



IKEA Distribution



Deine Lieferung:
100% elektrisch

Deine Lieferung:
100% elektrisch

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100% elektrisch

Update

Sustainability Report



Abridged Version
IKEA Austria
2024/25





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[Content of the full report](#)

(GRI 2-22)

Hej!

Dear co-workers,
colleagues,
partners,
stakeholders,
and readers,

We hereby present the third sustainability report of IKEA Austria for the financial years 2024 and 2025. This document supports our transparent communication of our activities and progress in the area of sustainability, and is an expression of our belief that a successful business model requires the consideration of ecological and social responsibility. In a time shaped by global challenges such as climate change, resource scarcity, and social inequalities, we see it as our task to make a constructive contribution.

The past financial years have once again shown how dynamic and complex the demands of sustainable business are, and how crucial it is to maintain agility and foresight. 2025 was marked by a challenging market environment, with the overall market declining by 3.4%. Yet it is precisely in such times that the resilience and adaptability of our company becomes visible. We see how customer behaviour is shifting – towards a stronger preference for online

shopping experiences, while our stores continue to serve as important meeting places. This market transformation is an opportunity for us to explore new paths and align our services even better with our customers' needs.

For IKEA Austria, this means taking into account the link between economic action and our responsibility towards the environment and society. Sustainability is an integral part of our business strategy and operational processes.

Over the past two years, we have taken further important steps to achieve our sustainability goals:

- **Decarbonisation of the delivery fleet:**
The share of emission-free deliveries increased from around 60% in August 2024 to 83% in August 2025, saving approximately 900 tonnes of CO₂e. Our goal is to reach ~90% by August 2026.
- **Circular economy:**
Nearly 11,000 products bought back and resold per year through the IKEA buyback service, contributing to extended product lifespans.
- **Sustainability investments:**
In financial year 2025, €9.4 million was invested in sustainability projects and measures aimed at improving the environmental footprint of our locations and processes.

- **Equal opportunities and fair pay:**

A change in the gender pay gap has been recorded; it now stands at 0.71% in favour of women, compared to 0.64% in favour of men in the previous year. This underlines the effectiveness of our measures to promote pay equity.

These results represent milestones on our path toward achieving the IKEA sustainability goals locally as well as globally. We know that this path is an ongoing process that requires perseverance and a willingness to learn. Areas where we still face challenges include, for example, customer and co-worker mobility, where we have so far only been able to implement individual measures – not yet enough to achieve notable progress. There is also still catching up to do when it comes to employing people with disabilities within our organisation, as we have not yet reached the legally required 4% threshold across our entire company. However, we are committed to continuously improving and to openly reporting on where we stand.

This document is intended as an interim report and an update on our current situation, particularly in light of the evolving guidelines for European sustainability reporting. As a company, we are firmly convinced that “doing good business” means doing the right

thing for people and the planet, while also strengthening our own financial results and becoming more resilient in the long term.

The increasing regulatory requirements, such as the Corporate Sustainability Reporting Directive (CSRD), create an important framework for greater transparency and accountability. They underline the urgency and importance of firmly embedding sustainability aspects at the core of every business strategy.

We invite you to engage with the contents of this report and to share your feedback with us. ■



FangFang Li
CEO and Chief
Sustainability Officer
IKEA Austria



Nicole Reitinger
CFO
IKEA Austria

(GRI 2-6)

Value Chain

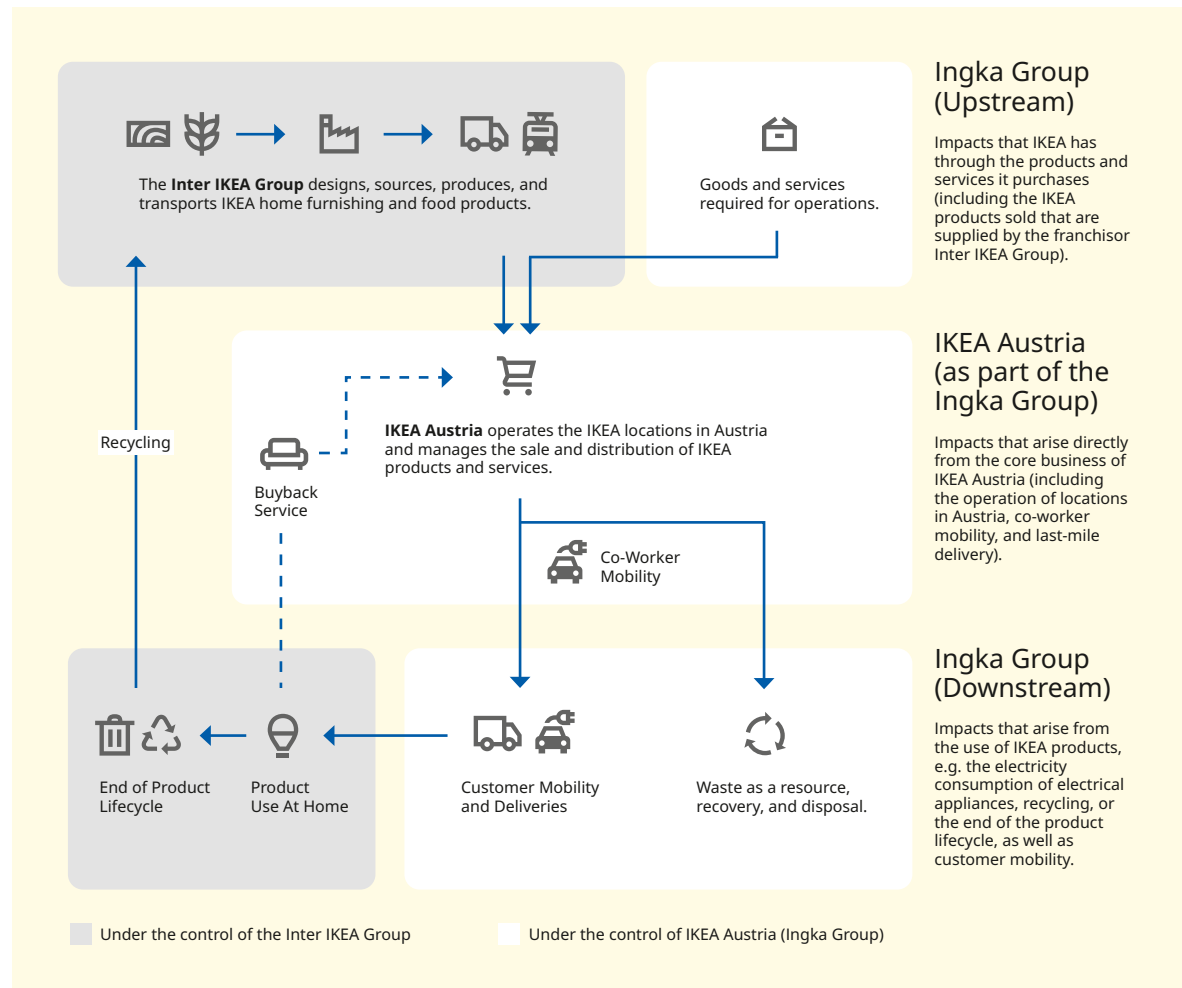
IKEA Austria is aware that its activities along the entire value chain have an impact on people, the environment, and the economy – from the sourcing of raw materials through the use, reuse, and repurposing of IKEA products, right through to their disposal by customers. It is therefore of central importance to IKEA Austria to identify and fully understand these impacts at an early stage, in order to specifically avoid or minimise negative effects and to amplify positive ones.

The value chain can be divided into upstream processes, own operations, and downstream processes. In the upstream area (see the first section of the graphic), IKEA Austria works closely with Inter IKEA, which is responsible for developing the entire IKEA product range. This encompasses the full supply chain, including the selection of materials such as wood, paper, metals, and textiles, as well as transport, logistics, and distribution services.

The largest area of direct influence for IKEA Austria lies in its own business and service activities. These include in particular the operation of IKEA furniture stores, logistics centres, planning studios, and pick-up points, the sale of products and services, co-worker mobility, and the home delivery of products to customers.

The business activities of IKEA also have an impact beyond its own operations. These include the everyday use of products, their reuse or passing on to others, as well as disposal and recyclability at the end of the product lifecycle. In this context, the circular design principles developed by Inter IKEA play an essential role, as they aim to make products more durable and improve their recyclability.

IKEA Austria's strategic approach to sustainability aims to contribute to addressing global challenges such as climate change, social inequality, and unsustainable consumption. A more detailed description of the strategic direction and associated goals can be found in the chapter "Sustainability Strategy", [page 6](#). ■



(GRI 2-1, GRI 2-6)

IKEA in Austria

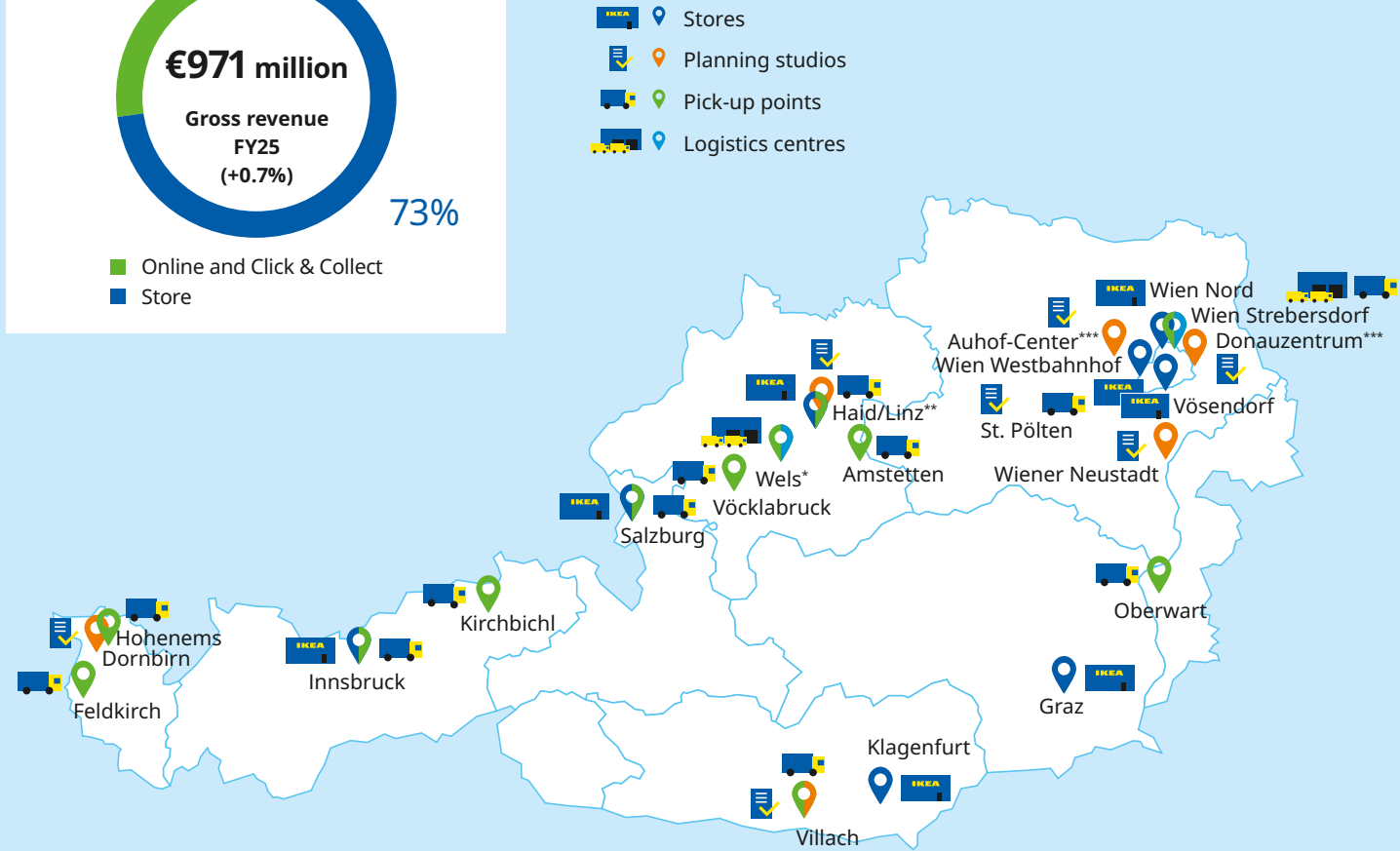
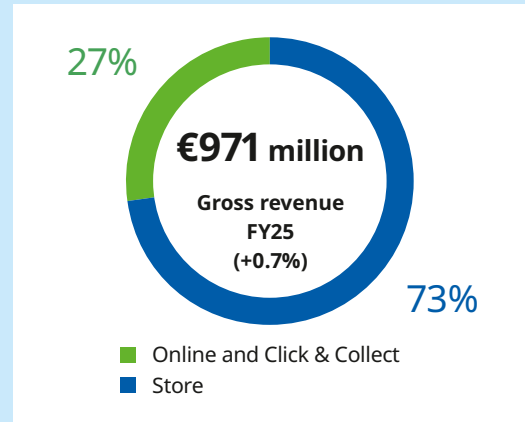
IKEA has been present in Austria since 1977. As of the editorial deadline (03/2026), IKEA Austria GmbH operates eight furniture stores, seven planning studios, ten pick-up points, two logistics centres, one Remote Customer Meeting Point, and additional pick-up points created in cooperation with partners such as Storebox. In financial year 2025, a total of 13.505 million customers visited one of these touchpoints – more than 3.8% more than the previous year. The IKEA online shop recorded a total of 60.071 million visits (+ 7.3% compared to the previous year). As of the balance sheet date at the end of August 2025, IKEA employed around 3,300 people in Austria. Since the beginning of 2025, FangFang Li has been leading IKEA Austria as Country CEO and Chief Sustainability Officer.

2.2 Mio. IKEA Family Members

As of the editorial deadline (03/2026), IKEA Austria has 2,192,071 customers enrolled in the IKEA Family programme. Approximately 20,000 new members sign up each month.

IKEA Business Network

As of the editorial deadline, the IKEA Business Network has around 70,000 members in Austria. Approximately 1,000 new members join each month.



The usage of the pick-up points is continuously recorded. This data, combined with customer feedback and requests for new pick-up options, forms the basis for decisions on where pick-up points are opened or closed.

In the smaller planning studio formats, IKEA co-workers assist with planning and ordering furnishing solutions, such as kitchens or wardrobe systems.

* Online shop + IKEA App

** Opened in FY23

*** Opened in FY24

(GRI 2-12, GRI 2-13, GRI 2-22)

Sustainability Strategy

The IKEA vision of improving the everyday lives of as many people as possible is closely linked to global challenges in which the company's business model and activities both have significant impacts and can make a meaningful contribution to positive change. These include in particular climate change and the loss of biodiversity, unsustainable consumption, and growing inequality. Against this backdrop, the IKEA Sustainability Strategy focuses on three areas: "Healthy & Sustainable Living", "Climate, Nature & Circular Economy", and "Fair & Equal".

In financial year 2024, the existing IKEA Sustainability Strategy was revised. Goals and terminology were aligned with scientifically grounded concepts and are based on internationally recognised methods and standards. For each focus area, clear targets with measurable outcomes have been defined for 2030 and 2050 respectively, enabling concrete measures to be taken, progress to be systematically tracked, and activities across the entire company to be better coordinated.

The IKEA strategy sets a shared direction for the entire value chain. Each country is expected to contribute to achieving the overarching global goals in accordance with its own capabilities and market conditions. To this end, IKEA Austria has developed possible roadmaps with different scenarios and associated costs. These roadmaps are continuously updated.

The roadmap is reviewed annually and adjusted as needed. Progress in implementing measures and achieving the set goals will be communicated openly and transparently.

Sustainability Focus Areas

The focus areas are briefly described below. The full IKEA Sustainability Strategy can be found at the following link: <https://www.ikea.com/global/en/our-business/reports/ikea-sustainability-strategy-240904/>

Healthy & Sustainable Living

By 2030, IKEA aims to make a healthier and more sustainable lifestyle accessible, affordable, and desirable for as many people as possible – through its range of products, services, and food, as well as through marketing and communication measures. This includes measures to encourage conscious behavioural change, an expanded range of plant-based foods, resource-efficiently manufactured products, and second-hand and reuse services.

Climate, Nature & Circular Economy

Climate

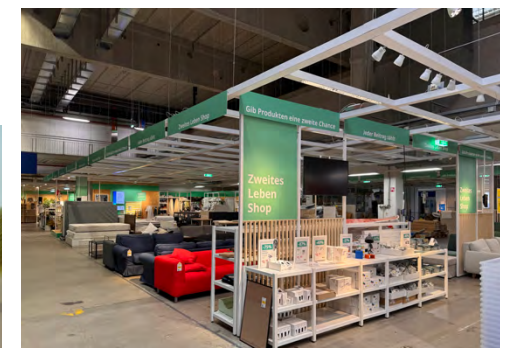
By 2030, the impact of the IKEA value chain on global warming is to be limited. To achieve this, greenhouse gas emissions are to be halved by 2030 compared to 2016, in line with the 1.5°C target. In addition, more CO₂ is to be sequestered through sustainable forestry and agriculture as well as in IKEA products. At the same time, IKEA supports climate protection and climate adaptation measures across society as a whole. The goal is to achieve net-zero emissions by 2050.

Nature

Also by 2030, negative impacts on nature and biodiversity along the IKEA value chain are to be reduced. To this end, the primary raw material wood and wood-based products will be sourced free from deforestation and forest degradation, water consumption will be reduced particularly in water-scarce regions, chemical impacts on the environment and health will be minimised, and the responsible use of natural resources will be embedded in all business processes.

Circular Economy

By 2030, IKEA aims to transition to a circular business model by designing products and materials to be circular from the outset and extending their lifespan. The use of non-renewable primary raw materials will be decoupled from business growth, the share of recycled and renewable materials will be increased to at least 90%, and circular services will be established to facilitate reuse, repair, refurbishment, and recycling.



(GRI 2-19)

Fair & Equal

IKEA continues to contribute to a fair and equitable society along the entire value chain. This includes respecting and promoting human rights, strengthening decent and meaningful work, and embedding diversity, equity, and inclusion. Human rights risks are identified and addressed, fair working conditions including living wages are supported, and inclusive working and business models are implemented.

Sustainability Governance

The IKEA Sustainability Strategy is defined at a global level and applies to all IKEA business areas – including IKEA Austria. The scientifically grounded IKEA Sustainability Strategy forms the overarching framework and is presented in detail in the global Sustainability Report.

Since 2019, the sustainability function has been positioned directly within the management under the role of Chief Sustainability Officer (CSO). In Austria, since 2025, FangFang Li holds responsibility for implementing the sustainability goals in the country in her role as CEO and CSO. Sustainability is a fixed component of her objectives and her personal development. Like all IKEA co-workers, she reports to her line manager through the annual Performance and Development Talks – in the case of CEOs/CSOs, this manager is based at a global level, outside of Austria.

Within the Austrian management team, the sustainability department – and with it the position of Sustainability Manager – reports to the Country Digital & Business Development Manager. The operational implementation of

individual sustainability topics and areas is the responsibility of the relevant specialist functions from various parts of the business, covering a broad spectrum of expertise and qualifications.

In addition, the managers of the respective locations are responsible for achieving local financial and non-financial targets. Achievement is not directly linked to remuneration policy, but is tied to performance assessments (Value Creation Goals) and carries corresponding consequences.

Revision of Sustainability Communications

In financial year 2025, IKEA conducted a comprehensive review of all existing sustainability communications – both in its

furniture stores and online. All statements relating to sustainability at IKEA, the environmental impact of products, and living more sustainably at home were critically assessed.

The background to this revision is the global realignment of customer-facing sustainability communications. The gradual introduction of the new communications approach began in summer 2025. The goal is that by the end of financial year 2026, only fact-based and verifiable messages will be communicated. Statements that are insufficiently substantiated will be revised or discontinued.

In this way, IKEA ensures more transparent and credible communication, while simultaneously reducing the risk of misleading sustainability claims. ■



Environment Overview

IKEA is aware of the global environmental impacts of its business activities and takes targeted measures to minimise negative effects in relation to climate change, resource waste, and biodiversity. In line with the vision of creating a better everyday life for many people, IKEA pursues the goal of continuously reducing its ecological footprint along the entire value chain. The “Environment” chapter covers the key topics of Climate Protection, Biodiversity & Forestry, and Resource Use & Circular Economy. These form the basis for the implementation of IKEA Austria's environmental goals and contribute to the protection and regeneration of the environment.

What IKEA Austria achieved in financial years 2024/25

- **CO₂ reduction:** Through energy efficiency measures at its locations and the increase of emission-free deliveries to 83%, significant CO₂e savings were achieved. In addition, a high proportion of plant-based dishes in the restaurant offering contributes to emissions reduction.
- **Circular economy:** The “Zweites Leben” (Second Life) area was extended to an online shop. In financial year 2025, around 11,000 buybacks and over 900,000 articles sold in the “Zweites Leben Shop” were recorded. In addition, the spare parts range was expanded.
- **Resource conservation:** The recycling rate for waste and packaging stands at 87.7%, well above the global average. Furthermore, 97% of the wood used comes from FSC-certified or recycled sources.

What still needs to be worked on

- **Climate protection:** Further reducing emissions requires substantial investment in renewable heating and cooling systems at the locations. There are also challenges in decarbonising the supply chain as well as in collecting data on co-worker mobility.
- **Biodiversity:** Developing uniform KPIs and clearly assigning responsibilities represents a key challenge that IKEA is addressing at both global and national level.
- **Circular economy:** Scaling circular offers requires additional resources and partners in order to make the services more attractive for our customers.

- 43%

CO₂e reduction* achieved in FY25 compared to the base year 2016

* Scope 1 & 2

83%

of freight deliveries across Austria were carried out emission-free. Up to 100% in the Greater Vienna area (FY25)

87.7%

of IKEA Austria's waste was recycled (in FY25)

909,000

Over articles were sold in the “Zweites Leben Shops” (in FY25)

Social Overview

For IKEA people are at the centre of all actions – as co-workers, customers, and as part of society. The “Social” chapter highlights the commitment of IKEA to Fair Working Conditions, Co-worker Health and Wellbeing, Inclusion, Diversity and Equality, as well as the Product and Customer Safety. IKEA Austria pursues the goal of creating a working environment in which everyone feels valued, and of making a positive contribution to societal issues.

What IKEA Austria achieved in financial years 2024/25

- **Co-worker wellbeing:** IKEA recorded a high participation rate in the co-worker survey “I Share” (90.6%). Furthermore, the introduction of a digital planning tool enabled greater co-worker involvement in shift scheduling. IKEA Austria was also awarded the quality seal for “Betriebliche Gesundheitsförderung” (Workplace Health Promotion).
- **Financial health:** The minimum salary was, as every year, above the collective agreement (“IKEA Responsible Wage”). In addition, various support services are made available to co-workers.
- **Inclusion & diversity:** The gender pay gap was further reduced to 0.71% in favour of women in FY25. IKEA Austria was awarded the “equalitA” quality seal and was able to increase the share of co-workers with disabilities to 3.38%. In addition, campaigns were run to raise awareness of mental load and to support the LGBTQIA+ community.
- **Safe shopping experience:** Successful food safety audits and the introduction of a QR code system for transparent allergen information in the IKEA Food areas contribute to customer safety.

What still needs to be worked on

- **Work organisation and processes:** Further improvement is needed in IT systems for everyday work as well as in achieving a more balanced distribution of workload.
- **Inclusion:** The target of a 4% share of co-workers with disabilities has not yet been reached at all locations, which means a compensation fee is still being paid.
- **Training & development:** Challenges exist in resource planning for training sessions as well as in maintaining a willingness to learn.



90.6%
of all co-workers participated in the annual co-worker survey (FY25)

0.71%
gender pay gap in favour of women (FY25)

118
people (3.38% of the workforce) are co-workers with disabilities

18.02 h
average training hours per co-worker (FY25)

Governance Overview

IKEA Austria is committed to transparent and integrity-driven corporate governance. This chapter highlights the key governance topics: Ethical Business Conduct, Financial Profitability and Tax Transparency, as well as Responsible Procurement. The goal is to build trust with all stakeholders, secure sustainable growth, and make a positive contribution to society on the basis of clear values and guidelines.

What IKEA Austria achieved in financial years 2024/25

- **Ethical conduct:** With the implementation of the “IKEA Trust Line” (whistleblower platform) and regular anti-corruption training – with a participation rate of 87% in FY25 – adherence to ethical standards was further strengthened.
- **Financial stability:** Following previous price adjustments, comprehensive price reductions were implemented in FY25 to reinforce the value promise to customers. The introduction of SAP also increased transparency and management capability.
- **Responsible procurement:** With the introduction of the IWAY Forum for the structured implementation of the IWAY process, and the creation of a full-time position for reviewing suppliers and service providers, essential governance structures were established.

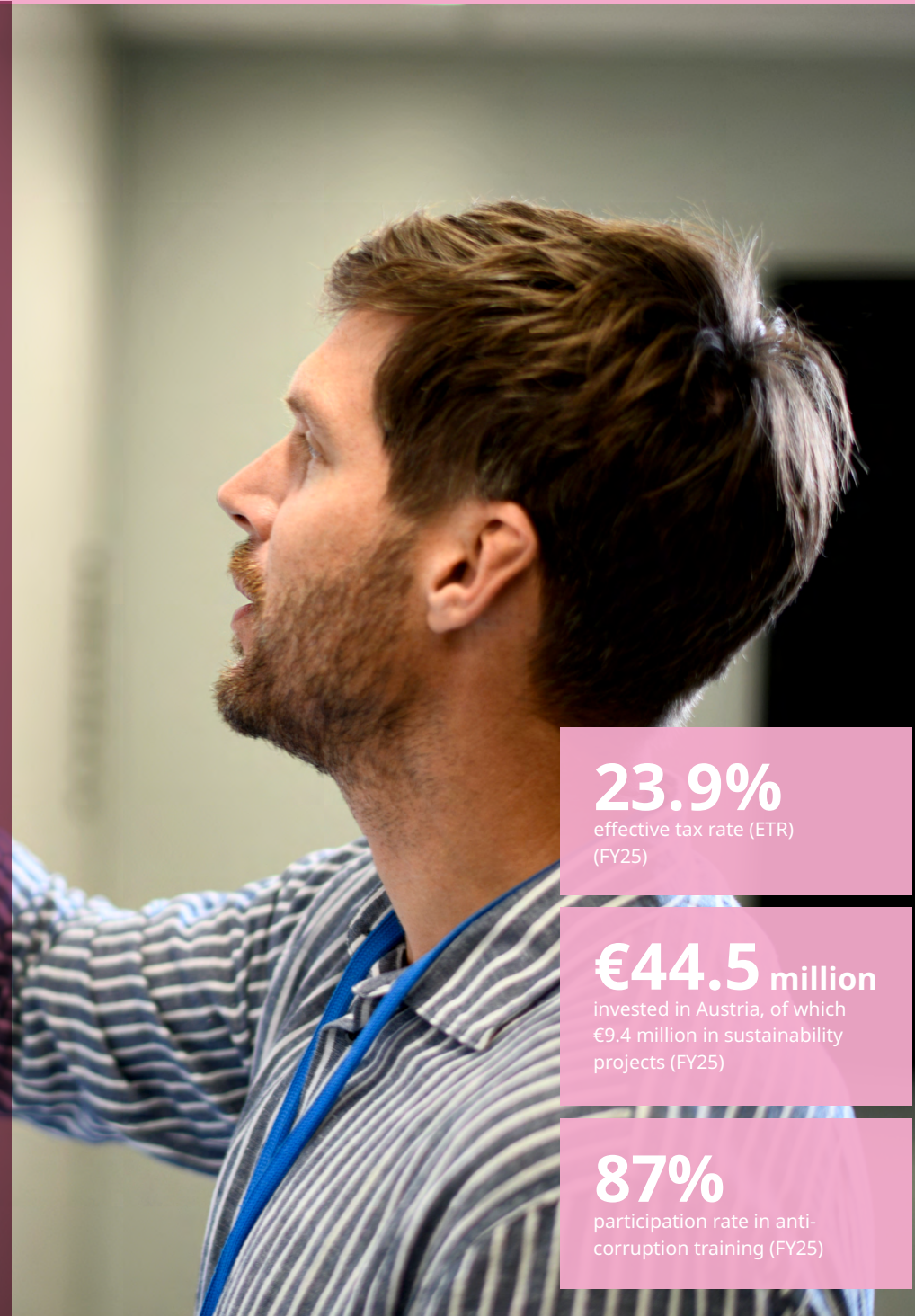
What still needs to be worked on

- **Responsible procurement:** The goal is to further increase the number of IWAY reviews and to conduct at least ten reviews per year going forward. In addition, new training structures are to be introduced from FY26 onwards to further strengthen awareness of IWAY among co-workers.

23.9%
effective tax rate (ETR)
(FY25)

€44.5 million
invested in Austria, of which
€9.4 million in sustainability
projects (FY25)

87%
participation rate in anti-
corruption training (FY25)





[↗ Click here for the full report](#)

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2024/25**

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[↗ ikea.at](#)

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