payments for amounts exceeding the legal limit.



## IWAY, our code of conduct for suppliers

At IKEA, we take proper care of our supplier relationships in order to build a strong supply chain. And we look to make sure that everyone who works for companies that supply IKEA directly is treated well. To succeed in this task, we have the **IWAY standard, our code of conduct for suppliers**.

IWAY sets out minimum requirements with regard to the environment, social welfare and working conditions. It is based on the eight conventions enshrined in the ILO Declaration on Fundamental Principles and Rights at Work of June 1998 and the Ten Principles of the UN Global Compact, and it also includes strict requirements to ensure animal welfare.

All suppliers must comply with the IWAY requirements and may not do business with IKEA until they are fully compliant. Our suppliers are in turn responsible for communicating the IWAY standard to their sub-suppliers.

*IWAY is the IKEA code for the responsible purchasing of products, services, materials and components.*

At IKEA Ibérica, we rely on internal and external data to assess the risk associated with the country in which each of our suppliers operates and the type of activity they carry out. Potential suppliers are evaluated according to the IWAY standard, and once approved and part of the team, they undergo regular monitoring to ensure that they implement it correctly. To monitor IWAY compliance among active suppliers, we engage the services of independent auditors to review those suppliers that carry the greatest risk based on our assessment. If these verifications show that any supplier falls short of our standards, an action plan is drawn up. Major non-compliances must be corrected within 14 days and all others within 90 days. In this way, we work hard to ensure that all suppliers involved in the supply chain comply with our code. In the event of any major non-compliance, IKEA Ibérica informs the Ingka Group's decision-making body and ties with the supplier are severed.

In FY22:

11

IWAY verification  
processes and

4

initial assessments

*We are determined to support responsible sourcing principles across all stages of the IKEA value chain.*

## The IWAY principles



**Rely on effective routines and open dialogue**



**The business is run lawfully and with absolute integrity**



**Children are protected and learning opportunities and family life are promoted**



**Fundamental labour rights are respected**



**Workers have time off, are paid responsibly, and are provided with opportunities for growth and development**



**Worker health and safety is protected**



**Proper working and living conditions**



**We protect the planet**



**All resources, including water and waste, are managed in a sustainable and circular way**



**Animal welfare**

## We adapt to you

*“The implementation of the project to deliver products from the stores is a clear example of our transformation: we shorten the delivery time to the customer and minimise the carbon footprint by avoiding unnecessary transport”.*

—Alberto Fossati, Area Manager

### More services and communication channels

At IKEA, we adapt to customers and new consumer profiles.

We are continuing to work on the transformation process in order to become a fully customer-centric company. During FY22, we added new services to help us succeed:



#### Financing

To make things easier for customers, who are able to pay for their purchases over 48 months, interest-free.



#### Interior design service for individuals and businesses

We offer two types of service: consultation with interior designers or an end-to-end project including room layouts, elevations and 3D views of the space the customer wishes to transform.



#### Chat

For virtual planning.



#### Remote selling

Service to assist the customer in purchasing the product. This can be done by phone, chat or via a virtual appointment with our planners.

We strive to improve the quality and accessibility of our services for all of our customers. We will continue to work on the price ladder and develop new services to meet expectations. During FY22, we improved our parcel home delivery and Click & Collect prices.



## Live shopping as a new digital sales channel

In FY22, IKEA launched its live shopping project, with bimonthly livestreams running throughout the year. In a bid to get closer to users and to become more accessible, the company has opted for this new format featuring informative content with purchase recommendations.

Under the name "IKEA Live", the new channel can be found on a new landing page on the website. The events are streamed simultaneously on the website, Facebook and YouTube. Users can interact with the presenters and clear up their doubts live through a two-way chat while learning about new uses or ideas to implement in their homes through a space that has been specially designed with the aim of showcasing decor and life at home.

Each event focuses on a specific theme: organisation, outdoors, food etc., with the idea of offering a virtual experience similar to what the customer would experience if they came to the store in person.



IKEA also held its first live shopping experience outside an IKEA store in FY22, in the Segovian town of Pinarejos. The company showcased its new products during a live event, though this time in a different environment to recreate the concept of "A summer of new experiences" show and how the villages of Spain can offer a truly unique summer.

The aim is to continue adapting to the needs of the market and the shopping habits of new generations in order to design more functional and specialised points of contact.

*Responding to new customer needs, improving the customer experience in the online store and furthering the omnichannel strategy are all strategic objectives for IKEA.*

## New IKEA Business Network

The IKEA Business Network provides access to offers, services and benefits tailored to the needs of companies of all shapes and sizes. **Exclusive benefits** of the IKEA Business Network:



### Free quick fix design tips

Free appointment with a business sales specialist. We arrange video-conferences to see your space and find solutions to your needs.



### Member discounts



### Space solutions at a special price.



### Learn with IKEA

Training and knowledge-sharing catalogue featuring short, simple videos on business basics, how to take care of your team, and the best solutions for each space.



### Perks for your people

Discounts on different brands and industries: gyms, travel, insurance etc.



### Free coffee from Monday to Friday at our in-store restaurants.

45,000  
new Network members

in FY22



### Continuous assessment of satisfaction

Customer satisfaction is essential for the business to run well. Through its website, IKEA Ibérica provides customers with various channels for making suggestions, complaints or claims:



**Toll-free phone number (+34 900 400 922)**  
Open from 08:00 to 22:00 Monday to Sunday, except 1 January, 6 January, 1 May and 25 December.



**Social networks**  
Facebook, Twitter, Instagram, YouTube, Pinterest and LinkedIn.



**Chat**  
Channel available to handle incidents.

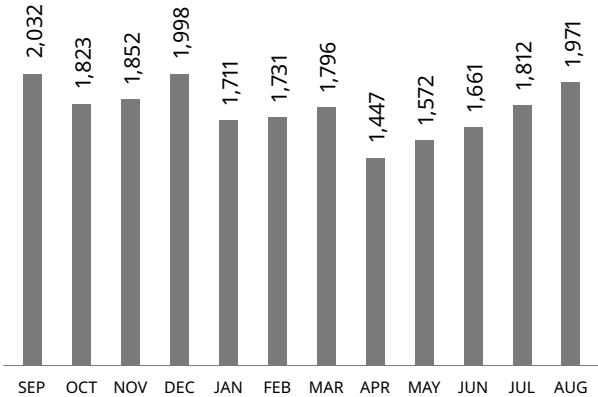
The IKEA Ibérica website offers an FAQ section on the most asked questions: returns, IKEA catalogue, IKEA stores, Småland, orders and pick-up points, shipping and deliveries, IKEA Business, how to plan your visit, help for smart lighting, payment, online shopping, IKEA Family, and questions about the website, among other important questions for customers.

### Claims and grievances

Lodged by customers, whether through internal or official complaint forms, registered fax or requests from public bodies. We offer customers various channels through which they can voice their grievances or send us their complaints.

Each month we record the number of claims and grievances we have received. If any such claim or grievance is a consequence or continuation of another received previously, it will be recorded as a single claim or grievance for the month in which we first receive it.

Number of grievances and claims



The figures include complaints and claims received via complaint forms, telephone, web form and social networks.

**21,406**  
grievances and claims  
received during FY22

**506,377**  
total number of suggestions,  
complaints, incidents, sanction  
procedures and legal claims



Incidents

Communications and notifications from customers that do not usually become complaints and/or grievances because they are relatively minor and we are able to resolve them swiftly with the customer.

The main incidents we receive relate to:



Purchasing processes



Transport and other services



Customers changing their mind



Quality



Customer service

Sanctioning procedures

Procedures initiated by the competent public administration and notified directly to IKEA. They may be due to breaches of consumer rights, grievances that have been handled incorrectly in the opinion of the public body, or other reasons.

We record any sanctioning procedures we receive in the month in which we are notified of them. Successive communications on the same sanctioning procedure are not recorded twice; they are only recorded once in the month in which the procedure is first notified.

Lawsuits

Legal proceedings that are filed before the Department of Justice (courts and tribunals).

We record the number of legal proceedings in the month in which they are notified. Successive communications on the same legal proceeding are not recorded twice; they are only recorded once in the month in which the claim is first notified.

We do not include notifications from lawyers announcing the initiation of legal action (these are recorded instead as claims and grievances); we only record those lawsuits that have actually been filed before the courts.

484,957

incidents  
during FY22

5

sanctioning  
procedures  
during FY22

9

lawsuits  
during FY22

## Quality assurance, health and safety

At IKEA, we ensure that we comply with all quality case tracking routines using our iControl tool. We also rely on visualisation interfaces to make it easier to find product-related information for decision-making:



**Number of returns and proportion to sales**



**Reports in Casy to find similar cases (Store Quality Reports)**

The Ingka Group also has an extremely rigorous system in place to ensure the safety and health of consumers. The system defines the requirements for each item, verifies them and ensures compliance with standards during product development and improvement. These immensely rigorous quality controls are there to ensure that each product complies with the legislation in force in the countries in which IKEA operates, thus exceeding our customers' expectations.

The control mechanisms are:

### Safety alert

An internal communication system that issues alerts on products which, due to their nature, could cause some form of harm to the consumer. An alert should be generated if an IKEA product/food item could cause:

- A negative effect on health.
- Serious injury or an allergic reaction.
- Significant damage to property.
- If there is an immediate risk of any of the above.
- If there is a defect in any IKEA food product.

A Safety Alert is also required if there is confirmation or any suspicion of non-compliance with a product safety standard or binding product regulation; if the competent authorities, media NGOs or the like make contact or undertake reviews on matters relating to product safety; or if there is the risk of a negative impact on the IKEA Brand.

### Recall

Action triggered when a product poses a real danger to people or the environment. Its mission is to warn customers and advise them to return the product to IKEA. For information on current and past recalls, please visit the IKEA Spain website ([www.ikea.es](http://www.ikea.es)).



# Partnerships for development

## Participation in global initiatives and organisations

*The Ingka Group is involved in various global initiatives to foster environmental, social and economic development.*



**The Circular Economy 100 – Ellen MacArthur Foundation.** Innovation programme designed to allow organisations to unlock new opportunities and achieve their circular economy ambitions faster. The programme brings together companies that have shown a remarkable commitment to the development of the circular economy.



**EV100.** Global initiative that brings together companies committed to switching their vehicle fleets (both owned and leased) to electric and installing charging infrastructure for co-workers and customers by 2030.



**EuroCommerce.** A network of companies and trade federations that promotes fair, sustainable and competitive trade in Europe and voices the needs and concerns of six million wholesalers, retailers and other commercial enterprises.



**Forest Stewardship Council.** Global non-profit organisation dedicated to promoting responsible forest management around the world. We work together to increase the availability of FSC-certified timber and to combat illegal deforestation.



**Better Cotton Initiative.** World-leading sustainability initiative for cotton. Its mission is to help cotton communities survive and thrive, while protecting and restoring the environment. A WWF initiative, IKEA is part of the initial support group.



**RE100.** Global corporate renewable energy initiative that brings together hundreds of large, ambitious companies committed to 100% renewable electricity.



**SolarPower Europe.** Its mission is to ensure that solar energy becomes Europe's main energy source by 2030.



**UTZ Certified.** The UTZ certification means more sustainable agriculture and better opportunities for farmers and the planet. It is the world's largest and fastest growing certification programme for responsible coffee and cocoa production.



**Business Call to Action.** Promotes and rewards inclusive businesses, with a clear commitment to benefiting low-income people to help achieve the Sustainable Development Goals.



**World Business Council for Sustainable Development.** A premier global, CEO-led community of over 200 of the world's leading sustainable businesses, working collectively to accelerate the system transformations needed for a net zero, nature-positive, and more equitable future.



## Retailers for the Climate

FY22 saw the launch of Retailers for the, a strategic alliance of retail brands that aims to boost Spain's ecological and sustainable transition. Aware of the great challenge that the fight against climate change represents for society, Retailers for the Climate is an alliance that pursues joint solutions to promote sustainable development.

The main objective is to achieve a carbon-neutral recovery in line with European targets and SDG 13: Climate Action, which promotes urgent action to combat climate change and its impacts.

The alliance is currently made up of IKEA, Alcampo, Ecoalf, L'Oréal, Mango, Sepiia and Tendam.

This partnership reflects our ability to have a positive impact and become sustainable businesses, as we turn our hard work into real and achievable goals in pursuit of Sustainable Development Goal 13. We have undertaken five commitments in this regard:



### A transparent and committed alliance

Each company has pledged to annually calculate and publish its impact in terms of CO<sub>2</sub> emissions.



### A fair and sustainable future

The signatory companies have undertaken to take further action to significantly reduce the CO<sub>2</sub> emissions generated by their operations, with progressive offsetting measures as they move towards a future carbon-neutral scenario.



### A circular perspective for our products

Progressive incorporation of circular economy, recycling and reuse measures into our internal business strategy, while building stronger awareness-raising initiatives together.



### Inspiration for a more sustainable life

This means providing information to and inspiring the customers of each company in alliance, in order to help build a movement conducive to individual climate reduction.



### Collaborating on climate action

Alliance members actively collaborate with suppliers, public administrations and other agents on climate action.

## Associations IKEA Ibérica belongs to



### Asociación Nacional de Grandes Empresas de Distribución (Spanish National Association of Large Distribution Companies)

Founded in 1965, this nationwide trade organisation brings together the leading medium and large distribution companies that operate in all types of commercial formats.

IKEA sits on the environment, CSR, digital, legislative development, tax and industrial relations committees.



### Confederación Española de Organizaciones Empresariales (Spanish Confederation of Business Organisations)

Since its creation in 1977, CEOE has represented and defended the interests of Spanish business owners. It integrates, on a voluntary basis, most companies (of all sizes) and self-employed workers from all sectors of activity through its core network of 240 business associations.

IKEA Ibérica sits on the following committees: Equality and Diversity, Corporate Social Responsibility, Sustainable Development and the Environment, Employee Dialogue and Employment, Economy and Financial Policy, Industry and Energy, Legal Commission, Digital Society and Transport and Logistics.



### DIRCOM – Spanish Association of Communication Executives

Leading professional association in Spain that brings together more than 1,000 communication executives and professionals. It aims to showcase the strategic importance of this function within organisations and its contribution to society.

As a meeting point for professionals in the communications sector, IKEA provides and shares common interests.



CÁMARA DE COMERCIO  
HISPANO-SUECA

### Cámara de Comercio Hispano Sueca (Swedish-Spanish Chamber of Commerce)

A private, independent, non-profit association that works to promote trade and cultural ties between Spain and Sweden. Companies account for 72% of its members, 70% of which are Swedish and 30% Spanish; the other 28% consists of individuals with an interest in both countries.

IKEA Ibérica is currently president of the Chamber.



### Autocontrol

Independent self-regulatory body for the advertising industry in Spain. Founded in 1995 as a non-profit association, it brings together advertisers, advertising agencies, the media and professional associations and champions responsible advertising, i.e. advertising that is faithful, truthful, honest and lawful.

As part of the General Assembly, IKEA ensures that certain campaigns do not have a negative impact on any group in general, while advising if someone uses its brand unlawfully.



### Asociación Española de Anunciantes (Spanish Association of Advertisers)

A non-profit professional association that represents and defends the rights of advertising companies in all matters relating to commercial communication, with more than 220 members – with an upwards of 600 brands –, predominantly large companies.

IKEA is actively involved in forums, studies, events etc.



### Federación de Asociaciones de Celíacos de España (Spanish Federation of Coeliac Associations)

An organisation that works to improve the quality of life of people with coeliac disease and to achieve their social integration. It does this by providing direct support to people with coeliac disease and their families through awareness campaigns, research and food safety.

IKEA uses this logo on its products and in its restaurants. It receives advice at an operational level, as well as training for co-workers. It also appears as a "gluten-free centre" in the FACE mobile app. The association offers us tremendous recognition and visibility among the coeliac community.



### Forética

Forética is the leading organisation when it comes to sustainability and corporate social responsibility in Spain. Its mission is to integrate social, environmental and governance issues into the strategy and management of companies and organisations. It currently has more than 200 members.

IKEA sits on its management board. It is also active in three clusters: Climate Change, Social Impact, and Transparency and Good Governance.



### Global Compact

UN initiative leading the world in corporate sustainability. It fosters corporate social responsibility and focuses on ten principles based on respect for human rights, labour, the environment and anti-corruption, which must take priority in the strategic vision and everyday practice of every business.

IKEA signed the Global Compact in 2019.



### Marcas de Restauración

Marcas de Restauración is a dynamic association founded in 1996 with the aim of making the entire value chain more competitive within the hospitality sector, sharing solutions, standards and knowledge to make the sector more efficient and sustainable and providing greater value to the consumer.

During FY22,  
the total contribution made to these associations was

EUR 131,439



## Tax contribution

The total profit before tax amounted to EUR 123 million of euros and was obtained entirely within the Iberian Peninsula. The total corporate taxes amounted to EUR 99.426.571,45\* in FY22.

# 161

**million euro  
in own taxes,**

including corporate income tax, property tax, tax on business activities, environmental taxes and social security contributions payable by the Group companies.

# 361

**million euro  
in taxes collected,**

including personal income tax withholdings, as well as co-workers' social security contributions and consumption taxes.

*\* Includes 55.7 millions in payments for inspection records*



Lastly, it should be noted that during fiscal year 2022, IKEA Ibérica received EUR 73,000 in public subsidies, mainly related to training.

6

## Sustainable homes



Having a sustainable home is now easier and more affordable than ever. At IKEA, **we want each and every customer to have access to products that help them lead a more sustainable life** and that meet their needs. We inspire and propose solutions for sustainable and healthy living.

What makes IKEA different is its **democratic design**, meaning good design for all. Our products must comply with the five dimensions that make up democratic design:



**Form**  
 We seek the best way to live at home, designing products that make every space look better and improve people's well-being.



**Function**  
 Each product must meet everyday needs.



**Quality**  
 We look for resistant, flexible and durable materials.



**Low price**



**Sustainability**  
 Our designs are made from sustainable raw materials and processes.



For us, the source of our materials, products for a more sustainable lifestyle and the circular market are key elements in creating a sustainable home.

# The source of our materials



## Wood

Wood is central to IKEA’s activities: it is a renewable, natural material that lasts for generations. The responsible sourcing of this resource is crucial to our business. We work to the highest industry standards to ensure responsible forest management. The wood we use is certified by the Forest Stewardship Council® or comes from recycled sources.\*

\* We constantly work with our suppliers to ensure that wood-based materials are sustainably sourced. However, there will always be a small percentage of wood that does not yet come from such sources, such as when we partner with a new supplier, or perhaps due to unforeseen supply contingencies.



## Natural fibres

IKEA is always looking to increase the use of materials made from natural fibres, such as water hyacinth, cork, banana fibre and rattan. Most of this production is non-industrial and we work closely with weavers and artisans in Vietnam, Indonesia and China, among other countries.



## Cotton

IKEA, WWF and other partners have developed the Better Cotton Initiative, the world’s largest cotton sustainability programme that seeks to help cotton communities survive and thrive, while protecting and restoring the environment. Under this initiative, farmers are trained in good water management practices and aid is provided in areas affected by erosion and water scarcity.



## Leftovers and recycling

When we say leftovers, we mean material left over from other production, while recycled materials come from the re-use of material from old products. We use all of these materials – wood, plastic, paper or metal – wherever possible.



## Wool

Wool is a durable, renewable, biodegradable and recyclable material. At IKEA, we are now working to make sure that all of the wool we use in our products is responsibly sourced.

To achieve this goal by 2025, IKEA has started to ensure that certain parts of the wool value chain are compliant with the Responsible Wool Standard (RWS), thus ensuring that sheep are treated with respect and that the land on which they are raised is managed responsibly.



## Plastic

Our goal is to use exclusively renewable or recycled plastics. At present, roughly one third of our plastic items come from renewable or recycled sources. PET, PE and PP are three of the most commonly used plastics in IKEA products. We have specific requirements on the use of chemical products and other substances in the manufacturing process, given their health and environmental implications.





### Bamboo

Bamboo is one of the fastest growing plants in the world. Durable, strong and stable, bamboo is an extremely sustainable material that filters CO<sub>2</sub> from the air and produces oxygen. We mainly use the lower and middle part of the plant for the production of IKEA bamboo products. Bamboo sheets are also used for panels in accessories and furniture.



### Food

We are firmly committed to sourcing sustainable raw materials that meet animal welfare requirements and environmental and social standards. We also request third-party certifications where relevant. Almost half of the food range was purchased from Inter IKEA.



### Soy

Soy is a protein-rich plant-based food source used primarily for animal consumption. Inter IKEA supports the development of sustainable soy, and is a global member of the Round Table on Responsible Soy Association. All soy used to feed salmon is certified as sustainable. In other soy supply chains, where it has not yet been possible to fully map the risks, Inter IKEA will start buying RTRS soy credits for its own use.



### Cocoa, coffee and tea

**Cocoa:** 100% UTZ (programmes for sustainable coffee and cocoa cultivation), segregated or mass balance in IKEA-brand chocolate bars, and KAFFEREP biscuits and pastries. **Coffee:** 100% of IKEA coffee is UTZ-certified. **Tea:** 100% is produced pursuant to recognised sustainability certifications.



### Fish and seafood

Inter IKEA has agreed to source only certified fish and seafood so as not to contribute to the depletion of fish populations. That's why all our fish products are certified by the Aquaculture Stewardship Council and the Marine Stewardship Council, with the chain of custody verified in all our stores.



### Palm oil

100% of candle oil and 99% of the oil in food products from IKEA's global range bear the seal of the Roundtable on Sustainable Palm Oil, thus assuring that certain conditions relating to deforestation, development and human rights are met with regard to palm oil crops.

## New food products that contribute to sustainability

During FY22, we have launched several innovations related to our food products, with the aim of offering a more sustainable plant-based protein range:



### In our restaurant

We have added vegetarian nuggets to replace the traditional chicken nuggets. We have also relaunched two of our most popular dishes with new recipes to make them more sustainable: vegetable balls and certified salmon.



### In the Swedish Food Market

We now offer MSC-certified breaded fish bites.



### In the restaurant

We've added vegan chocolate ice cream.



## Products for a more sustainable lifestyle

*“At IKEA, we share tips on how to live more sustainably at home. We offer customers ways to make small everyday changes to bring about greater environmental change”.*

—Alberto Fossati,  
Area Manager

According to climate action research conducted by INGKA Group & GlobeScan Action on Climate & Inequality 2021, nine out of ten people in Spain are willing to improve their behaviour in the future to help reduce climate change. However, nearly 40% don't

know how to do so. At IKEA, we have a huge selection of products (more than 4,000) to help you lead a more sustainable life, as well as **a specific section dedicated to sustainable products and advice on sustainability.**



### To save energy

Energy-saving products that help customers reduce their environmental footprint and energy bills, including energy-efficient light bulbs, dimmable lamps, and smart lighting solutions whereby devices are connected to a single remote control or via dimmer switches, allowing you to control the lighting intensity depending on what you're doing at any given time.



### To save water

Water-saving products like shower heads that reduce the amount of water used while keeping the pressure just right, or kitchen and bathroom taps that can cut water consumption by 50%.



### To create less waste

Dependence on single-use plastic in our daily lives generates an enormous amount of unnecessary waste. At IKEA, we can substitute single-use items like bottles, bags and cups with more sustainable and environmentally-friendly options.



### To avoid food waste

Every year, one-third of all food produced worldwide is lost or sent to landfills. With suitable, see-through food storage systems, food stays fresh for longer.



### To choose more sustainable materials

To us, selecting the right materials is all about making responsible choices. If we can't use renewable resources, we find recycled or recyclable resources. Our target for 2030 is for all plastics used in our products to come from renewable or recycled materials.



### For a diet with a lower climate impact

What we eat has a huge environmental impact, from the food production to processing and disposal. IKEA plant balls have a carbon footprint that is 15-times smaller than that of meatballs.



### To make furniture last longer

Gradually, all IKEA products will be created with the ability to be redesigned, refurbished, repaired, reused, resold or recycled. There are now lots of easy ways to make your furniture last longer or give it a second life. You can also try and resell or recycle items you no longer need.



### Love it longer

Be more thrifty by prolonging, upcycling and repairing your favourite home furniture and accessories. Give a sofa a new lease on life simply by reupholstering it.

## A year of IKEA Home Solar

A year ago, IKEA started contributing to the democratisation of solar self-consumption with its launch of the SOLSTRÅLE range, a value offering in the sector that combines the properties of the system with the best conditions and guarantees within the reach of most people. The launch of this solar panel offering is an important part of the IKEA global sustainability strategy. In addition to reducing the carbon footprint of IKEA operations, we also help people live more sustainably in their homes.

The IKEA solar energy home solution is designed to be accessible at an affordable price. It includes roof-mounted solar panels and an easy control system that monitors solar production. It's an affordable solution that allows as many people as possible to generate their own power, reduce carbon emissions and save money in the process.





## Circular Hub, giving furniture a second life

At IKEA, we are always on the lookout for circular economy solutions for our customers. In FY2022, we expanded the second-hand market service already present in stores to an online platform. This means that the section of the store dedicated to discontinued, ex-display and second-hand products bought back from customers is now available on the IKEA website. People can view the products online, see their current price and the reason why they are in the Circular Hub, and reserve them.

Products available in the Circular Hub come to us in a number of ways:

### **Discontinued**

Although in perfect condition, these products are no longer for sale in-store.

### **Second-hand**

Pre-loved products from our buy-back service.

### **Ex-display**

Products that have been displayed on our store floor.

### **Products with minor aesthetic damage**

These products are completely safe and functional.



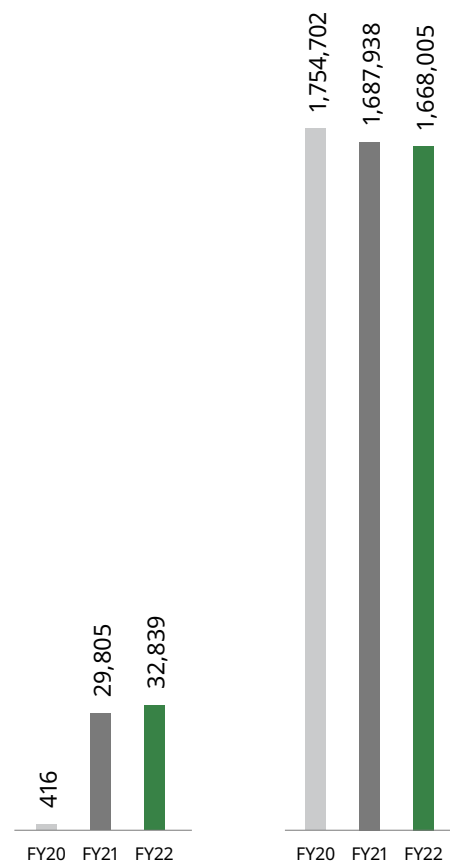
Our commitment to circularity is also manifested through the buy-back of IKEA furniture from customers who no longer need it. Through a simple process, the customer can use our buyback estimator to see what they can earn and bring the furniture to the IKEA store of their choice.

*We repair and then resell products that have been damaged over the course of our operations and also donate some of these products to charities. We are currently developing IKEA Rental, a pilot service for businesses to lease furniture.*

### The Circular Hub in figures

No. of second-hand buybacks

No. of sales in the Circular Hub



# 1,668,005

products sold  
in the Circular Hub

# 32,839

buybacks from our  
customers  
of second-hand products

*IKEA Ibérica was the first subsidiary in the world to create an online circular hub.*



A photograph of an outdoor lounge area. In the foreground, a light-colored sofa is adorned with several large, striped cushions in shades of green, blue, and white. The background is filled with dense, dark green foliage. Warm, glowing string lights with large, rounded, white-lit bulbs are strung across the scene, creating a cozy and inviting atmosphere. The lighting is soft and warm, suggesting late afternoon or early evening.

7

**The planet,  
the great place we call home**

Unsustainable consumption and climate change are two of the biggest challenges faced by humanity. The size and configuration of **IKEA means that we can help achieve a more sustainable world, and we have made some ambitious commitments to do so.**

IKEA is committed to becoming **climate positive by 2030** by reducing more greenhouse gas emissions than the IKEA value chain emits, while still growing the IKEA business. This means limiting the global temperature rise to 1.5°C by the end of the century. To be climate positive, we must first reduce the climate footprint of the entire IKEA value chain in line with the 1.5°C target, in addition to halving emissions by 2030 and reaching zero carbon emissions by 2050.

Our goal is also to transform into a **circular business by 2030**. We are committed to designing all our products with circular capabilities. Our objective is to use only renewable or recycled materials and to offer our customers solutions that will prolong the useful life of products and materials. We also want to have a **positive impact by regenerating resources, protecting ecosystems and improving biodiversity**, while still growing the IKEA business.



IKEA does not have environmental certifications. Environmental management and commitment is embedded in our business model, and we make active strides in the fight against climate change and in the transformation of our business operations. To this end, we work with a carbon footprint calculation and reporting system (Sustain). We regularly record environmental indicators, which provide us with valuable data that goes beyond our own operations and also involves other links within our value chain.

Because we view sustainability as a **transversal responsibility for all co-workers**, we have taken out a civil liability insurance policy for accidental and sudden pollution, for a sum of EUR 1.2 million. And the Maintenance, Legal, Compliance and Sustainability departments are directly involved in its management, as is the Purchasing area, which relays our environmental requirements to our suppliers through the Code of Conduct for Suppliers and verifies compliance.



# Committed to reducing our carbon footprint

Ingka Group has set the following emission reduction targets for 2030, approved by the Science Based Target initiative:

## 80%

reduction in absolute emissions in our own operations

compared to 2016

## 50%

reduction in emissions from customers and co-workers on their journey to our stores

in relative terms, compared to 2016

Last-mile delivery

## 100%

zero emissions by 2025

### Climate change / carbon footprint

Scope	Emissions (tCO <sub>2</sub> e)			Source
	2020	2021	2022	
Scope 1	1,608.51	1,787.86	1,770.90	Stationary combustion
	594.26	450.7	293.13	Mobile combustion
	1,945.67	1,792.01	1,764.60	Fugitive (refrigerants)
	242.21	248.82	0,00	Electricity
Scope 2	Total: 4,390.65			
		4,279,39	3,835.63	

## 1,619,590

kg CO<sub>2</sub>/m<sup>3</sup> of product sold

11.4% less than the previous year

## 2.37

kilogrammes of CO<sub>2</sub> emissions/m<sup>3</sup>

from sold products

## Method for calculating emissions

### Scope 1

<b>Fuels in fixed and mobile sources</b>	Company emissions. The cost of fuel used in each of the sources multiplied by its corresponding emission factor is estimated.
<b>Refrigerant gases</b>	Emissions from refrigerant gas leakage. These are calculated based on the volume of gas refilled throughout the year by its corresponding emission factor.

### Scope 2

<b>Electricity</b>	Electricity consumption by the emission factor associated with the company's specific electricity mix.
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## Sustainable mobility

Mobility and logistics are key aspects in the smooth running of IKEA operations. Therefore, in FY22 we launched several initiatives with a dual purpose: to provide a better service to customers while reducing the environmental impact of our transport.



### New single-store delivery project

This involves shorter delivery times for customers and a reduced carbon footprint. In operation at the Sabadell, Badalona, Murcia, L'Hospitalet and Valencia stores.



### New project whereby a large store acts as a warehouse for a small store

Merchandise covers a shorter distance, thereby reducing the carbon footprint. In operation in the Jerez (for the Seville and Málaga stores), Valladolid (for the A Coruña and Asturias stores), and Zaragoza (for the Barakaldo stores) stores.



### First steps in building a new warehouse in San Sebastián de los Reyes

to supply points where customers can bring back merchandise directly (Goya and Las Royas high street stores). A similar project is underway in Andalusia.



### Last-mile delivery 100% emission-free by 2025

In FY22, we achieved 18.55% in bulky deliveries and 8.5% in parcel orders.

243

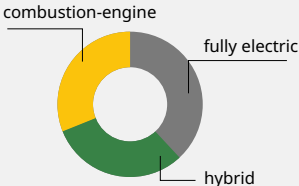
charging points for electric vehicles

of customers and co-workers

47

electric vans

nationally



Out of a total fleet of 158 vehicles, of which **38% are fully electric, 31% are hybrid and 31% are combustion-engine.** We have 109 low-emission vehicles.



*Our objective is to continue investing in a logistics network that is quicker, more efficient and with a low environmental impact.*

IKEA Ibérica uses refrigerants in its chilling and cooling equipment. We take numerous actions to mitigate their impact:

- **Inventory of refrigerant gases** used at all our units in order to define lines of action when replacing equipment.
- **Annual** documentation report for the refrigerant gases replaced at each facility, including the date, site, type of refrigerant and refill volume.
- **System for comparing cold production systems** for restaurant/canteen equipment, studying options to reduce the use of refrigerant gases and choosing others that have a lower impact on the greenhouse effect.

# Waste and furniture recovery

## Prevention and reuse

In addition to the IKEA circular hub, IKEA Ibérica strives to prevent waste and to reuse materials through internal measures and customer measures.

**370,291**  
products recovered  
via repackaging  
and placed back for sale

**58,853**  
in-store hardware orders  
to extend the life of products

**43,193**  
hardware orders delivered  
for free through the Customer  
Centre

## Generation and recycling

In FY22, the rate of recycling for the waste we generate increased to 90.48%, marking an improvement compared to FY21.

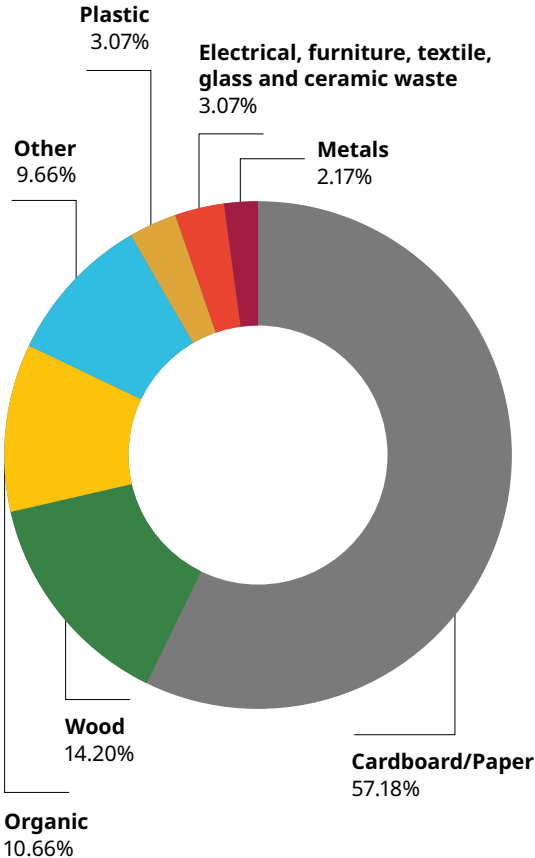
**23,217.86**  
tonnes of waste generated

**21,007.60**  
tonnes of waste recycled

**90.48%**  
waste recycling rate  
84.14% in FY21

\* include only stores (not other CMP formats),  
Service Office and PUP Pamplona

Type of waste generated (%)





## IKEA will gradually phase out plastic from consumer packaging by 2028

In line with the commitment to have a positive impact on both people and the planet, IKEA will phase out plastic from consumer packaging solutions.

The phase-out will occur in stages, starting with the new range by 2025, and continuing with the existing range by 2028. With this phase-out, IKEA aims to reduce plastic waste and drive the industry agenda to develop packaging solutions focused on renewable and recycled materials.

Globally, IKEA has already significantly decreased the amount of plastic used in its packaging solutions. Today, less than 10% of the total volume of packaging material used annually by IKEA consist of plastics.

The movement away from plastic in consumer packaging will require the engineering of new solutions, as well as close collaboration with product development teams and IKEA suppliers across the world. Beyond 2028, plastic packaging might remain in some parts of the IKEA Food range where it is needed to secure quality and food safety standards, in which case it will come from renewable or recycled sources.

## Actions to combat food waste

IKEA is committed to cutting food production waste by applying circular economy principles and launching several initiatives:

- **Too Good To Go app** to reduce the waste of leftover food during service. In FY22, we saved 28,274 packs of food from going to waste.

- **Optimisation of operations.** Several tools are in place to improve and implement cooking processes and to ensure they guarantee product quality, experience and a reduction in waste:
- **Web ratio:** based on past and prospective sales and the menu, this tool provides a specific production plan.
- **Preparation,** production and serving instructions to ensure efficiency.



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As a result of these actions, FY22 closed with:

**-54%\***

**food waste**

compared to the base year FY17

**122,574**

**kilos of wasted produce**

*\*% wasted on average for FY22 versus the sum of weekly targets in that same year. This year we have included all IKEA Ibérica stores.*

We also have tools to monitor food waste throughout the process. Our objective is to analyse, understand and manage our waste consistently in order to ensure that the action plan becomes part of our routine and to have a positive impact.

# Food product process



# Responsible use of resources

## Water consumption

Every month, IKEA Ibérica monitors how much water – a scarce resource – is consumed in stores.

We currently have rainwater collection systems and water recovery methods in the climate control systems at five of our units.

The waste water produced by IKEA is channelled to the sanitation network and is periodically analysed to control effluent parameters.

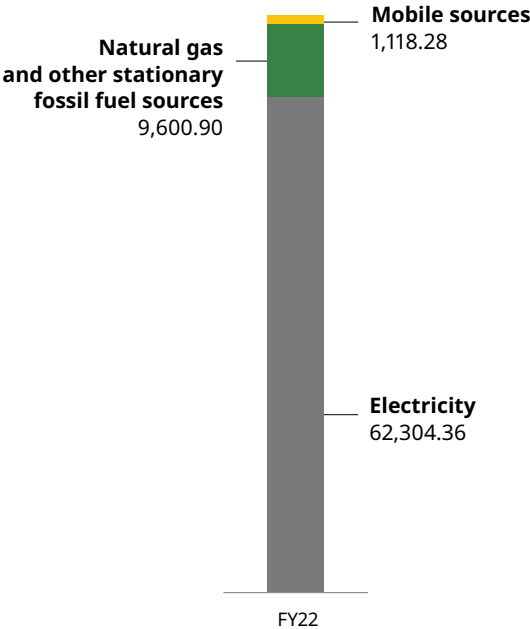
183,054
m<sup>3</sup>
of water consumed

4.64
litres of water consumed per visitor
+ 11% compared to FY21

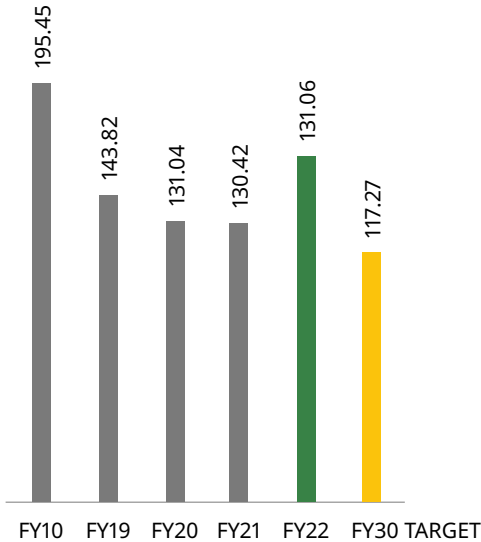
## Energy consumption

73.023.54
MWh

Energy consumption by source (MWh)



## Energy efficiency (kWh/m²)



## Renewable energies

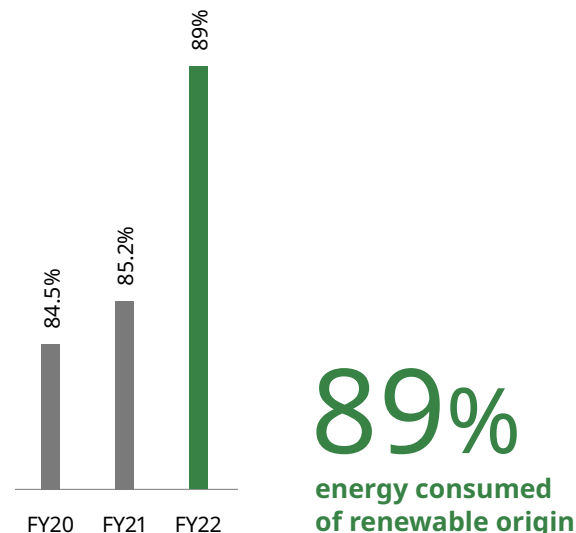
At IKEA, we also strive for our operations to be energy independent, and we have **renewable energy production plants** with different technologies, such as solar photovoltaic, solar thermal and geothermal energy.

In FY22, IKEA achieved its objective of investing in self-consumption by installing photovoltaic plants in six stores: Valladolid, L'Hospitalet, Badalona, Sabadell, Zaragoza and Barakaldo. These plants make up 31% of the electricity production and generate 4.5 megawatts.

Furthermore, 99% of the electricity consumed in our owned stores is certified by the CNMC (*Comisión Nacional de los Mercados y la Competencia* — Spanish National Commission for Markets and Competition), which guarantees the renewable origin of this energy.

Our target is to have 100% of the electricity consumed from a renewable source by 2025, and to have heating and cooling from a renewable source by 2030.

Consumption of energy from a renewable source



*In FY22,  
IKEA generated 15,614.20  
MWh of renewable energy,  
which equates to 17.6% of  
the total energy consumed.*

## Ingka Group joins the solar business in Spain with an investment of more than EUR 100 million

Ingka Group has signed an agreement with Enerparc for the promotion and development of photovoltaic solar parks in Spain, in which it will invest more than EUR 100 million. The 140 MW installed will produce approximately 260 GWh per year, which is equivalent to the electricity consumption of 65,000 Spanish households.

This is the first large-scale investment in renewable energy in Spain and will include five photovoltaic solar energy projects of approximately 140 solar MW. The photovoltaic plants will be located in Andalusia, the Valencian Community and Castilla La Mancha, and construction is expected to commence in 2023.

This project is part of the investment already announced by the Ingka Group to support the objective of becoming an energy-independent business and to have 100% of the energy consumed throughout the value chain be renewable, also now generating more energy than it consumes. All of this contributes to the ambitious goal of becoming a 100% circular business by 2030.

## Promoting sustainable consumption

*“IKEA does not run large discount campaigns because we have low prices throughout the year and we encourage consumer awareness and responsibility”.*

—Carlos Cocheteux,  
Country Selling Manager

IKEA sells products for a more sustainable lifestyle, shares its know-how and encourages consumer awareness to promote sustainable and more eco-conscious lifestyles.



### Green Friday

Campaign to offer a sustainable alternative to Black Friday, promoting circular consumption among customers to give their furniture a second life. Customers who received an estimate for their furniture between 15 and 28 November were given up to an extra 50% on top of the normal buyback price. With this incentive, the Green Friday campaign aims to promote two IKEA services to extend the life of its products: buying back furniture from its customers and the Circular Hub service, which sells second-hand furniture.



### Food

In FY22, we have continued selling more plant-based options. We also served plant balls (with a climate footprint of 4% compared to our traditional meatballs), as well as plant-based mince.



## Sustainability reporting to customers

In FY21, we created a common thread to ensure the consistent communication of our sustainability efforts across all customer touchpoints. Green Thread was updated in FY22 to incorporate guidelines that help points of contact deal with the main obstacles that consumers face in their journey towards more sustainable living: cost and lack of knowledge about what to do at home.

The new guidelines explain to customers that living more sustainably at home is possible and doesn't have to be more expensive. That's why we have a wide range of sustainable yet affordable products, so there is something for everyone. This, coupled with our knowledge of what people need at home, allowing us to offer solutions, tips and ideas to turn this into a reality, gives us the key elements to overcome these obstacles, helping and inspiring our customers to get on board with the movement in their own homes.



*IKEA wants to use the Green Friday campaign to inspire more circular decisions in Spanish homes and to demonstrate that a more sustainable lifestyle can also be affordable.*



8

**We build community**



“We are involved in several projects, working with large organisations in local markets across all territories. These projects are like seeds that will grow and flourish”.

—Mónica Chao,  
Sustainability Manager

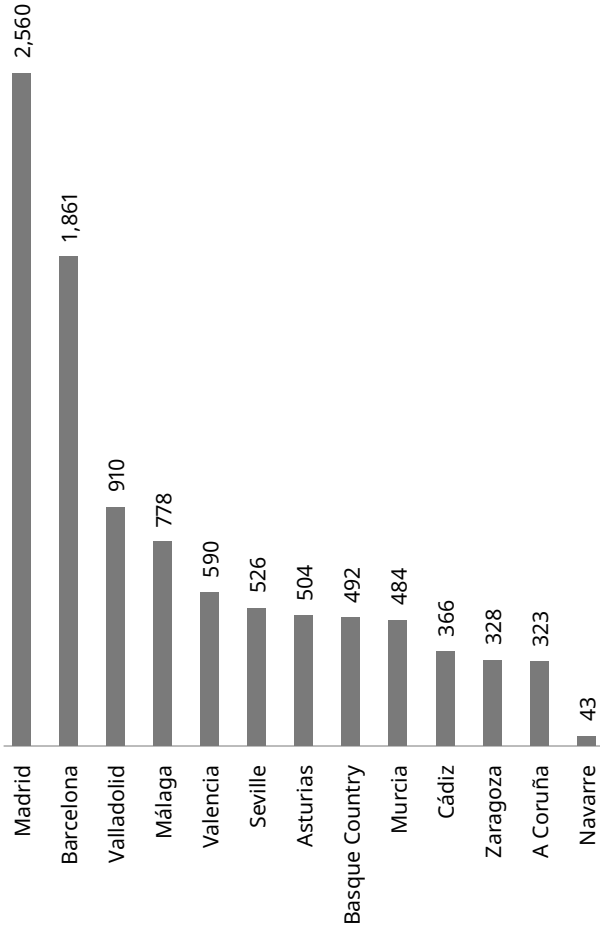


Always guided by our vision of “creating a better everyday life for the many people”, at IKEA we drive initiatives that significantly improve the life of all people in Spain. With people and the planet at the centre of everything we do, we want to have a positive impact, hearing and understanding their needs and the needs of society as a whole.

To achieve this, each IKEA Ibérica unit promotes initiatives aligned with local needs, generating a positive social impact on its environment in addition to economic value.

Impact of activity on employment and local development

People employed by province



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Places Called Home

Allen Plan for recovery

Engaging with society

IKEA For a more sustainable home FY22

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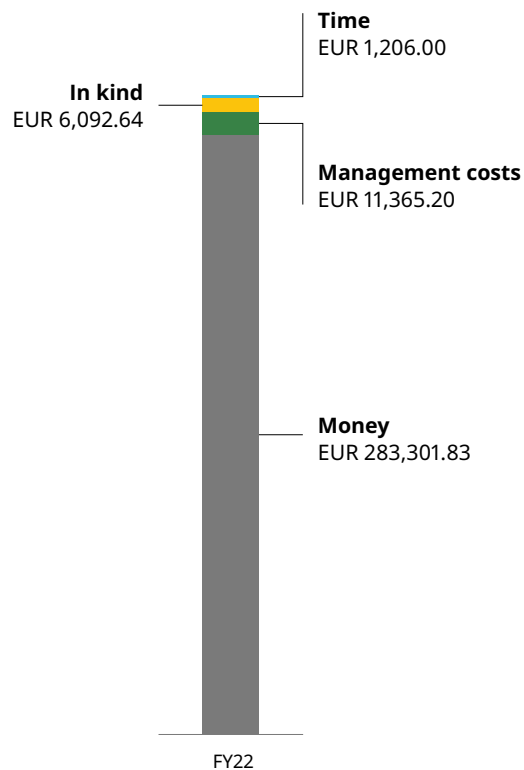
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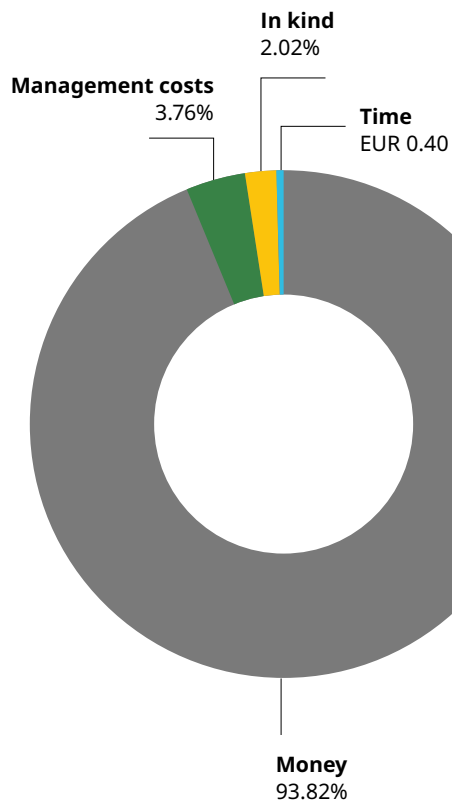
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We build community

### Breakdown of investment in the community (EUR)



### Breakdown of investment in the community (%)

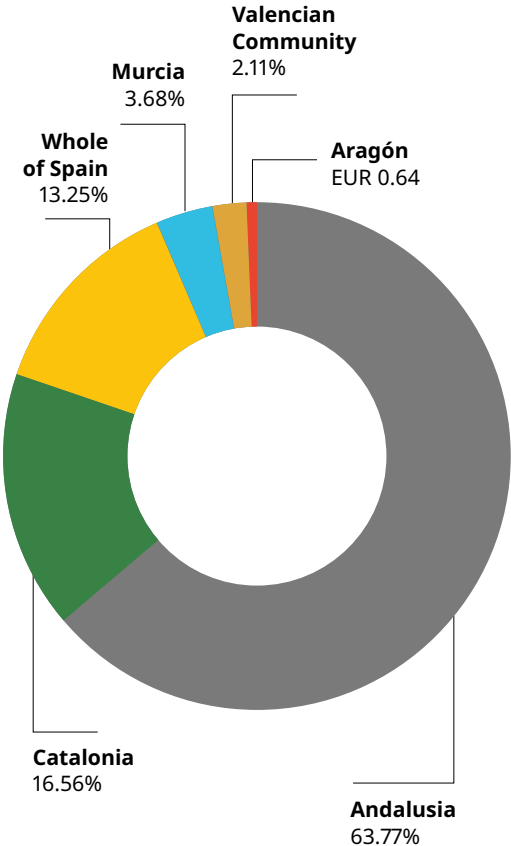


# EUR 301,965.67

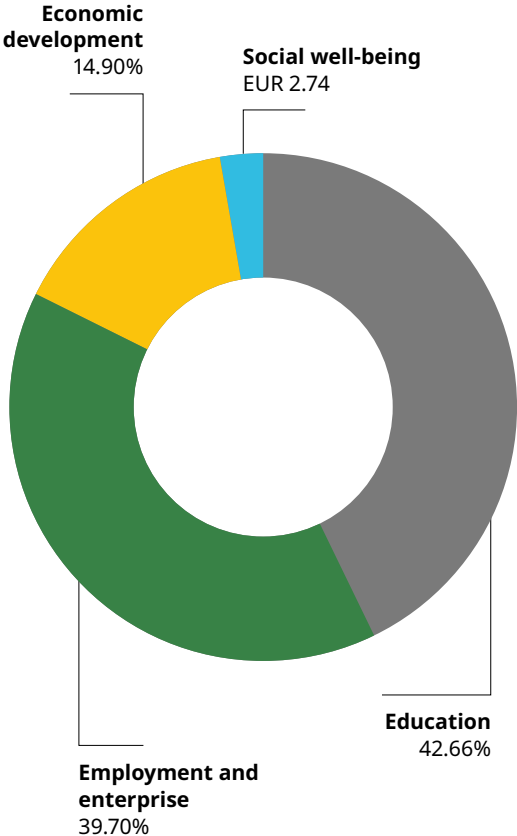
invested in the territory  
in FY22

**+55.71%**  
compared to FY21

Investment by territory



Type of investment



Holapueblo, an initiative that connects people and villages

We are involved in Holapueblo, a joint initiative by the Red Eléctrica Group, IKEA and AlmaNatura to tackle depopulation, **drive entrepreneurship and attract new residents to the country's rural areas.**

Through this initiative, we help people with entrepreneurial ideas and a desire to live in rural areas by connecting them with sparsely populated villages actively working to attract new residents. People interested in living and starting a business in one of these towns receive mentoring on their business idea, advice on the location that best fits their life and entrepreneurial project, and are supported throughout the process.

At IKEA, we believe that our know-how about life at home gives added value to these villages. We have launched an open call to the areas included in the programme to submit projects aimed at breathing new life into town hall spaces, which can serve to revitalise their community. Two projects will be selected for free interior design and planning, as well as any furnishings required.



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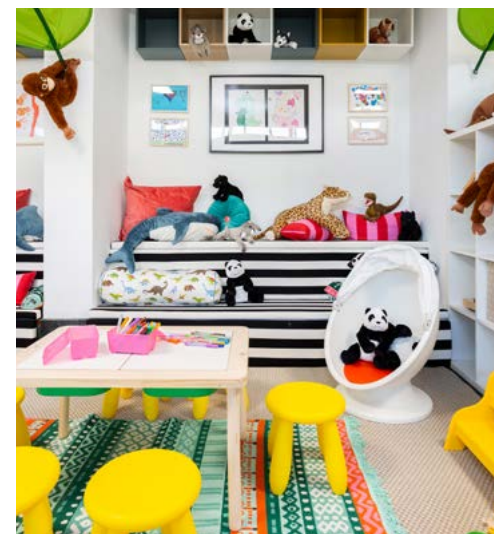
We build community

# Places Called Home

At IKEA, we believe that everybody deserves access to a secure, genuine and vibrant home. That's why we're working hard to make our purpose a reality: to help bring equal opportunities to many households.

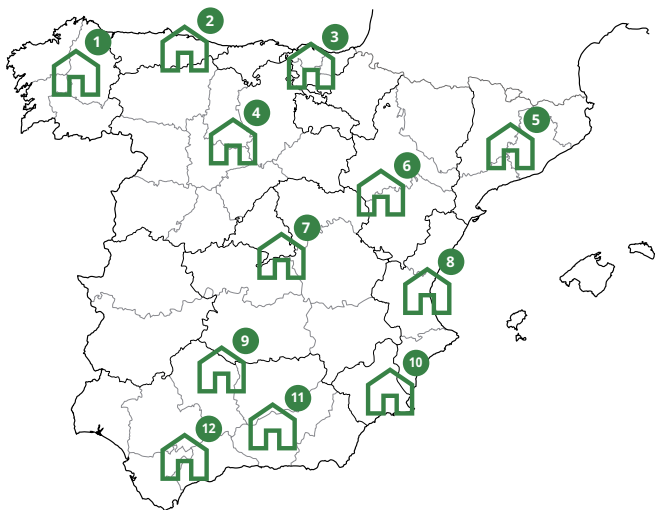
To do so, during FY22 we launched social transformation projects through the **creation of spaces and homes for people at risk of social exclusion**. To this end, the company identified projects with 17 social organisations in communities with an IKEA store.

These projects looked at life at home from an innovative perspective: spaces where people can transform their lives and create the building blocks of a new life or a new future. To this end, a team of IKEA interior design and decor experts focused on creating true homes, designing, fitting out and setting up secure, decent spaces where people could grow and develop, making their dreams and aspirations become a reality.





## Type of investment



## New spaces for residents at the women and children's refuge (Centro de Recuperación Integral de Mujeres y Niños Maltratados)

Since November 2021, up to 40 resident women and their children have had their living spaces renovated and refurbished through the joint collaboration between Escuela Madrileña de Decoración and IKEA. Together, we have pooled our knowledge and resources to refurbish and prepare up to five rooms designed to create a sense of well-being for these women – who are victims of violence and at risk of social exclusion – and their children. The renovated spaces included a hallway, living room, playroom, cinema room and garden.

These spaces are also designed to foster relationships, moments of enjoyment and conversation amongst company. In the case of children, it's all about play, fun and healthy growth. At IKEA, we are proud to be able to contribute our knowledge and work to this and to create well-being in everyday life.

# The Allen Plan for Transformation

IKEA has launched several initiatives aimed at promoting well-being and improving the lives of the people around us. With these objectives in mind, we have developed a strategic plan called the Allen Plan, based on the IKEA commitment to three pillars: the ecological transition, well-being and health, and the demographic challenge.

The objective of the Allen Plan is to help the Spanish economy and society recover after the COVID-19 crisis. With an investment of EUR 10 million, the plan is expected to be implemented between 2022 and 2025. This plan aims to be the company's legacy in Spain after the pandemic, adding its efforts to aiding Spain's economic recovery, creating jobs and promoting the generation of sustainable wealth. The Allen Plan is aligned with the key objectives of the Spanish government's Recovery, Transformation and Resilience Plan.

To carry out this contribution, reputable entities with expertise in these challenges have been selected to develop four projects between 2022 and 2025:



## Allen Key for the Planet with WWF

This partnership aims to restore biodiversity in Doñana National Park (Andalusia), one of Spain's largest natural spaces.



## Allen Key for Equality with FADEMUR (*Federación de Asociaciones de Mujeres Rurales — Federation of Rural Women's Associations*)

This project seeks to drive the development of sustainable farming as a way to empower women in rural areas of Spain. Implemented in all stores in 2021.



## Allen Key for Social Entrepreneurship with ASHOKA

This programme seeks to accelerate and develop social impact entrepreneurs in order to drive innovation and be agents of change in the country.



## Allen Key for Circular Economy with the COTEC Foundation

The purpose is to demonstrate the true value and impact of systemic circular economy projects in rural communities and to generate evidence that helps decision-making at a political, industry and community level.

All the projects included in the Allen Plan have been chosen for their innovative stance and prospects for job creation and economic impact, as this ties in with our commitment to aiding in Spain's economic recovery and resilience.

## Engaging with society

IKEA has a donations policy that sets out the framework for collaborating with different stakeholders and serves as a guide to all IKEA units on how to make decisions as to which organisations or social projects in the community to support with either monetary donations or support in kind. Our donations policy serves as a control measure to ensure that all

donations are made in accordance with legal requirements and internal company regulations.

At IKEA, we make conscious decisions as to which organisations and projects we work with, ensuring that we enter into the right exchanges and comply with current legislation.

# EUR 9,463,227.35

donated to organisations  
in the tertiary sector  
in FY22

*IKEA Ibérica supported refugees from the war in Ukraine. Our team designed official refugee centres for the Spanish government in Barcelona, Málaga, Alicante, Valencia and Madrid.*







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## Growing alongside the IKEA team



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*“At IKEA, we firmly believe that the more someone can be themselves, the better it is for the company”.*

—Virginia Garrido,  
People & Culture Manager

In line with our values, IKEA has a global corporate culture based on “one home”. We aim to empower the people who are part of IKEA by providing opportunities for everyone to participate in the company’s activities and to continue to grow. All ideas are welcomed and supported.

The business transformation (from physical to omnichannel retailer) requires a transformation of talent, the acquisition of new skills and increased responsibility. This represents a challenge for IKEA to strengthen the leadership of each co-worker in this transformation process.

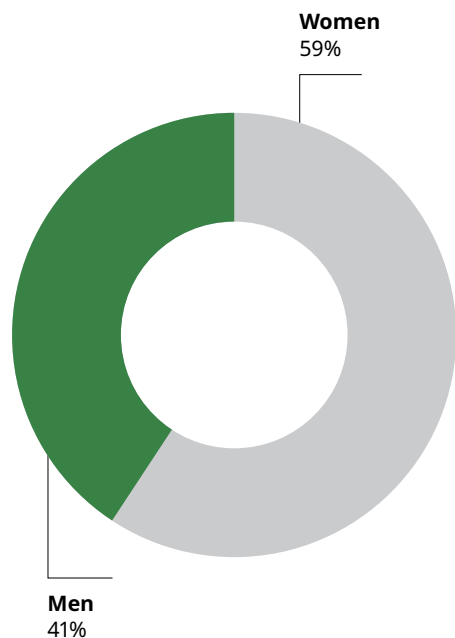


## We ensure quality employment

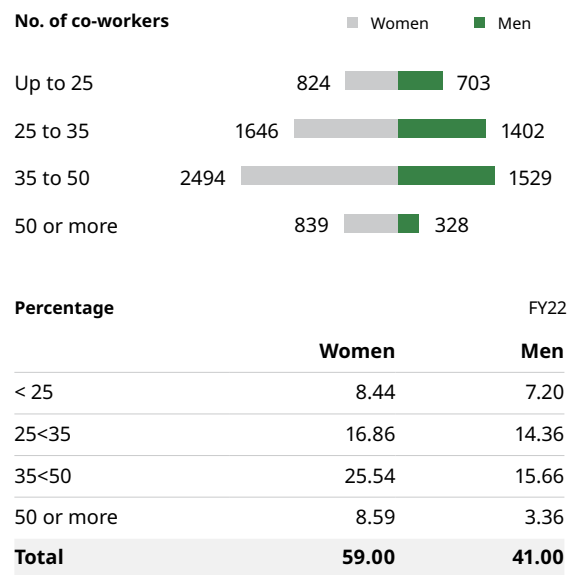
# 9,765

people work at IKEA Ibérica  
at the end of FY22.

### Breakdown of co-workers by gender



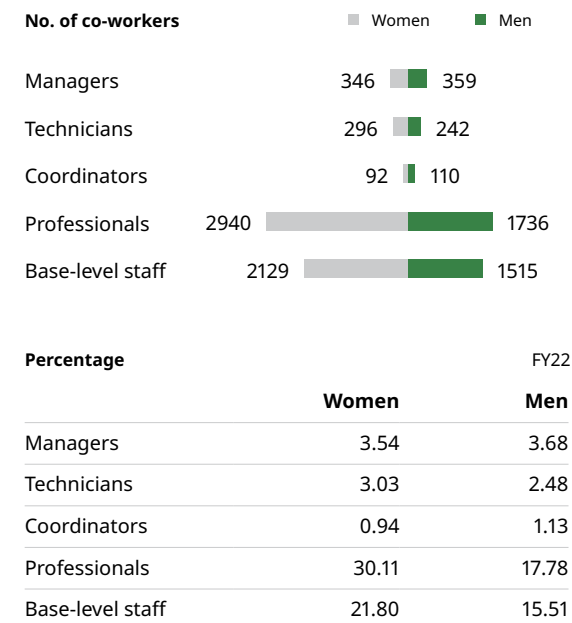
### Breakdown of co-workers by age



# 46.85%

of our co-workers are  
under 35 years of age

### Breakdown of co-workers by professional category and gender



*Management positions are split  
almost equally between women  
and men*

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Growing alongside the IKEA team

## Breakdown by contract type

Number of contracts	FY22
Temporary	1,001
Permanent	8,764
<b>Total</b>	<b>9,765</b>

Almost

# 90%

of the workforce is on a permanent contract

El

# 59.38%

of permanent contracts are for women

## Breakdown by working hours

Number of contracts	FY22
Full-time	3,801
Part-time	5,964
<b>Total</b>	<b>9,765</b>

## Number of dismissals by gender

	FY22
Women	76
Men	77
<b>Total</b>	<b>153</b>

## Number of dismissals by professional category

	FY22
Managers	29
Technicians	8
Coordinators	7
Professionals	75
Base-level staff	34
<b>Total</b>	<b>153</b>

## Number of dismissals by age

	FY22
< 25	17
25<35	57
35<50	62
50 or more	17
<b>Total</b>	<b>153</b>

At IKEA, social dialogue is organised by a business committee at each store, and nationally via the Work Council. In Spain, 100% of co-workers are covered by a collective agreement.

## We promote inclusion and diversity

At IKEA, we have set ourselves the goal of exceeding the 2% quota for inclusion of people with disabilities in the workplace. Non-discrimination is one of the building blocks of the recruitment and selection processes. In FY22, we carried out recruitment initiatives to hire people with functional diversity and ethnic diversity.



We comply with the Spanish General Law on Disabilities with 2.86%\* (with alternative measurements), thanks to the following principles: the number of directly hired people with disabilities was 179 in FY22.

Stores are constructed in compliance with the Spanish Technical Building Code, which includes accessibility measures.



**Every member of the company has the same opportunities** regardless of their diversity, promoting a better life based on merit and professional contribution.



**We want to be a recognised company with profitable and sustained growth** thanks to the work of a team that is highly committed to demonstrating the talent of people with disabilities.

*\*Percentage of co-workers with disabilities calculated on the basis of predicted values for the Public Income Indicator of Multiple Effects (IPREM) target values in the national budget (EUR 6,583.20). The Spanish Public Income Indicator of Multiple Effects (IPREM) is an index that works in Spain as a reference for granting aids, subsidies or unemployment benefits.*

## Equal opportunities across the organisation

At IKEA, we have deep respect for all people. The more people can be themselves, the better. And equality is not optional. It's vital that everyone who works at our company feels like they have the same opportunities, regardless of whether they are a man or woman.

We are deeply committed to equal opportunities and equal pay, and are progressing with our goal of achieving a 50/50 balance of men and women in the different departments of our company.

IKEA Ibérica signed its first Equality Plan in 2011, and then in April 2018, along with the company's entire union representation, it signed the **Second Equality Plan**. This plan has already led to the adoption of 118 measures for gender equality.

In February 2022, the Equality Plan was updated to adapt it to the new Spanish Decree Law. The following are some of the actions that have been taken under this framework:



**Training on “unconscious biases”** for the entire management team and the People & Culture area. This training is expected to be provided to more people in the team in FY23.



**Continuation of the IKEA Lifeline** programme, which provides financial support to co-workers in case of personal emergency.



**Continuation of the internal Lykta programme,** which provides each centre with a social work service that can step in and handle matters of coexistence or of the social needs of individuals.

IKEA also has a **specific protocol for women who are victims of gender-based violence** – which involves psychological support from the beginning –, and a **Guide on inclusive language** for use in all internal and external communications.

These commitments have consolidated their place in the “Companies for a society free of gender-based violence” initiative, in conjunction with the Spanish Ministry of Health, Social Services and Equality, and the Diversity Charter of the Diversity Foundation.

Currently at IKEA Spain,

**59%**

**of co-workers are women and**

**49%**

**of management positions are held by women**

Our Management Committee is comprised of five women and four men.



IKEA Ibérica also has a **protocol on workplace and sexual harassment** signed with the company's social representatives, the aim of which is to define a procedure for preventing and dealing with situations of workplace harassment, bullying and sexual harassment. The competent body is an *ad hoc* committee that advises on situations involving harassment, and the process is conducted based on the principles of speed and confidentiality, guaranteeing the privacy and dignity of the individuals involved.

## Working towards a zero pay gap

**A zero pay gap:** this is the target set by IKEA with regard to the pay gap between men and women. The aim is to ensure equal pay for all people in positions of equal status. With this aim in mind, IKEA is implementing the following initiatives:

- **An annual analysis of the pay gap and a six-step protocol** to control and monitor this gap. If a gap is detected, there is an action plan for mitigation (global), and the plan established by the Spanish Ministry of Equality is followed (local).
- **Training** for managers and **co-workers**.
- **Gender-sensitive** redistributive policies.



## 6.5% pay gap between men and women

For this calculation, we have applied the methodology used by the Spanish Ministry of Equality: subtract the average salary for women from the average salary for men, and divide the resulting balance by the average salary for men. The pay gap data used corresponds to the data taken into account for the pay register compiled in 2022 on the basis of the active workforce during the year 2021. This data is also used to update the Equality Badge and constitute a process approved and audited by the Alares Foundation.

## Promoting personal well-being

*“In keeping with the values and vision fostered by IKEA ever since it was founded, the aim of improving people’s everyday lives also extends to all the people who work for the company”.*

—Elena López,  
Co-worker Experience Manager



For IKEA, well-being is a concept applied in the widest sense of the term, ranging from eating healthy food to caring for mental health, and even addressing serious issues such as gender-based violence. Well-being also means people being able to enjoy good working conditions that enable them to make a decent living from their work.

In this sense, IKEA makes every effort to **improve working conditions** in a competitive sector such as retail sales, applying the following measures:

- Increasing the number of permanent contracts.
- Upgrading part-time employment contracts to full-time employment offers.
- A digital disconnect protocol in the head offices.
- Remote working available for co-workers in our head offices and our offices in Asturias and Valladolid (800 people).
- An agreement that establishes a time-off system that is unique in the industry (in-store).

In addition, a **medical service** is available to each unit: if this service is needed, it is outsourced (both virtually and face-to-face) to the relevant provider. As a result of the pandemic, attention to mental health was included in this service, with psychological support available for all co-workers. A physical therapy service is also offered in each unit.

### Work-life balance

*“In today’s world, people’s physical and mental well-being is more important than ever. Providing people with psychological support is a service that has become a necessity”.*

—Virginia Garrido,  
People & Culture Manager

The Equality Plan incorporates 22 measures that facilitate the exercise of work-life balance rights. Work is continuous here at IKEA Ibérica, and people know their schedules four months in advance, including their annual holiday leave and weekends off. Co-workers have two days off per week and also have more than twice as many weekends off as specified in the collective agreement, as well as fewer working weekends than allowed for in the collective agreement. Additionally, they can take their holiday leave outside the summer period, with the help of a holiday pooling system.

The agreement contains various measures to improve work-life balance, including arranging for part-time staff to be able to work set shifts.



During FY2022, IKEA regulated the working conditions offered at its head offices and to the 800 people working in Asturias and Valladolid. A six-month pilot schedule has been approved: 2 days working in the office, and 3 days of flexible work.

The overall distribution of working hours is regulated by the terms of the Collective Agreement for Department Stores and Hyperstores. The planning of each worker’s schedule is governed by the IKEA Ibérica Agreement for the Distribution of Working Hours.

## Regulation of conditions for digital disconnect and remote working

IKEA and those who work within it have reached an agreement on the regulation of remote working conditions – following the rise of this trend during the pandemic and its commitment to provide the best conditions and well-being in their everyday lives – and the digital disconnect; it is the first company in the industry to do so, with the aim of strengthening work-life balance. Both agreements have been finalised with the majority of representatives from the company's Work Council, and will come into force on 1st January 2023.

Specifically, it regulates the right of the workers to whom it applies (those working in Customer Service, Remote Sales and Central Offices) to ergonomic equipment suitable for the job, consisting of a desk, computer, monitor, mouse, mouse pad, keyboard, footrest, chair, adjustable lamp and office material, all provided by the company. It also regulates their right to compensation for any expenses arising from working at home with an additional contribution of EUR 30 per month, on condition that this work has occupied at least 30% of the working hours and with an obligation to have a router system that ensures an adequate connection.



Remote working is entirely voluntary for individuals working at IKEA. If this option is used, it is regulated according to the system of three days remote working and two days in-person per week. A monitoring committee has been designated to ensure compliance with these conditions.

With regard to the digital disconnect, introduced for the first time as a pioneering industry experiment in its 2018 working hours agreement, IKEA is once again the first company to put down on paper and agree on specific conditions to regulate this provision.

(Continued from the previous page)

The new text details the commitment on the part of IKEA to inform its executive teams of the need to avoid making telephone calls and sending emails or text messages of any kind outside the working hours of the co-worker, in addition to a series of other best practices:



Meetings and video conferences **will be encouraged** to avoid unnecessary travel.



Start and end times will be established **for each meeting**.



Lights will generally be switched off at **8.00 p.m. in central office buildings**.



Once this policy has been in force **for one year**, a co-worker survey will be carried out to obtain data on the degree of compliance with the policy, and the results will be sent to the committee set up to monitor this agreement.



Any meetings **held outside a co-worker's working hours** will be strictly voluntary and will be considered as actual working time.



Managers and central office co-workers will be told to use the **delayed send option** for emails sent outside a co-worker's working hours.



An electronic mailbox **will be set up** so that co-workers can report any breaches of the right to digital disconnect.



In relation to instant messaging groups (WhatsApp, Telegram etc.), these are totally voluntary and, if co-workers decide to join them, they are encouraged to silence them outside working hours or on days off.

In order to ensure that all co-workers are aware of this policy, a practical guide will also be created within a maximum period of three months to ensure appropriate digital disconnect.



## Talent and leadership development

*“The retention of talent, trained in the new processes and needs, is essential for progressing with the transformation of our business”.*

—Virginia Garrido,  
People & Culture Manager

At IKEA, we want to grow alongside people. In addition to our clear emphasis on training, we encourage **professional career development** from a leadership perspective. In this regard, in FY22 we carried out various initiatives intended to foster talent:



Launch of the **Bloom programme** to develop leadership capabilities in the company. This programme is open to all IKEA co-workers, independently of how long they have worked for the company.



**Focus on multitasking** so that all sales specialists have two or more capabilities allowing them to work in two or more departments.



**Global IKEA platform** where all co-workers – whatever their position in the company – can share their ideas.

We also incorporate the learning process into our procedures so as to optimise tasks, and we include training on the sales floor, merging expertise, motivation and ability for the best possible performance.

**My Learning** is a platform that organises the training options available at IKEA Ibérica. Co-workers can view their training progress here. In addition, we have local training plans that are complemented by a National Training Plan dealing with subjects related to the company's priorities.

The training courses are related to our products and services, store processes and customer service. This also includes transversal issues such as IKEA culture and values; safety; occupational health and prevention; sustainability and caring for the planet; equality; and leadership.

### Hours of training provided per professional category

	FY22
Managers	20,624
Technicians	8,720
Coordinators	7,057
Professionals	66,327
Base-level staff	81,428
<b>Total</b>	<b>184,157</b>

# Health and safety

Although the Collective Agreement does not establish safety and health measures, IKEA Ibérica is committed to the health and safety of its people and therefore implements plans to promote a healthy lifestyle in all its units.

## Accidents at work

### Frequency rate

	FY22
Women	19.79
Men	34.04
<b>Total</b>	<b>25.66</b>

Frequency rate: number work accidents/number of hours worked x 1,000,000

**Women:** 107 accidents

**Men:** 129 accidents

### Severity rate

	FY22
Women	0.5
Men	0.71
<b>Total</b>	<b>0.59</b>

Rate of severity: number of days lost/number of hours worked x 1,000

## Absenteeism

# 515,830

hours of absence\*

*\*Accident at work + temporary incapacity caused by non work-related illness. Scope of the indicator: 96.07% of the workforce. This figure does not include Service Office co-workers, who account for 3.93% of the workforce.*

*During FY22 there were no occupational diseases.*



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# Appendices

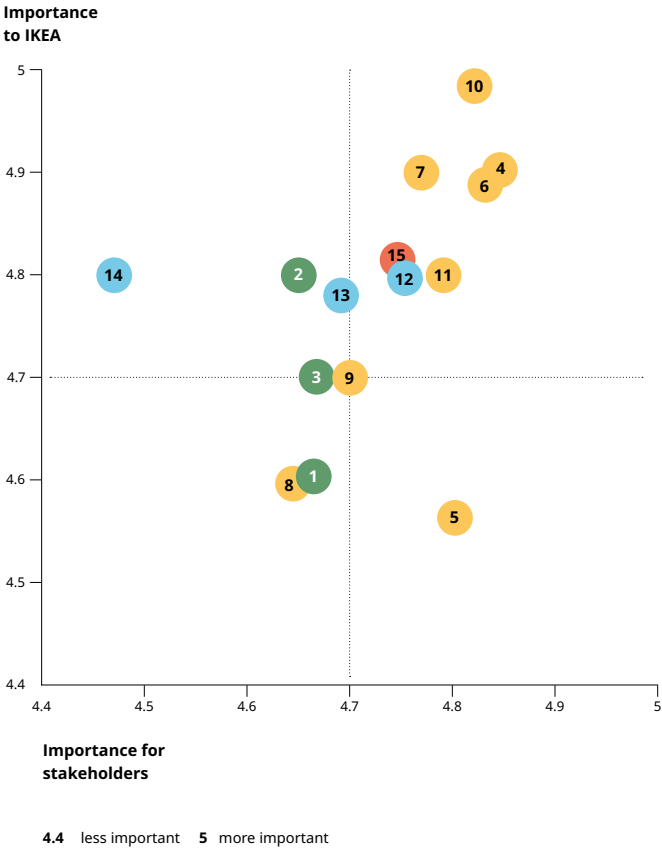
# Materiality analysis

In 2021, IKEA completed the materiality analysis process by conducting the qualitative part of the analysis (the quantitative part of the analysis was completed in 2020).

The materiality analysis is the basis on which the company’s relationship with stakeholders is forged. Through this analysis, IKEA has been able to identify important sustainability issues so as to continue to discuss these matters with its various stakeholders.

In order to conduct this materiality study, here at IKEA we have followed the methodology proposed within the framework of the Global Reporting Initiative (GRI) standards. We also considered other business practices and applied the principles of stakeholder engagement, the context of sustainability, materiality and comprehensiveness.

## Relevant topics and materiality matrix



### Environment

- 1 Energy efficiency
- 2 Responsible consumption of raw materials
- 3 Minimising waste

### Co-workers

- 4 Safety, health and well-being in the workplace
- 5 Fair and transparent recruitment
- 6 Fair wages and opportunities for progression
- 7 Gender equality and non-discrimination
- 8 Diversity and inclusion in the workplace
- 9 Training opportunities
- 10 Work-life balance
- 11 Good working environment

### Products and Services

- 12 Safe, high-quality products
- 13 Health and safety at the point of sale
- 14 Measuring customer satisfaction

### Strategy

- 15 Compliance with Human Rights along the supply chain



IKEA Ibérica has detected three legal requirements that are not relevant to its business:

- **Measures to preserve and restore biodiversity**, as retail sales are essentially carried out in urban areas and not in protected areas.
- **Measures to prevent, reduce or repair air, noise and light pollution**, since the work that IKEA Ibérica carries out does not have a significant impact on the emission of SOx or VOC particles, as it is not an industrial activity. Nor do we have a significant impact on noise and light pollution in the areas in which we operate. In any case, we always comply with applicable local and national legislation.
- The **materiality analysis revealed** that the consumption of raw materials is a relevant topic in the eyes of our stakeholders. Therefore, although the main IKEA Ibérica activity is sales and the manufacture of products is not in scope, we have included information on how Inter IKEA Group, the company in charge of manufacturing, makes use of the different raw materials.



# Our contribution to the Sustainable Development Goals (SDGs)



We ensure **quality employment**.

We promote initiatives aligned with **local needs**, generating economic value and a positive social impact on the environment.



We take action to **reduce food waste** in our operations.

We promote the consumption of **plant-based** dishes.



We launch **new food products** to provide a more sustainable range of plant-based protein.

We provide **health promotion and wellness plans** for everyone who works at IKEA.



We foster the **talent** and growth of our co-workers.



We work for **equal opportunities** across the entire organisation through training, protocols, programmes and gender redistributive policies.



We use **water responsibly**.

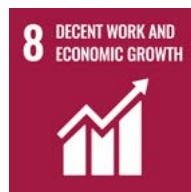
We offer customers **water-saving products**.



**We have renewable energy production plants** featuring various technologies, such as photovoltaic, solar thermal and geothermal.

**We take action** to reduce our energy consumption.

We offer our customers **energy-saving products**.



We ensure **quality employment**.

**We foster the talent** and growth of our co-workers.



**We have signed an agreement to promote** and develop photovoltaic solar farms in Spain.



**We promote initiatives aligned with local needs**, generating economic value and a positive social impact on the environment.

**We work towards inclusion** and non-discrimination.



**We foster sustainable mobility** to reduce our carbon footprint.

**We offer solutions and inspiration** for healthy and sustainable living.



**We offer solutions and inspiration** for healthy and sustainable living.

We have a specific section on products and **advice related to sustainability**

**We seek out circular economy solutions** for our customers.

**We are committed to waste prevention** and the reuse of materials through internal measures and measures for customers.



**We work hard to achieve our emission reduction targets,** as approved by the Science Based Targets initiative (SBTi).



**We offer certified sustainable fish.**



**We use sustainably sourced materials:** wood, cotton, wool, fibres, plastic, bamboo and food products.



**We promote respect** for human rights.

**We have an internal Code of Conduct** and another code for suppliers.



**We take part in global development initiatives.**

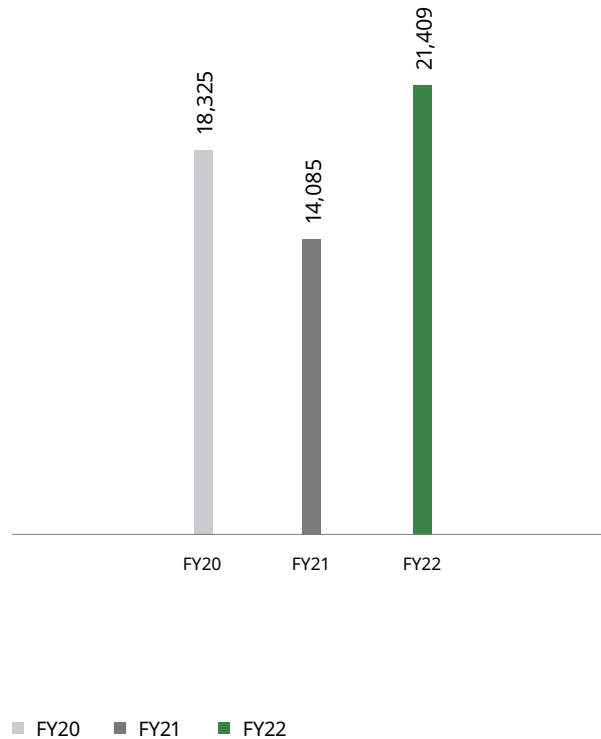


# Indicator tables

## 1. IKEA, passionate for life at home

### 1.1. Continuous assessment of satisfaction

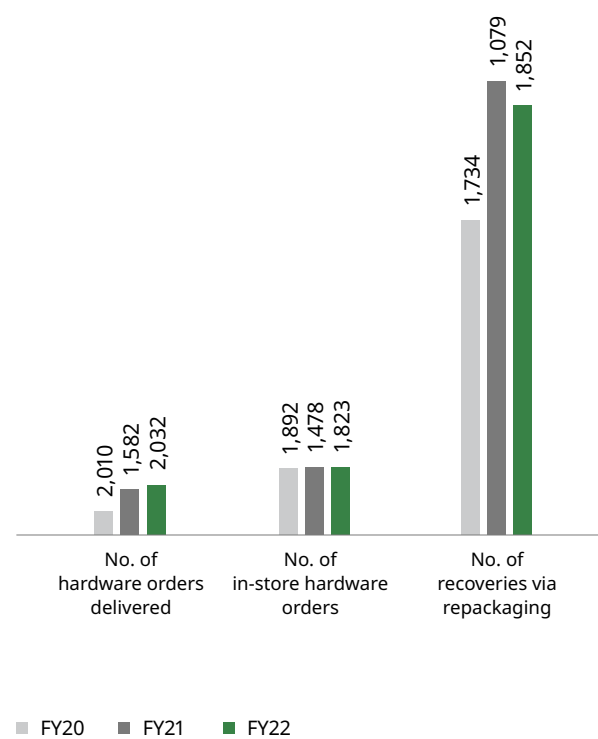
#### Claims and grievances



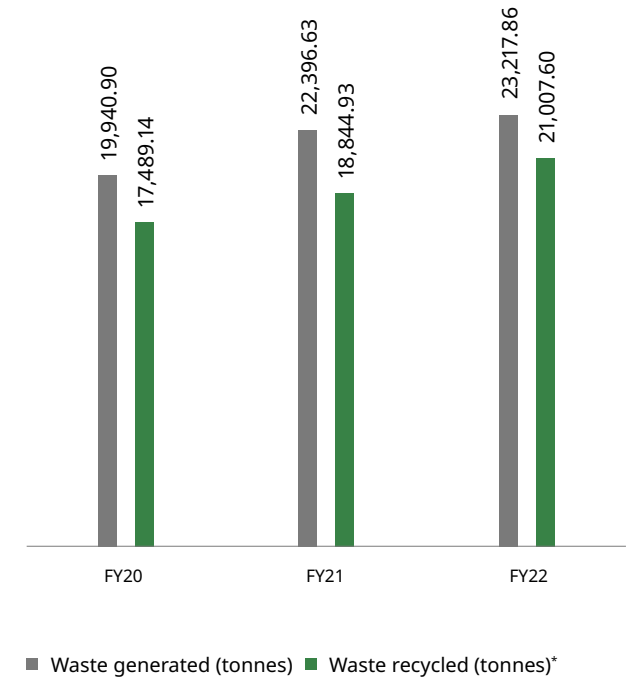
## 2. The planet, the great place we call home

### 2.1. Waste and furniture recovery

#### Furniture recovered



#### Waste generated and recycled

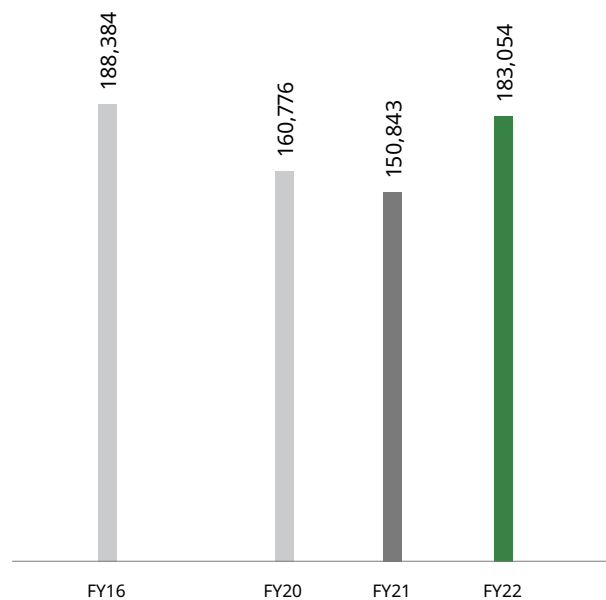


■ Waste generated (tonnes) ■ Waste recycled (tonnes)\*

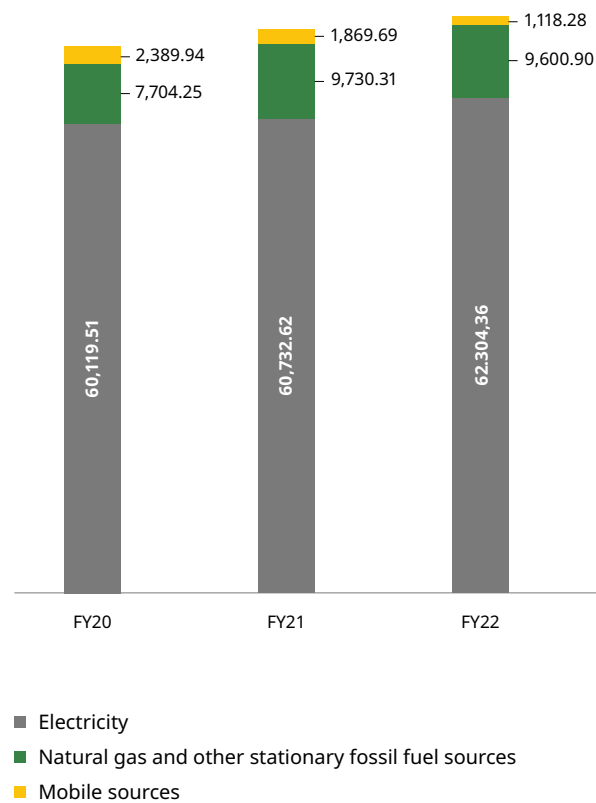
\* In FY22, we increased the recycling rate for the waste we generate by 6% compared to FY21, bringing the ratio to 90.48%.

## 2.2. Responsible use of resources

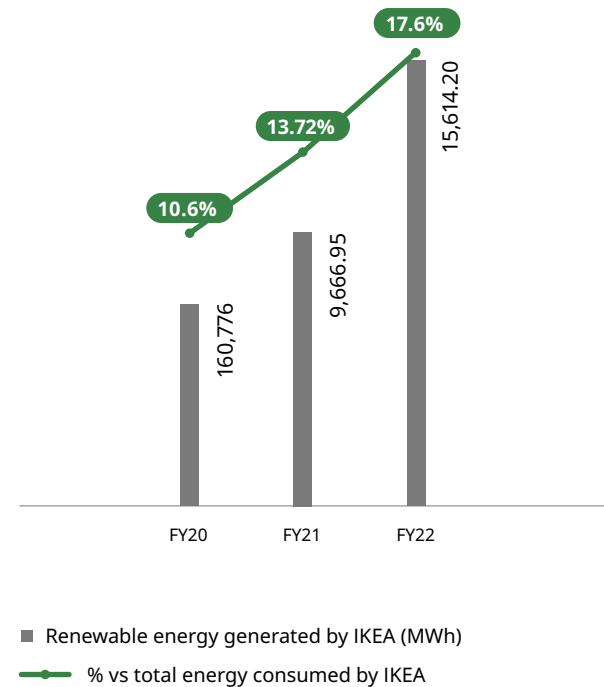
### Water consumption (m³)



### Energy consumption by source (MWh)



### Production of renewable energy (MWh)



## 4. Growing alongside the IKEA team

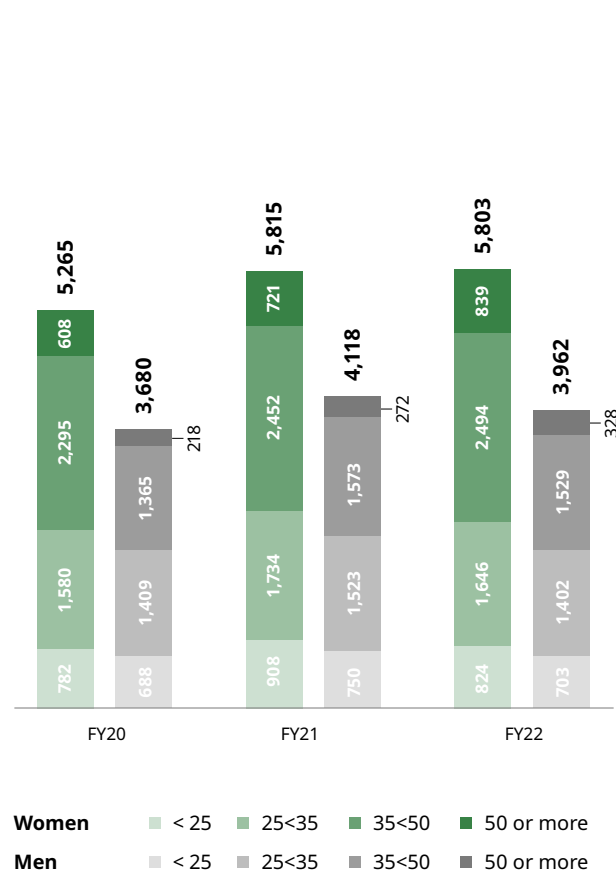
### 4.1. We ensure quality employment

Breakdown of the workforce by gender  
(number of co-workers)\*

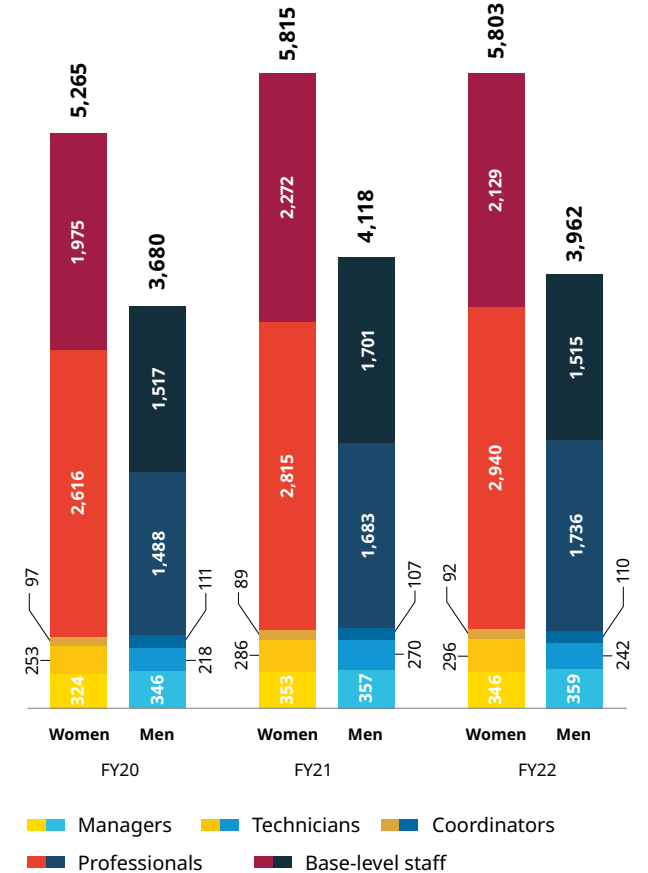


\*Co-workers at fiscal year-end.

Breakdown by age and gender  
(number of co-workers)



Breakdown by professional category and gender  
(number of co-workers)

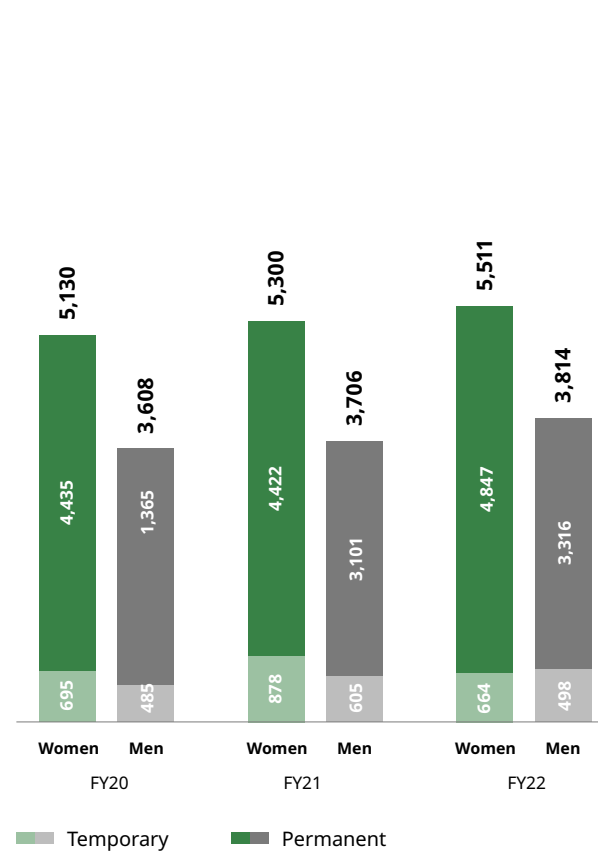


**Breakdown by contract type  
(number of contracts)\***

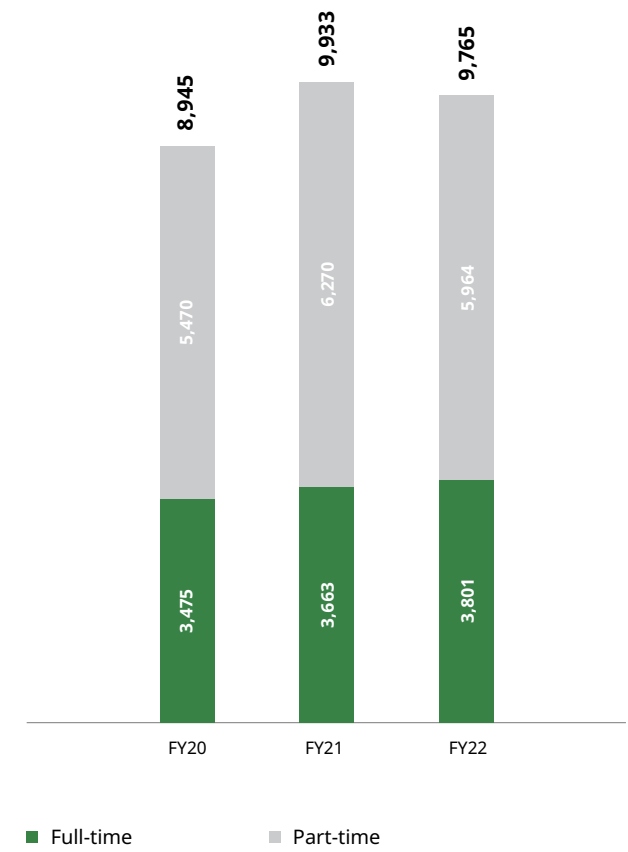


\*Co-workers at fiscal year-end.

**Breakdown by contract types and gender  
(average)**

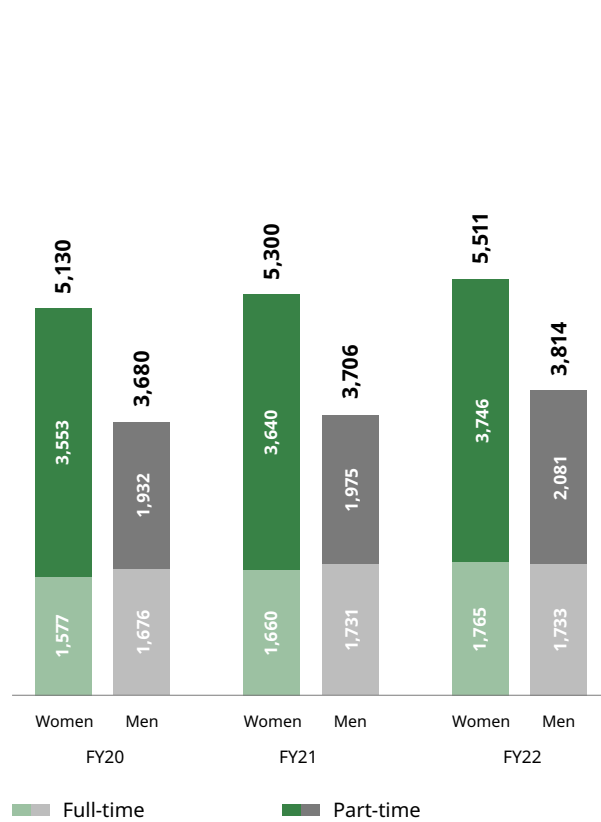


**Breakdown by type of working hours  
(number of contracts)\***

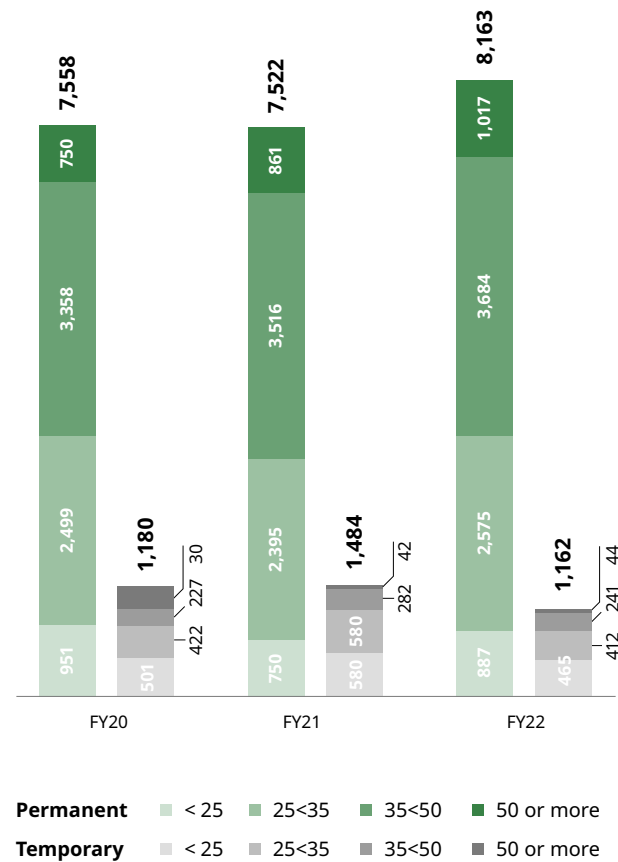


\*Co-workers at fiscal year-end.

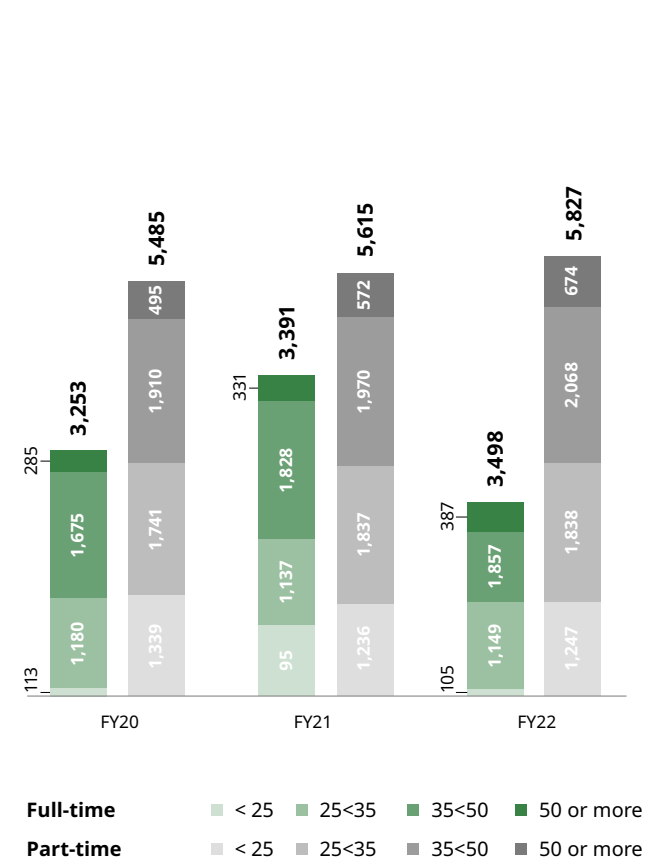
Breakdown by type of working hours and gender (average)



Breakdown by contract types and age (average)

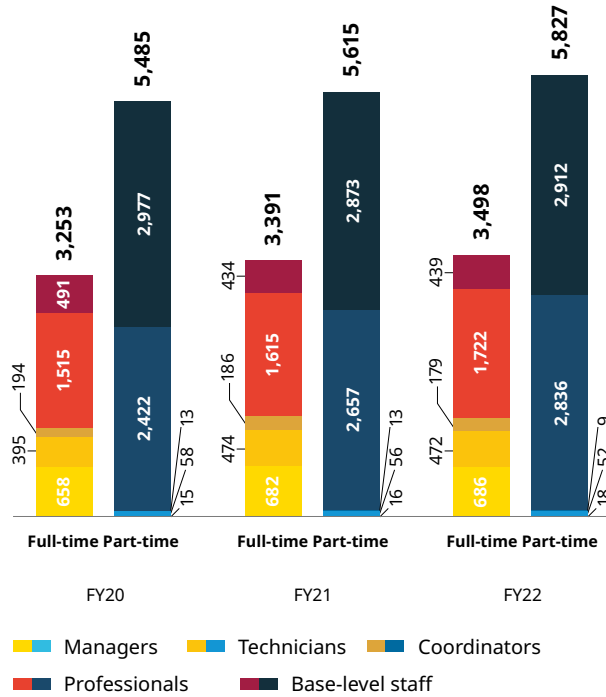


Breakdown by type of working hours and age (average)

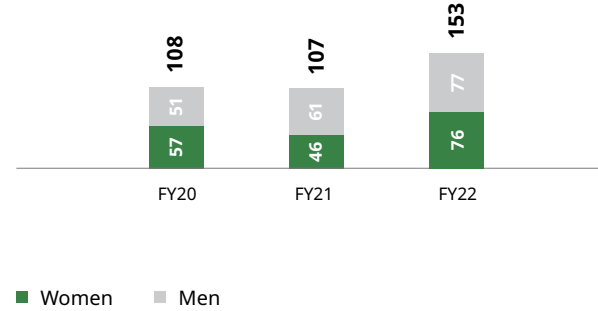




Breakdown by type of working hours and professional category (average)

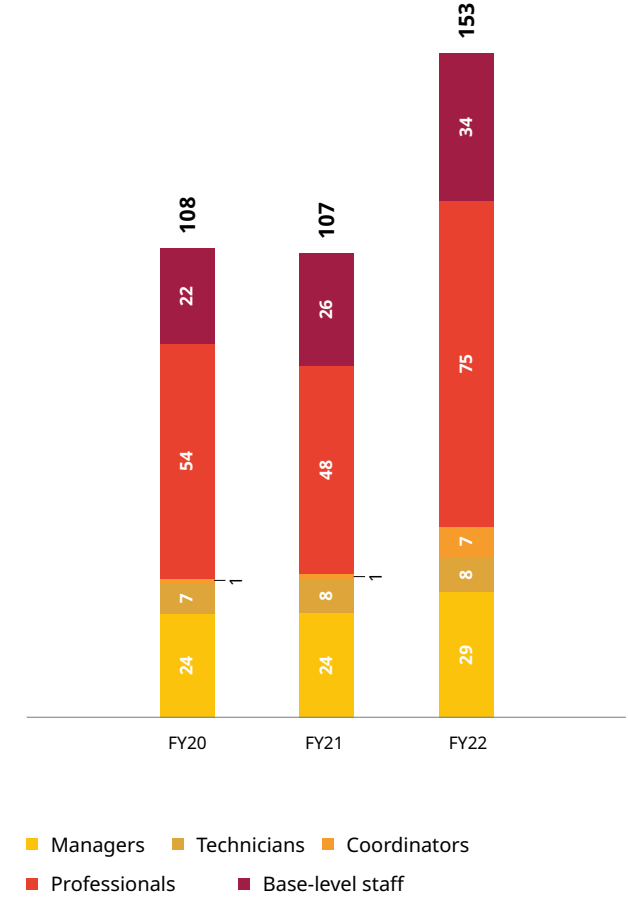


Dismissals by gender (number)\*

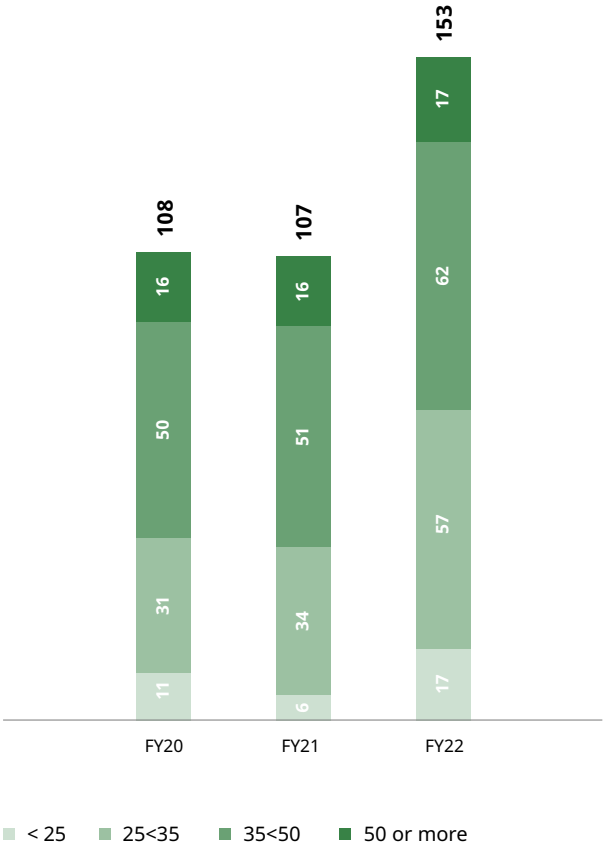


\*Co-workers at fiscal year-end.

Dismissals by professional category (number)



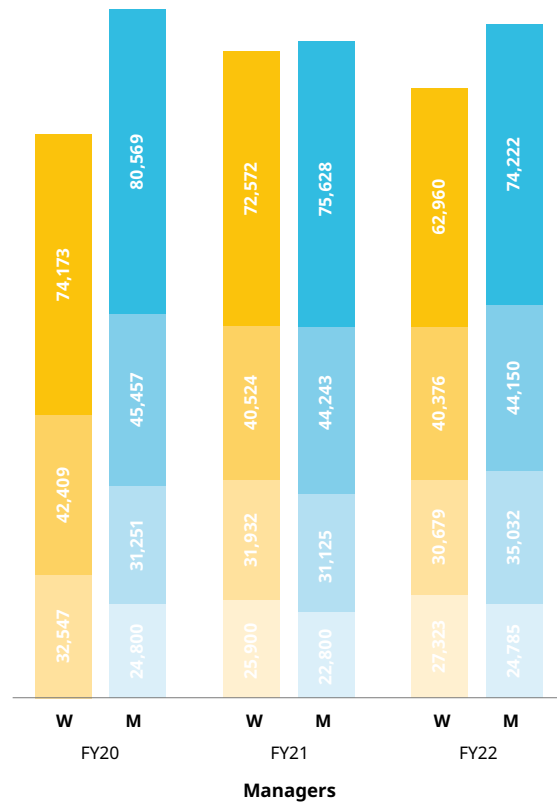
Dismissals by age  
(number)\*



\*Co-workers at fiscal year-end.

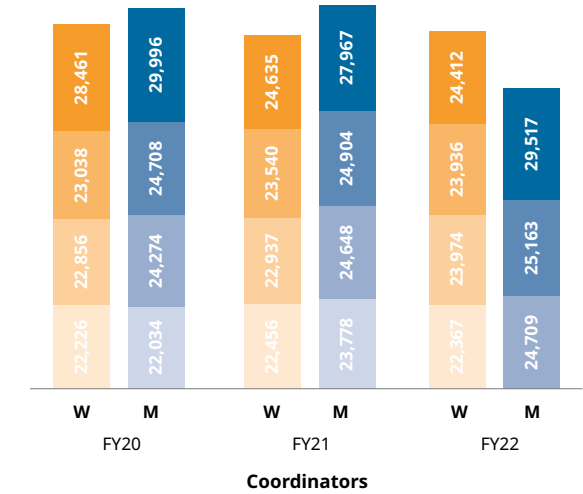
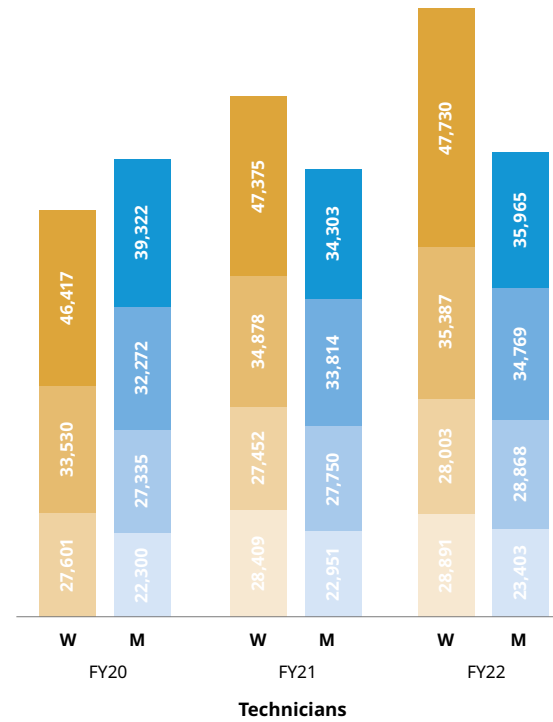
## 4.2. Pay

### Average pay (EUR)

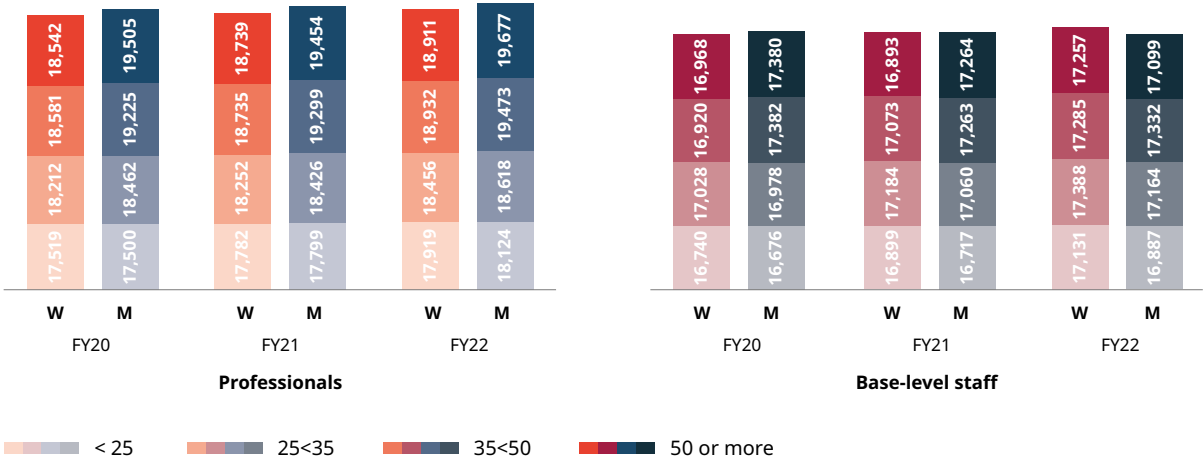


The amounts include fixed salary plus fixed variables for co-workers at the company. These averages may vary from year to year due to possible changes in the occupants of each of the age brackets or professional category brackets. These amounts include the pay of all co-workers, including senior management positions at IKEA Ibérica,

which we include under the professional category of Managers. The members of the company's Board of Directors do not receive any remuneration related to this position. There are no senior management contracts.

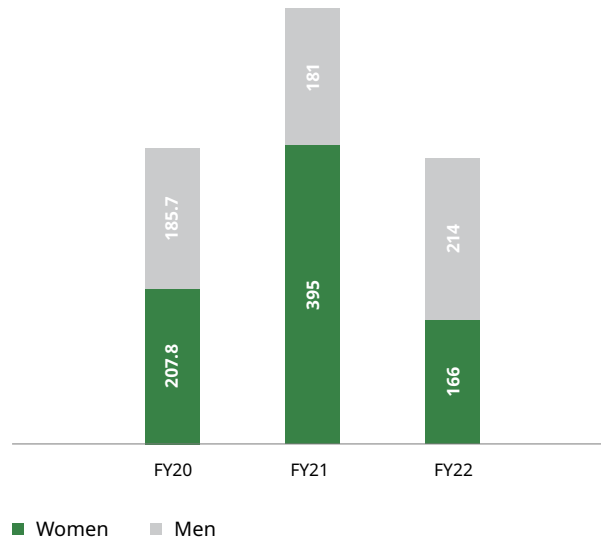
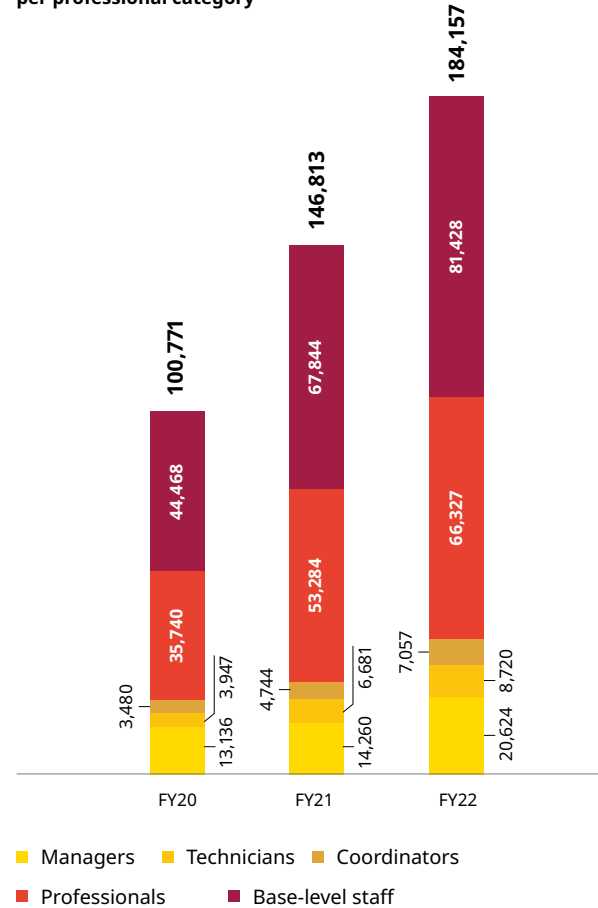


**Average pay (EUR)**  
*(Continued from the previous page)*

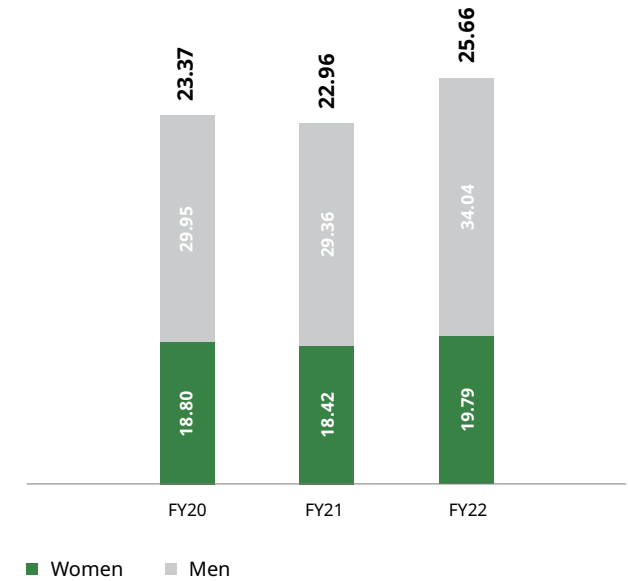


**Directors' pay (thousands of EUR)**

The average salary takes into account wages and payments received during the financial year, as well as additional payments for hitting FY22 targets, remuneration in kind, and pension funds and other co-worker benefits.

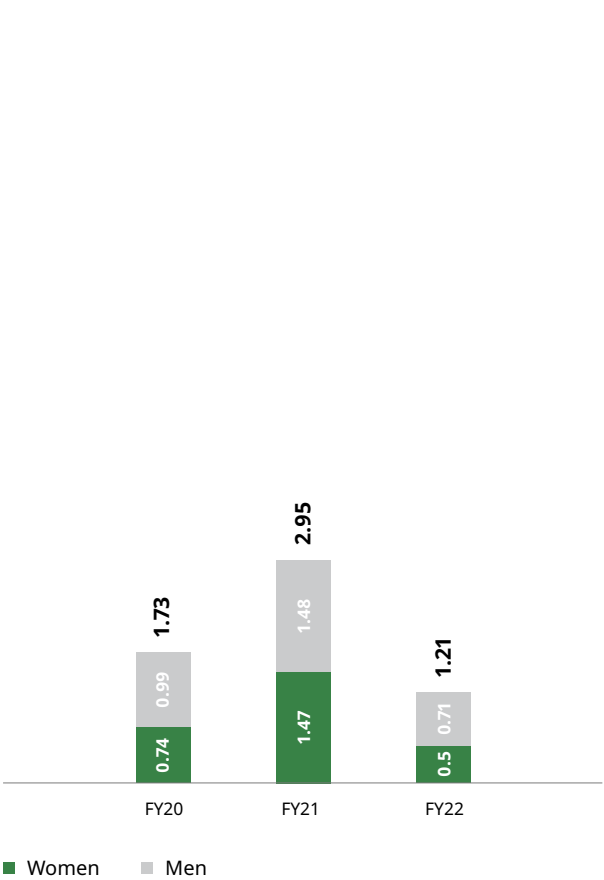
**4.3. Talent and leadership development****Hours of training provided per professional category****4.4. Health and safety****Frequency rate**

Managers	20,624
Technicians	8,720
Coordinators	7,057
Professionals	66,327
Base-level staff	81,428
<b>Total</b>	<b>184,157</b>

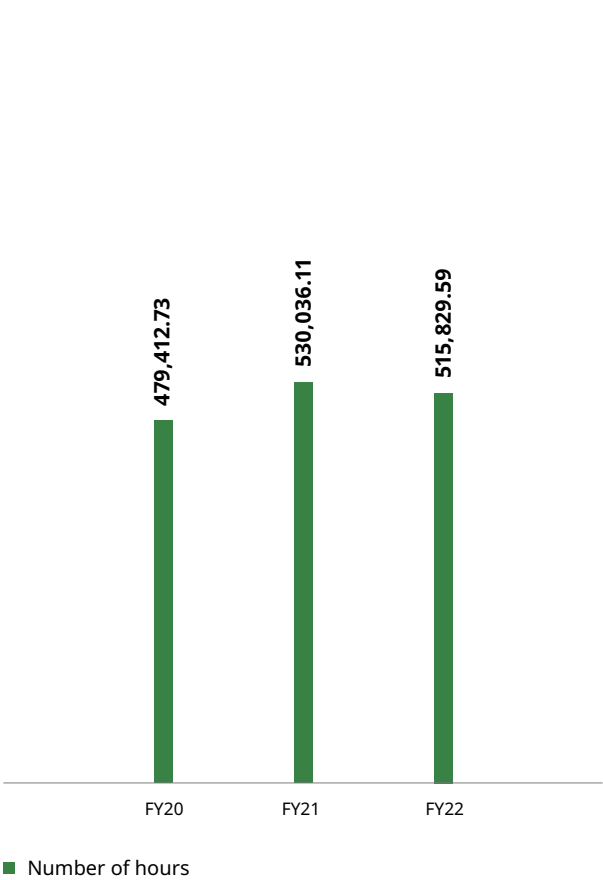




Severity rate



Absenteeism



# Table of contents of Law 11/2018

		Specific content addressed	Memorandum section	Associated GRI standard	Global Compact principle
<b>General disclosures</b>					
<b>Business model</b>	Brief description of the group business model	Business environment and organisational structure, considering the description of activities and services	5. IKEA, passionate for life at home 5.1. We are IKEA Ibérica	102-2 Activities, brands, products and services 102-7 Scale of the organisation	N/A
	Markets in which the company operates	Locations in which we conduct our most significant operations	5.1. We are IKEA Ibérica > Presence across the territory with different formats	102-3 Location of headquarters 102-4 Location of operations 102-6 Markets served	N/A
	Objectives and strategies of the organisation	Global strategy and objectives of the company. Linked to the specified GRI, strategic priorities and key short- and medium-term sustainability issues are taken into account.	1. Message from the CEO 4. Our agenda: People & Planet Positive 4.1. Committed to life at home, the planet and the community	102-14 Statement from senior decision-maker	N/A
	Main factors and trends that could affect future developments	Market trends affecting the organisation	1. Message from the CEO 5.2 Our tools for good governance > Risk management	102-14 Statement from senior decision-maker 102-15 Key impacts, risks and opportunities	N/A
<b>General</b>	Reporting framework	This report has been prepared on the basis of the Global Compact commitments	2. Scope and coverage of the report	102-54 Claims of reporting in accordance with the GRI standards	N/A
<b>Management approach</b>	Description of applicable policies	Description of the policies and commitments that apply to the company	Aspects covered throughout the Non-Financial Statement, depending on scope.	103-2 The management approach and its components	N/A
	Results of the policies	Performance indicators, depending on the domain	Aspects covered throughout the Non-Financial Statement, depending on scope.	103-2 The management approach and its components 103-3 Evaluation of the management approach	N/A
	Main risks related to these questions linked to the group's activities	Description of the risk management model	5.2. Our tools for good governance > Risk management 5.2. Our tools for good governance > Zero tolerance for corruption	102-15 Key impacts, risks and opportunities	N/A

## Environmental concerns

Management approach	Description of applicable policies		7. The planet, the great place we call home	103-2 The management approach and its components	N/A
	Results of the policies		4.3. We measure our contribution to sustainability 7. The planet, the great place we call home	103-2 The management approach and its components 103-3 Evaluation of the management approach	N/A
	Main risks related to these questions linked to the group's activities		7. The planet, the great place we call home	102-15 Key impacts, risks and opportunities	N/A
Environmental management	Current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety	Current main environmental impacts and future commitments, reflecting the foreseeable impact of business activity	7. The planet, the great place we call home	102-15 Key impacts, risks and opportunities	Principles 7 and 8
	Environmental assessment or certification procedures	Environmental certifications	5.5. Partnerships for development 6.1. The source of our materials	NON-GRI	Principle 8
	Resources dedicated to preventing environmental risks	Human resources dedicated to preventing and managing environmental risks	7. The planet, the great place we call home	NON-GRI	Principle 8
	Applying the principle of caution	Existence of an environmental management system	7. The planet, the great place we call home	102-11 Precautionary principle or approach	Principle 7
	Quantity of provisions and guarantees for environmental risks	Liability insurance total for sudden and accidental pollution		NON-GRI	Principle 7
Pollution	Measures to prevent, reduce or mitigate carbon emissions (also includes noise and light pollution)	Impact on the emission of SOx or COV particles and on noise and light pollution in the areas in which we operate	IKEA Ibérica has not detected a negative impact on noise and/or light pollution in the areas in which we operate, therefore this is not considered to be a relevant issue for the company.	NON-GRI	N/A
Circular economy and waste prevention	Measures for the prevention, recycling, reuse and other forms of waste recovery and disposal	Measures aimed at minimising waste in stores and promoting recycling among customers. Management of company waste, including volume generated and its treatment	5.5. Partnerships for development > Participation in global initiatives 6.3. Circular Hub, giving furniture a second life 8.2 The Allen Plan for Transformation	103-2 The management approach and its components 306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts	Principles 7 and 8

	Actions to combat food waste	Initiatives implemented to eliminate food waste, including setting and achieving targets	7.2. Waste and furniture recovery > Actions to combat food waste	103-2 The management approach and its components	Principles 7, 8 and 9
	Water consumption and water supply pursuant to local limits		7.3. Responsible use of resources > Water consumption	303-1 Interactions with water as a shared resource 303-2 Management of water discharge-related impacts 303-5 Water consumption	Principles 7 and 8
	Consumption of raw materials and measures taken to improve the efficiency of their use		6.1. The source of our materials	301-1 Materials used by weight or volume	N/A
<b>Sustainable use of resources</b>	Direct and indirect energy consumption		7.3. Responsible use of resources > Energy efficiency	302-1 Energy consumption within the organisation	Principle 7
	Measures taken to improve energy efficiency		7.3. Responsible use of resources > Energy efficiency	103-2 The management approach and its components 302-4 Reduction of energy consumption	Principles 7, 8 and 9
	Use of renewable energies	Description of the initiatives introduced to increase renewable energies	6.2. Products for a more sustainable lifestyle 7.3. Responsible use of resources > Renewable energies	302-1 Energy consumption within the organisation	Principles 7, 8 and 9
	Important elements of greenhouse gas emissions generated as a result of the company's activities	Scope 1, 2 and 3 emissions, broken down by source	7.1. Sustainable mobility for carbon footprint reduction	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions 305-4 GHG emissions intensity	Principles 7 and 8
<b>Climate change</b>	Measures taken to adapt to the consequences of climate change		7.1. Sustainable mobility for carbon footprint reduction	NON-GRI	Principles 7 and 8
	Voluntary medium- and long-term targets to reduce greenhouse gas emissions and the measures implemented to achieve those targets	Targets set and performance ratio (kg CO <sub>2</sub> /m <sup>3</sup> )	7.1. Sustainable mobility for carbon footprint reduction	305-5 Reduction of GHG emissions	Principles 7, 8 and 9

Protecting biodiversity	Measures taken to preserve or restore biodiversity	Measures developed to preserve and restore the biodiversity affected by the company's activity	IKEA Ibérica has not detected any affect on biodiversity arising from its activity, therefore this is not considered to be a relevant issue for the company	NON-GRI	N/A
	Impacts caused by activities or operations in protected areas	Impact of the company's activity on protected areas	IKEA Ibérica does not carry out operations in protected areas, therefore this is not considered to be a relevant issue for the company	NON-GRI	N/A
Social and personnel issues					
Management approach	Description of applicable policies		9. Growing alongside the IKEA team	103-2 The management approach and its components	
	Results of the policies		9. Growing alongside the IKEA team	103-2 The management approach and its components 103-3 Evaluation of the management approach	
	Main risks related to these questions linked to the group's activities		9. Growing alongside the IKEA team	102-15 Key impacts, risks and opportunities	
Employment	Total number and breakdown of co-workers by country, gender, age and professional category	Total number and breakdown of co-workers by country, gender, age and professional category, at FY22 year-end	9.1. We ensure quality employment	102-8 Information on employees and other workers 405-1 Diversity of governance bodies and employees	Principle 6
	Total number and breakdown of work contract types	Total number of contracts at FY21 year-end and breakdown by type and working hours	9.1. We ensure quality employment	102-8 Information on employees and other workers	Principle 6
	Number of dismissals by gender, age and professional category	Total number of dismissals during FY22 broken down by gender, age and professional category	9.1. We ensure quality employment	NON-GRI	Principle 6
	Pay gap	Net and adjusted pay gap (jobs of equal value)	9.3. Equal opportunities across the organisation > Working towards a zero pay gap	103-2 The management approach and its components 405-2 Ratio of basic salary and remuneration of women to men	Principle 6
	Average pay and trend broken down by gender, age and professional category or equal value	Average salary of co-workers in FY18 and FY21, broken down by gender, age and professional category	9.1. We ensure quality employment > Pay	NON-GRI	Principle 6



	Average remuneration for board directors and senior management, including variable remuneration, allowances, compensation, payments to long-term savings accounts and any other income broken down by gender	Average remuneration of executives in FY22, broken down by gender	9.1. We ensure quality employment > Pay		Principle 7
	Implementation of work-life balance policies	Measures linked to the right to disconnect from work	9.4. Promoting personal well-being	NON-GRI	Principle 3
	Co-workers with disabilities	Compliance with the General Law on People with Disabilities (percentage of co-workers with disabilities to total workers)	9.2. We promote inclusion and diversity	405-1 Diversity of governance bodies and employees	Principle 6
Organisation of work	Organisation of working hours	Breakdown of working hours	9.4. Promoting personal well-being 9.4. Promoting personal well-being > Work-life balance	NON-GRI	Principle 3
	Number of hours of absenteeism	Total number of hours of absence due to accidents at work or non work-related illness recorded in FY22	9.6. Health and safety	403-9 Work-related injuries	Principle 3
	Measures designed to facilitate work-life balance and encourage shared parental leave	Initiatives established to encourage work-life balance	9.4. Promoting personal well-being > Work-life balance	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Principle 3
	Health and safety conditions at work	Strategy and measures implemented to ensure the health and safety of co-workers	9.6. Health and safety	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Principles 1 and 2
Health and safety	Accidents in the workplace, in particular their frequency and severity, together with occupational illnesses, broken down by gender	Severity and frequency rates, total and broken down by gender	9.6. Health and safety > Accidents at work	403-9 Work-related injuries	Principles 1 and 2

Employee relations	Organisation of social dialogue, including procedures for informing and advising staff and negotiating with them	Organisation of social dialogue	5.2. Our tools for good governance > Respect for human rights 9.1. We ensure quality employment	103-2 The management approach and its components 102-43 Approach to stakeholder engagement	Principle 3
	Percentage of co-workers covered by a collective agreement, by country	Total percentage of co-workers covered by a collective agreement	9.1. We ensure quality employment	102-41 Collective bargaining agreements	Principle 3
	Review of collective agreements, particularly with regard to health and safety in the workplace	Inclusion of references to aspects of co-worker health and safety in collective agreements	9.6. Health and safety	403-4 Worker participation, consultation, and communication on occupational health and safety	Principle 3
Training	Policies implemented with regard to training	Implementation and application of policies on co-worker training	9.5. Talent and leadership development	103-2 The management approach and its components 404-2 Programmes for upgrading employee skills and transition assistance programmes	N/A
	Total hours of training by professional category	Total number of training hours provided in FY22 by professional category	9.5. Talent and leadership development	404-1 Average hours of training per year per employee	N/A
Accessibility	Universal accessibility for people with disabilities	Measures in place to ensure accessibility to our centres for people with disabilities	9.2. We promote inclusion and diversity	NON-GRI	Principle 6
Equality	Measures taken to promote equal treatment and opportunities for men and women	Measures developed to promote equal treatment and opportunities	9.3. Equal opportunities across the organisation	103-2 The management approach and its components	Principle 6
	Equality plans (Chapter III of Organic Law 3/2007, of 22 March 2007, for effective equality between men and women)	Equality plan	9.3. Equal opportunities across the organisation	NON-GRI	Principle 6

Measures taken to promote employment, protocols against sexual harassment and gender-based harassment, integration and universal accessibility for people with disabilities

Procedure on what to do in the event of harassment

9.2. We promote inclusion and diversity 9.3 Equal opportunities across the organisation

NON-GRI

Principle 6

Policy against all forms of discrimination and, where appropriate, diversity management

Equality plan

NON-GRI

Principle 6

## Information on respect for human rights

Description of applicable policies

5.2. Our tools for good governance > Respect for human rights

103-2 The management approach and its components

Results of the policies

5.2. Our tools for good governance > Respect for human rights

103-2 The management approach and its components  
103-3 Evaluation of the management approach

Main risks related to these questions linked to the group's activities

5.2. Our tools for good governance > Risk management  
5.2. Our tools for good governance > Respect for human rights

102-15 Key impacts, risks and opportunities

Implementation of human rights due diligence procedures; prevention of risks of human rights abuses and, where appropriate, measures to mitigate, manage and remedy possible abuses committed

Procedures available to ensure compliance with human rights

5.2. Our tools for good governance > Respect for human rights

102-16 Values, principles, standards, and norms of behaviour  
102-17 Mechanisms for advice and concerns about ethics  
412-1 Operations that have been subject to human rights reviews or impact assessments

Principles 1 and 2

Complaints/reports of human rights violations

Complaints/reports of human rights violations

5.2. Our tools for good governance > Respect for human rights

406-1 Incidents of discrimination and corrective actions taken

Principles 1 and 2

### Management approach

### Human Rights

	Promoting and complying with the provisions of the core conventions of the International Labour Organization relating to respect for freedom of association and the right to collective bargaining; eliminating discrimination in the workplace; eliminating forced or compulsory labour; effectively abolishing child labour	Procedures available to ensure compliance with ILO provisions, freedom of association, the right to collective bargaining and the elimination of discrimination, child labour and forced labour	5.2. Our tools for good governance > Respect for human rights 5.3. IWAY, the code of conduct for suppliers	103-2 The management approach and its components 406-1 Incidents of discrimination and corrective actions taken	Principles 3, 4, 5 and 6
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## Information on the fight against corruption and bribery

<b>Management approach</b>	Description of applicable policies		5.2. Our tools for good governance > Zero tolerance for corruption	103-2 The management approach and its components	
	Results of the policies		5.2. Our tools for good governance > Zero tolerance for corruption	103-2 The management approach and its components 103-3 Evaluation of the management approach	
	Main risks related to these questions linked to the group's activities		5.2. Our tools for good governance > Risk management 5.2. Our tools for good governance > Zero tolerance for corruption	102-15 Key impacts, risks and opportunities	
<b>Corruption and bribery</b>	Measures adopted to prevent corruption and bribery	Measures and procedures available to prevent corruption and bribery offences	5.2. Our tools for good governance > Zero tolerance for corruption	102-16 Values, principles, standards, and norms of behaviour 102-17 Mechanisms for advice and concerns about ethics 205-2 Communication and training about anti-corruption policies and procedures	Principle 10
	Measures to combat money laundering	Measures and procedures available to prevent money laundering	5.2. Our tools for good governance > Zero tolerance for corruption	102-16 Values, principles, standards, and norms of behaviour 102-17 Mechanisms for advice and concerns about ethics	Principle 10
	Contributions to foundations and non-profit organisations	Contributions made to industry associations	8. We build community 8.3. Engaging with society	205-2 Communication and training about anti-corruption policies and procedures 201-1 Direct economic value generated and distributed	Principle 10

## Information about the company

<b>Management approach</b>	Description of applicable policies		8. We build community	103-2 The management approach and its components	
	Results of the policies		8. We build community	103-2 The management approach and its components 103-3 Evaluation of the management approach	
	Main risks related to these questions linked to the group's activities		5.2. Our tools for good governance > Risk management	102-15 Key impacts, risks and opportunities	
<b>The company's commitments to sustainable development</b>	Impact of company activity on employment and local development	Total number of co-workers by province and investment in the community by type and autonomous community	8. We build community	201-1 Direct economic value generated and distributed 413-1 Operations with local community engagement, impact assessments, and development programmes	N/A
	Impact of company activity on local populations and on the country	List of the various social impact projects undertaken in FY22	8. We build community 8.2. The Allen Plan for Transformation	413-1 Operations with local community engagement, impact assessments, and development programmes 413-2 Operations with significant actual and potential negative impacts on local communities	N/A
	Relationships with key agents in local communities and type of dialogue with them	Collaboration on sustainable community projects in the areas we impact	8. We build community 8.2. The Allen Plan for Transformation	102-43 Approach to stakeholder engagement 413-1 Operations with local community engagement, impact assessments, and development programmes	N/A
	Sponsorship or support actions	Total amount of social investment made in FY22	5.5. Partnerships for development 8.2. The Allen Plan for Transformation	102-12 External initiatives 102-13 Membership of associations	N/A
<b>Subcontracting and suppliers</b>	Inclusion of social, gender-equality and environmental issues in our procurement policy	Social, gender equality and environmental criteria set out in the Supplier Code of Conduct	5.2. Our tools for good governance > Zero tolerance for corruption 5.3. IWAY, the code of conduct for suppliers	102-9 Supply chain	Principles 1, 2 and 6



	Considering the social and environmental responsibility of our suppliers and subcontractors	Requirements to comply with social and environmental criteria when entering into agreements with suppliers	5.3. IWAY, the code of conduct for suppliers	308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria	Principles 1, 2 and 6
	Supervision and audit systems and their results	Supplier supervision systems and audits carried out in FY22	5.2. Our tools for good governance > Zero tolerance for corruption 5.3. IWAY, the code of conduct for suppliers	308-2 Negative environmental impacts in the supply chain and actions taken	Principles 1, 2 and 6
<b>Consumers</b>	Consumer health and safety measures	Measures and procedures available to ensure the health and safety of consumers	5.4. Transforming procedures to adapt to customers > Quality, health and safety controls	103-2 The management approach and its components	Principles 1 and 2
	Systems for handling and resolving claims and complaints	Complaints systems and total number of claims, incidents, sanctioning procedures and lawsuits	5.4. We adapt to you > Continuous assessment of satisfaction	103-2 The management approach and its components 416-1 Assessment of the health and safety impacts of product and service categories 417-1 Requirements for product and service information and labelling 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Principles 1 and 2
<b>Tax information</b>	Earnings obtained country by country	Total earnings before tax	5.6. Tax contribution	201-1 Direct economic value generated and distributed	Principle 10
	Tax paid on earnings	Total tax contributions made	5.6. Tax contribution	201-1 Direct economic value generated and distributed	Principle 10
	Information about public subsidies received	Significant public subsidies received	5.6. Tax contribution	NON-GRI	Principle 10

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