

IKEA Sustainability Strategy

2025 — 2030



INTRODUCTION

The purpose of this strategy is to inspire, activate and lead us in our planning, decision-making and target setting so that we together can achieve the positive changes we want to see for the IKEA business, and contribute to a more sustainable world. The IKEA Sustainability Strategy is issued by Inter IKEA Group and sets a common direction for the IKEA franchise system and value chain.¹

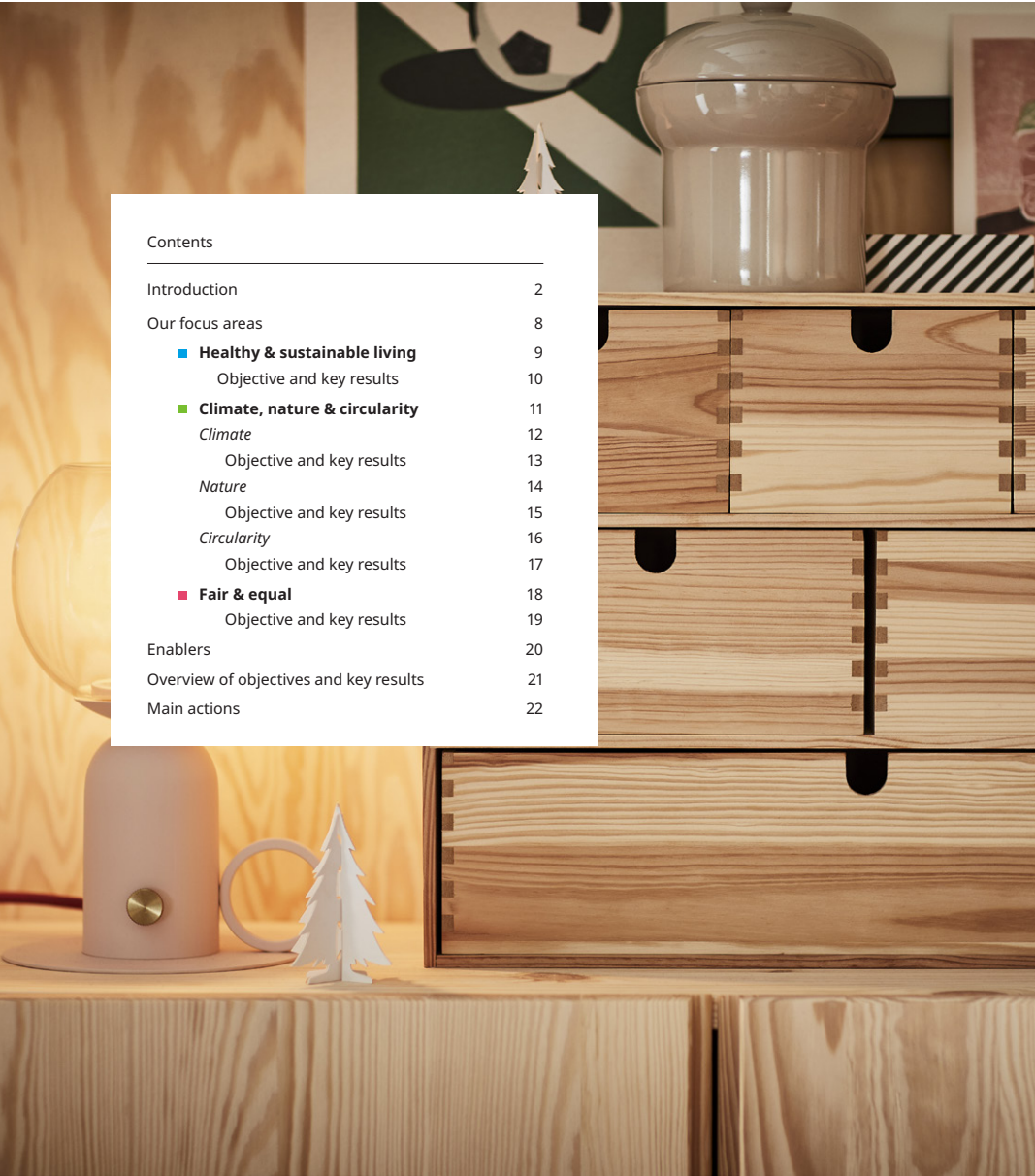
To ensure the long-term growth and development of the IKEA business, we use a franchise system. Together, we continue to develop the IKEA business. The IKEA business includes the companies and retailers operating within the IKEA franchise system. Sustainability is an integrated part of the IKEA business, with each part contributing to the total IKEA sustainability agenda. In this strategy, "we", "our" and "us" refer to the IKEA business, reflecting a common direction while acknowledging that implementation may vary across franchisees.

The IKEA value chain, referenced throughout this strategy, encompasses more than the IKEA business and includes sourcing and extracting raw materials, manufacturing, transporting of products, retail activities in stores, customer travel to stores, product use in customers' homes and product end-of-life.

In FY25, we revised our sustainability strategy, shifting from ambitions and commitments to the objectives and key results (OKR) methodology — a framework that pairs clear objectives with measurable outcomes to make our actions more concrete, track progress, and align efforts across

the organisation. The OKRs outlined within this strategy are set for 2030, in line with the UN Sustainable Development Goals (SDGs). In some areas, like climate and circularity, we have quantitative key results. In others, where the agendas are still maturing, or where the topic is more challenging to measure, we have identified qualitative key results, which we will develop further in subsequent versions of the strategy. Through the move to OKRs, this strategy introduces more structured internal goal-setting and progress tracking complementary to, but distinct from, regulatory reporting requirements. The strategy will be reviewed annually, and we will openly share our progress towards our objectives.

We don't have all the answers and cannot achieve our objectives alone. Therefore, we are committed to working together in a collaborative way, inside as well as outside our business, and being transparent about what we learn. We build on our culture of entrepreneurship, always moving forward and not waiting for perfection, working together to achieve continuous improvements.



Contents	
Introduction	2
Our focus areas	8
■ Healthy & sustainable living	9
Objective and key results	10
■ Climate, nature & circularity	11
<i>Climate</i>	12
Objective and key results	13
<i>Nature</i>	14
Objective and key results	15
<i>Circularity</i>	16
Objective and key results	17
■ Fair & equal	18
Objective and key results	19
Enablers	20
Overview of objectives and key results	21
Main actions	22

¹ In total, there are 12 IKEA franchisee groups operating in more than 62 markets. Inter IKEA Group consists of Inter IKEA Holding B.V. and all its subsidiaries. The IKEA sustainability agenda is set and governed by the Strategic Sustainability Council with the Inter IKEA Group CEO as chair.

The IKEA vision is our inspiration



We want to be an example of how a business can operate responsibly, addressing global sustainability challenges with a holistic approach. The IKEA vision, to create a better everyday life for the many people, is our inspiration.

We are changing our way of working from linear to circular, moving from simply using to regenerating resources. As we rely on natural resources, transitioning towards a circular business makes our business more resilient. Greater resilience can create long-term opportunities and stability for our customers and the millions of people in the IKEA value chain who depend on and contribute to our business.

We believe that the IKEA culture — how we work and what we value — is fundamental to achieving our vision. In other words, it's not only what we do, but how we do it that matters.

Living our values

Caring for people and the planet is one of our core values, and it guides us in how we work. We were born in the rocky landscape of Småland, in southern Sweden, where people had to be creative with their limited resources. Our aim is to be resource efficient and do more with less.

Being bold in facing challenges

It's about setting objectives that we know we cannot reach alone. Still, being bold is not only about setting high ambitions, but also about being open, honest and transparent about the challenges we face. To take the next big steps will mean sharing our successes and failures, admitting we don't have all the answers and being part of a wider conversation to find new solutions.

Collaborating and co-creating

As a global brand, we have a responsibility to drive progress towards a sustainable future. At the same time, we are open and engage with others, listening, learning and sharing knowledge and ideas. This is how we have always worked and will continue to work. We see the opportunity to use creativity, knowledge and our size to scale ideas, collaborate on challenges, and be a partner for change.

Working long term

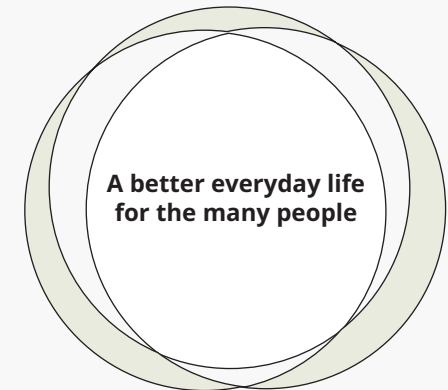
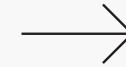
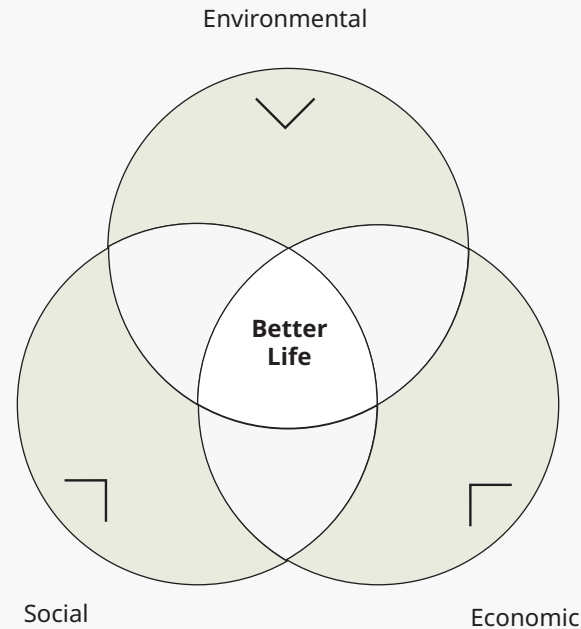
We strive to always work long term, focusing on the root cause of issues and not only on treating the symptoms. Our business setup allows us to make investments for the future in things such as new technologies, innovative materials, and ways of generating energy from renewable sources, as well as improving the lives of people throughout our value chain.

What sustainability means to IKEA

We want to be a force for good for people, society and the planet. For us, it's about balancing economic growth, positive social impact, as well as environmental protection and regeneration.

We always strive to think long-term to be able to meet the needs of people today without compromising the needs of future generations.

Doing this requires rethinking, adopting new ways of working and inspiring changes in lifestyles and consumer behaviour. We are committed to leading the way forward together with customers and partners, and to using our size to make a positive difference. This is both a responsibility and a business opportunity. The more people we reach, the greater impact we can have together, and the more people we can inspire and enable to live a better everyday life.



The IKEA vision, to create a better everyday life for the many people aligns closely with global environmental, economic and social concerns.



Being optimistic in a rapidly- changing world

To ensure the success of the IKEA business into the future, we must work together with speed and urgency to take on the challenges we face. We are optimistic yet realistic about the future, even in difficult times. We have identified major challenges that are highly relevant for our business: climate change and nature loss, unsustainable consumption, and rising inequality. These are further intensified by geopolitical tensions and polarisation. All these challenges are interconnected and their impacts vary in different parts of the world.

From our own history, we know that what at first seem like challenges can become opportunities and that limitations can lead to innovations.

GLOBAL CHALLENGES

Climate change and nature loss

Climate change and nature loss are two of the biggest challenges facing humanity. Global average temperatures are rising more and more each year,^{1,2} — we are currently heading towards a global warming of 2.7°C³ — and we are losing nature at an alarming rate. The urgency to act now is clear.

In 2024, the global average temperature, over a 12-month period, exceeded 1.5°C above pre-industrial levels for the first time.⁴ This is a clear signal that urgent action is needed now. The 1.5°C threshold set by the Paris Agreement has not been permanently exceeded, but it serves as a warning sign. To minimise the worst impacts of climate change, efforts must continue immediately to limit long-term warming to 1.5°C.⁵ To be in line with science, companies need to set science-based targets, halve emissions by 2030, and reach net zero by 2050.⁶

As climate change and nature loss are interdependent, it's imperative that governments, businesses, and other organisations urgently work to protect ecosystems and improve biodiversity. These efforts are crucial not only because nature helps mitigate and adapt to climate change, but also because nature loss disrupts ecosystem services and threatens species, which in turn reduces nature's resilience. As a result, climate change and nature loss must be addressed holistically.

Unsustainable consumption

By 2030, the global population is expected to reach nearly 8.6 billion.⁷ This means that more and more people will look for a better life.

The world is already using resources requiring more than one planet, with material consumption expected to continue to increase.⁸ In many parts of the world, consumption is growing at an unsustainable and unequal rate.⁸ Resource scarcity is connected to unsustainable production and consumption and unnecessary waste.

While many people are escaping poverty, many still lack access to healthy food, water, clean air and energy. The fulfilment of basic human needs is connected to consumption. Society must transition from patterns of over-consumption and under-consumption to responsible consumption that considers equity, the well-being of current and future generations, and the health of our planet.

Rising inequality

The world economy has grown exponentially over the past hundred years, contributing to the largest reduction of poverty in the history of mankind. At the same time, there is an ever-increasing level of inequality⁹ and social instability. Inequality has become a systemic risk threatening individuals, communities, companies and entire economies.

Many people have seen their jobs become unstable, with wages not sufficient to cover basic needs, and rapid technological shifts that are difficult to adapt to. Gender equality is still far from a reality and people continue to face discrimination in many forms.

Global challenges such as climate change and nature loss, and geopolitical conflicts continue to accelerate inequality, hitting the most vulnerable the hardest. Inflation and an increased cost of living are also amplifying inequality.

Climate change alone could push 130 million people into extreme poverty by 2030.¹⁰ At the same time, the transition to a net-zero economy brings additional challenges for livelihoods and human rights, as industries make the needed changes. These changes may lead to job losses, disruptions to communities reliant on affected industries leading to migration, and unequal access to new economic opportunities. To address this, it is critical to ensure fair treatment and support for impacted workers and communities.



Many of the global sustainability challenges and calls for action are described in the UN Sustainable Development Goals (SDGs). Launched in 2015, the SDGs provide a framework for collective action to tackle global issues such as poverty, gender equality and climate change. The SDGs were used as one of the key inputs in the IKEA Sustainability Strategy and objectives for 2030. In the yearly IKEA Sustainability Report, we summarise how the IKEA business contributes to the SDGs where we can have an impact.

As of 2025, the world is unfortunately not on track to meet these goals by 2030.¹¹ This reinforces the importance of businesses like ours to do our part by taking actions towards achieving our sustainability objectives.

¹ WMO "Climate change indicators reached record levels in 2023", 2024
² NASA "Global Climate Change: Vital Signs", 2023
³ Climate Action Tracker, 2024
⁴ WMO "State of the Global Climate 2024", 2025
⁵ IPCC "AR6 Synthesis Report: Climate Change", 2023
⁶ The Science Based Targets initiative (SBTi) "The Corporate Net-Zero Standard"
⁷ UN "World Population Prospects", 2022
⁸ UNEP "Global Resources Outlook", 2024
⁹ Inequality is the uneven distribution of income, wealth, and wellbeing. It matters because it undermines human dignity – breeding discontent, fuelling division, and leaving our societies incapable of tackling the collective challenges we face. WBCSD, 2022
¹⁰ World Bank Group "Revised Estimates of the Impact of Climate Change on Extreme Poverty by 2030", 2020
¹¹ UN "The Sustainable Development Goals Report", 2023



How IKEA can make a difference

Through our business, we have a unique opportunity to be a good example for positive change in society.

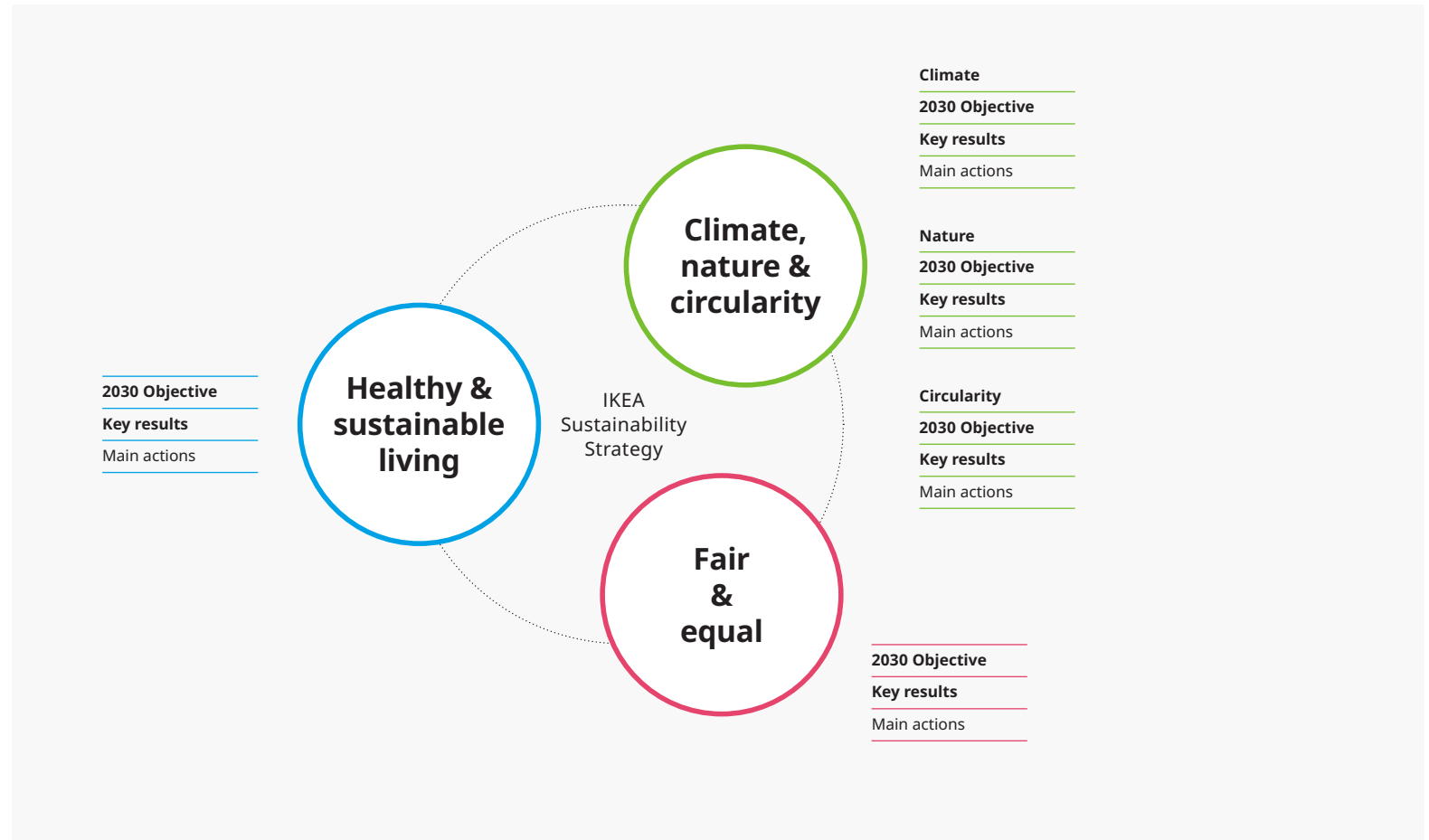
Being a good example means taking action and looking critically at all aspects of our business but also engaging in the debate and enabling all stakeholders across the IKEA value chain and beyond to take action and contribute.

Each one of us can be a good example for change. We want to be more affordable, accessible and sustainable for the many people around the world. We use our size, integrated value chain, creativity, innovation and knowledge in life at home to scale ideas and be a partner for positive change.

Our focus areas

The sustainability work of the IKEA business is organised into three focus areas. Under each focus area, we outline objectives, key results (OKRs) and main actions to be achieved by 2030.

This structure is based on the sustainability issues on which we have the most impact and how our business operates. We recognise the interconnectedness of these focus areas and always strive to address them in a holistic way.



Healthy & sustainable living



People all around the world want to live healthy and sustainable lives. But there is a gap between intention and behaviour for several reasons, including affordability, convenience, availability, product performance and habits.¹

Many people are looking to brands for guidance and support.² The IKEA business – interacting with millions of people around the world, in-store and online – has both an important role and a unique opportunity to make healthy and sustainable living affordable, attractive and accessible for as many people as possible.

Working alongside governments and civil society, business can create the conditions that enable people to adopt more sustainable ways of living. Approximately two-thirds of all greenhouse gas (GHG) emissions related to consumption are connected to individual lifestyles,³ with food, personal transport, housing, consumer goods and leisure driving the most significant environmental impacts.⁴ Science shows that lifestyle and behaviour changes have the potential to reduce GHG emissions by 40–70% by 2050, with the right support.⁵ The impacts of climate change also affect human health, for example through deteriorating air quality, increased heat-related illnesses, anxiety and sleep disturbances.⁶

In addition to offering products that reflect consideration of environmental and social impacts, as well as circular capabilities, our business focuses on developing resource-efficient products and services that inspire and enable customers to reduce their impact at home.⁷ To promote healthy living, we offer products that support improved air and water quality, as well as temperature control in the home. Given the significant impact of food choices on health, nature and climate, we are developing and promoting a delicious, healthy,⁸ sustainable⁹ and affordable food offer.

Creating sustainable lifestyles requires a change in social norms. It means rethinking our ways of living, including what we eat, how we consume, and how we organise our everyday lives. Through our marketing, communication as well as in-store and online experiences, we share our life at home knowledge and use scientific insights to inspire and enable people to adopt impactful behaviours connected to healthy and sustainable living. This includes shifting to plant-rich diets, supporting good-quality sleep, reducing food waste, taking steps to save energy and water, and involving people in the circular economy to reuse, repair, refurbish and recycle.

Our long-term ambition is for healthy and sustainable lifestyles to become the default option.

¹ GlobeScan, “Healthy & Sustainable Living”, 2024

² Bain & Company, “The Sustainability Puzzle: What Do Consumers Really Want?”, 2024. Deloitte, “2024 Gen Z and Millennial Survey: Living and Working With Purpose in a Transforming World”, 2024

³ UNEP, “Emissions Gap Report”, 2020.

⁴ Hot or Cool Institute “1.5-Degree Lifestyles”, 2021.

⁵ IPCC, “Sixth Assessment Report”, 2022. Achieving these reductions is only possible through enabling policies and from changes to consumption supported by culture, infrastructure and technology.

⁶ World Health Organization, 2023, <https://www.who.int/news-room/fact-sheets/detail/climate-change-and-health>

⁷ Products and services that enable customers to reduce their environmental impact at home related to energy, water and waste.

⁸ The IKEA Food Nutrition Profiling System (IFNPS) classifies foods or beverages as healthier if they have a better nutritional composition compared to equivalent foods from a similar product category. There are three levels of classification in the system: “Green” is the best, followed by “Yellow” and “Red”. “Healthier” means products have been classified as better than “Red”, e.g., “Green” or “Yellow”.

⁹ The IKEA business defines sustainable food as food that is responsibly sourced with a commitment to animal welfare and that is plant-rich.

OBJECTIVE FOR 2030

Inspire and enable people to move towards healthy and sustainable lifestyles, by making healthy and sustainable living a desirable choice that is affordable, attractive and accessible for as many people as possible through our products, services, food, marketing and communications.

KEY RESULTS

See the main actions to achieve our key results, [page 23](#)

- 1 A range of affordable products and services that support healthy¹ and resource-efficient living.²**
- 2 A delicious, healthy,³ sustainable⁴ and affordable food offer, contributing to the dietary shift towards more plants and less meat.**
- 3 Marketing, communication and solutions promote healthy and sustainable lifestyles as the norm and support impactful behaviour change.⁵**

¹ Products with features that support improving air and water quality and temperature control in the home.

² Products and services that enable customers to reduce their environmental impact at home related to energy, water and waste.

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⁴ The IKEA business defines sustainable food as food that is responsibly sourced with a commitment to animal welfare and that is plant-rich.

⁵ IKEA will focus efforts to influence impactful behaviour change on plant-rich diets, good quality sleep, food waste reduction, saving energy and water, and participation in the circular economy.



Climate, nature & circularity

We have only one planet, with limited resources. The escalating effects of climate change, increasing pressure on the world's natural resources, biodiversity loss, water scarcity, and rising pollution levels are impacting nature and affecting the lives and livelihoods of millions of people around the world.¹ These challenges are all interconnected. By addressing them holistically, we can contribute to the urgently needed change while also ensuring long-term business resilience.

The IKEA business depends on and impacts nature in many ways. Materials, for example, make up almost half of the IKEA climate footprint. By taking action to halve emissions, we not only reduce our negative impacts on nature, but also potentially contribute to its protection and improvement as many climate adaptation solutions are directly linked to nature and help build greater resilience.

Our aim is to end our dependency on virgin, non-renewable materials. By transitioning towards a circular business, we can reduce pressure on nature, such as by minimising pollution and waste. Circularity is a key enabler to address climate change and biodiversity loss by transforming the materials we use and how we produce, use, and dispose of goods.

Improving traceability across supply chains and the materials we use is essential to understanding the specific actions we can take to reduce social and environmental impacts in the IKEA value chain. By collaborating closely with suppliers, we can more accurately measure progress, strengthen accountability, and drive meaningful change throughout our value chain.

¹ World Health Organisation, "Fact sheet: Biodiversity" 2025

A woman with short blonde hair, wearing a dark blue t-shirt with a yellow stripe on the sleeve and dark pants, is pushing a small orange pallet jack in a large warehouse. The warehouse has high ceilings with exposed pipes and large windows. On the right, there are tall blue metal shelving units filled with cardboard boxes. On the left, there are more shelving units and a yellow safety line on the floor. The word "Climate" is written in a large, white, sans-serif font on a white rectangular background that is partially overlaid on the top left of the image.

Climate

The IKEA business has a significant climate impact, with greenhouse gas emissions (GHG) of 21.3 million tonnes of CO₂ equivalent (CO₂eq) reported across the IKEA value chain in FY24.

Our Net Zero and Beyond agenda sets a clear path for tangible climate action. We are committed to halving emissions across the IKEA value chain by FY30, and by at least 90% by FY50, compared to our baseline year FY16. We will neutralise the remaining emissions through removing and storing carbon within the IKEA value chain through forestry, agriculture, and within IKEA products.

While transforming our operations to align with these goals is our starting point, we will also extend our impact by contributing to broader societal climate change mitigation efforts. This includes scaling up nature-based solutions¹ to remove and store carbon beyond the IKEA value chain, advocating for policies aligned with the science of 1.5°C, strengthening industry collaboration, and empowering our customers to make more sustainable choices.

We will take steps to embed a holistic systems-based approach within our climate agenda. We will continue developing mechanisms to ensure that the initiatives to reduce GHG emissions also assess and address negative impacts on nature and the effects of the transition on communities across the IKEA value chain.

The world is already experiencing the impacts of climate change. In addition to climate change mitigation initiatives, which aim to reduce GHG emissions, we also need to prioritise climate adaptation efforts to prepare for the climate change impacts we can no longer avoid. We are working towards setting the short- and long-term direction on climate adaptation for the IKEA value chain. These efforts will help identify actions – starting with the IKEA value chain – to strengthen the long-term resilience of our business, including the raw materials we depend on and the communities most vulnerable to the impacts of climate change.

¹ WRI, "What Exactly Are 'Nature-based Solutions?'," 2023

OBJECTIVE FOR 2030

Limit the impact of the IKEA value chain on global warming by reducing emissions in line with a 1.5°C pathway, increasing carbon removals and storage, and contributing to broader societal climate change mitigation and adaptation efforts.

KEY RESULTS

See the main actions to achieve our key results, [page 24](#)

- 1** By FY30, the absolute greenhouse gas emissions from the IKEA value chain are halved, compared to the baseline year FY16.
- 2** Carbon is removed and stored through responsible forestry and agriculture practices and within IKEA products.
- 3** Broader climate change mitigation and adaptation efforts beyond the IKEA value chain are supported.





Nature

As a global brand with diverse supply chains, operations, and locations, the IKEA business both impacts and depends on nature¹ in many ways. For example, most IKEA home furnishing and food products are made from materials that come directly from nature, like wood, cotton, ceramics, metals, and food ingredients. By prioritising nature, we safeguard our business, support communities, and build resilience across the IKEA value chain, for years to come.

We aim to reduce our negative impacts and help restore nature by improving biodiversity;² protecting ecosystems, and regenerating resources. This includes responsible sourcing of raw materials such as forestry, agricultural, and inorganic raw materials, while reducing freshwater withdrawal and pollution. For example, today, wood sourced for IKEA products is deforestation-free.³

With each unique ecosystem facing individual challenges, nature loss requires location-specific actions across our value chain. We're developing science-informed goals to address our impacts and work across our value chain to support nature in line with the UN Global Biodiversity Framework.⁴

¹ Nature includes all the existing systems created at the same time as the Earth, all the features, forces and processes, such as the weather, the sea and mountains. In other words, nature is all life on Earth (i.e., biodiversity), together with the geology, water, climate and all other inanimate components that comprise our planet.

² Biodiversity is the variability among living organisms from all sources including, among other things, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems. In other words, biodiversity is the part of nature that is alive and includes every living thing on Earth. Biodiversity is a component of nature.

³ The IKEA business is committed to ensuring that all wood used in IKEA products is sourced from responsibly managed forests and does not contribute to deforestation. Our established forestry due diligence processes and systems, together with FSC certification, are two ways we accomplish this.

⁴ UNEP, "Kunming-Montreal Global Biodiversity Framework", 2022

OBJECTIVE FOR 2030

Reduce negative pressures and impacts on nature across the IKEA value chain, while contributing to the protection, improvement and enhancement of natural ecosystems in our sphere of influence.

KEY RESULTS

See the main actions to achieve our key results, [page 25](#)

- 1

Impacts and dependencies on nature and biodiversity are assessed, responsible management of natural resources is integrated into our business practices and value chain, and actions are identified and implemented to protect and improve natural ecosystems.
- 2

By FY30, our primary deforestation-linked commodities,¹ sourced by the IKEA business, are free from links to deforestation, forest degradation, and the conversion of natural ecosystems.²
- 3

Freshwater³ impact in the IKEA value chain is managed by addressing freshwater pollution, halving withdrawal from production⁴ in the 15 prioritized water-stressed river basins, and reducing withdrawal by 20% from production in the remaining locations (both compared to baseline year FY19).
- 4

Measures are implemented to further minimise negative impacts from chemicals on the environment and human health throughout the IKEA value chain.

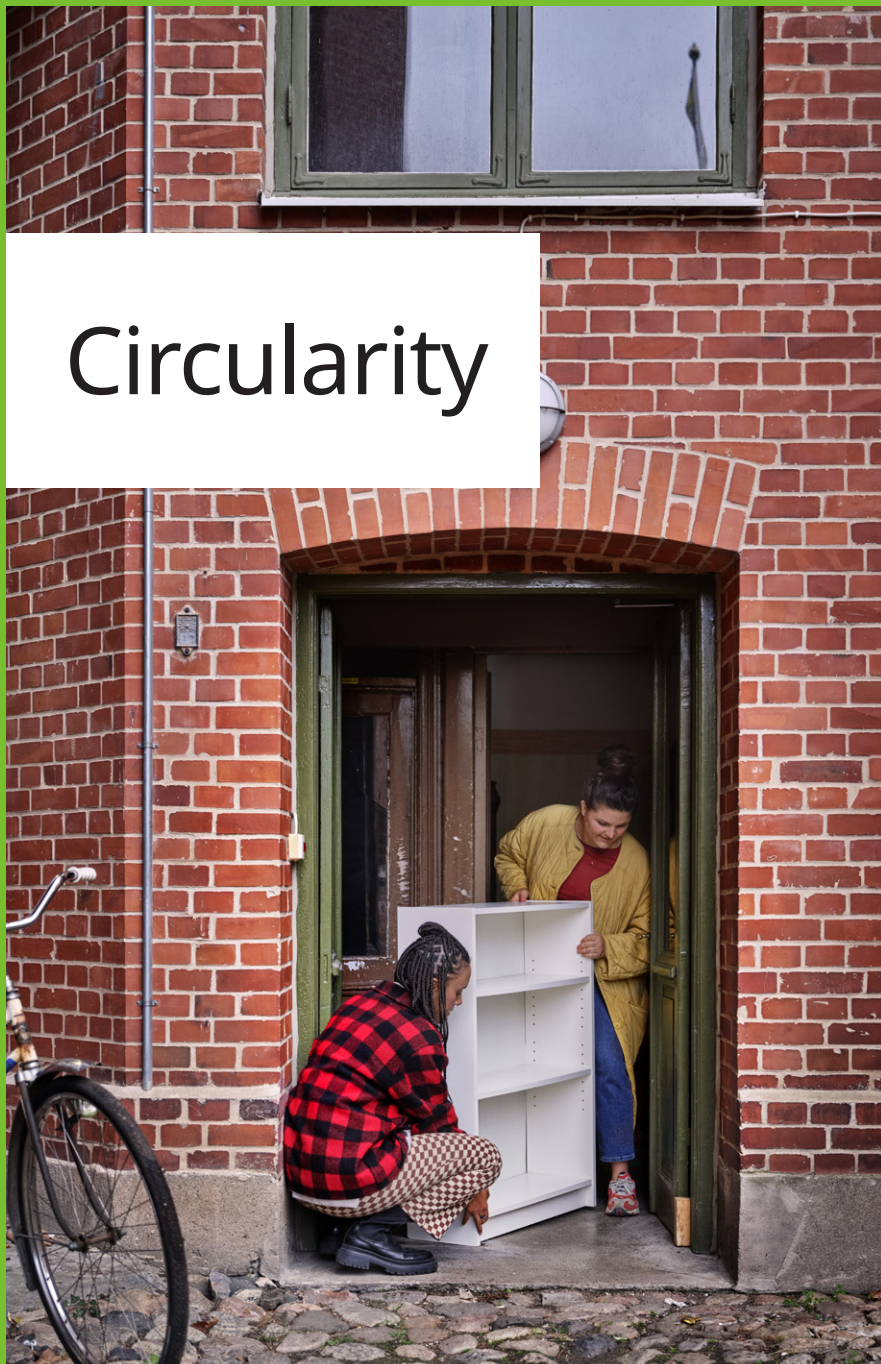
¹ Primary deforestation-linked commodities for the IKEA business include wood and the following agricultural raw materials: soy, palm oil, beef, leather, coffee, cocoa, rubber and sugarcane. Today, wood sourced for IKEA products is already deforestation-free, as a result of our comprehensive control system which includes using Forest Stewardship Council (FSC) certified wood.

² Commodities and products in scope of the European Union Deforestation-free Regulation will meet the corresponding timelines.

³ Freshwater is defined as "blue water" in rivers, lakes and aquifers (bodies of rock and/or sediment that hold groundwater).

⁴ Production is defined as production operations at home furnishing suppliers, global food suppliers and components suppliers, including IKEA owned production units operated by IKEA Industry and IKEA Components.

Circularity



Transitioning towards a circular business is a fundamental, system-wide shift that affects every aspect of the IKEA business. This includes the products and services we develop and offer, the materials we source, and how we enable our customers to prolong the life of IKEA products and materials.

For the IKEA business, this means designing our products according to circular design principles, moving away from the use of virgin, non-renewable materials, developing products and services that enable customers' participation in the circular economy, and reducing waste throughout the IKEA value chain.

We will continue to explore new and improved techniques and methods to optimise the use of raw materials and reduce waste in our own operations.¹ This includes building capabilities to gather, aggregate and report waste data at a holistic level. Once we have a baseline for waste, we will define key results and actions.

¹ Operations of Inter IKEA Group, which consists of Inter IKEA Holding B.V. and all its subsidiaries

OBJECTIVE FOR 2030

Transition towards a circular business by prolonging the lifespan of IKEA products and materials through applying circular design principles and offering products and services that make it possible to reuse, repair, refurbish and recycle.

KEY RESULTS

See the main actions to achieve our key results, [page 26](#)

- 1** IKEA products are designed from the very beginning to be reused, repaired, refurbished and recycled, achieving an average circular fulfilment score¹ across our entire product range of 90%, with at least half of our products scoring 100%.
- 2** Absolute decoupling² of virgin, non-renewable material use from IKEA business growth is achieved, with an increase in the share of recycled and renewable content in IKEA products to at least 90%.
- 3** Circular services are designed and implemented in at least 80% of our markets, making it easier for people to reuse, repair, refurbish and recycle.

¹ Circular fulfilment score indicates the progress a product has achieved towards fulfilling all criteria linked to its applicable Circular Design Principles.

² Achieving economic growth while at the same time decreasing overall resource use.



A photograph of three people walking together and smiling. On the left is a Black man with a beard wearing a striped polo shirt. In the middle is an Asian man in a light blue shirt. On the right is a woman with short reddish hair wearing a black and white patterned jacket. They are walking on a light-colored floor against a warm, yellowish background.

Fair & equal

Around the world, people are facing the impacts of rising inequalities, poverty, climate change, nature loss, geopolitical tensions, and technological shifts. Many, particularly the most marginalized and vulnerable, continue to be at risk of exploitation, child labour, forced displacement, and other human rights violations.

Businesses have an important role to play in addressing these challenges across their value chains by setting good examples, acting as responsible employers, and contributing to positive change.

The IKEA business touches the lives of millions of people across our value chain. As a values-based organisation, we take our responsibility seriously and put people at the heart of our decision-making. Being a responsible business is essential for protecting and empowering people within our value chain, attracting and retaining talent, maintaining the trust of our customers, and ensuring regulatory compliance.

We are committed to respecting human rights and acting in the best interest of children, in line with the UN Guiding Principles on Business and Human Rights and the Children's Rights and Business Principles. We strive to uphold ethical business practices at all times. As technology evolves, we take responsibility for ensuring the ethical use of data and digital innovations,

including artificial intelligence. We work towards providing decent and meaningful work across our value chain and creating equal, diverse, and inclusive work environments and opportunities, including for social enterprises.

While growing our business, we continuously learn and refine our systems and approaches to make them even stronger, actively working to identify, prevent, address, and remediate negative impacts resulting from our operations.

We want to ensure that people can thrive. That's why we continually work to create a positive impact and take action to strengthen the resilience of people in our value chain and in the communities where we operate, with a focus on the most vulnerable and marginalized.

Now more than ever, increasing our efforts and collaborating with others is essential to securing a liveable future for people and the planet.

OBJECTIVE FOR 2030

Contribute to a fair and equal society through respecting and promoting human rights, improving decent and meaningful work, and striving towards diversity and inclusion across the IKEA value chain.

KEY RESULTS

See the main actions to achieve our key results, [page 27](#)

- 1 Human rights risks and impacts across the IKEA value chain are identified, prevented, addressed and remediated through further strengthening our systems and tools, and community engagement is leading to positive social impact.**
- 2 Decent work¹ including labour rights is further strengthened, and living wages and income are provided and supported across the IKEA value chain.**
- 3 Equality, diversity, and inclusion are integrated across the IKEA value chain through accessible workplaces, inclusive business practices, and engagement with social businesses.**

¹ Decent work includes employment creation, rights at work, social protection, and social dialogue, with gender equality as a crosscutting objective. This is closely aligned with SDG Goal 8, and also SDG 16.



Enablers

Our size and business setup are strengths which allow us to think and act long-term to make our objectives a reality. Central to this process are transparency and accountability. We are determined to be a positive force in society, and inspire, influence and work with others through a set of strategic enablers:

Entrepreneurship and innovation

We rely on our entrepreneurial spirit for innovation and turning challenges into opportunities. We also look to others, such as our suppliers, partners and social entrepreneurs, to drive positive change, including ideas and inspiration to help tackle inequality and promote human rights.

Co-creation and partnership

We work together with customers, non-governmental organisations (NGOs), innovative partners and suppliers who have unique expertise, perspectives and insights to develop value for people, the planet and our business.

Science-informed actions

We base our actions on science, informed by global methodologies and frameworks. We also partner with academic organisations to support research which can help us better understand opportunities to remove barriers and scale solutions across the IKEA business.

Business requirements

We continuously work to ensure investment mechanisms, performance indicators, data, digital tools and technology, processes, the IKEA Concept, and other capabilities and incentives are in place throughout the business to support the transformational changes needed.

Competence and knowledge building

We cultivate a learning environment encouraging and supporting competence development and knowledge building among our co-workers and across the IKEA value chain.

Codes of conduct – IWAY and IConduct

We will continue setting clear standards and expectations for the IKEA business relationships and ourselves. The expectations we place on ourselves, and our business partners are found in our supplier code of conduct IWAY, the Inter IKEA Group Code of Conduct and in the franchisee code of conduct, IConduct.

Reporting and transparency

We are open and transparent and invite others to learn from our successes, set-backs, challenges and ways of working. The IKEA business is fully committed to transparently reporting on our progress in line with relevant standards, and welcome relevant new reporting requirements. To move from vision to action, each business needs to set clear targets to prioritise and measure our progress.

Inclusiveness and community engagement

We seek always to be inclusive and actively engage in the communities where we operate, through IKEA stores, offices, warehouses, factories, and online platforms. We strive to engage with affected stakeholders to address both direct and indirect impacts of the IKEA business.

Communication and marketing

We want to ensure our communications are fact-based, clear, honest and trustworthy, continuing to build and maintain trust and integrity in our sustainability messaging. Through our communication and marketing, we aim to inspire and enable people to make a positive difference in their everyday lives, in their communities and in society at large.

Advocacy

Through advocacy, we work with governments, authorities, politicians, civil servants, trade associations, NGO's, unions, and others with an interest in, or impact on, the IKEA business. We engage in dialogue and share experience-based insights on key topics and in markets relevant for our business.

OVERVIEW OF OBJECTIVES AND KEY RESULTS

Healthy & sustainable living

2030 OBJECTIVE

Inspire and enable people to move towards healthy and sustainable lifestyles, by making healthy and sustainable living a desirable choice that is affordable, attractive and accessible for as many people as possible through our products, services, food, marketing and communications.

KEY RESULTS

- 1. A range of affordable products and services that support healthy¹ and resource-efficient living.²
Read more about our circular approach, [page 16](#)
- 2. A delicious, healthy,³ sustainable⁴ and affordable food offer, contributing to the dietary shift towards more plants and less meat.
- 3. Marketing, communication and solutions promote healthy and sustainable lifestyles as the norm and support impactful behaviour change.⁵

¹ Products with features that support improving air and water quality and temperature control in the home.

² Products and services that enable customers to reduce their environmental impact at home related to energy, water and waste.

³ The IKEA Food Nutrition Profiling System (IFNPS) classifies foods or beverages as healthier if they have a better nutritional composition compared to equivalent foods from a similar product category. There are three levels of classification in the system: "Green" is the best, followed by "Yellow" and "Red". "Healthier" means products have been classified as better than "Red", e.g., "Green" or "Yellow".

⁴ The IKEA business defines sustainable food as food that is responsibly sourced with a commitment to animal welfare and that is plant-rich.

⁵ IKEA will focus efforts to influence impactful behaviour change on plant-rich diets, good quality sleep, food waste reduction, saving energy and water, and participation in the circular economy.

Climate, nature & circularity

Climate

2030 OBJECTIVE

Limit the impact of the IKEA value chain on global warming by reducing emissions in line with a 1.5°C pathway, increasing carbon removals and storage, and contributing to broader societal climate change mitigation and adaptation efforts.

KEY RESULTS

- 1. By FY30, the absolute greenhouse gas emissions from the IKEA value chain are halved, compared to the baseline year FY16.
- 2. Carbon is removed and stored through responsible forestry and agriculture practices and within IKEA products.
- 3. Broader climate change mitigation and adaptation efforts beyond the IKEA value chain are supported.

Nature

2030 OBJECTIVE

Reduce negative pressures and impacts on nature across the IKEA value chain, while contributing to the protection, improvement and enhancement of natural ecosystems in our sphere of influence.

KEY RESULTS

- 1. Impacts and dependencies on nature and biodiversity are assessed, responsible management of natural resources is integrated into our business practices and value chain, and actions are identified and implemented to protect and improve natural ecosystems.
- 2. By FY30, our primary deforestation-linked commodities,¹ sourced by the IKEA business, are free from links to deforestation, forest degradation, and the conversion of natural ecosystems.²
- 3. Freshwater³ impact in the IKEA value chain is managed by addressing freshwater pollution, halving withdrawal from production⁴ in the 15 prioritized water-stressed river basins, and reducing withdrawal by 20% from production in the remaining locations (both compared to baseline year FY19).
- 4. Measures are implemented to further minimise negative impacts from chemicals on the environment and human health throughout the IKEA value chain.

¹ Primary deforestation-linked commodities for the IKEA business include wood and the following agricultural raw materials: soy, palm oil, beef, leather, coffee, cocoa, rubber and sugarcane. Today, wood sourced for IKEA products is already deforestation-free, as a result of our comprehensive control system which includes using Forest Stewardship Council (FSC) certified wood.

² Commodities and products in scope of the European Union Deforestation-free Regulation will meet the corresponding timelines.

³ Freshwater is defined as "blue water" in rivers, lakes and aquifers (bodies of rock and/or sediment that hold groundwater).

⁴ Production is defined as production operations at home furnishing suppliers, global food suppliers and components suppliers, including IKEA owned production units operated by IKEA Industry and IKEA Components.

Circularity

2030 OBJECTIVE

Transition towards a circular business by prolonging the lifespan of IKEA products and materials through applying circular design principles and offering products and services that make it possible to reuse, repair, refurbish and recycle.

KEY RESULTS

- 1. IKEA products are designed from the very beginning to be reused, repaired, refurbished and recycled, achieving an average circular fulfilment score¹ across our entire product range of 90%, with at least half of our products scoring 100%.
- 2. Absolute decoupling² of virgin, non-renewable material use from IKEA business growth is achieved, with an increase in the share of recycled and renewable content in IKEA products to at least 90%.
- 3. Circular services are designed and implemented in at least 80% of our markets, making it easier for people to reuse, repair, refurbish and recycle.

¹ Circular fulfilment score indicates the progress a product has achieved towards fulfilling all criteria linked to its applicable Circular Design Principles.

² Achieving economic growth while at the same time decreasing overall resource use.

Fair & equal

2030 OBJECTIVE

Contribute to a fair and equal society through respecting and promoting human rights, improving decent and meaningful work, and striving towards diversity and inclusion across the IKEA value chain.

KEY RESULTS

- 1. Human rights risks and impacts across the IKEA value chain are identified, prevented, addressed and remediated through further strengthening our systems and tools, and community engagement is leading to positive social impact.
- 2. Decent work¹ including labour rights is further strengthened, and living wages and income are provided and supported across the IKEA value chain.
- 3. Equality, diversity, and inclusion are integrated across the IKEA value chain through accessible workplaces, inclusive business practices, and engagement with social businesses.

¹ Decent work includes employment creation, rights at work, social protection, and social dialogue, with gender equality as a crosscutting objective. This is closely aligned with SDG Goal 8, and also SDG 16.

A man and a woman are walking away from the camera on a paved sidewalk. They are carrying a large, rectangular box between them. The box is made of light-colored wood and has a white label with the text "Main actions" in black. The box is secured with black straps. The man is on the left, wearing a light grey shirt and dark blue pants. The woman is on the right, wearing a yellow and white long-sleeved shirt and teal pants. In the background, there is a red bicycle parked against a wall, a window reflecting the street, and some out-of-focus greenery and flowers in the foreground.

Main actions

MAIN ACTIONS - HEALTHY AND SUSTAINABLE LIVING

Read more in Healthy & sustainable living, [page 10](#)**1** A range of affordable products and services that support healthy¹ and resource-efficient living.²**ACTIONS**

- Continue to develop products that improve air and water quality, and support adaptation to the impacts of climate change at home (e.g., air purification, water filtration, cooling solutions).
- Continue to improve the energy efficiency of ovens, hoods, fridges and freezers, and of our lighting range.
- Continue to develop and improve water-efficient products, while driving innovative features to inspire and enable water-saving behaviours at home.
- Continue to develop products that make it easier for customers to reduce waste at home (e.g., smart food storage solutions, practical solutions for waste sorting and composting or reusable containers and bottles).

Our Circularity objective and key results include actions covering how we design products to be reused, repaired, refurbished and recycled, [page 26](#).

¹ Products with features which support improving air and water quality and temperature control in the home.

² Products and services that enable customers to reduce their environmental impact at home related to energy, water and waste.

2 A healthy, sustainable and delicious and affordable food offer,¹ contributing to the dietary shift towards more plants and less meat.**ACTIONS**

- Update the digital reporting landscape, increasing data quality and availability to establish an overview of the food offer across IKEA franchises and a baseline for plant-rich²/plant-based³/healthier⁴ food.
- Increase the number and variety of plant-rich² and plant-based³ food options towards a target according to the established baseline.
- Utilise the IKEA Food Nutrition Profiling System (IFNPS)⁵ to take the right actions to support a healthier⁴ food offer, for example by reducing salt, sugar, and saturated fat and increasing fibre content.
- Promote plant-rich and plant-based foods using behaviour insights to make it easier and more enjoyable for customers to choose these.

¹ The IKEA business defines sustainable food as food that is responsibly sourced with a commitment to animal welfare and that is plant-rich.

² The IKEA business defines "plant-rich" as a meal/dish that is at least 75% plants, qualified as foods whose ingredients are derived only from plants and the remaining 25% can contain any animal-derived ingredient.

³ The IKEA business defines "plant-based" as foods derived from plants and fungi rather than animal sources.

⁴ The IKEA Food Nutrition Profiling System (IFNPS) classifies foods or beverages as healthier if they have a better nutritional composition compared to equivalent foods from a similar product category. There are three levels of classification in the system: "Green" is the best, followed by "Yellow" and "Red". "Healthier" means products have been classified as better than "Red", e.g., "Green" or "Yellow".

⁵ See above.

3 Marketing, communication and solutions promote healthy and sustainable lifestyles as the norm and support impactful behaviour change.¹**ACTIONS**

- Responsibly promote the sustainability features and customer benefits of the products, services and food in the IKEA offer.
- Implement science-informed behaviour change marketing initiatives, starting with a pilot on food waste reduction at selected IKEA retailers with externally validated results in FY26.
- Evaluate the share of global IKEA marketing, communication and solutions deliverables promoting healthy and sustainable lifestyles, to establish a baseline towards setting a goal.
- Evaluate the share of customer engagement with content promoting healthy and sustainable lifestyles through the IKEA loyalty programme, to establish a baseline towards setting a goal.
- Measure customer perception of our business as a brand that enables customers to reduce their environmental impact,² to establish a baseline towards setting a goal.

¹ IKEA will focus efforts to influence impactful behaviour change on plant-rich diets, good quality sleep, food waste reduction, saving energy and water, and participation in the circular economy.

² Measured through response to "IKEA helps customers to reduce their environmental impact" question in the IKEA Pulse survey, starting in Autumn 2025

MAIN ACTIONS - CLIMATE

Read more in Climate, [page 13](#)

1 By FY30, the absolute greenhouse gas emissions from the IKEA value chain are halved, compared to the baseline year FY16.

ACTIONS

- Increase the use of materials and food ingredients with a lower climate footprint, while also considering broader environmental and social impacts.
- Scale up electrification, renewable energy and energy efficiency across all production/ manufacturing sites, retail customer meeting points and upstream material supply chains.
- Accelerate the movement towards electrification, renewable fuels, and energy efficiency within land and ocean transportation across our value chain.
- Develop sustainable products and food offerings with a lower carbon footprint, such as increasing plant-based and plant-rich food options, reducing the amount of red meat, and improved energy efficiency of products.

2 Carbon is removed and stored through responsible forestry and agriculture practices and within IKEA products.

ACTIONS

- Further develop, adopt, and scale up responsible forestry and agriculture practices that contribute to climate change mitigation through carbon removals and storage. At the same time, support climate adaptation by protecting and improving ecosystem conditions, including biodiversity and water cycles, and the well-being of communities dependent on these ecosystems.
- Increase the share of recycled and renewable materials and prolong the lifetime of our products, facilitating the preconditions that allow carbon to remain stored in our products and materials for as long as possible.
- Define short- and long-term targets for carbon removals and storage to quantify and verify our efforts.

3 Broader climate change mitigation and adaptation efforts beyond the IKEA value chain are supported.

ACTIONS

- Reduce the climate footprint of IKEA supplier factories, not only the share they produce for our business.
- Enable movement towards a resilient net-zero society through investments in companies offering sustainable solutions, such as plant-based salmon and sustainable seaweed.

MAIN ACTIONS - NATURE

Read more in Nature, [page 15](#)

1 Impacts and dependencies on nature and biodiversity are assessed, responsible management of natural resources is integrated into our business practices and value chain, and actions are identified and implemented to protect and improve natural ecosystems.

ACTIONS

- Assess dependencies, impacts, risks, and opportunities, establish baselines and set goals for biodiversity across our value chain, based on global methodologies.
- Identify and implement actions for the avoidance and mitigation of identified negative impacts on biodiversity.
- Continue to strengthen and implement methods for responsible management of forest and agricultural commodities, including establishing metrics to enable reporting on biodiversity, water, soil health, and farmer livelihoods, and improving climate mitigation and adaptation.
- Conduct a science-informed assessment of land use across the IKEA business.
- Identify and define nature-based solutions for mitigating environmental challenges, such as flooding and droughts in our value chain.
- Develop methods to improve biodiversity at IKEA managed sites, such as customer meeting points.
- Identify and drive projects where we, together with others,¹ contribute to the protection and improvement of biodiversity, water quality, and quantity in degraded ecosystems, as well as support climate mitigation through reforestation and restoration of degraded lands both within the IKEA value chain and beyond.

¹ Including suppliers, academia, non-governmental organizations and partners

2 By FY30, our primary deforestation-linked commodities,¹ sourced by the IKEA business, are free from links to deforestation, forest degradation, and the conversion of natural ecosystems.²

ACTIONS

- Establish definitions for deforestation, forest degradation and conversion-free aligned with credible, global third-party definitions to make informed sourcing decisions, align on actions, and enable robust reporting.
- Develop and establish and implement metrics to measure, follow up, and report on deforestation, forest degradation and conversion-free for primary deforestation-linked commodities across our value chain.

¹ Primary deforestation-linked commodities for the IKEA business include wood and the following agricultural raw materials: soy, palm oil, beef, leather, coffee, cocoa, rubber and sugarcane. Today, wood sourced for IKEA products is already deforestation-free, as a result of our comprehensive control system which includes using Forest Stewardship Council (FSC) certified wood.

² Commodities and products in scope of the European Union Deforestation-free Regulation will meet the corresponding timelines.

3 Freshwater¹ impact in the IKEA value chain is managed by addressing freshwater pollution, halving withdrawal from production² in the 15 prioritized water-stressed river basins, and reducing withdrawal by 20% from production in the remaining locations (both compared to baseline year FY19).

ACTIONS

- Establish definitions for Deforestation and Conversion-Free (DCF) and Forest Degradation-Free (FDF), aligned with credible, global third-party definitions to make informed sourcing decisions, align on actions, and enable robust reporting.
- Develop and establish a methodology to measure, follow up, and report on DCF and FDF for primary deforestation-linked commodities across our value chain.
- Implement DCF and FDF methodology in the business metrics across our value chain for primary deforestation-linked commodities by FY27.

¹ Freshwater is defined as "blue water" in rivers, lakes and aquifers (bodies of rock and/or sediment that hold groundwater).

² Production is defined as production operations at home furnishing suppliers, global food suppliers and components suppliers, including IKEA owned production units operated by IKEA Industry and IKEA Components.

4 Measures are implemented to further minimise negative impacts from chemicals on the environment and human health throughout the IKEA value chain.

ACTIONS

- Establish a comprehensive data system of prioritised chemical substances used or released in the value chain.
- Continue assessing our chemical impacts along the value chain and implement actions for avoidance and mitigation of the identified negative impacts.
- Ensure implementation of advanced sustainable chemical management practices and pollution prevention measures, starting with chemical intensive industries and activities.
- Develop a substitution and minimisation scheme for Substances of Very High Concern (SVHC), and prioritised Substances of Concern (SOC), as well as all Per- and Polyfluoroalkyl Substances (PFAS).

MAIN ACTIONS - CIRCULARITY

Read more in Circularity, [page 17](#)

1 IKEA products are designed from the very beginning to be reused, repaired, refurbished and recycled, achieving an average circular fulfilment score¹ across our entire product range of 90%, with at least half of our products scoring 100%.

ACTIONS

- Develop new products and improve existing ones according to our circular design methodology.
- Assess all new and existing products on how well they meet the criteria linked to their applicable circular design principles to obtain a circular fulfilment score.
- Develop and implement circular design roadmaps to ensure our products progress towards fulfilling all criteria linked to their applicable circular design principles.

2 Absolute decoupling of virgin, non-renewable material use from IKEA business growth is achieved, with an increase in the share of recycled and renewable content in IKEA products to at least 90%.

ACTIONS

- Accelerate innovation and development activities for recycled and renewable materials.
- Secure availability, traceability and affordability of responsibly sourced secondary raw materials.
- Implement our Material Directions, which set strategic targets for our most commonly used materials to increase the recycled and renewable content in IKEA products.

3 Circular services are designed and implemented in at least 80% of our markets, making it easy for people to reuse, repair, refurbish and recycle.

ACTIONS

- Create and develop a new Care & Repair offer concept that is truly integrated into our business.
- Develop and test new capabilities to resell used IKEA products in an omnichannel environment.
- Explore services that support our customers in removing products they no longer need, increasing the likelihood of reuse or recycling.

¹ Circular fulfilment score indicates the progress a product has achieved towards fulfilling all criteria linked to its applicable Circular Design Principles.

MAIN ACTIONS - FAIR & EQUAL

Read more in Fair & equal, [page 19](#)

1 Human rights risks and impacts across the IKEA value chain are prevented, addressed and remediated through further strengthening our systems and tools, and community engagement is leading to positive social impact.

ACTIONS

- Develop and implement due diligence processes across our value chain for further assessing human rights risks and act on identified issues.
- Further develop our grievance mechanism to address observed or experienced misconduct across our value chain.
- Engage with communities across our value chain to identify, prevent, and address potential negative impacts while proactively developing opportunities for positive social impact.

2 Decent work¹ including labour rights is further strengthened, and living wages and income are provided and supported across the IKEA value chain.

ACTIONS

- Provide living wages and income in Inter IKEA Group operations and support the same among our suppliers, franchisees and other business partners.
- Continue to support and secure safe and healthy working conditions, labour rights and social protection including ensuring that workers have the freedom to join or form associations of their choice, bargain collectively, and are recruited responsibly.
- Develop and implement an approach for a just transition² to a net-zero and circular economy, focusing on creating positive social opportunities while managing potential negative impacts. Conduct impact mapping to identify key areas of focus as a first step.

3 Equality, diversity, and inclusion are integrated across the IKEA value chain through inclusive business practices and engagement with social businesses.

ACTIONS

- Promote accessible and inclusive workplaces, prevent discrimination and ensure equality of opportunity and treatment.
- Secure the inclusion and empowerment of children and youth, for example, by securing child safeguarding measures and family-friendly practices.
- Include diverse needs and perspectives¹ in the design of products, services, and experiences, as well as ensure a human-centric approach to digital touchpoints and data-driven processes.
- Secure that our business is more inclusive and diverse by integrating social businesses and actively providing opportunities for marginalised groups across our value chain and in the societies where we operate.

¹ Decent work includes employment creation, rights at work, social protection, and social dialogue, with gender equality as a crosscutting objective. This is closely aligned with SDG Goal 8, and also SDG 16.

² A just transition involves maximising the socio-economic opportunities in the transition to a low-carbon, circular economy, while minimizing and carefully managing any negative impacts on people.

¹ Considers the full range of human diversity with respect to ability, language, culture, gender, age and other forms of human difference.