

Sustainability Report IKEA Switzerland

2024/25

*Assembling
a better future
together*



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Letter from our leadership

We don't claim to have all the answers. But we are committed to taking responsibility and moving forward with clear goals and transparent reporting on progress and gaps.

Home is where everyday life happens. It's where we rest, recharge, care for loved ones and manage the routines that shape our days. At IKEA Switzerland, our role is to support this with solutions that are made for life: functional, affordable and designed with greater consideration for people and the planet.

The world surrounding our homes is demanding. Climate change and habitat loss are accelerating. Social cohesion is under pressure. Many households are navigating tight budgets. In this reality, sustainability cannot be a separate programme. It must show up in everyday decisions about how we use energy, how we move goods, how we keep products in use longer, and how we create opportunities for everyone.

Yet sustainability is often seen as complicated, expensive and requiring sacrifice. We believe it should be the opposite. Our ambition is to remove these barriers and make sustainable choices easier, more affordable and more attractive for the many people.

We believe it's good business to be a good business. When sustainability is embedded in our work and is measurable, it strengthens resilience, builds trust and reduces long term risk. In Switzerland, this belief guides our approach to climate, circularity, fairness and equal opportunity, and to healthier, more sustainable living.

On climate, CO₂ reduction is one of our main goals, and we continually track our footprint. We are expanding local renewable





electricity generation, including rooftop solar projects such as in Itingen. Across Switzerland, these installations increased our solar output by 37% from FY24 to FY25 to 7'373 MWh, helping to strengthen our energy resilience and supporting a low-carbon future. At the same time, more home delivery orders are brought to our customers emission free, from 23% in FY24 to 45% in FY25 (with a target for 90% of deliveries to be made with electric vehicles by 2028).

We're expanding our buyback & resell offerings as a core part of IKEA Switzerland's increased focus on circularity. By keeping products in use longer, we reduce waste and save resources while giving customers an even more affordable way to furnish their homes. Our ambition is to make secondhand a natural, convenient choice with clear quality checks and information so customers can choose with confidence.

At IKEA Switzerland we believe that work creates opportunity, dignity and belonging. We aim to create an environment where co-workers from different backgrounds feel valued and able to thrive. Since 2016, we have supported the integration of over 310 refugees into the Swiss labour market through jobs, training and support. By encouraging other employers to take part, we hope to contribute to a society where more people have the chance to belong and build a future.

At home, our ambition is for everyone to be able to make healthier and more

sustainable choices. We enable this without adding unnecessary cost or complexity, from providing solutions that save energy, to providing free spare parts that extend the life of products.

As CEO/CSO and Country Sustainability Manager, we are committed to making sustainability an integral part of how we run IKEA Switzerland. We do this by setting clear priorities, measuring our progress and sharing both our achievements and our challenges openly.

This report highlights what we are implementing locally, what we are learning and where we will focus next. We don't claim to have all the answers. But we are committed to taking responsibility and moving forward with clear goals and transparent reporting on progress and gaps.

Our ambitions for Switzerland reach beyond this report. We want sustainable living to be accessible and affordable, where it stops being the exception and becomes the norm.

Janie Bisset
CEO & Chief
Sustainability Officer
IKEA Switzerland

Andrin Hodel
Country Sustainability
Manager
IKEA Switzerland

ESG – Material topics

Ingka Group updated the double materiality assessment for the report of financial year (FY) 2025, which is described in [the Ingka Group Annual Summary and Sustainability Report FY25](#), page 20. IKEA Switzerland deduced the topics for the Swiss report exclusively from this double materiality assessment, since the value chain of IKEA Switzerland is identical to the value chain of Ingka Group and did minor adjustments according to the Swiss value chain. To avoid duplications in the Ingka Group and IKEA Switzerland reports and to make the Swiss report as tangible and locally relevant as possible, those topics were selected on which IKEA Switzerland has a direct impact on and topics for which IKEA Switzerland has measurable goals and Key Performance Indicators (KPIs). For this report, we did not take into consideration expectations from Swiss society or external stakeholders. The selection process of material topics was carried out by the internal Sustainability Team and Communications Team.

Driven by the IKEA vision to create a better everyday life for the many people, Ingka Group brings the IKEA brand to millions of homes. We aim to have a positive impact on people and planet through our business and here we summarise our progress in FY25.

Environment

How we play our part in tackling the challenges of climate change, water scarcity, biodiversity loss and resource use and circularity.



Social

How we're determined to be a force for good by helping to create a fairer and more equal society and better lives for co-workers, workers in our supply chain and customers.



Governance

Our commitment to doing business ethically and responsibly, living our values everyday.



The following seven topics were selected as material:

→ Climate change

→ Resource use & circularity

→ Fair working conditions →

→ Human rights / value chain workers →

→ Equality, diversity and inclusion

→ Ethical business

→ Digital ethics →

This topic covers now the previous topics “Health, safety and wellbeing” as well as Skill development “wellbeing” as well as “Skill development”

This is the first time the topic is covered in IKEA Switzerland’s Sustainability Report

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Material topic	Materiality upstream	Materiality own ops	Materiality downstream
Climate change	●	●	●
Resource use & circularity	●	●	●
Fair working conditions		●	
Human rights / value chain workers	●		●
Equality, diversity and inclusion		●	
Ethical business		●	
Digital ethics		●	●

The topic “Healthy and sustainable living” is a cross-cutting topic that enriches and connects multiple areas. Therefore, rather than presenting it as a standalone material topic as in the previous report, it will now be embedded across the individual material topics to reflect its broader relevance and impact.

In addition to the previously listed material topics, IKEA Switzerland intends to address two further subjects within this report:

Biodiversity

The issue of biodiversity, particularly in relation to wood sourcing, is of significant importance for the Ingka Group. While IKEA Switzerland has limited influence due

to the characteristics of its supply chain, biodiversity is a relevant and significant area warranting disclosure.

Including this topic in this sustainability report also reflects growing stakeholder expectations, with 82% of respondents in the People & Planet Consumer Insights & Trends Report 2025¹ calling for businesses to protect and restore nature.

Community impact

Although community impact is not explicitly listed among the material topics of the Ingka Group, it constitutes an essential area for IKEA Switzerland. The company regards this subject as critical and therefore considers it important to report on its related activities and contributions.

¹ The report was initiated by the Ingka Group and summarises consumer trends and insights about sustainability, covering all Ingka Group countries; including specific data collected for Switzerland. The report is based on insights gathered from more than 30'000 survey participants.

About IKEA Switzerland



IKEA AG (hereafter referred to as IKEA Switzerland), headquartered in Spreitenbach, is a Swiss retail company and part of the Ingka Group. Its business activities are based on buying and selling goods from Inter IKEA Group. In 1973, IKEA opened the first furniture store outside of Scandinavia in Spreitenbach. During the reporting period, IKEA Switzerland operated ten stores, one

distribution center, one Service Office, one Remote Customer Meeting Point and three Plan and Order Points in Switzerland. In April 2024, the tenth store in Switzerland opened in Riddes, Valais. In the same year, in June 2024, the third Plan and Order Point opened in the city of Winterthur. During FY25, we welcomed 13.85 million visitors in our physical stores, had 2.5 million IKEA

Family members, and 3'439 co-workers worked to satisfy our customers and improve our services. In FY25 IKEA Switzerland generated total sales of CHF 1'211 million. Compared to FY24, the annual turnover was 2.26% lower. Janie Bisset is the Chief Executive Officer and Chief Sustainability Officer for IKEA Switzerland and responsible during the reporting period.

About the IKEA franchise system

The IKEA retail business is operated through a [franchise system](#) with franchisees authorized to market and sell the IKEA product range within certain geographic areas. Inter IKEA Systems B.V. is the owner of the IKEA concept and the global IKEA franchisor. 12 franchisees have the right to operate IKEA sales channels under franchise agreements with Inter IKEA Systems B.V. Ingka Group is one of 12 franchisees and is also the world's largest home furnishing retailer within the Inter IKEA Group, with 620 customer meeting points in 31 countries, including stores in Europe, America and Asia. This includes the IKEA stores in Switzerland that belong to the IKEA retail area of Ingka Group. Ingka Group consists of three business areas: IKEA Retail, Ingka Investments, and Ingka Centres. 85% of the net profit of Ingka Group is reinvested in the business to keep on achieving the IKEA vision; the remaining 15% go to the only shareholder, Stichting INGKA Foundation to achieve the charitable purpose of [IKEA Foundation](#) with its new strategic focus on climate change.

Inter IKEA Group is the corporate group that connects IKEA franchisees with product development and suppliers and aligns the overall strategic direction of IKEA. Inter IKEA Group develops the product range, supplies products, and provides communication solutions.

For more information about the way IKEA works, please visit this [website](#).

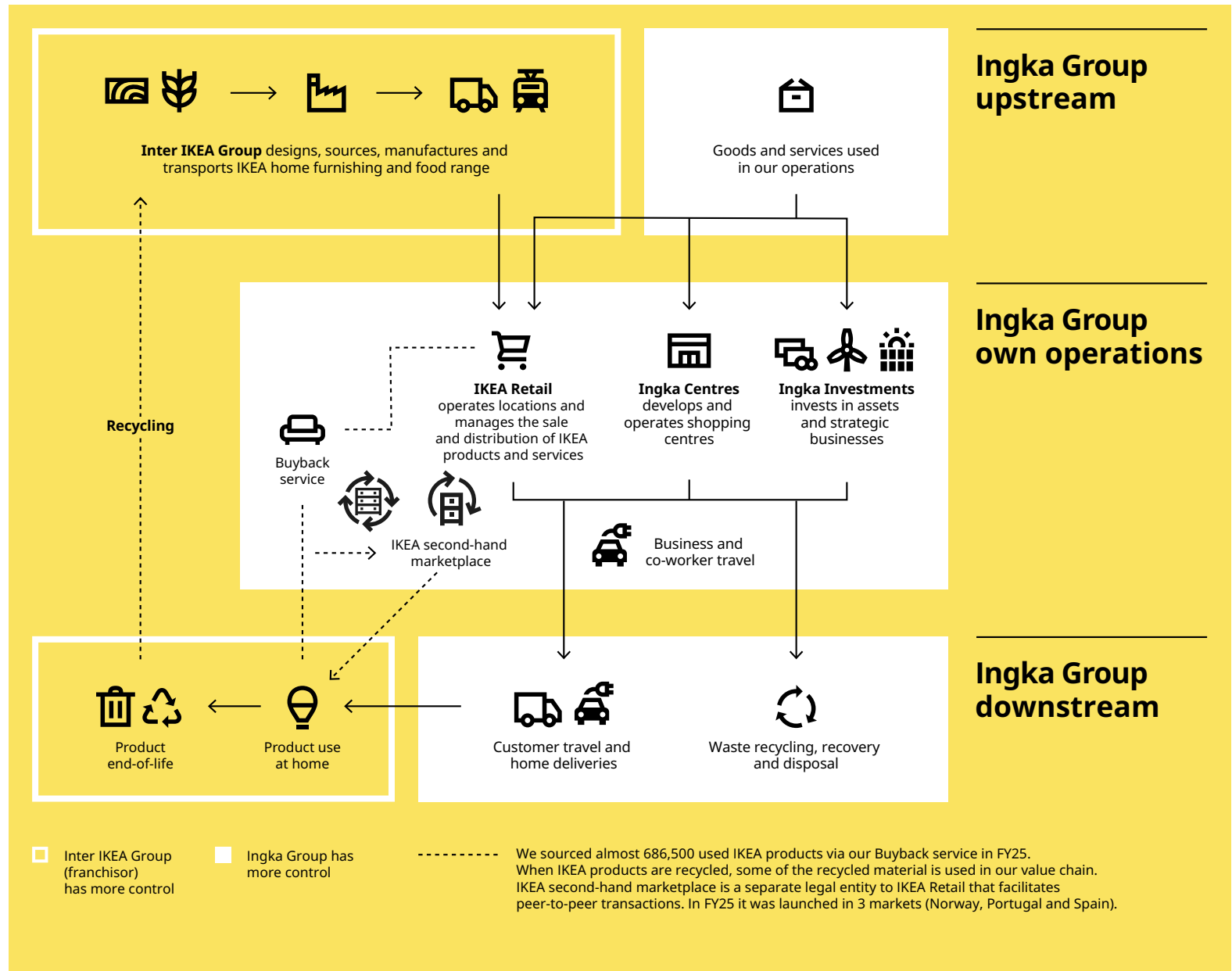
Activities and value chain

IKEA Switzerland's value chain is heavily dependent on the value chains of Ingka Group and Inter IKEA Group. The Ingka Group's value chain is shown in the figure below. Inter IKEA Group has the greatest influence on the upstream processes (materials, manufacturing, production, and transportation of products), while the influence and impacts of IKEA Switzerland are mainly focused on IKEA retail and transportation and delivery of IKEA products. IKEA Switzerland's core business is retail and its operations. For more information about the value chain of [Ingka Group](#), see the [Ingka Group Annual Summary and Sustainability Report FY25](#), pages 12-13.

Along the value chain, different business partners are linked to IKEA Switzerland's operations. For example, we work with transport and parcel delivery service partners, cleaning service partners, recycling companies, financial service partners, and marketing and communication agencies.

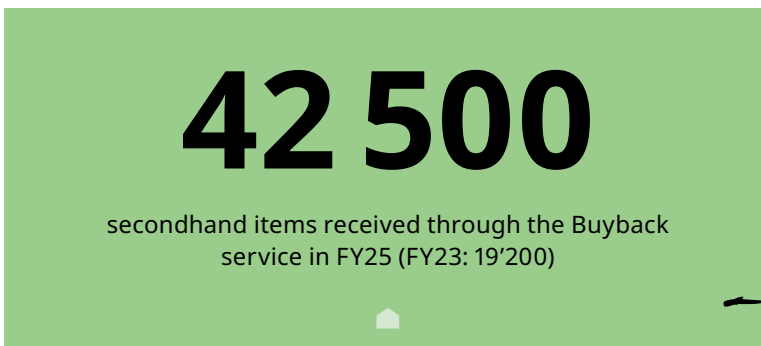
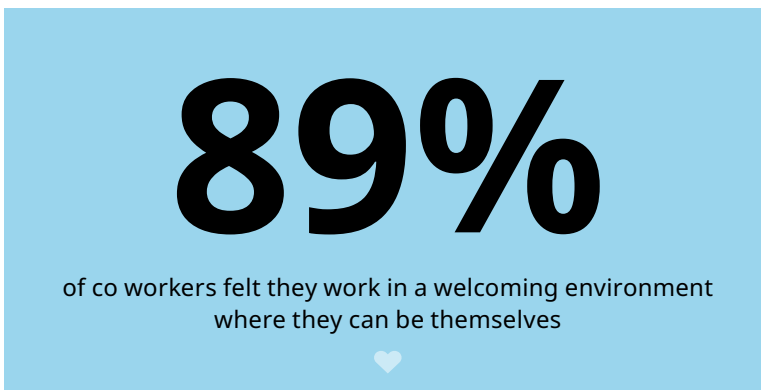
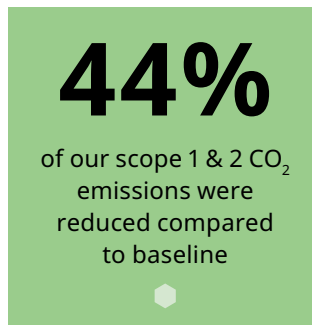
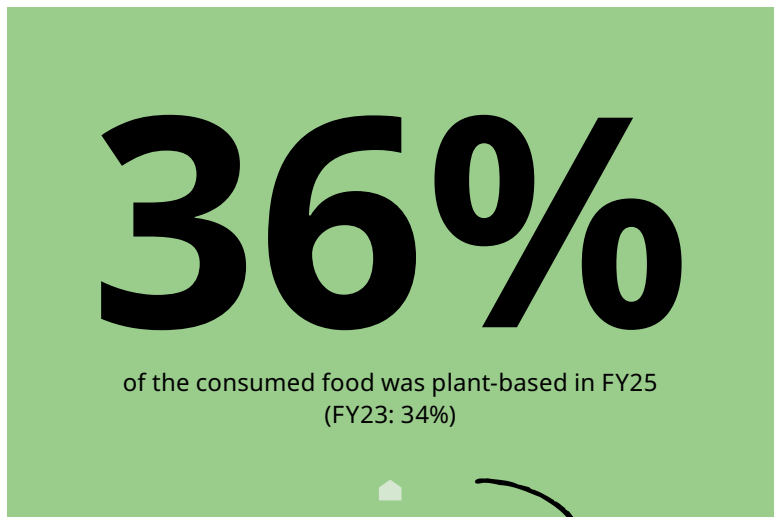
Co-workers

At the end of FY25 (FY24), IKEA Switzerland employed 3'439 (3'567) people. In FY25 (FY24), we had a new co-worker hire rate of 13% (19%). Besides our own co-workers, we also have people working for us who are not IKEA co-workers. Most of the work they perform for IKEA Switzerland is mainly linked to logistics or facility management operations. The general working conditions of our co-workers are based on the Swiss labour law, local regulations and the global Ingka employment standards. Since 2021, IKEA Switzerland has paid all co-workers a minimum monthly salary of CHF 4'000. In 2025, this minimum was raised to CHF 4'300, including a 13th-month salary as part of the annual compensation package. 9% of our co-workers work in the food department and less than 0.5% work as carpenters and are covered by collective bargaining agreements.



Performance at a glance

all numbers refer to the latest achievements in FY25



Performance at a glance

all numbers refer to the latest achievements in FY25

840

of a total 3'439 co-workers participated in the AI training



78.2%

of operational waste was recycled



6.94g

of pre-consumer food waste per portion (FY23: 8.21g)

96.6%

of the energy we used came from renewable sources

CHF 300

wage increase for a 40-hour week (from CHF 4'000 to 4'300 in FY25)

41/59



41% male / 59% female gender balance in management



Sustainability Strategy and Governance

Sustainability Strategy

The IKEA “People & Planet” sustainability strategy is issued by Inter IKEA Group and covers the entire IKEA value chain and franchise system. The strategy has three focus areas which all have commitments and corresponding ambitions for 2030:

	Healthy & Sustainable Living	Circular & Climate and Nature	Fair & Equal
Ambition 2030 	Inspire and enable people to adopt healthy and sustainable lifestyles that are affordable, attractive and accessible for as many people as possible.	Reduce greenhouse gas emissions in line with 1.5°C, decouple growth from resource use, and become a just, regenerative business.	Respect human rights in the transition to a net zero, circular economy and contribute to a fair, equal and resilient society across the value chain.
Commitments 	<p>Offer products, services and solutions that support healthy, sustainable home living.</p> <p>Offer a food range that supports healthy and sustainable eating.</p> <p>Contribute to creating a shift in society where healthy and sustainable lifestyles become the default.</p>	<p>Achieve net zero emissions and create impact beyond our value chain.</p> <p>Transitioning towards a circular business that takes a lead in the transition towards a circular economy.</p> <p>Increase the resilience of our planet by halting and reversing nature loss in our value chain and beyond.</p>	<p>Contribute to resilient societies through our business actions and investments.</p> <p>Provide and support decent work in our business and supply chain.</p> <p>Be a truly inclusive business for co-workers, customers and workers in our supply chain.</p>

Based on the Inter IKEA Group and Ingka Group sustainability strategy including goals for 2030, IKEA Switzerland is developing its local sustainability strategy and yearly action plans. We aim to contribute to achieving the targets set at group level and to create tangible local action. The IKEA vision, to create a better everyday life for the many people, is our inspiration.

Remediate negative impacts

We believe that sustainability is an opportunity to grow and to have a positive impact on society and the environment. From both an ethical and a business perspective, we see this as being the right thing to do. Furthermore, we take our responsibility seriously to remediate any negative impacts on people, society, the environment, and human rights that we cause or contribute to. How we prioritise and remediate the impacts depends on our connection to the impact, its nature and severity. For example, if we are indirectly linked to a negative impact caused by one of our suppliers, we work with the supplier to provide access to remediation with the support of experts or independent partners. More specific measures and commitments can be found in the description of our material topics.

Governance

At IKEA Switzerland, sustainability responsibilities are allocated on the appropriate organisational levels. The Board of Directors is the ultimate decision-making body and

is responsible for formal governance, as well as strategic, structural and financial approvals, including oversight of critical risks. The country management serves as the strategic leadership team and participates in the decision-making related to strategies, business transformation, leadership and performance.

The role of Chief Sustainability Officer (CSO), a role currently held by IKEA Switzerland's CEO, is accountable for integrating and implementing the sustainability strategy in Switzerland – empowering leaders to take business ownership.

In FY25, three strategic councils were introduced at IKEA Switzerland to connect day-to-day operations with long-term strategy and to drive business objectives

through alignment on priorities – our so-called Country Top Actions. The Best-in-Class Company & Employer Council holds primary responsibility for overseeing actions within the sustainability agenda. Topic-specific responsibilities are further described in the respective topic chapters.

The members of the Board of Directors are appointed and approved by the management of Ingka Group and are then registered in the commercial register in compliance with Swiss law. The responsibility and competencies of the Board of Directors are defined by law, and the corresponding Ingka Group rule further describes the specific competencies of its members.

The composition of the Board of Directors considers various competencies, including

expertise in the area of sustainability. All four members have general knowledge about sustainable life at home, mitigating climate change and the circular economy. Group management within the Ingka Group, including the management board of Ingka Holding B.V., the parent company of the Ingka Group, regularly monitors the performance of country management, including sustainability and people-related topics. While no independent external evaluations are conducted, internal assessments take place at least once a year. To date, no actions have been taken as a result of underperformance. However, the composition of the board is reviewed annually to help ensure its continued performance.

Conflicts of interest are avoided as the Board members only have engagements within Ingka Group, IKEA Switzerland or public institutions. Additionally, we have zero tolerance for bribery or corruption in any form (for more information see the chapter “Ethical business”). During the reporting period, no conflicts of interest have been identified.

Management of sustainability matters

The Board of Directors has the ultimate responsibility regarding decision making and oversight regarding IKEA Switzerland's impact on the economy, environment, and people. Furthermore, the Board of Directors approves selected investment requests (e.g. investment request for new electric vehicles chargers). The Board also approves the financial plan, as well as the key business performance indicators. Finally, the Board is accountable for decisions regarding

people, the organisation and structures. However, the Board can delegate tasks and responsibilities to the country management. The country management leads the retail operations, being responsible for the day-to-day management across all retail organisations and companies. It is responsible for the people, competences, and succession planning as well as the sustainability agenda, risk management and compliance. This includes the approval of IKEA Switzerland's sustainability strategy. Key sustainability actions and KPIs are discussed and decided by the management as part of the country's business planning process. Sustainability performance updates are presented to the management on a regular basis.

Accountable for the implementation of the sustainability strategy in Switzerland is the CEO/CSO. She can delegate related responsibilities to the Sustainability Manager or other functions.

In every location, including the logistics center and the Remote Customer Meeting Point, there is a Sustainability Coordinator who is responsible for the implementation of the sustainability strategy on store level. Every second year, we conduct full-day internal sustainability audits (so-called reviews) in all stores. In doing so, objectives and local measures are regularly checked, and improvements made where necessary.

This sustainability report is approved by the CEO/CSO and will be shared with the country management and Board of Directors for information and further discussion. It is not

The Board of Directors consists of the following people during the reporting period:

Name	Executive/non-executive	Tenure
Karl Göran Mikael Palmquist (Chair)	Non-executive	1.5 years
Jane Lynden Bisset	Executive	2 years
Charlotta Bengtsson	Non-executive	2 years
Nicole Evelyn Martens	Non-executive	0.5 years

None of the members belong to an under-represented social group. The chair of the Board of Directors is no member of the retail country management.

required by the Ingka Group management for the retail countries to publish a country specific report.

As the country management is responsible for the sustainability agenda, we have taken measures to further advance their knowledge and experience regarding sustainability. During FY24 we conducted a workshop with leaders and management members to discuss the outcome of the People & Planet Consumer Insights & Trends Report. The report was initiated by the Ingka Group and summarises consumer trends and insights about sustainability, covering all Ingka countries; including specific data collected for Switzerland. Based on this report we discussed challenges and potentials for IKEA Switzerland and defined actions. In FY25 we conducted a circularity workshop with leaders and management members, including people from Ingka Group to define the Circular Roadmap for Switzerland, focusing on secondhand solutions and initiatives.

Stakeholder engagement

We engage with various internal and external stakeholders to develop our business and to ensure we have a positive impact on society. We take our responsibility as a well-known brand seriously, with a high reach of 2.5 million IKEA Family members in Switzerland and 3'439 co-workers, we advocate on societal issues and work with others to drive positive change. Thereby, we engage, build partnerships, and collaborate across sectors.

Our key stakeholders include co-workers, customers, communities where we operate,

suppliers and (business) partners, industry associations and NGOs, academia and foundations, members of parliament and government representatives.

The main purpose of our stakeholder engagement is to find allies with other companies or associations, which support us in delivering on our commitments, and to advocate for framework conditions that allow us to reach our common goals. As a member of [swisscleantech](#), for example, we contribute actively to events and topics like emission free delivery solutions. We are also part of the [Swiss Mattress Alliance](#) where we drive building up a recycling system in Switzerland together with Ingka Investment. As a founding member of [Advance](#) – a leading association for gender equality in Switzerland – we also host events to share best practices. We regularly evaluate our existing partnerships and potential new ones, defining key areas and criteria for the selection of partners. In our selection process, it is important that their values and business goals are aligned with IKEA Switzerland's values and strategic priorities.

Memberships

IKEA Switzerland is a member of different associations. The following list indicates the most important memberships and our role in these associations.

Critical concerns

IKEA Switzerland promotes an inclusive culture where all co-workers, independent of function or position, are encouraged and feel empowered to come forward in

good faith, to raise concerns. IKEA Switzerland takes concerns seriously and the following standpoints shall always apply to protect the co-workers raising the concern, the co-workers subject of the concern, and IKEA Switzerland:

- Every co-worker can approach either their manager, HR representatives, Risk & Compliance representatives or the management team members and ask for advice on implementing IKEA Switzerland's policies and practices.
- Concerns are normally raised with the people involved. If this is not appropriate, the concerns are raised with the respective manager, senior management or representatives from HR or Risk & Compliance on any level at IKEA Switzerland.

Serious concerns, which cannot be dealt with through the functions mentioned above can be addressed to the whistleblowing line ([Trust Line](#)). IKEA Switzerland's co-workers may raise concerns in good faith without fear of retribution. When a concern is raised, IKEA Switzerland will, to the extent possible, do its utmost to treat the matter with strictest confidentiality and protect the identity of people involved. The Trust Line is provided by a third party, ensuring anonymity and is accessible for internal stakeholders. If a case is raised, a Trust Line manager on global level is assessing the case then assigning it to an appropriate and independent case owner. Once the investigation is finalized, the Trust Line manager is to be notified by the case owner. The closure message shall

Association

[Swiss Retail Federation](#)

[KEA Stiftung Schweiz](#)

[Swiss Mattress Alliance](#)

[Einrichten Schweiz](#)

[Espace Mobilité](#)

[Swedish Swiss chamber of commerce](#)

[National Agreement on food waste](#)

[Advance Gender Equality in Business](#)

[swisscleantech](#)

[Öbu](#)

Role

Member

Board member

Co-Founder, member and board member

Member and board member

Member and board member

Member and board member

Member

Co-Founder, member and board member

Member

Member

inform the reporter about the actions that have been or will be taken to address the reported concern. In case of confirmed cases (not just concerns) relevant management members are informed. This topic is then also reported at the Country Business Risk & Compliance Council. The Trust Line has also been opened up for any external stakeholder needing to raise complaints of child labour cases or human rights violations related to IKEA Switzerland's business operations. More information is provided in our [Child Labour Report](#) and on our [website](#).

During the reporting period, no critical concerns have been identified and communicated to the Board of Directors. Our supplier code of conduct (IWAY) also requires suppliers to put a grievance mechanism in place that enables workers to raise complaints or concerns without fear of retaliation. For more information about IWAY see chapter "Human rights / value chain Workers".

Remuneration policy

IKEA Switzerland applies the same remuneration policy for senior executives and members of the highest governance body as for other coworkers, with only minor differences in benefits. Fixed pay comprises a market aligned base salary set in line with internal equity principles and includes compensation for representation and a company car. Variable pay is based, linked to company metrics and follows the same bonus structure as other employees. Sign-on bonuses or recruitment incentives are not offered; termination payments are limited to statutory requirements and contractual

obligations; and there is currently no formal clawback policy. Retirement benefits mirror the companywide pension plan with no executive specific arrangements, while employees on long-term international assignments receive global retirement solutions to ensure continuity and compliance across jurisdictions. workers, with only minor differences in benefits. Fixed pay comprises a market aligned base salary set in line with internal equity principles and includes compensation for representation and a company car. Variable pay is performance based, linked to company metrics and follows the same bonus structure as other employees.

Remuneration for senior leaders is not directly linked to sustainability objectives or to the management of IKEA Switzerland's economic, environmental, and social impacts; pay outcomes are driven by market competitiveness, internal equity, and performance against business and financial goals, while sustainability expectations are embedded in leadership responsibilities but not tied to variable pay. Remuneration decisions are guided by the global Ingka Group pay policy and internal governance standards; IKEA Switzerland has neither independent members of the highest governance body overseeing the process of determining remuneration nor an independent remuneration committee. Stakeholder views, primarily those of coworkers and internal governance bodies, are considered indirectly through global policy development and periodic market benchmarking, and external, independent providers supply



market and sector benchmarking (including Swiss-specific resources) without influencing individual pay decisions. Workers and internal governance bodies are considered indirectly through global policy development

and periodic market benchmarking, and external, independent providers supply market and sector benchmarking (including Swiss specific resources) without influencing individual pay decisions.

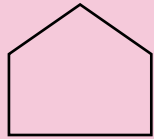
About this report

This report covers IKEA Switzerland and its ten stores and one distribution center, three Plan and Order Points as well as the Service Office (headquarter) and the Remote Customer Meeting Point in Switzerland during the period of FYs 2024 and 2025, i.e. from 1 September 2023 to 31 August 2025.

We publish a sustainability report every second year. The first IKEA Switzerland Sustainability Report was published for FY21. Hence, the current report is IKEA Switzerland's third sustainability report.

As a purpose-driven business, we measure performance holistically, looking both at financial measures and how we add value to co-workers, customers, society and the planet. We have set Value Creation Goals (VCGs) across four “better” movements

enabling us to make a balanced assessment on whether we are succeeding as a purpose-led business. These four movements form the basis of IKEA Switzerland's financial and non-financial performance against a wide range of goals and indicators.



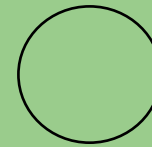
Better homes

Our passion for a better life at home is what makes us IKEA: For generations, we have been on a mission to understand the needs, challenges and aspirations of the many, bringing inspiring and affordable home furnishings to the people and making healthier and more sustainable living easier.



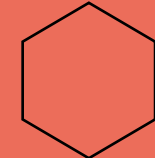
Better lives

People are at the heart of everything we do. We want to take a leading role in creating a fairer and more equal society. Starting with our co-workers and supply chain, extending to our customers, neighbourhoods, communities and society at large, we are determined to be a force for good.



Better planet

We only have one planet, the home we all share. We are taking bold steps across our business to reduce our greenhouse gas emissions, minimize resource use and waste, and promote water conservation. We are making it easier for our customers to act too.



Better company

We structure our business to ensure financial resilience and we reinvest profit to help us keep growing and improving. We run our business honestly and with integrity, meeting high ethical standards. Our governance is designed to ensure that IKEA Switzerland remains a well-managed, successful, purpose-led company.



By aligning with Ingka Group's new global ESG approach that is inspired by the European Sustainability Reporting Standards, IKEA Switzerland has structured this sustainability report around the ESG pillars – Environment, Social, and Governance, giving stakeholders a clear view of our progress in key sustainability areas and focusing even more on what matters most for our business and stakeholders. Also, we ensure consistency within the IKEA brand and make it easier to track our impact across markets.

With this sustainability report IKEA Switzerland complements the reports of Ingka Group and Inter IKEA Group with a special focus on locally relevant initiatives and spheres of influence. In addition to this sustainability report, IKEA Switzerland publishes a [report on child labour due diligence in the supply chain](#) in accordance with the Swiss legislation (Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour DDTro).

More information about the sustainability reports from the Ingka Group and Inter IKEA Group can be found here:

[Ingka Group Annual Summary and Sustainability Report FY25](#)

[Inter IKEA Group Sustainability Report FY24](#)

[Inter IKEA Group Climate Report FY24](#)

In November 2026, Inter IKEA Group will publish its first combined annual report for FY26, integrating both financial and sustainability information as well as aligning with the European Union's Corporate Sustainability Reporting Directive (CSRD). As the preparation of this report requires additional time compared to regular reporting cycles, FY25 data from Inter IKEA will only become available once the report has been finalized. As a result, certain data points for IKEA Switzerland, primarily related to Scope 3 emissions and circularity, are currently unavailable. These data gaps are highlighted in the relevant chapters and will be addressed once the information becomes available.

IKEA Switzerland is a Swiss retail company and part of the Ingka Group. There is no consolidated audited financial statement for IKEA Switzerland. The financial reporting is conducted on Ingka Group level at the end of every financial year and covers the period from 1 September to 31 August of the specific year. This sustainability report is compiled in reference to the GRI Standards 2021. It has been written in support with LRQA, a leading expert in ESG reporting. The report is not externally assured.

Publication date: 5 May 2026



Environment

How we play our part in tackling the challenges of climate change, water scarcity, biodiversity loss and resource use and circularity.

Our material topics

- **Climate change**
- **Resource use & circularity**
- **Biodiversity**

Climate change

Target	2024	2025	Progress	Comment	What's next
Reduce our Scope 1 and 2 emissions to 1'013 tCO ₂ -e in FY25.	765 tCO ₂ -e	1'190 tCO ₂ -e		While we were on track in FY24, we did not achieve our FY25 target due to the occurrence of refrigerant leakages. Excluding these leakages, the 2025 target would have been achieved.	We have a refrigerant roadmap in place to secure exchange of refrigerants.
SBTi near-term target: Reduce absolute scope 1, 2 and 3 GHG emissions by 50% by FY30 from a FY16 base year.	31.29%	n/a		Category 1, 4, 11, 12 of Scope 3 (Inter IKEA Group data inputs will follow in November 2026)	n/a
Achieve an energy efficiency level of 90 kWh/m ² in FY25 throughout our locations.	89.8 kWh/m ²	89.5 kWh/m ²		Diverse renovation activities have had an impact on energy efficiency.	Analysing data with SMART meters will help to identify potentials and act on them.
Achieve a zero-emission delivery share of 90% by 2028.	23%	45%		Progress was limited by insufficient fast charging infrastructure, delayed EV truck deliveries, and restricted access to certain regions, particularly in winter.	Collaborations with other companies to share charging infrastructure will support the development.
Achieve water efficiency of 5.9 liters per visitor in FY25.	6.37l/visitor	6.7l/visitor		Lower visitor numbers negatively impacted the result, as a share of our water consumption is independent of visitor volume and related to basic infrastructure requirements.	Analysing data with SMART meters will help to identify potentials and act on them.
Reduce the climate footprint of food ingredients to 12'835t CO ₂ e in FY25.	14'344t CO ₂ e	10'811t CO ₂ e		The introduction of new, lower impact menus and food options contributed to a reduction in the climate footprint, despite continued growth in the food segment.	Next to further development of menus at IKEA restaurants, we are putting actions in place to increase the vegi-share of meals consumed in the co-worker restaurants.

Resource use & circularity

Target	2024	2025	Progress	Comment	What's next
Reduce pre-consumer food waste to 8 g per transaction in FY25	7.19 g/transaction	6.94 g/transaction	<div style="width: 100%;"><div style="width: 100%;"></div></div>	Reliable data from the Winnow (AI based) system enables targeted, data-driven actions to reduce food waste.	We want to further analyse and reduce post-consumer food waste.
Achieve a recycling rate of 75% in FY25 (share of waste that is not incinerated and not sent to landfill)	73.2%	78.2%	<div style="width: 100%;"><div style="width: 100%;"></div></div>	The target was achieved due to a strong focus on waste management, including waste reduction groups, innovation projects, and targeted training initiatives.	We are working on wood waste recycling solutions to increase the share. We are doing mixed waste analysis to improve our recycling rate.
Increase the number of buyback items to 25'000 in FY25.	17'800	42'500	<div style="width: 100%;"><div style="width: 100%;"></div></div>	The target was exceeded due to strong communication efforts and the overall growth of the secondhand market.	We want to further grow in the second-hand market (online and offline).
Increase circular revenue from resell activities.	KPI has not been tracked in FY24	CHF 1'231'329	<div style="width: 0%;"></div>	New KPI, no target has been set yet.	Setting a target and working on an overall circular roadmap.

Biodiversity

Target	2024	2025	Progress	Comment	What's next
Targets under development for next reporting period.			<div style="width: 0%;"></div>		Developing a biodiversity strategy and setting targets for Switzerland.

References

- [Ingka Group Annual Summary and Sustainability Report FY25](#)
- [Inter IKEA Group Sustainability Report FY24](#)
- [Inter IKEA Group Climate Report FY24](#)

Climate change

Relevance and impacts

Climate change threatens our vision to create a better everyday life for people around the world. We are already seeing the impacts from resource scarcity, frequent heatwaves, storms, wildfires, droughts, and floods. That's why addressing climate change remains a core priority for us. IKEA Switzerland has a significant climate footprint, indirectly through the products we sell and goods and services we buy, but also directly through the energy we use to run our buildings and transport. We are aware of our impact on climate change and are therefore trying to be part of the solution to mitigate it. The next few years are critical to limit irreversible negative impacts of climate change, and we must continue to lead with action.

As our business model is heavily dependent on natural resources such as wood, we are directly exposed to the impacts of climate change on the natural environment. Forest ecosystems are increasingly affected by the changing climate, which may influence the long-term availability of the resources used for our products. In parallel, global supply chains are becoming increasingly complex and more vulnerable to climate-related events, resulting in potential disruptions across sourcing, production and logistics.

These impacts may also affect IKEA Switzerland and, in turn, have adverse effects on our business operations.

By acting on climate change, we reduce the impact on the environment, future energy security issues and resource scarcity while also creating a competitive advantage for IKEA Switzerland and meeting our customer's and co-workers' expectations. Society is worried about climate change and expects action not only from governments, but also from companies. IKEA Switzerland can support the transition to net zero by reducing our value chain footprint and setting ambitious targets, by implementing concrete measures within our sphere of influence, by encouraging others to act as well and by advocating our interests in the public and in politics. However, IKEA Switzerland's



influence on certain decisions is limited, e.g. where and how products are produced, due to our franchise system (see chapter About IKEA Switzerland). Nevertheless, our reach brings a lot of responsibility, but also the opportunity to create awareness about climate change among our **2.5 million IKEA family members and 3'439 co-workers**.

While water is not a material topic for IKEA Switzerland, it's consumption to produce IKEA products and for running our general operations is essential. We are also constantly trying to improve our water efficiency by enhancing the infrastructure in our stores.

Ambition

IKEA Switzerland, as part of the larger Ingka Group and its Net Zero and Beyond strategy, is committed to acting on climate change in line with the Paris Agreement and to contribute its part in limiting the global temperature rise to 1.5°C above pre-industrial levels.

To achieve these targets, Ingka Group has developed a Net Zero Transition Plan, outlining the details on how to align with the Science-based Target initiative (SBTi). IKEA Switzerland as part of the Ingka Group is focusing on reducing its greenhouse gas emissions in line with the SBTi requirements as well, while also contributing to the removal and storage of carbon through forestry, agriculture, and our products.



We have established additional climate-related commitments, which are in our direct sphere of influence, and contribute to our overarching targets:

- Scope 1-2 reduction by 85% until FY30,
- Improvement of energy efficiency across our buildings,
- Reducing greenhouse gas emissions of co-worker and customer travel by 40% by FY30 (from baseline FY16),
- Reduction of operational waste and increase of recycling rates,
- Replacement of climate-damaging refrigerants with lower-impact alternatives,
- Achieve a zero-emission delivery share of 90% by FY28.

Based on Ingka's SBTi climate target 1, IKEA Switzerland also gets a yearly target for the climate footprint of our operations.

Management approach

To achieve our targets and commitments regarding climate change, we implement a range of measures supported by dedicated policies. The Ingka Group's sustainability strategy 'People & Planet (see chapter "Sustainability Strategy and Governance")' defines the ambition, the commitments and how progress is measured.

IKEA Switzerland is addressing climate change in its sphere of influence. Thus, we focus on reducing our scope 1 and 2 emissions as well as certain scope 3 categories (customer and co-worker commuting, business travel, waste and end-of-life treatment of our sold products). Based on the

Inter IKEA Group's and Ingka Group's climate commitments, yearly targets are defined for IKEA Switzerland. IKEA Switzerland's main climate-related actions focus on energy consumption, renewable energy, waste, transportation, and end-of life solutions and include:

- Generation of renewable energy on our roofs using photovoltaic installations,
- Procurement of 100% renewable electricity from IKEA-owned wind turbines in Finland,
- Replacement to emission-free refrigerants by 2030,
- Increase of our water efficiency through the implementation of smart meter systems

- Improvement of energy efficiency, by investing in energy consumption management and steering systems,
- Electric last mile and parcel deliveries together with our transportation partners,
- Reduction of co-worker and customer mobility,
- Reduction of food waste in our stores and restaurants by measuring food waste with the Winnow Tool and collaborating with Too Good To Go,
- Reduction of operational waste, by improving our operational processes.

To foster positive impacts, we collaborate with stakeholders and encourage them to take action to combat climate change. One area relates to advocacy and partnerships. To advocate for business and climate friendly framework conditions in Switzerland we are active and founding member of the business association swisscleantech. We are also member of Swissolar, as we sell surplus solar power back to the grid, öbu and the Swiss Energy Saving Alliance. In addition, we collaborate with several organisations focused on recycling and waste reduction, such as Too Good To Go, WAW Brands and the National Agreement on food waste.

Besides that, we aim to inspire the many people to act by using our range of sustainable products, i.e., home solar or the reduction of water consumption at home through water saving tabs.

Responsibilities

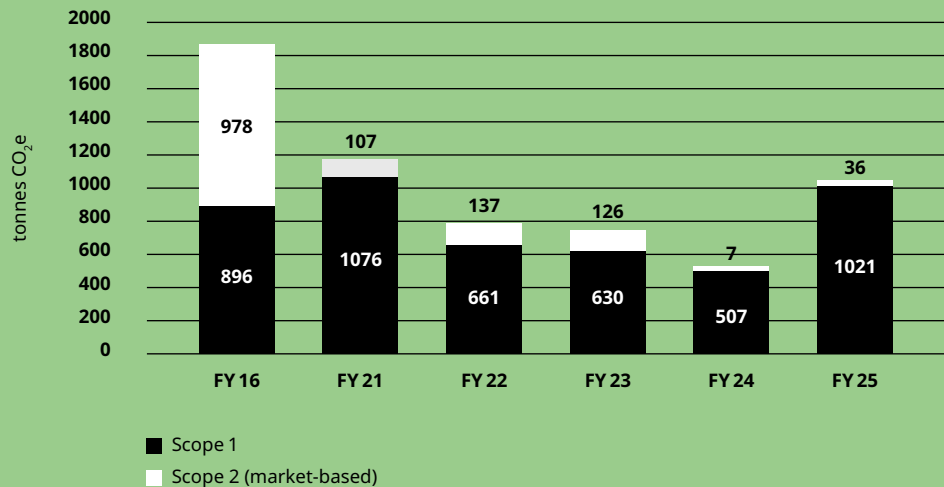
For IKEA Switzerland, the responsibilities to manage the topic climate change are clearly



Reduce water consumption

To reduce our operational water usage, we are collecting rainwater at our locations in Rothenburg, Riddes and Spreitenbach to be used in applications where the degree of purity is not critical. Furthermore, we help our customers to save water with our products. For example, one of our mixer taps includes a cold start function. This can help to reduce energy and water use because customers don't have to run the tap when switching between cold and hot water. Moreover, we actively motivate our customers and co-workers to reduce their water consumption with our communication. In every toilet in our buildings there is a sign on the flush and the water tabs to indicate how much water is used if you press right or left.

CO₂ Emissions (Scope 1&2)

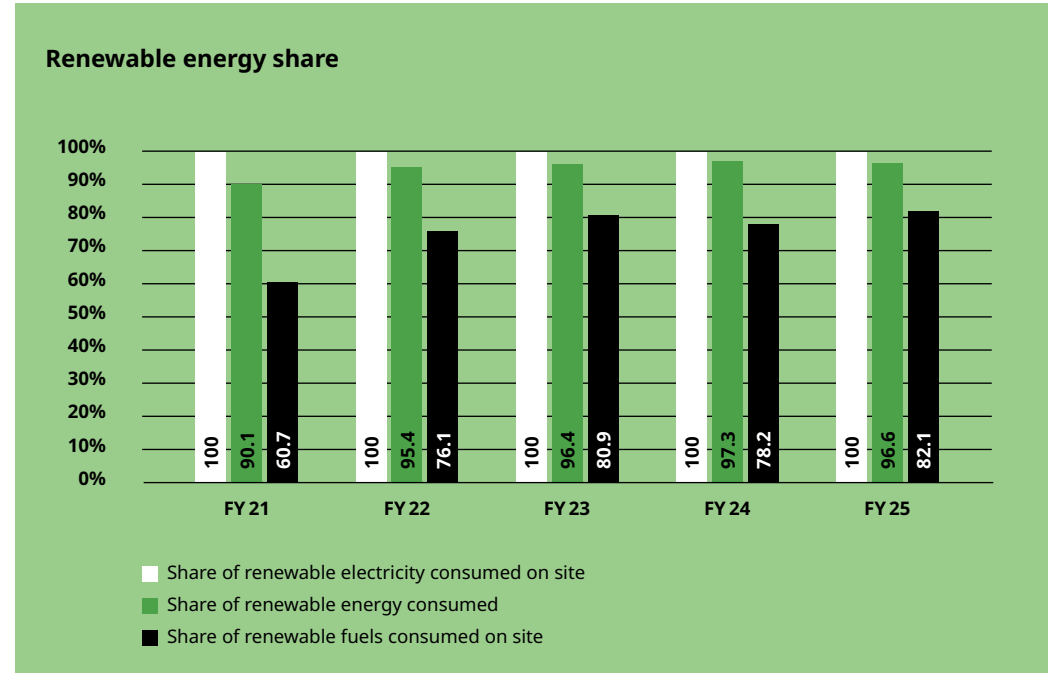


distributed. Accountable is the CSO/CEO, while the Sustainability Team is responsible for securing actions. The Country Expansion Forum is our governance body that takes decisions on climate-related real estate investment topics. The climate footprint goal is part of the Market Manager's performance evaluation, who are the heads of the stores. Finally, climate change is included in our risk assessment and related to several top risks. In addition, a decision council is responsible for monitoring progress against climate-related targets and can mandate additional measures if needed.

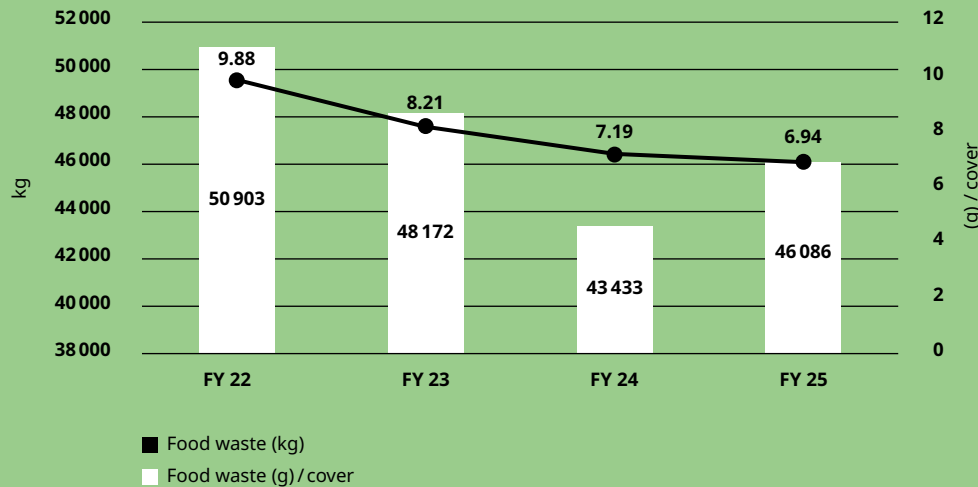
Effectiveness of measures taken and main KPIs

To check whether the measures taken have a positive outcome and are contributing to our overarching commitments, IKEA Switzerland is tracking a set of different KPIs. The most important data must be reported monthly to the global organisation. Internally, a monthly sustainability performance follow-up is shared including most of the below indicators and goals for each unit and location.

We conducted a comprehensive gap analysis in FY25 comparing our status quo with the FY30 targets we have set. The insights from this analysis informed an evaluation of the investments and solutions required to achieve these goals. Based on this assessment, we developed a roadmap in close collaboration between our Finance and Sustainability Teams, outlining the steps we need to take over the coming years. We calculate our total climate footprint on a yearly basis and check the reduction compared to previous years. As the majority of our Scope 3 emissions fall into the areas of the Inter IKEA Group through our procurement processes, we depend on their data for the calculation of our Scope 3 footprint. As a result of changes in their reporting process, certain data points for IKEA Switzerland related to Scope 3 emissions and circularity will only become available once the Inter IKEA Group report is published in November 2026. These data will be communicated once the information becomes available.



Operational food waste



Our Scope 1 and 2 emissions (market-based) were reduced from 1'874 tonnes CO₂e in FY16 to 514 tonnes CO₂e in FY24, which is a reduction of over 73%. There was, however, an increase of Scope 1 emissions between FY24 and FY25 caused by the occurrence of refrigerant leakages as well as a slight increase of Scope 2 emissions due to renovation works on the roofs of our store in St. Gallen which led to temporarily increased heating requirements. The total decrease between FY16 and FY25 therefore only accounted for approximately 43% of base year emissions. We are planning to exchange all the refrigerant system and securing regular maintenance to reduce the chance of further leakages. Additionally, renovation

works have been completed; we expect future Scope 1 and 2 numbers to continue the downward trend of the previous years and to achieve our absolute emission reduction targets by FY30. The reduction of emissions in recent years was primarily driven by the complete transition to renewable energy and district heating systems, alongside the switch to 100% renewable electricity across all our locations.

Total energy consumption of IKEA Switzerland has largely stayed stable over the last years but has increased in FY24 due to the opening of our new store location in Riddes. This also led to a decrease in our energy efficiency (kWh/m²) to 89.8 in FY24 and 89.5

in FY25. Despite this decrease, we were still able to achieve our target of reaching an energy efficiency of 90 kWh/m² by FY25. To further reduce our overall energy consumption, we are also working to improve water efficiency across our locations and have set ambitious targets in this area. However, water efficiency performance in FY24 and FY25 remained above the respective target levels. Water consumption amounted to 6.37l/visitor in FY24 and 6.7l/visitor in FY25, compared with target values of 6.0l/visitor and 5.9l/visitor, respectively. As a significant share of our water consumption is linked to the basic infrastructure of our sites and is largely independent from visitor numbers, steering water efficiency per visitor is challenging. Nevertheless, we continue to implement measures to improve water efficiency across our locations, with our targets in mind.

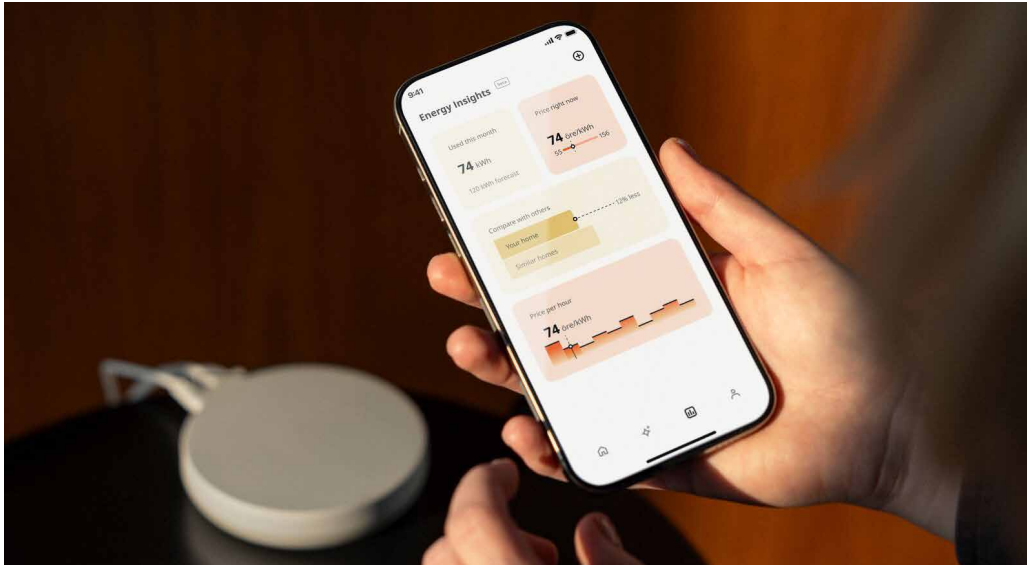
Over the last five years, we have used 100% renewable electricity in our operations, of which a reasonable share is generated with our own photovoltaic systems (PVs). In FY25, we finished a new PV installation on the roofs of our distribution center in Ittingen, significantly increasing our solar power production by over 37% to 7'373 MWh. The share that cannot be covered by the PVs is covered by our wind turbines in Finland. Furthermore, we were able to increase the share of renewable energy and fuel consumed for heating. The current share of renewable energy is 96.6%.

We also worked to further increase the zero-emission delivery share in the reporting



years. While we managed to increase the share from 23% in FY24 to 45% in FY25, we are still far from our target of 90% by FY28. The primary constraints are the limited availability of fast-charging infrastructure in Switzerland and delays in the delivery of electric trucks. To address these challenges and keep progressing towards our goal, we have initiated collaboration with other companies to explore shared charging infrastructure solutions.

Outside of our direct sphere of influence, our Scope 3 emissions remain the largest share of our total carbon footprint. In FY24 our total Scope 3 footprint accumulated to 663'879 tonnes CO₂e, of which 424'776 tonnes CO₂e fell into category 3.1, "purchased goods and services" and were therefore mostly related to the activities of Inter IKEA Group. Emissions for FY25 will be communicated as soon as the data is available from Inter IKEA Group and will inform future emission reduction measures.



Co-worker and customer travel represent a significant source of Scope 3 emissions for IKEA Switzerland as well. In particular, customer travel accounts for the largest share of emissions that we can influence, with approximately 86% of customers currently travelling by car. While this topic is largely outside our direct control, we aim to reduce customer travel-related emissions by 40% by 2030 through targeted measures and incentives.

To test effective approaches, we conducted a pilot project at our store in St. Gallen in collaboration with EnergieSchweiz and OSTWIND. The initiative introduced a voucher system under which customers travelling to the store by public transportation received a CHF 30 voucher (IKEA

or OSTWIND). As a result of this pilot, 40% of participating customers who received a voucher switched from travelling by car to using public transportation. Building on these positive results, we plan to further test and expand this approach at additional stores.

In parallel, we have achieved significant reductions in emissions from business travel by offering attractive public transportation benefits in cooperation with SBB to our co-workers. **These measures enabled us to avoid approximately 1'222 tonnes CO₂e in FY23 and 1'397 tonnes CO₂e in FY24.**

Another lever for us to reduce our Scope 3 emissions is through our gastronomy

services. In addition to our energy-related measures, we have been working to reduce food waste across our operations over recent years. While absolute food waste increased from 43'433 kg in FY24 to 46'086 kg in FY25, primarily due to our expanded food offering at the new store in Riddes, food waste intensity per transaction has declined consistently over the past four years. This trend reflects the effectiveness of the measures implemented to reduce food waste.

Additionally, we have focused on **lowering the total carbon footprint of our food ingredients to 12'835 tonnes CO₂e in FY25.** **In both reporting years, FY24 (10'841 tonnes CO₂e) and FY25 (10'811 tonnes CO₂e), we remained below our defined threshold and therefore successfully achieved our target in each year.**



Making better use of rainwater

At our store in Riddes, IKEA Switzerland collects rainwater on-site and uses it where high-quality water isn't needed. This allows us to reduce our consumption of treated tap water and

make better use of this resource. In Riddes, rainwater covered 16.5% of our total water consumption over the past 12 months.

We also prioritize simple actions to make everyday choices easier. A sign in every restroom indicates that the toilet flush uses rainwater. Our faucets use mixers and sensors to limit water use.

We also offer our customers products that can help them save water at home, such as mixers with a cold-water function that can help avoid hot water from being wasted.

"Given the environmental and climate challenges we face, saving water should be a priority. Every possible measure to conserve this precious resource should be implemented." Every little gesture counts; it's up to us to set an example."

Sebastien, Unit Facility Manager, IKEA Riddes

Resource use & circularity

Relevance and impacts

During the production processes at Inter IKEA Group, we use significant volumes of raw materials with a large environmental footprint to produce our furniture. Wood is the most widely used material in the IKEA range and is part of our identity and Swedish heritage. We use wood-derivatives such as particleboard, fibreboard, layer glued and veneer as well as solid wood in the majority of our products.

Since the brand's birth in 1943, IKEA's strong cost consciousness has taught us to do more from less materials and to be mindful with resources. Today, this is more important than ever. Incorporating circular economy principles to minimise resource consumption and waste is a cornerstone of our sustainability strategy for 2030. It's a transformational change that impacts every aspect of what we do – from the materials we use and how we source them, to product design, customer engagement, and service development. Even at the end of a product's life cycle, we focus on keeping materials in circulation, reinforcing our commitment to a circular economy.

Focusing on the topic of resource use and circularity presents an opportunity for IKEA Switzerland to further advance a circular economy by expanding circular services and reducing operational waste. Different types of waste are generated during our internal processes and lead to negative impacts on

the environment, especially through non-recyclable materials which cannot be re-integrated in the material flows. Some of this waste, especially unsorted waste, ends up in waste incineration with thermal utilization, leading to GHG emissions.

Besides operational waste, IKEA Switzerland is indirectly linked to the waste generated by customers throwing away furniture and packaging. This presents one of the largest levers for IKEA Switzerland to advance a circular economy in our society. Giving IKEA products a second life, for example through our Buyback Service, can reduce the overall resource consumption significantly as we prolong the life of the products. Furthermore, with our offer of spare parts and screws, we encourage customers to repair their furniture themselves as well.



The largest impact on resource use and circularity can be achieved by applying a circular product design including the use of circular materials. While the design step is not part of IKEA Switzerland's direct sphere of influence, we are driving innovative pilots that can help inform the Inter IKEA Group's future engagement on this topic, while also developing new approaches to reusing resources in the creation of new products.

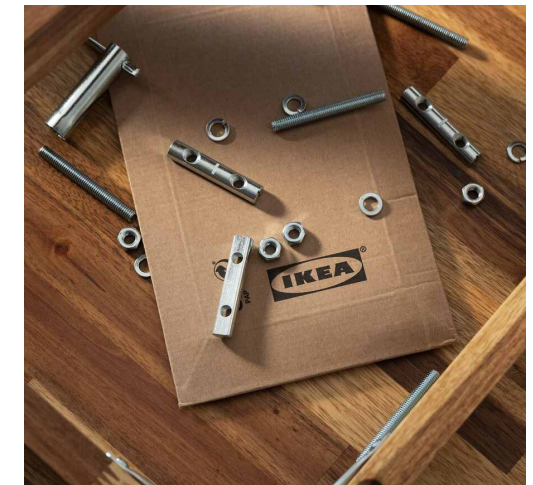
Ambition

Our global ambition for 2030 is to decouple our growth from resource use. Inter IKEA Group is committed to only using responsibly sourced renewable or recycled materials and will design all products with circular capabilities. Regarding our retail operations, Ingka Group aims to minimise resource use and waste in line with circular economy principles.

As IKEA Switzerland, we contribute to these commitments and have set ourselves the **target of reducing our operational waste and striving to recycle 100% of the waste generated in our operations by 2030**. This target, however, is currently under review due to current limitations in the recyclability of certain materials. We are therefore reassessing the target to ensure it reflects real-world conditions while remaining ambitious.

Furthermore, we constantly promote and further develop our circular services

including the Secondhand Service (Buyback Service), spare parts service, as well as our Second chance market. Finally, we aim to constantly improve our recycling rate and end-to-end solutions.



Management approach Products

The material and design of IKEA products are crucial to minimising the resource use of our business. Inter IKEA Group is working to increase the use of recycled materials in production processes. For example, during FY24, we maintained the level of recycled wood (16%) and increased the amount of recycled content in both particleboard (from 30% to 30.3%) and fibreboard (from 0.3% to 1%). In FY24, we also continued to explore



Europe, with 0.5 % coming from Switzerland (roundwood equivalent of 53'532 m³). Find out more about the wood we use [here](#).

Services

To prolong the life of our products and to keep resources in use for longer, we constantly develop our circular services (e.g. Buyback Service and spare parts and screws) and our Second chance market.

Our Recovery department is dedicated to finding ways to repair or reuse products that have been damaged in our store displays or returned by customers. **In FY25 91% (FY24 89.3%) of all products available in the Second chance market were resold and more than 550'000 (FY24 686'500) products were given a second life.** Furthermore, most of our units have repackaging machines for products which were returned by customers. These products can be repackaged in the stores and sold again, saving money and resources.

Developing end-to-end solutions

IKEA Switzerland is looking at how to improve its data quality and at innovative end-to-end solutions to increase the recycling rate. As a founding and board member of the Mattress Alliance, we have been collaborating with the industry to implement a recycling system for mattresses for several years now. A potential approach we are working on is inspired by what has been achieved in the Netherlands: to establish an extended producer responsibility (EPR) scheme for mattresses in form of a recycling fee, which would then attract mattress recyclers such

textile-to-textile recycling of synthetic materials, with the aim of reducing our dependency on PET bottles as feedstock. Additionally, we are moving towards paper-based bags for furniture fittings in our packages. This will help us lower our plastic consumption by an estimated 1'400 tonnes per year. We have been developing the concept, material, and machine capability for several years and started to deploy the bags at the beginning in FY24. In parallel, production techniques have been optimized to reduce GHG emissions e.g. by reducing the number of processing steps and finally, for some products we could use less material for the same functions, which also lowers GHG emissions.

As wood is the most widely used material in the IKEA range, the goal for 2030 is to have at least one third of the IKEA wood-based range made from recycled wood. **In FY25, 96.5% of the total wood used by the IKEA brand (for our products and indirect materials like packaging) was either third party certified and audited annually by recognised certification bodies or recycled.** Approximately 19% of our total wood use in FY25 was recycled wood. 81% of Inter IKEA Group's virgin wood stems from

as RetourMatras. This approach is similar to the EPR scheme for electronic devices that is already in place in Switzerland. As part of this engagement, a pilot for local mattress recycling will start in FY26 in the canton of Aargau to prove that end-to-end mattress recycling is possible in Switzerland.

Besides mattresses recycling, IKEA Switzerland is looking for solutions and technologies to reduce wood waste, being one of the main resources of the whole Ingka Group. In recent years, IKEA Switzerland has been actively exploring recycling solutions for operational wood waste. A key milestone was our global search for innovative startups through the Kickstart Accelerator in FY24. As part of this initiative, we mapped our needs and scouted for start-ups, which led to a collaboration with Lixea Sweden AB on a lab-scale project in FY25. We are continuing this proof of concept in FY26. Lixea developed a dendronic process that enables the separation of mixed wood waste components from our operations. The primary outputs of this process, cellulose and lignin, can be further sold to downstream partners. We are currently building partnerships with companies in the pulp and lignin industries and aiming for a closed-loop solution. Potential applications include paper packaging, bio composites, thermoplastic products, adhesives, coatings, and other materials that could become part of our product range.

Reduce operational waste

We have invested time and resources to train our co-workers to properly handle

and sort waste at our locations. In FY24 and FY25, we partnered with Rytec to conduct a comprehensive, multidimensional analysis of waste streams at our units in Vernier, Spreitenbach, and Dietlikon. This assessment identified where waste originates, how it is currently managed, and where opportunities for improvement exist. Based on these insights, we have defined a set of targeted measures that we consider essential to implement.

The actions focus on three key levers: preventing waste, improving sorting and collection, and securing better recycling options. By systematically addressing these areas, we aim to reduce the total volume of waste generated and increase the proportion that is reused or recycled.

Waste prevention: Tarkett Collaboration

– Together with our flooring system provider Tarkett, we have started a collaboration to use its recycling service called ReStart for used and leftover flooring, thereby preventing these materials from being directed to disposal. Tarkett will use the recovered material to produce new flooring.

– Impact: Through this recycling service, we estimate a Switzerland-wide annual reduction in flooring waste of around 100-200 tonnes, leading to an estimated annual reduction of 192 tonnes of CO₂.

Improve recycling: Swiss Krono

Collaboration

– Thanks to the collaboration with Swiss Krono, specialized in wood recycling,

we will be able to loop back wood waste into the system. In this collaboration, we recycle used IKEA partition walls (painted and glued with wallpaper) and other wood waste (oriented strand board, particle boards and other) with the aim of producing new FAAY partition walls to be used in future store rebuilds.

- Impact: The collaboration allows us to achieve an estimated annual wood waste reduction of 500 tonnes across Switzerland, under the current 30% share of mixed waste that can be recycled through this process. Our aim is to increase this recycling rate by 3% per year.

In FY25 we have also completed a big transformation in our central warehouse in Itingen. Next to being more efficient and automatized, it also has a positive impact on the environment. Due to the in-time creation of cardboard boxes by a machine, suitable for the volume of the order, we can decrease the volume of parcels which has a positive impact on transport emissions and cardboard waste for the end customer. We also changed from plastic tape to paper tape and from plastic filling material to paper filling material.

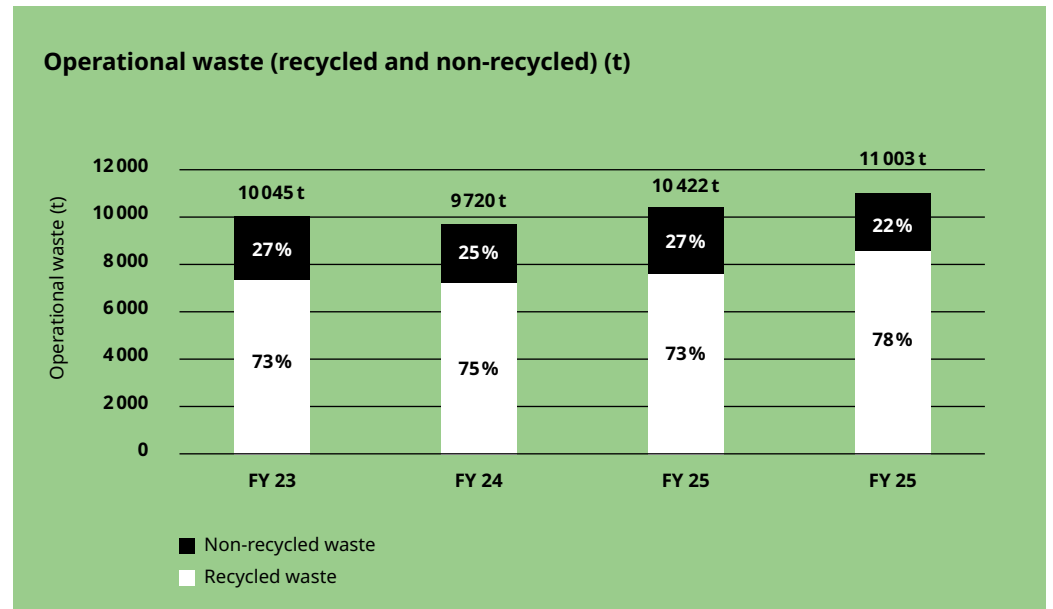
Understanding and managing waste is critical to reducing our climate footprint, lowering costs, and improving operational efficiency. Waste represents not only an environmental burden but also lost resources and missed opportunities. By increasing transparency in our waste streams, we can optimize material use and develop more

circular practices that support long-term, sustainable growth.

To track progress, Facility Management collects waste data at unit level and tracks the monthly progress for each Swiss unit. Next to internal stakeholders, external stakeholders are also relevant to improve our performance, such as communal recycling institutions, home furnishing consumers, academia in industrial design, secondhand markets, and local waste management providers. We have agreements (based on our IWAY standards) with all waste management providers to secure our expectations regarding recycling standards.

Effectiveness of measures taken and main KPIs

To measure progress and our advancements towards circularity, we use different KPIs. For example, the Zero Waste KPI (reduction of non-recycled waste), share of waste going to recycling, total waste generated by our operations, number of buyback items and share of recovered products from potential waste products. We slightly increased our total amount of waste generated during the past years, mainly due to the opening of an additional store, by 5.57 % in FY25 compared with FY24, and by 7.17% % from FY24 compared to FY23. However, we were able to further reduce the already low share of hazardous waste (below 0.077% of total waste generated). Furthermore, we were able to significantly increase our recycling rate by 4.94 percent points from 73.22% (FY24) to 78.16% (FY25), meaning that over 78% of waste generated was diverted from





disposal and thus recycled or used for other recovery options. The other waste was directed to disposal, with most of it sent to incineration (with energy recovery).

Our Buyback Service is also showing strong performance. In FY25, we were able to buy back more than twice as many items as in FY24 (about 42'500 items in FY25 versus 17'800 items in FY24) from customers. Our spare parts assembly service is being used more as well. Over the last two years, the number of top ten spare parts orders has increased by over 50%. In FY25, among our top ten spare parts there were 71'452 pieces requested (compared to 45'967 pieces in FY23). The number of recovered products decreased again from FY23 to FY25. This means that we had fewer products that we could repackage and return to normal stock. This decrease is due to fewer damaged products in the store, more products sold in the second chance market, as well as fewer resources available to repackage products with our repackaging machine.

In the coming years, we aim to accelerate our circular transformation to advance progress toward a circular economy. This includes scaling up circular services, solutions, and products in collaboration with partners, embedding circular principles into our operations and business models, and driving the transition to a circular economy beyond our own business. As part of this effort, we plan to significantly increase the volume of buyback items in the future.



Leftover flooring gets a second life

New floors are exciting. The piles of offcuts and leftover rolls behind the scenes are less so. To keep this material out of disposal, IKEA Switzerland teamed up with flooring provider Tarkett in FY25 and started using their ReStart recycling service. Instead of throwing used and leftover flooring away, we now collect it so Tarkett can turn the recovered material into new flooring.

Across Switzerland, this means that many tonnes of flooring that used to be treated as waste can now stay in the loop. As the programme grows, we will continue to track how much material we collect and how much climate impact we can avoid.

"It's a simple routine with a clear logic: collect it, send it back, and it returns as something new. That's the kind of everyday circularity we want much more of."

Martina, People & Culture Generalist and Sustainability Coordinator, IKEA Lugano / Grancia

Biodiversity

Relevance and impacts

Biodiversity loss is one of the most pressing global challenges, with planetary boundaries for nature already under severe stress. For IKEA Switzerland, biodiversity is important because we depend on natural resources for our products and recognize our responsibility as a large business to act. Impacts on biodiversity occur primarily indirectly across our value chain and through the activities of Inter IKEA Group and the Ingka Group, and are therefore outside our direct sphere of influence.

Nevertheless, stakeholder expectations are clear: According to our People & Planet Consumer Insights & Trends Report 2025, 79% of Swiss consumers believe businesses should take action to protect and restore nature, and 87% consider nature conservation personally important. At IKEA Switzerland, we recognise the importance of the topic and therefore address it in the following chapter.

To ensure biodiversity impacts are minimised across our value chain, we pay special attention to where we source our materials from. At the group level, 97.3% of the forestland portfolio is third party certified and audited annually by recognised certification bodies, with the remaining 2.7% undergoing certification, ensuring responsible forest management. Partnerships with organisations such as WWF further support our biodiversity conservation efforts.



While direct negative impacts can arise from land-use changes associated with retail expansion and increased water consumption, indirect impacts across our value chain are significantly greater. They primarily occur upstream in the sourcing of raw materials such as wood, as well as other materials like cotton, soy, and palm oil, which can lead to habitat loss and ecosystem degradation if not managed responsibly. Downstream, product-related impacts include plastic waste and microplastics at end-of-life stages.

Ambition

Inter IKEA Group and the Ingka Group are both committed to protecting nature and restoring biodiversity across its supply chain, investments, and operational sites. This ambition is supported by the commitment to only source wood and paper materials that are either 100% recycled or third party certified, audited annually by recognised certification bodies. While IKEA Switzerland does not yet have its own targets, we are committed to contributing to the achievement of this overarching ambition.

Management approach

Currently, biodiversity management at IKEA Switzerland is in its early stages. Responsibility lies within our Sustainability Team, with plans to distribute roles once the strategy is finalized. While we do not yet have a dedicated policy, the Inter IKEA Group's sustainability strategy and supplier code of conduct (IWAY) embed biodiversity considerations through responsible sourcing requirements.

IKEA Switzerland is directly involved with the engagement of Inter IKEA Group and Ingka Group. While the group is engaged in the TNFD early adopters program as well as the WBCSD's Science-based Targets for Nature Preparer Program, IKEA Switzerland is looking forward to the results of these collaborations and is committed to implementing measures once the overall roadmap for the group is clear. In FY26, IKEA Switzerland is developing a biodiversity strategy in collaboration with [Innovate 4 Nature](#). A key focus of this strategy is to ensure the qualitative and quantitative measurability and comparability of biodiversity, including an action plan.

We currently focus on reducing our operational negative impacts on biodiversity through measures that address resource efficiency, water use reduction and circularity, actions which indirectly also mitigate impacts on biodiversity. We comply with the building standard BREEAM which also incorporates biodiversity criteria. Additionally Inter IKEA Group has been working on phasing out PFAS (per- and polyfluoroalkyl substances) in our supply chain since 2009. In 2016, we completed phase-out PFAS in textiles. In addition, we are implementing initiatives to strengthen the local biodiversity around our stores. For example, we have created biodiverse gardens and forest areas in the areas surrounding our sites and installed bee hives on our rooftops.

Once the overarching roadmap is clearer, IKEA Switzerland will be able to develop

a structured approach on managing our biodiversity-related impacts and implement further measures in the coming years. This will also include setting up a monitoring system to track relevant KPIs and assess the effectiveness of our work.



Urban beehives at IKEA Spreitenbach and Dietlikon

On the roof in Dietlikon and next to our building in Spreitenbach, IKEA Switzerland hosts two beehives at each site in collaboration with Stadtbienne.org. Since July 2022, the hives have been cared for by a trained Stadtbienne.org beekeeper, who looks after the bees and the ongoing maintenance. The hives in Spreitenbach are also sometimes used by Stadtbienne.org for professional beekeeper training sessions. For us, it's a simple, local way

to support biodiversity around our sites and to spark conversations with co-workers and visitors about nature in urban spaces. We are currently exploring whether additional IKEA Switzerland units would like to join this initiative.

"It's a small effort for us with very little maintenance, but it can make a real difference for nature and the communities around us. It's also a simple way to show customers and co-workers that sustainability is part of what we do."

Marina, Sustainability Leader,
IKEA Region Zurich



Social

How we're determined to be a force for good by helping to create a fairer and more equal society and better lives for co-workers, workers in our supply chain and customers.

Our material topics

- Fair working conditions
- Equality, diversity and inclusion
- Human rights/value chain workers
- Community impact

Fair working conditions

Target	2024	2025	Progress	Comment	What's next
Achieve an engagement score of 87% in the annual IShare coworker survey in FY30.	83.1%	83%		High engagement drives company success. We are on a solid level, but we want to be best in class.	Intensify our efforts to increase engagement and further translate survey insights into practical improvements.

Equality, diversity and inclusion

Target	2024	2025	Progress	Comment	What's next
Achieve and annually maintain gender balance across the business.	46% male – 54% female	46% male – 54% female		High engagement drives company success. We are on a solid level, but we want to be best in class.	Continue with the work to keep gender balance.
Ensure balanced gender representation across boards and senior leadership.	41% male – 59% female	41% male – 59% female		Gender representation is at a solid level, with continued focus on maintaining balanced leadership representation.	Continue with the work to keep gender balance.
Achieve and annually maintain pay equity by limiting the gender pay gap to a maximum of 5%.	3.77%	2.96%		We are also supporting Equal Pay Day and therefore want to be a good example.	Continue with the work to secure equal pay.

Human rights / value chain workers

Target	2024	2025	Progress	Comment	What's next
Maintain zero reported child labour cases (upstream value chain of all our products and operations)	0	0	<div style="width: 100%;"><div style="width: 100%; background-color: green;"></div></div>	IWAY helps to secure human rights standards including children's rights in our value chain.	Secure due diligence process also in the future.
100% of suppliers (for operations of IKEA Switzerland) fulfil IWAY expectations in FY25.	KPI has not been tracked in FY24	0	<div style="width: 50%;"><div style="width: 50%; background-color: green;"></div></div>	Initial IWAY assessment (before we start a collaboration) helps to secure IWAY expectations.	Increase the number of IWAY reviews.

Community impact

Target	2024	2025	Progress	Comment	What's next
Social Impact KPI: Achieve a positive impact on 450 people through our initiatives in FY25.	654	673	<div style="width: 100%;"><div style="width: 100%; background-color: green;"></div></div>	We overachieved this target, as it has been a top action for IKEA Switzerland during the reporting period (extra resources, regular follow-ups on national level).	Further develop and implement the so-called "Neighbourhood Strategy" to improve quality and scaling of projects.
Change Maker KPI: Actively involve at least 2'599 co-workers and customers in company-supported initiatives during paid working time in FY25.	3'665	5'856	<div style="width: 100%;"><div style="width: 100%; background-color: green;"></div></div>	We overachieved this target, as it has been a priority for us during the reporting period.	Further develop and implement the so-called "Neighbourhood Strategy" to improve quality and scaling of projects.
Increase participation in integration programs to 35 participants in FY25.	31	31	<div style="width: 100%;"><div style="width: 100%; background-color: green;"></div></div>	We achieved this target, as it has been a priority for us during the reporting period.	Improve the quality of our programs and motivate other companies to join our efforts.

References

- [IWAY – the IKEA supplier code of conduct](#)
- [IKEA AG: Supply chain due diligence on child labour](#)
- [Human Rights in our Supply Chain – Due Diligence Report](#)
- [Ingka Group Annual Summary and Sustainability Report](#)

Fair working conditions



Relevance and impacts

At IKEA Switzerland and within the whole Ingka Group, fair working conditions are essential to creating a workplace where people feel supported, respected, and able to grow. Our co-workers form a key part of our ambition to build an environment where everyone is proud to belong, can develop their potential, and feel they are making a difference.

Our focus on health, safety, wellbeing, and skill development forms the basis of fair working conditions at IKEA Switzerland.

These areas reinforce each other, enabling our co-workers to develop in a safe and supportive environment.

Prioritising health, safety and wellbeing has a direct and positive impact on our co-workers and on our overall business performance. By implementing robust safety protocols, providing comprehensive training, and ensuring proper maintenance of equipment and facilities, we reduce the risk of workplace accidents and injuries. This safeguards the physical wellbeing of our co-workers and contributes to increased

productivity and operational efficiency. As mental health gains global attention, insights from our IShare survey highlight the importance of work-life balance, adequate tools, and access to resources. To support our co-workers' mental, physical, and financial wellbeing, we provide access to experts through our Employee Assistance Programs (EAP). These measures not only benefit our co-workers but also strengthen our customer experience, as research shows a strong connection between satisfied co-workers and happy customers.

Skill development is equally important for creating fair working conditions. Skills matter now and in the future – they help us adapt, continue learning, and nurture personal growth. Skill development at IKEA is a continuous process of acquiring new skills, improving existing ones, and encouraging multi-skilling through learning, practice, and hands-on experience. This enables us and our co-workers to remain competitive, respond flexibly to change, and achieve our goals. Competence adds value to the business by improving decision-making, enabling alignment, supporting continuous improvement, and fostering an enriching working environment built on trust.

At IKEA Switzerland, we believe that everyone has talent, everyone is a learner, and everyone can lead. When co-workers grow, IKEA Switzerland grows too. Strong development opportunities not only enhance

co-worker and customer interactions, but are also a key factor in retention, as people increasingly base their decisions to join or stay with a company on their commitment to learning and development.

Skill development also contributes to sustainable behaviour, helping to build a workforce that understands and supports actions needed for a better planet. In today's rapidly changing world, these skills are highly relevant for sustainable business operations.

Ambition

Guided by Ingka Group frameworks and adapted to the Swiss context, we aim to provide a safe, healthy and inclusive workplace, combined with strong opportunities for learning, growth and long-term employability. At IKEA Switzerland, we believe that great ideas and strong teams grow in an environment where everyone feels safe to speak up. When people feel safe, they collaborate better, learn faster, and innovate more. It builds trust, reduces stress, and helps us solve challenges together. A workplace where voices are heard is a workplace where everyone can thrive.

We take a holistic approach that recognises the strong link between health, safety and wellbeing, and skill development. Our ambition is to support co-workers throughout their entire IKEA journey by focusing on the following priorities:



Health, safety & wellbeing

IKEA Switzerland works with the Ingka Group Health and Wellbeing framework that focuses on three aspects of wellbeing. All three stages are supported by regular “R U OK” training sessions for leaders and mental health first aiders in all units.

- **Mental wellbeing** – We provide an inclusive and open working environment where our co-workers feel supported and able to seek help when needed. We encourage open and honest conversations about mental health.
- **Physical wellbeing** – We promote healthy lifestyle choices by offering nutritious food options, access to exercise facilities and preventive health measures, including free annual vaccinations for all co-workers.
- **Financial wellbeing** – We support co-workers in building a strong financial foundation through fair and competitive pay, access to financial education and targeted support during major life events. We recognize that financial concerns can significantly affect mental wellbeing.

To help reduce financial stress, IKEA Switzerland **increased the minimum salary to CHF 4'300 as of January 2025**. In addition, our Social Fund provides co-workers with financial support of up to CHF 10'000 in emergency situations, with no obligation to repay.

Skill development

In parallel, we are committed to continuous skill development as a foundation for long-term employability and business transformation. The overarching commitments are to assure that:

- At least **80% of co-workers feel they have good opportunities to develop their competencies**.
- Re-, Up- and Multi-Skilling Programs frameworks, ways of working and trainings are provided to ensure transformation of individuals and the company.
- At least 90% of our co-workers have an individual goal setting and an evaluation of their performance.

Through this integrated approach, IKEA Switzerland aims to offer fair working conditions that support wellbeing and continuous development, strengthening resilience, engagement and long-term sustainability for both co-workers and the business.

Management approach

To translate our ambition into everyday practice, IKEA Switzerland applies structured management processes and controls that govern how health, safety, wellbeing and skill development are implemented and monitored. In addition, we operate an

occupational health and safety management system that covers all co-workers.

Health, safety & wellbeing

IKEA Switzerland follows the Ingka Group rules on health and safety, which guide the identification, assessment and mitigation of occupational risks. Annual health and safety risk assessments are conducted by Business Risk & Compliance Managers that have been certified by the Federal Coordination Commission for Occupational Safety (EKAS), with functional managers responsible for implementing mitigation measures within their areas. In IKEA Switzerland, work-related hazards and hazardous situations are reported by co-workers through the Incident Reporting System, or directly to the Duty Manager or Unit Business Risk & Compliance Manager, for registration and analysis within all business units.

Risk assessments are carried out in particular when new workplaces or public areas are opened, existing workplaces are changed, operational processes are adjusted or new equipment is introduced. Identified risks are documented, action plans are defined and tracked, and co-workers are informed about relevant risks and mitigation measures. Documentation is made available for review by authorized Ingka Group co-workers. Additionally, each business unit undergoes yearly compliance reviews on health, safety and security.

Occupational health & safety training

All our co-workers complete mandatory basic training sessions on occupational

health & safety, managers also complete more detailed training. Topics that are covered in our e-learning platform include safety & security carpentry, working in heights, ergonomic training, proper lifting techniques and more.

Ergonomics

Ergonomics is a key focus area in preventing work-related injuries. Measures include regular ergonomics training, workplace analyses and professional safety shoe fittings. Logistic co-workers are also offered exoskeletons to reduce physical strain during daily lifting tasks.

Should a work-related incident occur, we offer worldwide insurance cover for our co-workers. The healing costs covered are unlimited and include cost reimbursements for hospital stays in private or semi-private wards. This insurance benefit exists only if Suva (Swiss Accident Insurance Fund) accepts the accident report, and a cost approval has been issued.

Health promotion and support

Beyond occupational safety, IKEA Switzerland offers a range of voluntary health promotion initiatives. These include mental health awareness and early intervention programs such as “R U OK” training that is delivered in collaboration with Pro Mente Sana. The training is designed for leaders and managers to support early detection of mental health issues among co-workers, while ensuring that at least two mental health first aiders are qualified in each business unit. It equips them with the skills

to initiate conversations with co-workers if they suspect mental health problems or illness. By empowering leaders with this knowledge, we aim to create a supportive environment where individuals feel comfortable seeking help and support. Additional initiatives include regular “Mindful Monday” sessions and targeted mental health training sessions. In FY25, we also connected the commercial focus “Wake up, it’s time to sleep” with dedicated health initiatives for our co-workers. In collaboration with Suva, we offered general and in-depth sleep workshops in all national languages. Our “IKEA Active Together” initiative for all co-workers aims to motivate them to engage in regular physical activity while fostering a sense of camaraderie and teamwork.

Co-workers have access to confidential personal support through Movis, IKEA Switzerland’s Employee Assistance Programme (EAP). This service provides professional support for personal, health-related, financial, workplace and administrative issues, with the first five sessions fully covered by IKEA Switzerland. Further support can be arranged in coordination with People & Culture managers. Financial wellbeing is further supported through individual budget planning services and pension training starting from the age of 30.

In cases of long term illness resulting in incapacity to work, IKEA Switzerland ensures continued salary payment at 100% for up to 730 days. Due to this extended period of support, co workers remain included in the absence statistics for a longer

duration, which contributes to a higher overall absence rate at IKEA Switzerland. Over the past two years, this rate has increased, driven primarily by a rise in mental-health-related cases. To address this development, we continue to strengthen our health and wellbeing approach through health-oriented leadership training, “R U OK” sessions, and the presence of trained mental health first aiders in all units. In parallel, we are improving our absence management processes and piloting external case management in four units to provide more structured and timely support. Preparations for these measures began in FY25, and implementation is now progressing in FY26.

Skill development

Skill development at IKEA Switzerland is guided by the Ingka Group learning strategy, which aims to foster a dynamic and democratic learning culture based on the belief that everyone can learn, grow and lead. Regardless of where we come from, and whatever our role, position, or assignment, we work hard to ensure equal opportunities. Our strategy that gives us a very strong and focused approach towards the development of our co-workers is guided by the following 8 learning principles:

1. Support skill growth
2. Choose the right learning path
3. Enable performance
4. Take conscious design decisions
5. Enable the learner
6. Make it relevant
7. Consider both human and digital
8. Focus on outcomes

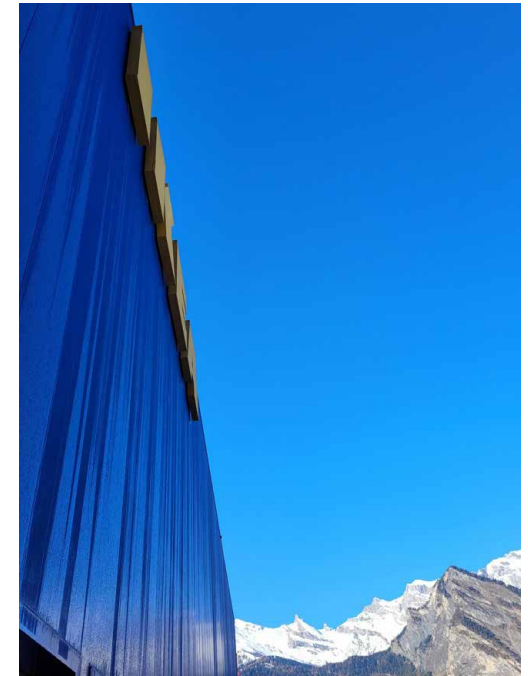
Two further principles apply to leadership:

1. Leadership by all
2. Succession planning

Learning and development activities are closely linked to regular performance and development dialogues, which inform individual learning paths and career development. IKEA Switzerland offers a broad learning ecosystem aligned with strategic priorities and business goals, including IKEA brand-specific development programs, workshops and recommended learning solutions linked to relevant skills. All co-workers have free access to extensive digital learning platforms, including LinkedIn Learning and Rosetta Stone language courses.

A strong focus is placed on internal mobility and employability. As a result, approximately **90% of management positions were filled internally in FY24 and FY25**. IKEA Switzerland also actively supports co-workers during transition phases through re-skilling and up-skilling initiatives and, where necessary, outplacement support.

To support different life and career stages, IKEA Switzerland offers annual seminars on career transitions and retirement planning. These include programs for co-workers helping them prepare for future career phases and long-term financial security. In FY24, we offered seminars for the 50+ age group with 90 participants and in FY25 for the age groups of 55+ and also 30+ with almost 100 participants.



Responsibilities

The responsibility for ensuring fair working conditions at IKEA Switzerland is shared across national functions, unit-level management and line managers, with clearly defined roles that reflect both strategic direction and operational implementation.

For health, safety and wellbeing, overall accountability lies with the Country Business Risk & Compliance Manager and the Health & Wellbeing Leader. Together, they steer the national agenda, ensure alignment with Ingka Group frameworks and oversee compliance with Swiss legal requirements. Operational responsibility rests with the unit

managers, who are closest to the daily work with co-workers and customers. They ensure that safety risks are assessed, mitigation measures are implemented and co-workers are informed. The internal control system also covers health and safety, and the Country Business Risk & Compliance Management Team regularly verifies the effectiveness of controls and supports continuous improvement.

For skill development, accountability at national level is held by the Talent Development Manager, who drives the learning agenda, and the Leadership & Competence Leader, who is responsible for the overall learning and competence strategy. Local implementation and monitoring are managed by the People & Culture Managers in each unit, who ensure that development opportunities and learning solutions reach co-workers in line with strategic objectives. Each unit's Steering Group oversees the implementation of learning initiatives and ensures that development activities are embedded in daily operations. Line managers play a crucial role in the continuous development of co-workers. Through regular performance dialogues, goal setting and individual development discussions, they support co-workers in building their skills, progressing in their roles and contributing to a strong learning culture across IKEA Switzerland.

Effectiveness of measures taken and main KPIs

IKEA Switzerland evaluates the effectiveness of its measures on fair working conditions

through a combination of quantitative KPIs, qualitative insights and continuous feedback from co-workers. Our main tools for assessing progress are co-worker surveys, business and people data, performance evaluation processes and targeted analyses of identified challenges. This enables IKEA Switzerland to assess the effectiveness of its measures and continuously refine its approach to creating fair working conditions.

Among the Ingka markets, IKEA Switzerland has the second-highest engagement score. To further improve the scoring and to reach the goal by 2030, we ask every department scoring below 85% for a concrete action plan.

For health, safety and wellbeing, co-worker turnover and the results of our annual IShare co-worker survey provide important signals about where communication, processes or policies may need to be strengthened. When specific areas receive lower scores, cross-functional working groups are established to analyse the drivers and define targeted actions. For example, following concerns around tools and equipment, a joint People & Culture and Digital workgroup conducted data reviews and interviews and developed a multi-year improvement plan. Similarly, a taskforce was created to address perceived workload challenges, focusing on improving people planning processes and providing co-workers with greater flexibility and control over their work schedules. Through these measures, insights from the IShare survey directly translate into practical improvements that support co-worker's wellbeing.

Skill development effectiveness is also closely linked to survey results, business outcomes and participation data. In FY24 and FY25, 89% and 90% of co-workers respectively participated in the IShare survey. Key learning-related questions continue to indicate strong results, with 94% of co-workers in both years agreeing that they have the knowledge and skills to meet customer needs, and 81% and 82% stating that they have good opportunities to develop their competences. In FY25 82% (79% in FY24) of co-workers received a performance and career development review, ensuring that development needs are identified and addressed. This number is close to our ambition of 90% of co-workers having individual goal setting and a performance evaluation, bearing in mind that only co-workers who are eligible for these talks (e.g. in role for at least six months) are included. The remaining discrepancy is mainly due to timing and implementation gaps in some units.

Training participation also provides insights into learning effectiveness. On average, each co-worker completed 17.1 training hours in FY24 and 15.1 hours in FY25. Recognizing ongoing shifts in work tasks and customer expectations, IKEA Switzerland introduced a minimum standard of learning time for all customer-facing co-workers in FY25. This ensures fair and consistent access to learning for both full-time and part-time co-workers and supports the development of skills that are directly relevant to their daily work.



Minimum wage increase

The cost of everyday life has increased for many people in Switzerland. In response, IKEA Switzerland adjusted its minimum wage to reflect this reality. From January 2025, the minimum wage for a 40-hour week increased from CHF 4'000 to CHF 4'300. The increase especially benefits co-workers with roles in a lower wage band structure.

At IKEA Switzerland, we aim to offer market-relevant and competitive total compensation. This includes both pay and a comprehensive package of benefits that supports a strong and future-oriented workplace culture.

"Pay needs to match real life. This adjustment is one concrete way to support our co-workers where it matters most."

Michel, Total Rewards Manager, IKEA Service Office

Equality, diversity & inclusion

Relevance and impacts

The Ingka Group and IKEA Switzerland are committed to fair treatment and equal opportunities, creating a workplace where people of all backgrounds and identities can thrive and feel supported and valued for who they are. Together we want to create a workplace that is as diverse as the world is, and as inclusive as the world should be. Equality is not only a fundamental human right but also a critical factor for business success. It helps us attract and retain talent, it enhances contribution and loyalty, it facilitates innovation and creativity, and it enables us to better comprehend and serve our diverse customer base.

To achieve our vision of an equal, diverse, and inclusive workplace, we focus on multiple dimensions of diversity and their intersections, including all gender, age, ethnicity, nationality, ability, and sexual orientation. For the last two years we have been particularly prioritising gender balance beyond the binary, as well as promoting ethnic and disability inclusion in Switzerland.

Across both financial years, our yearly co-worker survey, IShare, showed that 93% of our co-workers responded positively to the question about our commitment to fostering a culture of diversity and inclusion. Our customers demand ambitious targets from us: in the People & Planet Consumer Insights & Trends Report 2025 that asks about customers' expectations, Ingka

Group's "stand on inequality issues in society" was amongst the top five highest ranked topics. Additionally, our co-workers expect us to create an inclusive work environment and to reflect the diversity represented in society at all levels.

Through focusing on our values, we create an atmosphere where everyone feels welcome and can be themselves. 89% (88%) of our co-workers confirmed this in our yearly co-worker survey FY25 (FY24). Unfortunately, our stores are not yet barrier free, but we are working hard to make all offerings of the IKEA brand an inclusive place for everyone. We have been



collaborating with procap (the largest membership organisation run by and for people with disabilities in Switzerland) to analyse the barriers of our stores and offices. We have started rebuilding and adapting our Service Office in Spreitenbach and the store in Rothenburg. Additionally, we use our influence to go beyond our own value chain and engage in partnerships to help refugees, advocate for same-sex marriage and spread awareness about domestic violence.

Ambition

Equality, diversity & inclusion (ED&I) is deeply embedded in the IKEA culture. Within the Ingka Group, every country is expected to

develop a strategy, have a dedicated person, and reach certain KPIs, which are reported regularly. We at IKEA Switzerland have therefore made several commitments in this area. We want to:

- Be an equal, diverse, and inclusive business,
- Embrace dimensions of diversity (all gender, age, ethnicity, nationality, ability, sexual orientation) and strive to reflect the demographics of the societies in which we operate,
- Actively work to prevent discrimination and ensure equality in opportunity and treatment,
- Promote accessible and inclusive workplaces both in structure and culture, where people can be themselves and their voices are heard,
- Be a child-friendly business and secure child safeguarding, family-friendly practices, inclusion and empowerment of children and adolescents.

The following indicators help us at IKEA Switzerland to keep up with our ambition:

- Reach a 50-50 binary gender balance across the business, including in all leadership positions,
- Increase ethnic and national diversity at all levels for our workforce to reflect the diversity of the communities in which we operate by FY27,
- Score a minimum of 80% on our inclusion index in our co-worker survey.

Management approach

IKEA Switzerland has developed a national ED&I plan with actions planned for FY24-FY27. Actions such as increasing ethnic and national diversity and improving the accessibility of our workplaces are included here. We employ a dedicated ED&I Leader. Our plan is a call to action for all our leaders to create diversity, and for all our co-workers to uphold our inclusive culture in which everyone can thrive. ED&I is part of leaders' competence profile and their yearly performance evaluation.

As part of our global commitment, Ingka Group implemented an ED&I Scorecard in

FY24, which is reviewed every tertial. This scorecard is updated by the ED&I Leader in each country to report current figures on gender, disability inclusion, and ethnicity. The scorecard serves as a mechanism to support continuous improvement. Based on its insights, action points are defined to address gaps and drive improvement. Our Ingka Group key policies to manage the topic effectively include the policy on human rights and equality, the Code of Conduct, and the Rule on Equality, that support our efforts to establish a workplace that is free from discrimination, harassment, and hostility. Our Code of Conduct is especially important because it not only shapes our internal work culture but also provides our co-workers with a strong stance against discriminative customer demands. The team leaders protect our co-workers in these cases and assert a culture of zero-tolerance.

LGBT+ Inclusion

For many years, we have been focusing on LGBT+ Inclusion. For example, we have introduced the Ingka Group Transgender guidelines to help our managers create inclusive workplaces where LGBT+ co-workers feel welcome, safe, and accepted. Based on the latest biennial Ingka Include Survey from FY24, **100% of transgender co-workers feel that they can be themselves at IKEA Switzerland.** In Switzerland, we have been participating in the Zurich Pride since 2019 and each year, we celebrate the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) with a global campaign and additional national efforts. We are members of Workplace Pride and



Stonewall, a business coalition for advancing LGBT+ inclusion. We co-created and endorsed the UN Standards of Conduct on tackling discrimination against LGBT+ people in the workplace and in the community. In FY22, we campaigned again for the acceptance of same-sex marriage in Switzerland and in FY23 implemented parental leave policies that are fully inclusive for same-sex couples.

Integration program for refugees

At IKEA Switzerland, we will continue to support refugees in our integration program by providing upskilling through language and technical training, building inclusive

talent pools, and advocating for positive change with the UN Refugee Agency (UNHCR). We actively seek to include refugees in our workforce by directly hiring them or developing skills and necessary capabilities to make them "job ready". For more information about our integration programs for refugees, see chapter "Community impact".

Gender balance & equal pay

At IKEA Switzerland, we accomplished gender equal pay in FY15 and continuously monitor it by conducting yearly salary regression analysis. In FY23 we have revised our maternity and paternity leave policies



to include same-sex couples. We offer 28 weeks of parental leave in case both parents work for IKEA, and it can be freely divided between the parents. Otherwise, **paternity leave encompasses 8 weeks and maternity leave 20 weeks (each 6 weeks longer than the Swiss federal standard)** with 100% payment and taken by 100% of our eligible co-workers. Additionally, co-workers can prolong their parental leave up to one year by taking vacation and unpaid leave. To further support parents' needs, we offer job sharing on all leadership levels, including top management. Each year we also acknowledge International Women's Day with a global, national and/or local campaign. In FY25 we rolled out the Menopause Guidelines, which support team leaders and affected women. The internal communication should raise the awareness of this topic which is still considered a taboo subject in Swiss society. In five of our 13 units, we offered leadership sessions with an external expert to make these guidelines come to life. Since a decade, we have a 50:50 binary gender balance among our store managers. We have also managed to reach the 50:50 binary gender balance for the management teams in the units as well as in our country board. **Since FY24 our top management has a higher share of female managers** that we are now working on to get back to the 50:50 binary gender share we had in FY23.

Disability

We launched the first Ingka Group Global Disability Inclusion Approach in FY24 as a biennial survey to improve accessibility, to increase engagement on issues surrounding



disability, and to clarify accountability for delivering our plans. We are not legally permitted to directly record the number of co-workers with a disability, but we get a sense of the diversity dimensions at IKEA Switzerland through our biennial "Ingka Includes" co-worker survey, which is conducted with particular attention to anonymity and non-traceability. There, we include questions relating to disability and workplace adjustments to assess progress towards a disability inclusive workplace.

The past two years we have participated in MyAbility's talent program which is a

own living space. The workshop has been highly appreciated by the participants and the collaboration will continue.

Another example is **Cyathlon**, an international competition where people with physical disabilities use advanced assistive technologies to compete in everyday tasks. It was initiated to accelerate the development of prostheses and is organised by ETH Zurich. IKEA products are used to build the competing stations on site in Switzerland as well as at several hubs worldwide, ensuring that pilots who are unable to travel can also participate in the competition. For the latest edition, we proudly sponsored the event by providing IKEA furniture.

Responsibilities

For IKEA Switzerland, the People & Culture function is accountable for the management of ED&I. The ED&I Leader is responsible for reviewing and updating the ED&I Scorecard every tertial and, based on these insights, developing and implementing targeted action plans. Furthermore, every leader at IKEA Switzerland is responsible for reaching a diverse workplace and each and everyone working for IKEA Switzerland is responsible for inclusion. The co-workers contribute to upholding the values of IKEA Switzerland by signing and adhering to the Code of Conduct. Additionally, the People & Culture Team is responsible for conducting relevant training courses and surveys whereas the individual team leaders monitor the performance of their co-workers.

career-development program initiative specifically for students, academics, or professionals who live with a disability or chronic health condition.

To support disability inclusion also outside of IKEA Switzerland, we have collaborated with several external partners. One example is **Sebit Schweiz**, an organisation that supports people with disabilities in developing the skills needed to live independently. As furnishing their first own apartment can be a significant step, we offered a half-day workshop on home-furnishing competence to help them feel confident in creating their

Effectiveness of measures taken and main KPIs

Our inclusion index helps us measure progress on creating an inclusive culture and is based on questions from our yearly co-worker survey. The so-called IShare survey is conducted on a national level to get insights into the topics engagement, values, leadership, inclusion, health & well-being and simplicity & speed. The inclusion section especially focuses on fair treatment and freedom of expression, **makes sure everyone gets heard, and supports an overall culture of diversity and inclusion.** The FY25 score for Switzerland was **85% and 84% in FY24.** Another survey we conduct specifically for the ED&I topic is the “Ingka Includes” survey. It is an anonymous, voluntary co-worker survey which will run for the third time in FY26. “Ingka Includes” helps us to collect and analyse equality and diversity data about our workforce to derive bigger trends and act accordingly. It deals with sensitive and personal questions, therefore the measures to ensure data privacy are strict and access to the data is limited. Several ED&I factors are also part of everyone’s performance evaluation at IKEA Switzerland. However, to improve the monitoring of our interventions, we need to strengthen the data on co-worker diversity even further by adjusting the survey questions.

Based on the “Ingka includes” survey results, we decided to shift the focus of our ED&I efforts towards ethnicity and nationality, gender beyond binary and disability inclusion. We initiated this shift by introducing

our first Ingka Group Global Disability Inclusion Approach in FY24 to improve accessibility, increase engagement and clarify accountability. We do not have barrier free stores and offices. Therefore, we are taking step by step actions to improve the accessibility both online and in our units to our customers and co-workers. Our most recent “Ingka Includes” survey, conducted in FY24, showed that **7% of co-workers at IKEA Switzerland identified as having a disability.** As the next survey will take place in January 2026, the impact of our recent initiatives on gender beyond the binary, ethnicity, and disability inclusion cannot yet be assessed. The FY26 survey will establish a baseline for monitoring progress, and we expect it to provide insights into improvements in the perception of inclusion among these focus groups and to guide future priorities.

While we have almost achieved gender equality at all levels, we are now placing additional focus on increasing the representation of underrepresented ethnic groups in leadership positions to better reflect the society we serve. In recent years, several co-workers who originally joined IKEA Switzerland through one of our integration programs have progressed into our internal development programs, preparing them for their next career step.

In FY25, we introduced a carte blanche talent sponsoring option to further strengthen inclusive talent development. This initiative allows each business unit to nominate one talent with a recent migration background for participation in a leadership development

program. This option was taken into consideration by 50% of our business units.

The program is designed to prepare participants for future leadership roles within IKEA Switzerland and to enhance their career progression opportunities. Participants join the program alongside other talents, with the carte blanche nomination representing an additional place. Following completion of the programme, all participants can apply for open leadership positions through the standard recruitment process. With **approximately 90% of leadership succession filled internally, the program contributes to sustainable internal talent development.**



Menopause at work: making support practical

In March 2025, IKEA Switzerland introduced Menopause Guidelines together with Ingka Group. The aim is simple: give team leaders and co-workers

clear, practical guidance for everyday situations at work, so support does not depend on chance or personal comfort with the topic.

Because menopause is still often treated as a taboo in Switzerland, we also focused on awareness and open dialogue. Through internal communication and exchange formats, we created space to talk about what support can look like in real life. In five of our 13 units, we held leadership sessions with an external expert to help leaders understand the topic and apply the guidelines in a respectful, supportive way.

“As a leader who has worked closely with many women, I know how important it is to understand menopause and make simple workplace adjustments that truly help. These new guidelines helped us retain valuable talent and show that we value our people at every stage of life, and I am fully committed to using them to support our team.”

Aurelio, Market Manager, IKEA Lugano / Grancia

Human rights / value chain workers

Relevance and impacts

Respect for human rights has been embedded in IKEA's values from the very beginning. The IKEA vision – to create a better everyday life for the many people – extends not only to our customers but also to workers throughout our value chain.

As IKEA Switzerland does not operate its own production facilities, we rely on workers throughout our value chain to provide the products we offer to our customers. Safeguarding human rights and the wellbeing of value chain workers is therefore a critical priority. Risks such as forced and child labour, inadequate working conditions, unpaid or insufficient wages, unsafe workplaces, and limited access to health insurance exist in parts of our supply chain and generally within the industry.

To address these risks, the IKEA brand applies a structured and proactive approach. This includes actively promoting child safeguarding, supporting responsible recruitment practices, and working to ensure fair working conditions, particularly for migrant workers, through partnerships (for example with the International Organisation for Migration, IOM) and supplier training. The IKEA brand supports suppliers through capacity building initiatives, collaborates with external stakeholders to address systemic human rights challenges, and requires all suppliers to comply with the IWAY Code of Conduct. Through this

engagement, the IKEA brand aims not only to mitigate its potential negative impacts but also to strengthen positive impacts beyond its organisational boundaries.

For IKEA Switzerland, the direct sphere of influence is more limited. Although Switzerland is considered a low risk country for human rights violations, we require all local partners to comply with the IWAY Code. We also seek to strengthen positive impacts by promoting fair and contemporary working conditions and by fostering equality, diversity, and inclusion across our workforce.

Ambition

The IKEA vision – to create a better everyday life for the many people – guides our approach to human rights and shapes our long-term ambitions. IKEA Switzerland is committed to respecting human rights and children's rights in its own operations and across the value chain, in line with the UN Guiding Principles on Business and Human Rights (UNGPs), the Children's Rights and Business Principles (CRBPs), and the OECD Guidelines for Multinational Enterprises. IKEA Switzerland focuses on three key areas of improvement:

– *Fair and equal society by 2030*

IKEA Switzerland aims to contribute to a fair and equal society by 2030 by respecting and promoting human rights, strengthening access to decent and meaningful work, and advancing diversity and inclusion across the value chain.

– *Continuous reduction of human rights risks*

IKEA Switzerland is committed to continuously identifying, preventing, mitigating, and remediating actual and potential human rights impacts in its supply chain. This is achieved through enhanced due diligence systems, risk assessments, and targeted follow-up actions, as well as through the continued enforcement of our IWAY Supplier Code of Conduct for new suppliers.

– *Transparency and reporting*

IKEA Switzerland is committed to transparent reporting on its human rights due diligence approach, progress, and challenges, supporting accountability and continuous improvement.

Management approach

IKEA Switzerland's management approach to safeguarding human rights and the wellbeing of value chain workers is built around two interconnected focus areas: prevention and remediation.

Prevention

Every human rights incident in our value chain is one too many. Preventing such incidents is therefore a central focus of our efforts. A core element of IKEA Switzerland's Human Rights Due Diligence System is the identification, assessment, mitigation, and prevention of human rights risks, including child labour, within our supply chain.

This due diligence process is aligned with

Swiss due diligence legislation (DDTrO) and is fully integrated into the IWAY system. It covers both direct and indirect suppliers as well as service providers, supporting transparency, accountability, and consistent risk management across the value chain.

As part of this system, we annually screen our supply chain for child labour risks and impacts. **To date, we have not identified an actual case of child labour in our direct and indirect supply chain.** We closely monitor the topic of child labour at all our suppliers and continue to work to prevent and address child rights risks and impacts deeper in the supply chain.

To prioritise actions and allocate resources effectively, IKEA Switzerland applies recognized risk indices such as [UNICEF's Children's Rights in the Workplace Index](#) and the [Maplecroft Child Labour Index](#). These tools are used to categorize suppliers by risk level and to focus assessments and follow up measures on high risk areas. The identification of actual or potential cases is supported through audits, whistleblowing channels, and external assessments.

In addition, the wellbeing of our customers – particularly the most vulnerable groups – is a key priority. For this reason, we actively involve children in the product development process and ensure that child safeguarding policies are consistently applied across our operations and supply chains.

Remediation

While prevention remains a top priority, issues may still arise within a value chain as extensive and complex as the one of the IKEA brand. The second pillar of our Human Rights Due Diligence System therefore focuses on the effective management and remediation of identified issues.

IKEA Switzerland engages with both internal and external stakeholders and maintains grievance mechanisms, including the "Trust Line," which enables concerns to be reported anonymously and securely. These mechanisms support timely identification, investigation, and response to human rights related issues.

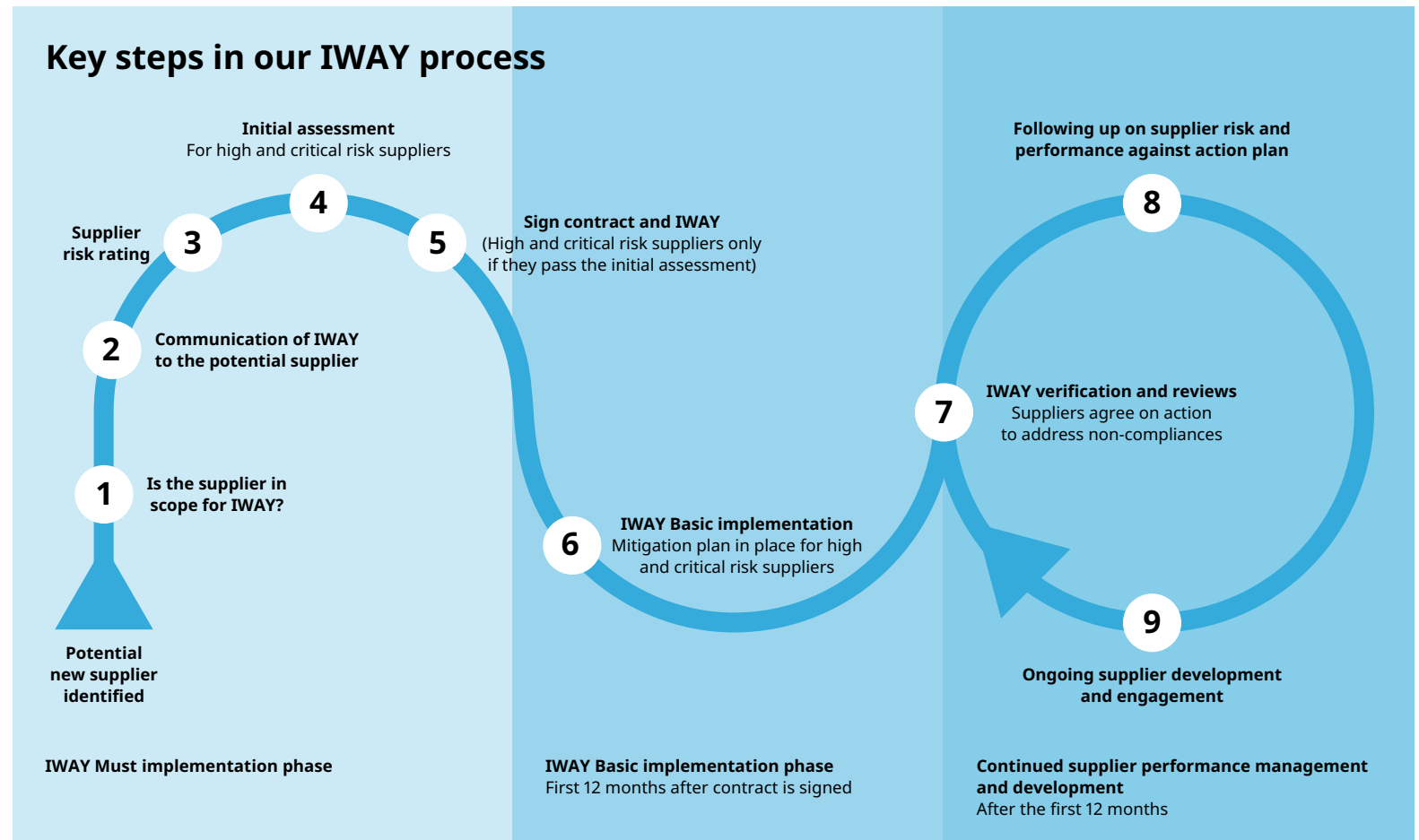
Suppliers play an active role in remediation through corrective action planning, implementation, and self monitoring. They are required to provide evidence of progress and compliance as part of ongoing dialogue and capacity building efforts. When child labour or other human rights violations are identified, IKEA Switzerland works closely with suppliers to implement remediation measures based on clear principles that prioritise the wellbeing, safety, and education of affected individuals. Remediation plans are monitored until full resolution, supported by corrective action plans and follow-up measures designed to prevent recurrence. Relationships may be terminated if issues are not adequately addressed by the supplier in question.

IWAY supplier Code of Conduct

At the basis of our supply chain engagement lies the IWAY Supplier Code of Conduct. At IKEA Switzerland, we focus on the suppliers and service providers we have locally. To ensure awareness and compliance with the standard, we add the IWAY standard to our contracts, do IWAY

reviews (audits) and train our co-workers. For co-workers involved in supplier management, regular e-learning training sessions on the IWAY Code of Conduct are conducted. The IWAY Code of Conduct is also the basis on which we operate our Supply Chain Due Diligence on Child Labour.

We regularly conduct risk assessments of our suppliers across the topics listed in the Code of Conduct. All new contracts with suppliers in the IWAY scope – according to the risk mapping – contain the IWAY Code of Conduct as appendix. It has also been added to most contracts with existing suppliers.





Responsibilities

IKEA Switzerland has a governance structure with decision-making bodies such as the Country IWAY Forum and roles like the Chief Sustainability Officer and Risk & Compliance Manager responsible for overseeing human rights due diligence and child labour prevention. This structure supports alignment and effective implementation of policies and processes.

Accountability for human rights and child labour due diligence lies with the CSO/CEO of IKEA Switzerland who ensures strategic oversight and integration of these topics into business decisions and governance. The Risk & Compliance Manager secures the annual due diligence process related to human rights and child labour risks and supports the implementation and coordination of related activities, ensuring a structured approach to risk management. The Country IWAY Forum acts as a cross functional decision-making body responsible for aligning and implementing IWAY requirements within IKEA Switzerland. It oversees governance and operational decisions related to human rights and child labour due diligence across the value chain.

Effectiveness of measures taken and main KPIs

In addition to the [screening of 100% of our newly onboarded suppliers](#), IKEA Switzerland regularly conducts verification activities to assess supplier compliance with IWAY standards and the effective implementation of corrective actions. These activities include a combination of announced and

unannounced audits carried out by IKEA IWAY reviewers as well as independent third party auditors (see table below). **In FY24 and FY25, we conducted a total of 14 IWAY reviews** for suppliers in Switzerland. Across these reviews, three non-compliances with IWAY Must Criteria were identified (all related to the reliability of the system to record working hours). Necessary corrective actions were taken by the suppliers. All other suppliers demonstrated full compliance with the IWAY Must Criteria, and no cases required supplier phase-out in these two fiscal years.

Both in FY24 and FY25 we did not identify any child labour cases in our value chain. You find more information in our dedicated reports for [FY24](#) and [FY25](#).

In the reporting period, the IKEA brand worldwide assessed 1'609 suppliers in 2024, and 1'562 suppliers in 2025 for their social impacts. Of these, 17 (2024) and 26 (2025) were identified to have significant potential or actual negative social impacts and were therefore engaged in more detail. Further engagement may include establishing remediation processes, implementing corrective actions and reviewing these measures to assess their effectiveness.

Confirmed cases of human rights violations, including child labour, are followed up in a systematic and transparent manner. The IKEA brand documents all relevant findings, actions, and observations, monitors remediation plans closely, and verifies that corrective measures are implemented effectively and sustained over time.

Workers and affected communities are involved in remediation processes wherever possible. Their feedback helps assess the effectiveness and fairness of corrective actions and ensures that remediation measures address actual needs and support the prevention of recurrence.



300+ refugees supported in Switzerland

Since 2016, IKEA Switzerland has supported the professional integration of refugees through three different integration programmes. In both, FY24 and FY25 around 31 people gain access to the Swiss labour market in areas such as sales, logistics and food, often starting with an integration internship or pre-apprenticeship and then moving into a regular role.

For many, the journey is demanding: new language, new culture, no

established network. That is why the programmes combine on-the-job learning with language courses and intercultural training, helping people to find their way in everyday work and in their teams. The extra effort pays off in the long term – around 75% of participants stay on at IKEA after their integration training.

"Work gives structure, language practice and a place to belong. When someone who arrived with almost nothing finishes their training and stays on as a co-worker, you feel what integration can mean in real life - and you also see how investing in refugees strengthens your business with loyal, motivated and skilled employees."

Jennifer, Leadership & Competence Leader, IKEA Service Office

IWAY Reviews IKEA Switzerland

	2024	2025
Number of IWAY reviews of IKEA Switzerland suppliers	9	5
IWAY reviews with major non-compliances identified i.e. failure to comply with "IWAY Musts" (IKEA Switzerland)	1	2
IWAY reviews performed by external auditors (IKEA Switzerland)	9	1
Identified child labour cases	0	0

Community impact

Relevance and impacts

Our vision is to create a better everyday life for the many people – to have a positive impact on people's life. This includes supporting the neighbourhoods in which we operate and where our co-workers and customers live. The "IKEA x Neighbourhood" strategy aims to create long-lasting social impact in neighbourhoods near our stores and meeting places. Together with local stakeholders, we analysed the needs and relevance of social challenges in Switzerland, assessed the strengths of IKEA Switzerland, and concluded that we want to focus on the topic of migration and integration.

Switzerland faces migration and integration challenges above the European average. By focusing on this area, we strengthen community connections and respond to a significant social need.

Insights from our People & Planet Consumer Insights & Trends Report 2025 show that 62% of respondents believe it is crucial to support people displaced by war, persecution, or natural disasters. Customers increasingly expect companies to act responsibly, and being a socially responsible brand strengthens trust and loyalty. At IKEA Switzerland, we have championed

integration programs for refugees since 2016 and continue to build on this experience, as creating opportunities for refugees not only benefits society but also enriches our organisation. With ongoing skill shortages in Switzerland, refugees represent an important pool of future talent.

At the same time, **70% of people in Switzerland want to work for sustainable companies, making our commitment to integration a key factor in attracting and retaining co-workers.** By offering employment opportunities and training to refugees, we not only support their inclusion but also help address labour market challenges. For our co-workers, involvement in community projects fosters pride and engagement, reinforcing our commitment to meaningful, long-term impact.

We focus our programs on our immediate surrounding communities through partnering with local organisations, governments, and NGOs to establish projects like integration programs for refugees, donation and awareness campaigns, charity work and other local projects.

Ambition

IKEA Switzerland has a long history of supporting local people in need, and we will strengthen our efforts in this field to maximise their impact. We have established strong guiding principles for our community work in our neighbourhoods:

- We want to create social impact in our own value chain in Switzerland.
- We aim to succeed in bringing a long-term change into our ecosystem in cooperation with stakeholders.
- We aim to give at least 30 refugees per year the opportunity to enter the Swiss labour market through our integration programs.
- We foster awareness for social impact among co-workers, customers, stakeholders, and the public by empowering them to take action.

In partnership with local organisations and experts, we want to maximize our impact and address the root causes of most pressing social issues in Switzerland. Since FY24 and continuing in FY25, we further strengthened our efforts in the topic of migration and integration. At a global level, in 2023, Ingka Group announced at the UNHCR Global Refugee Forum in Geneva its ambition to integrate additional 3'000 refugees into the workforce of Ingka Group by the end of 2027. IKEA Switzerland wants to actively contribute to this goal by integrating more refugees into the Swiss labour market.

Beyond that, IKEA Switzerland aims to leverage its home furnishing expertise to create better living conditions for refugees in asylum centers. We aim to furnish these spaces together with our co-workers and to develop practical furnishing guidelines to enable others to do the



same. Furthermore, we aspire to change the narrative around refugees by showcasing positive examples of inclusion and sharing our experience with integration programs to inspire other companies to join these efforts. We are committed to continuously improving our programs to maximise their impact.

Management approach

The Ingka Group expects every country to evaluate local social needs and act accordingly. To measure the impact, Ingka Group developed the Change Maker and Social Impact KPIs, on which each country needs to report on.

In FY24 and FY25, IKEA Switzerland started to implement the IKEA x Neighbourhood Strategy with different initiatives on a national level. The strategy is also a top action of our overall national action plan and therefore supported by diverse functions. The goal of this strategy is to have a measurable positive social impact through a common approach across all units. IKEA Switzerland focuses on the topic of migration and integration because it is seen as one of the most pressing issues in Switzerland and an area where IKEA Switzerland can have a direct positive influence while building on its experience.

The strategy is structured around three pillars "Integrate", "Furnish" and "Accelerate":

Integrate

We continuously develop our integration programs and strengthen knowledge within

our organisation by offering intercultural training programs to buddies, team leaders, and refugees to foster mutual understanding. Refugees participating in our integration programs are also supported by a buddy. We gain further insights through direct feedback and regular exchanges with the participants.

Buddies, line managers and vocational trainers play a crucial role in the integration of refugees at work, but the inclusion of refugees might also bring specific intercultural problems and conflicts. Therefore, we launched an intercultural training for co-workers and joining refugees, offered by an external trainer. The focus is on developing tools that help people change their perspective, better understand others' situations, and recognise the challenges they may face. The course prioritises open exchange among participants under the guidance of experienced trainers, providing a trusting environment in which challenges and ambiguities can be addressed. In FY24, we conducted two training sessions for buddies and line managers and one for refugees. In FY25, we held one training course for buddies and line managers and two for refugees.

Since 2016, significant efforts have been invested in our integration programs for refugees. Currently, IKEA Switzerland runs three integration programs specifically designed for refugees:

– **Pre-apprenticeship+**: The pre-apprenticeship+ is a federal one-year program designed to prepare refugees and individuals

from EU/EFTA and third countries for an apprenticeship. It has a fixed workload of 100%, consisting of two days of school and three days of professional training per week.

- **Integration internship**: The integration internship is a six-month program of IKEA Switzerland. It is designed to serve as a gateway to the Swiss labour market and/or to prepare participants for a pre-apprenticeship. 20% of the workload is dedicated to on-the-job language training.
- **"Ready To Perform" program**: The "Ready to Perform" program was developed by IKEA Switzerland and is aimed at individuals with advanced language skills and minor competence gaps. It provides relevant job experience and skills for the Swiss labour market. The duration of the program is six months.



300+ refugees supported in Switzerland

Since 2016, IKEA Switzerland has supported the professional integration of refugees through three different integration programmes. In both, FY24

Furnishing asylum centres with Save the Children Switzerland

Across Switzerland, IKEA co workers are teaming up with Save the Children Switzerland to furnish asylum centres. The work is concrete and close to everyday life: planning rooms, choosing durable solutions and setting up spaces that support daily routines – from a place to sleep and store your things to common areas that feel calmer and more welcoming.

To make this support easier to scale, we are developing a furnishing guideline for asylum centres and NGOs, sharing simple recommendations for safe and comfortable spaces based on what we have learned. The collaboration has grown over time: in FY24 we completed 27 projects, in FY25 this increased to 51, with strong co worker engagement supported by customer donations.

"Sometimes small changes make the biggest difference - a shelf for your things, a light that works, a room that feels a little less temporary."

Maria, Director Fundraising & Philanthropy, Save the Children Switzerland

Furnish

In collaboration with the children's rights organisation Save the Children Switzerland, co-workers of IKEA Switzerland furnished several asylum centers across the country, applying their home furnishing expertise to create functional and welcoming environments for refugees. To further improve living conditions, work is underway to develop a furnishing guideline for asylum centers and NGOs, providing practical recommendations for safe and comfortable spaces.

These efforts are reflected in the scope of activities:

- In FY24, 27 projects were completed, involving 3'665 customers and co-workers, supporting 654 individuals, contributing 1'849 hours of our co-workers, and resulting in cash and in-kind donations worth CHF 230'763.
- In FY25, 51 projects were implemented, engaging 5'856 customers and co-workers, supporting 673 individuals, and accounting for 4'967 co-worker hours, with donations totaling CHF 107'417.

Accelerate

On World Refugee Day 2025 (20 June), IKEA Switzerland launched a communication campaign aimed at raising awareness for the importance of refugee inclusion and motivating other companies and stakeholders to join our efforts in refugee workforce integration.

The campaign included front-page advertisements in major newspapers such



as *Neue Zürcher Zeitung*, *Corriere del Ticino*, and *Le Temps*, calling upon other business leaders to join our efforts. In stores, co-workers wore stickers stating “We do integration” to demonstrate collective commitment, while our CEO personally reached out to the CEOs of Switzerland’s 100 largest companies through a letter to invite them to a dialogue event for sharing best practice & learning. The campaign was amplified on social media, achieving a total reach of approximately 600’000 people. It received positive feedback from members of the parliament, NGOs, competitors and co-workers.

We work closely with NGOs such as Save the Children Switzerland, UNICEF, Médecins Sans Frontières, and the UN Refugee Agency UNHCR, as well as smaller local organisations and experts, to raise awareness among customers, conduct fundraising activities, and deliver social impact projects. These partnerships help maximise impact and address the root causes of social challenges.

Furthermore, we aim to strengthen collaboration with social enterprises in Switzerland. Together with our global team and Yunus Social Business, we launched an initiative to identify social enterprises that can provide services within our supply chain. After mapping our needs, we focused on expanding repair services and organised a pitch day with six social enterprises. Based on this process, we developed concepts with BAND Genossenschaft and VEBO Genossenschaft to test a kitchen repair service in FY26.

As part of our emergency response efforts, our newest store in Riddes donated 200 gift cards worth CHF 100 each to individuals directly affected by the Rhône flooding in Sierre in summer 2024.

Responsibilities

At the national level, the Sustainability Team is responsible for implementing the IKEA x Neighbourhood strategy in collaboration with other departments, such as Communication and People & Culture. Overall accountability lies with the management, as the strategy is recognised as a top action within the overall strategy of IKEA Switzerland and is therefore monitored on a regular basis. In addition, a council is responsible for monitoring progress against set targets and can mandate additional measures if needed.

The implementation of at least one local project is part of the performance evaluation of the local sustainability coordinators, who act as sparring partners in every store. They collaborate with different functions and co-workers to implement and bring these projects to life. The professional education and training specialist is responsible for implementing the three integration programmes and for recruiting of refugees together with the local People & Culture Team and all relevant departments.

Effectiveness of measures taken and main KPIs

During the reporting period, we have strengthened our approach to measuring the effectiveness of our community impact initiatives. Through our “Guideline for

Reporting Social Impact Initiatives in the Local Neighborhoods”, we implemented the “Theory of Change” methodology, which provides a structured framework linking our inputs and activities to their intended impact. This approach helps us better understand the causal relationships underlying our actions and enables us to collect more robust data to assess performance against our two KPIs: Social Impact and Change Maker. Both KPIs will continue to be refined to improve comparability with other organisations.

With this enhanced methodology, we now have stronger data to assess the reach and quality of our programmes. We are also integrating procedures to support the development of refugees into leadership positions within IKEA Switzerland. These steps mark an important shift from simply tracking activities to focusing on measurable outcomes and long-term change.

To measure the success of our social impact efforts, we use specific KPIs, which are monitored through regular monthly reporting. For the Change Maker KPI, we track the number of co-workers actively involved in initiatives during paid working time, as well as the number of customers actively participating in these initiatives. During the reporting period, we significantly surpassed our **Change Maker targets: in FY24, we exceeded the goal of 500 participants by reaching 3’665, and in FY25, we more than doubled the goal of 2’599, achieving a total of 5’856 participants.**

The Social Impact KPI measures the number of individuals positively impacted through our initiatives. Performance against this indicator exceeded targets in both FY24 and FY25, demonstrating the effectiveness of our social impact activities. In FY24, we significantly surpassed our target of reaching 350 individuals, **achieving a total positive impact on 654 people. This strong performance continued in FY25, with 673 individuals positively impacted compared to a target of 450.**

For the integration programs, we monitor annual demographic changes and trends. **In FY24 and FY25, 31 participants took part in our integration programmes.** The Pre-Apprenticeship+ Program has involved 106 participants since 2019, achieving a 90% transfer rate as of August 2025 and a drop-out rate of 9%. Women represent 22% of participants, and 84% remain employed at IKEA Switzerland after 18 months.

The Integration Internship, launched in 2021, has had 81 participants since then. It shows a 64% transfer rate, 14% dropout, and 32% female participation. After 18 months, 66% are still employed at IKEA.

The Ready to Perform program had 18 participants, plus 24 displaced talents since its start in 2022. It reports an 83% transfer rate, 0% dropout, and 44% female participation. Retention after 18 months is at 55%.



Governance

Our commitment to doing business ethically and responsibly, living our values everyday.

Our material topics

- Ethical business conduct
- Digital ethics

Ethical business

Target	2024	2025	Progress	Comment	What's next
Achieve and maintain 100% coverage of anti-corruption training for all employees in sensitive roles.	100%	100%	<div><div style="width: 100%;"></div></div>	During the reporting period, all our co-workers in sensitive positions completed the training on Anti-Bribery and Corruption.	Keep tracking and securing the completion rate.

Digital ethics

Target	2024	2025	Progress	Comment	What's next
Targets under development for the next reporting period.			<div><div style="width: 0%;"></div></div>		Developing targets.

References

[Ingka Group Tax Report](#)

[IKEA Switzerland: Privacy Note](#)

[Ingka Group Annual Summary and Sustainability Report](#)

Ethical business

Relevance and impacts

Ethical business principles are fundamental to operating a successful and sustainable business. The way we run our business, treat each other, and interact with our customers, visitors, suppliers, society and nature defines who we are and shapes how IKEA Switzerland and the IKEA brand are perceived. Therefore, we are committed to business operations that are consistent with high ethical principles, including fair tax contributions, fair wages, and strict measures against corruption and bribery. These principles apply to our co-workers and customers and extend throughout our value chain. Our foundation-based ownership structure further strengthens this commitment: **85% of Ingka Group's net profits are reinvested in the business to continue achieving the IKEA vision, while the remaining 15% support the charitable work of the IKEA Foundation.** This model secures the long-term independence and purpose-driven governance of the Ingka Group and ensures a steady flow of philanthropic funding to initiatives that improve lives and protect the planet.

At the heart of our approach is a simple belief "It's good business to be a good business." Acting ethically is not only the right thing to do – it is essential for building trust, creating long-term value, and driving positive impact for people and society. According to the People & Planet Consumer Insights & Trends Report 2025, stakeholders

expect us to pay living wages. They also look to us to take meaningful action on climate change and inequality, and to communicate transparently about the environment and social impacts of our products and services. These expectations guide our commitment to integrity and transparency in everything we do.

Ambition

At IKEA Switzerland, we act based on our Ingka Group culture and values and are guided by our vision to create a better everyday life for the many people. We strive to run our business honestly and with integrity, meeting high ethical standards in our interactions with each other, our customers, visitors, suppliers, and the world around us. The following indicators help us at IKEA Switzerland to keep up with our ambition:

- All new co-workers complete the training on our Code of Conduct within one month of joining and existing co-workers complete an annual refresher training. We aim for 95% completion of our refresher training considering absenteeism.
- All co-workers in sensitive positions complete the Anti-Bribery & Corruption training during onboarding and annually thereafter.

Management approach

Code of Conduct

Our Ingka Group-wide Code of Conduct translates the IKEA key values into concrete, everyday behaviours: togetherness, caring

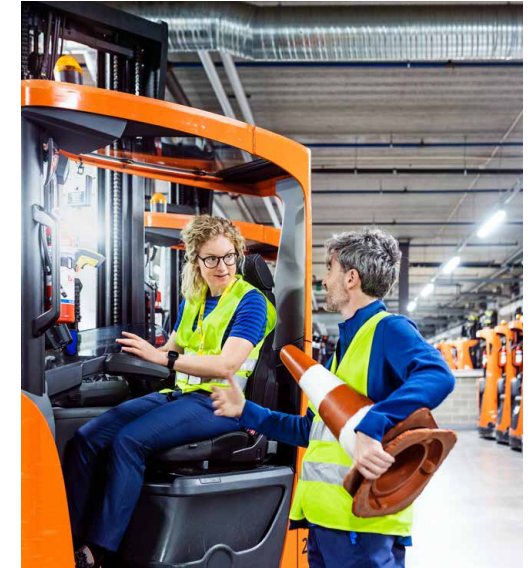
for people and planet, cost-consciousness, simplicity, renew and improve, different with a meaning, give and take responsibility and lead by example.

At IKEA Switzerland, every new co-worker receives a mandatory training within the first month to raise awareness for our culture and values and how they are translated into everyday behaviours. In our face-to-face Welcome Days, we train all new co-workers around Code of Conduct dilemmas. To reinforce these principles regularly, we provide annual refresher training for the Code of Conduct. The refresher training is mandatory and organised centrally to reach all co-workers.

In addition to the Ingka Group-wide Code of Conduct for co-workers, the IKEA brand also applies the IWAY Supplier Code of Conduct, which sets out requirements for suppliers, service providers, and business partners. Further details on IWAY and its application are covered in the chapter on "Human rights / value chain workers".

Anti-corruption & anti-bribery

At IKEA Switzerland, we have zero tolerance for any form of bribery or corruption. Corruption is not only illegal but can harm our customers and co-workers as well as IKEA Switzerland's reputation. Our Anti-Bribery and Corruption (ABC) Framework incorporates policies, training, incident management, internal controls,



self-assessments, and compliance reviews to mitigate the risk of bribery and corruption. The framework is regularly reviewed and updated based on ABC risk assessments.

We promote a culture of integrity where every co-worker, regardless of role, feels confident in reporting ABC-related incidents without fear of retaliation. To support this, we maintain grievance mechanisms, including the "Trust Line," which enables our co-workers to report concerns anonymously and securely. We investigate any reports relating to bribery and corruption and ensure that appropriate mitigating actions are taken.

ABC is integrated into our business ethics programs and our values. It is an important part of our mandatory Code of Conduct training. **In addition, we require co-workers in sensitive roles (such as Procurement or Real Estate) to complete more detailed training on our ABC framework.**

Fair taxes pay

Ingka Group is fully committed to complying with all relevant tax laws and regulations in the jurisdictions in which we operate and where we create value. Key tax figures are published annually in the Ingka Group Tax Report. Since 2022, Ingka Group has been a signatory of the b-team responsible tax principles.

IKEA Foundation

The IKEA Foundation is dedicated to creating a better everyday life for many people by focusing on both human well-being and planetary health, with a commitment to reducing greenhouse gas emissions through people-centered solutions. Until today, it has granted over EUR 2 billion to support initiatives and primarily targets accelerating long-term change in high-emitting systems like energy, land, food & forests, and buildings & transport, while also funding emergency humanitarian responses. **In FY25, IKEA Foundation paid out EUR 404 million (FY24: EUR 349 million) The IKEA Foundation receives all its funding from the INGKA Foundation.** This unique structure, established by Ingvar Kamprad, involves three independent foundations – INGKA, IKEA, and IMAS – all sharing a charitable purpose to create a better everyday life for

many people. IMAS Foundation specializes in long-term financial asset returns and supports INGKA Foundation, which then funds the IKEA Foundation's grant-making efforts to fight global warming. The overall aim of this setup is to secure the long-term ownership, independence, and purpose-driven approach of the Ingka Group while enabling significant charitable work.

Responsibilities

The responsibility for organising and following up the Code of Conduct training lies with the Country People & Culture Manager. The ABC and whistle-blower standards lie with the Country Business Risk & Compliance Manager. They are monitoring the participation in the training and initiating awareness campaigns.

Effectiveness of measures taken and main KPIs

In FY24, 2'622 co-workers completed the Code of Conduct refresher training, increasing to 3'049 participants in FY25, resulting in an overall completion rate of approximately 88%. This high participation rate supports the effective management of ethical and compliance risks by ensuring a consistent understanding of expected behaviours across IKEA Switzerland.

Furthermore, in FY25, all our co-workers in sensitive positions completed the ABC training, strengthening risk mitigation in areas with elevated exposure to bribery and corruption risks.



Together for more opportunities – the role as an IKEA Foundation Ambassador

Also in the growing community of IKEA Foundation Ambassadors has been helping to make the work of the IKEA Foundation more visible across the company. Every year, more co-workers join and carry these stories into their units and teams.

A key moment for many Ambassadors was the Ambassador Hub in Geneva. Over the course of a week, they experienced together with the IKEA Foundation and several partner organisations how projects work in practice and what a difference they can make on the ground. It became very tangible what the IKEA Foundation stands for: supporting people to improve their lives in the long term through their own efforts.

One of the most impressive examples was Médecins Sans Frontières (MSF).

Their clear stance on being there for the most vulnerable, and their willingness to cross borders to do so, deeply impressed me many Ambassadors. The organisation works in an incredibly agile and efficient way – and shows how much becomes possible when people commit themselves to others with full conviction.

The week also highlighted the contribution that IKEA as a company makes to this work. Ingka is the only funder of the IKEA Foundation. This is how we the Ambassadors enable the work of all those partners they learned from at the Hub. It connects their everyday work in the company with impact that reaches far beyond their own locations.

"Money alone doesn't solve problems - people do. That's exactly why the work of the IKEA co-workers and its partners impresses me so much: they create conditions in which committed people can bring about real change."

Noah, Sustainability Responsible, IKEA St. Gallen

Digital ethics



Relevance and impacts

Digital ethics is a new material and increasingly significant topic for the entire Ingka Group, as it addresses the responsible use of technology and data across all business operations. The Ingka Group's comprehensive AI framework establishes clear principles of accountability, transparency, fairness, privacy, and sustainability in AI and data-driven systems.

For IKEA Switzerland, this means safeguarding trust and brand integrity while ensuring compliance with legal and internal requirements. Ethical use of AI and data is essential

to reduce risks such as bias, privacy breaches, and misuse, thereby protecting human rights and well-being in line with the Ingka Group's values.

IKEA Switzerland applies governance measures to support the responsible and ethical use of digital solutions. Digital initiatives that involve personal data are reviewed through a privacy by design process, based on applicable Swiss data protection law, to ensure that data is used responsibly and with appropriate safeguards.

Clear accountability is in place to ensure that people remain responsible for decisions supported by digital tools. Where relevant, outputs from digital solutions are subject to human review.

If a digital solution raises additional legal or ethical considerations, for example related to employment law, discrimination, or workplace monitoring, further legal review is carried out before implementation. These expectations are also reflected in how IKEA Switzerland works with suppliers and technology partners, helping to promote responsible digital practices across the value chain.

We believe that our proactive approach can help mitigate ethical risks and support the advancement of responsible digital practices across our ecosystem, even though challenges such as implementation gaps

and resource-intensive monitoring may persist. Stakeholders expect IKEA Switzerland to uphold the highest standards of digital ethics by ensuring that all AI systems and data-driven technologies are trustworthy, accountable, and aligned with Ingka Group's values. This includes clear governance with designated risk owners, transparent decision-making, and compliance with legal and internal requirements that prioritise human rights, dignity, and autonomy. Stakeholders anticipate proactive measures to prevent bias and discrimination, robust privacy and data protection practices, and full disclosure of AI-generated content and decisions. Additionally, stakeholders expect sustainability integration into digital solutions, continuous monitoring for ethical compliance, and training programs to foster responsible AI literacy among co-workers – reflecting a demand for ethical innovation and responsible risk management in all digital interactions.

Ambition

Our goal is to advance responsible digital practices at IKEA Switzerland. We focus on integrating digital solutions into business operations in a way that builds trust among customers and employees. This involves improving governance structures, promoting transparency, and supporting accountability for AI-related risks.

Management approach

IKEA Switzerland manages digital ethics through Ingka Group's governance

framework, which embeds privacy by design at the group level across all AI systems and digital solutions. Based on this group-level approach, IKEA Switzerland conducts a dedicated review process based on local privacy and compliance risk assessments, to ensure full alignment with Swiss regulations and Ingka Group standards. Rather than a single standalone framework, digital ethics is embedded into day-to-day decision-making, risk assessment, and oversight processes, supporting responsible innovation while safeguarding trust. This process is strongly supported by close collaboration with the Ingka Group, which provides technical guidance, risk assessment support, and structured monitoring to ensure consistency and effectiveness.

Policies

The approach on digital ethics is anchored in the following Ingka Group policies, which are equally applicable and relevant to IKEA Switzerland:

- Ingka Group Policy on Digital Ethics
- Group Rule on Digital Ethics
- Rules on Data Privacy and Risk & Compliance

These policies promote ethical, transparent, and legally compliant use of digital technologies.

Processes and Measures

IKEA Switzerland applies a systematic approach to operationalise digital ethics,

focusing on governance, risk management, and awareness-building.

We conduct regular data privacy and information security risk assessments to identify and mitigate risks to customers and co-workers. This allows us to align with the privacy by design principle that has been established at the Ingka group level. Furthermore, our local measures include assigning specific risk owners and maintaining an inventory of all digital systems.

To further strengthen ethical practices for our co-workers, IKEA Switzerland promotes responsible AI literacy through mandatory training sessions. **In FY 2024, 198 co-workers and in FY 2025, 840 co-workers participated in these training sessions to enhance their understanding of responsible AI practices.** The significant increase in participation demonstrates how rapidly this topic is gaining importance within IKEA Switzerland. Operational excellence is supported by digital superusers, who ensure proper implementation and compliance in daily operations. For IKEA Switzerland, six digital superusers support key selling and customer systems and act as contacts for their respective solutions.

Data Privacy

IKEA Switzerland continuously strives to build trust among customers, co-workers, and suppliers by taking proactive measures to safeguard personal data and maintain high standards of privacy and security. We place strong emphasis on protecting the privacy and security of our customers.

We have not identified any substantiated complaints related to customer privacy, nor are there any past or pending disputes with data subjects or public authorities. In FY25, we published an updated customer privacy notice to further enhance transparency toward our customers. This update reflects our ongoing commitment to clear communication and responsible data handling.

Responsibilities

At the group level, Ingka Group establishes privacy by design principles and overarching digital ethics requirements, which serve as the foundation for all local practices. The management of digital ethics at IKEA Switzerland is primarily handled by the Digital Team. This team is responsible for conducting local reviews based on privacy, compliance, and legal risk assessments to ensure that all digital tools meet Swiss legal requirements and align with Ingka Group standards. The Digital Team collaborates closely with functional heads, who share accountability for ensuring ethical compliance in the digital solutions they procure and work with the team to address risks and apply necessary controls.

Effectiveness of measures taken and main KPIs

IKEA Switzerland has already taken meaningful steps to embed digital ethics into its operations. The actions implemented to date have proven effective, supported by mandatory training, established governance structures, and comprehensive risk assessments, all of which contribute to increased awareness and compliance. Enhanced

collaboration across functions, together with systematic monitoring and incident management processes, has further strengthened our approach to managing digital ethics-related risks.

As digital ethics is a relatively new focus area, no specific targets were defined within the current reporting period. However, building on the progress achieved so far, it is planned to develop concrete objectives and targets for the topic of digital ethics in the coming financial year, further strengthening our structured and forward-looking approach.



AI access for everyone - with responsible use training

In March 2025, IKEA Switzerland launched an AI tool for all co workers. What is distinctive in our set up is that access is not limited to a small expert group: co workers across

Switzerland can use the tool and create their own agents, helping to build an "AI first" mindset in everyday work.

At the same time, we put clear foundations in place. To strengthen ethical practices, we promote responsible AI literacy through mandatory training sessions. In FY24, 198 co workers completed the training; in FY25 this increased to 840. The training is available in 26 languages, supporting broad access and shared standards for responsible use.

"We wanted AI to be useful for everyone, not just a few specialists. Training is what makes that possible - it gives people the confidence to use the tool responsibly and understand where the boundaries are, but also where the opportunities lie."

Martin, Experience Quality Specialist,
RCMP IKEA Switzerland

APPENDIX

The financial years have the following time period:

FY16: September 1, 2015 – August 31, 2016

FY21: September 1, 2020 – August 31, 2021

FY22: September 1, 2021 – August 31, 2022

FY23: September 1, 2022 – August 31, 2023

FY24: September 1, 2023 – August 31, 2024

FY25: September 1, 2024 – August 31, 2025

About IKEA Switzerland

Table 1: co-workers

Head count	FY21	FY22	FY23	FY24	FY25
Total number of co-workers	3347	3283	3352	3567	3439
Thereof male	1534	1487	1525	1638	1580
Thereof female	1813	1796	1827	1929	1859
Total number of permanent co-workers	3000	3064	3120	3340	3245
Thereof male	1358	1376	1407	1831	1767
Thereof female	1642	1688	1713	1509	1478
Total number of temporary co-workers	347	219	232	227	194
Thereof male	176	111	118	129	102
Thereof female	171	108	114	98	92
Total number of full-time co-workers	1712	1701	1767	1860	1815
Thereof male	1047	1038	1081	1150	1121
Thereof female	665	663	686	710	694
Total number of part-time co-workers	1635	1582	1585	1707	1624
Thereof male	487	449	444	488	459
Thereof female	1148	1133	1141	1219	1165

All the numbers are reported in head count at the end of the specific financial year (31 August). Non-guaranteed hours co-workers are not applicable for IKEA Switzerland.

Table 2: Workers who are not co-workers

Head count	FY21	FY22	FY23	FY24	FY25
Total number of workers who are not co-workers	450	285	335	358	384

These numbers represent the total missions during the specific calendar year from our main temporary suppliers. Those missions can vary in workload, duration and may be performed by the same co-worker in case of re-hiring. Co-workers from other temporary suppliers, freelancers, third party co-workers or contractors are not included."

Table 3: New co-worker hires and co-worker turnover

	FY21	FY22	FY23	FY24	FY25
Total number of co-workers	3347	3283	3352	3567	3439
Rate of new co-worker hires	13%	16%	18%	19%	13%
Rate of new co-worker hires under 30 year old	26%	35%	42%	44%	30%
Rate of new co-worker hires 30 to 50 years old	10%	11%	12%	12%	10%
Rate of new co-worker hires over 50 years old	4%	6%	5%	5%	3%
Rate of co-worker turnover	15%	14%	16%	14%	16%
Rate of co-worker turnover under 30 years old	29%	27%	31%	23%	31%
Rate of co-worker turnover 30 to 50 years old	10%	10%	12%	11%	13%
Rate of co-worker turnover over 50 years old	10%	8%	11%	11%	10%
Total number of female co-workers	1813	1796	1827	1929	1859
Rate of new female hires	12%	15%	17%	17%	11%
Rate of female co-worker turnover	14%	12%	15%	12%	14%
Total number of male co-workers	1534	1487	1525	1638	1580
Rate of new male hires	15%	17%	19%	21%	15%
Rate of male co-worker turnover	17%	16%	17%	16%	19%

Table 4: Direct economic value generated and distributed

[CHF]	FY21	FY22	FY23	FY24	FY25
Direct economic value generated: revenues	1'226'813'000	1'164'181'000	1'282'653'000	1'239'194'553	1'211'280'000

Climate change

Table 1: Energy consumption within the organization

[kWh]	FY16	FY21	FY22	FY23	FY24	FY25
Total fuel consumption within the organization	5210644	5999412	4391016	4249415	2998341	3046725
Total fuel consumption within the organization from non-renewable sources	2051044	2357758	1048459	810224	654061	545572
Thereof total consumption of natural gas	1308199	2321178	966372	752931	585151	495700
Thereof total consumption of burning oil	742845	1512	12947	15578	13691	823
Thereof total consumption of diesel for emergency generator	n/a	4011	22286	23090	15863	32640
Thereof total diesel bio-fuel blend	n/a	31058	46854	18625	39356	16409
Total fuel consumption within the organization from renewable sources	3159600	3641654	3342557	3439190	2344280	2501153
Thereof total consumption of biogas	n/a	0	1060625	1141025	607373	666669
Thereof total consumption of biomass (wood based)	3159600	3641654	2281932	2298165	1736907	1834484
Total electricity consumption	24041199	23567326	24611544	23314573	24815136	25802121
Total purchased electricity consumption from renewable energy sources	0	23206414	23569750	22400722	23678877	23209851
Thereof from wind	0	23206414	23569750	22400722	23678877	23209851
Total self-generated renewable electricity consumption	4121990	5854642	7234838	6139944	5345273	7373264
Thereof from solar	4121990	5854642	7234838	6139944	5345273	7373264
Total self-generated electricity sold from renewable energy sources	4121990	5493730	6193044	5226093	4209014	4780993
Total district heating and cooling consumption	448930	666773	1832458	1687013	1669305	2232100
Total energy consumption correct	29700772	30233510	30835017	29251000	29482782	31080946

Apart from district cooling, we do not consume any cooling, as it is part of electricity consumption, and we do not consume steam. We do not sell heating, cooling, and steam. Total heating consumption only includes heating by natural gas, district heating and biomass, the consumption for heating based on electricity is included in electricity consumption. **Restatement:** Energy consumption within the organization: Correction of data for FY22 and FY23, compared to the previous report. Available data for FY16 added, which has not been reported in the previous report.

Table 2: Energy efficiency

[kWh/m2]	FY21	FY22	FY23	FY24	FY25
Energy efficiency ratio for IKEA Switzerland	92.1	95.6	90.6	89.8	89.5

Calculation: Energy efficiency (kWh/m2) = Total energy consumption / GBA (gross building area from the Real Estate Asset Registry). All consumed energy within our organization is included in the ratio.

Table 3: Reduction of energy consumption

[kWh]	FY21	FY22	FY23	FY24	FY25
Amount of reduction in energy consumption	532738	1134245	-449772	-217990	1380174

The numbers represent total energy consumption reduction from all types of energy. For the calculation of the reduction, the value of the financial year is compared to the total energy consumption of the base year 2016 (29'700'772 kWh). **Restatement:** Reduction of energy consumption: Change of methodology - The value of the respective financial year is now being compared to the base year 2016 instead of the previous year.

Table 4: Renewable electricity and energy

[in %]	FY21	FY22	FY23	FY24	FY25
Share of renewable electricity consumed on site	100	100	100	100	100
Share of renewable district heating and cooling consumed on site	5.5%	79.9%	85.6%	90.9%	77.6%
Share of renewable fuels consumed on site	60.7%	76.1%	80.9%	78.2%	82.1%
Share of renewable energy consumed	90.1%	95.4%	96.4%	97.3%	96.6%

Table 5: Food indicators

[in %]	FY21	FY22	FY23	FY24	FY25
Share of plant-based meals consumed	n/a	32.6	34.2	35	36

We measure hot snacks in the bistro, hot meals in the restaurant and products in the Swedish Food Market range.

Table 6: Clean energy indicators

[in %]	FY21	FY22	FY23	FY24	FY25
Number of sold solar systems	148	144	101	46	28

Table 7: Direct (scope 1) GHG emissions

[t CO ₂ eq]	FY21	FY22	FY23	FY24	FY25
Gross scope 1 GHG emissions	1076	661	630	507	1021

Base year 2016: 896t CO₂e. For specifications regarding used standards, methodologies, and calculation tools, please refer to the Ingka Group Annual Summary and Sustainability Report FY25, page 71.

Restatement: Direct (scope 1) GHG emissions: Change of methodology: We continuously improve the quality of the data that we are collecting from the sites in our operational control. These improvements have led to restatements of our historic data for the base year (decrease) and FY21 and FY22 (increase).

Table 8: Energy indirect (scope 2) GHG emissions

[t CO ₂ eq]	FY21	FY22	FY23	FY24	FY25
Gross location-based scope 2 GHG emissions	not included in previous report	2553	2781
Location-based biogenic CO ₂ emissions	not included in previous report	1611	1636
Gross market-based Scope 2 GHG emissions	107	137	126	7	36

Base year 2016: Market-based Scope 2 data: 978t CO₂e; Biogenic Scope 2 data: 1'381 CO₂e. For specifications regarding used standards, methodologies, and calculation tools, please refer to the Ingka Group Annual Summary and Sustainability Report FY25, page 71.

Table 9: Other indirect (scope 3) GHG emissions

[t CO ₂ eq]	FY16	FY21	FY22	FY23	FY24	FY25
Gross scope 3 GHG emissions	955112	698004	661114	578429	663879	n/a
Gross scope 3 GHG emissions within "Purchased goods and services" (Scope 3, Category 1)	551625		not included in previous report		424777	32069
Gross scope 3 GHG emissions within "Capital goods" (Scope 3, Category 2)	7653		not included in previous report		14438	5690
Gross scope 3 GHG emissions within "Fuel- and energy related activities (not included in gross Scope 1 or 2 GHG emissions)" (Scope 3, Category 3)	617		not included in previous report		123	132
Gross scope 3 GHG emissions within "Upstream transportation and distribution" (Scope 3, Category 4)	40643		not included in previous report		33607	n/a
Gross scope 3 GHG emissions within "Waste generated in operations" (Scope 3, Category 5)	80.1		not included in previous report		78	54
Gross scope 3 GHG emissions within "Business travel" (Scope 3, Category 6)	859		not included in previous report		1406	523
Gross scope 3 GHG emissions within "Employee commuting" (Scope 3, Category 7)	2846		not included in previous report		3193	3217
Gross scope 3 GHG emissions within "Downstream transportation and distribution" (Scope 3, Category 9)	42644		not included in previous report		31988	32952
Gross scope 3 GHG emissions within "Use of sold products" (Scope 3, Category 11)	246142		not included in previous report		102223	n/a
Gross scope 3 GHG emissions within "End-of-life treatment of sold products" (Scope 3, Category 12)	62003		not included in previous report		52047	n/a

FY25 data from Inter IKEA will only become available once the report has been finalized. As a result, certain data points for IKEA Switzerland, primarily related to Scope 3 emissions (category 1, 4, 11, 12) and circularity, are currently unavailable. The reporting for many Scope 3 categories is still based on models instead of exact measurements. Where possible, we use activity-based data, for example travelled kilometres, to calculate emissions. If no activity-based data is available, we use other data, for example spent, to estimate our scope 3 emissions. We aim to continuously improve the completeness and accuracy of our scope 3 emission reporting. For specifications regarding used standards, methodologies, and calculation tools, please refer to the Ingka Group Annual Summary and Sustainability Report FY25, page 72-74.

Restatement: Scope 3 emissions for several prior years have been restated due to methodological improvements, including enhanced calculation approaches, updated emission factors, and corrections to underlying activity data. These refinements were introduced to increase accuracy and consistency across reporting years and have resulted in both upward and downward adjustments in previously published figures.

Table 10: Reduction climate footprint

Scope 1	Base year emissions 2016	Scope 1 (2024)	Scope 1 (2025)
[t CO ₂ eq]	896	507	1021
Deviation (%)		-43.42%	13.96%
Scope 2 (market-based)	Base year emissions 2016	Scope 2 (2024)	Scope 2 (2025)
[t CO ₂ eq]	978	7	36
Deviation (%)		-99.24%	-96.31%
Scope 3	Base year emissions 2016	Scope 3 (2024)	Scope 3 (2025)
[t CO ₂ eq]	955112	663879	74636
Deviation (%)		-30.49%	-92.19%

Resource use & circularity**Table 1: Waste generated in tons**

[t]	FY21	FY22	FY23	FY24	FY25
Total waste generated	11786.35	10044.92	9720.10	10422.15	11002.72
Thereof hazardous waste	3.44	5.82	8.25	5.71	8.46
Thereof non-hazardous waste	11782.91	10039.10	9711.85	10416.44	10994.26

Table 2: Waste diverted from disposal

[t]	FY21	FY22	FY23	FY24	FY25
Total weight of waste diverted from disposal	n/a	7358.83	7248.79	7631.13	8599.32
Thereof hazardous waste	n/a	0.83	0.79	1.45	1.52
Thereof weight of hazardous waste for preparation for reuse	n/a	0	0	0	0
Thereof weight of hazardous waste for recycling	n/a	0.83	0.79	1.45	1.52
Thereof non-hazardous waste	n/a	7358.00	7248.00	7629.68	8597.81
Thereof weight of non-hazardous waste for preparation for reuse	n/a	0	0	0	0
Thereof weight of non-hazardous waste for recycling	n/a	7358.00	7248.00	7278.37	8249.99
Thereof weight of non hazardous waste for other recovery operations	n/a	0	0	351.31	347.82

Table 3: Waste directed to disposal

[t]	FY21	FY22	FY23	FY24	FY25
Total weight of waste directed to disposal	n/a	2686.34	2475.78	2791.02	2403.41
Thereof hazardous waste	n/a	4.99	7.45	4.26	6.94
Thereof weight of hazardous waste for incineration (with energy recovery)	n/a	1.42	4.19	2.26	6.04
Thereof weight of hazardous waste for landfilling	n/a	0	0	2.00	0
Thereof weight of hazardous waste for other disposal operations	n/a	3.58	3.26	0	0.90
Thereof non-hazardous waste	n/a	2681.34	2468.33	2786.76	2396.46
Thereof weight of non-hazardous waste for incineration (with energy recovery)	n/a	1981.72	1863.39	2570.86	2130.33
Thereof weight of non-hazardous waste for incineration (without energy recovery)	n/a	0	83.34	27.90	0.00
Thereof weight of non-hazardous waste for landfilling	n/a	11.31	10.74	25.63	21.08
Thereof weight of non-hazardous waste for other disposal operations	n/a	688.31	510.85	162.37	245.05

Restatement: Waste directed to disposal: Correction of data for FY22 and FY23, compared to the previous report. These corrections had no influence on the total waste volumes directed to disposal.

Table 4: Spare parts assembly

[#]	FY21	FY22	FY23	FY24	FY25
Number of top 10 spare parts	12460	30905	45967	58476	71452

Table 5: Recovery

[#]	FY21	FY22	FY23	FY24	FY25
Number of recovered products	151496	109446	108040	101215	98410

Table 6: Buyback

[#]	FY21	FY22	FY23	FY24	FY25
Number of buyback items	9200	15400	19200	17800	42500

Table 7: Reduction of food waste

	FY21	FY22	FY23	FY24	FY25
Food waste (g) per transaction (source: Winnow)	n/a	9.88	8.21	7.19	6.94
Food waste (kg) (source: Winnow)	n/a	50903	48172	43433	46086

Table 8: Recycling rate

[%]	FY21	FY22	FY23	FY24	FY25
Recycling rate	85.2	73.3	74.5	73.2	78.2

The drop between FY21 and FY22 can be explained by adapted internal waste reporting guidelines.

Table 9: Resell

[%]	FY21	FY22	FY23	FY24	FY25
Rate of used furniture we resold again	73.0	91.6	90.3	85.7	89.3

Fair working conditions

Table 1: Diversity of governance bodies and co-workers

	FY21	FY22	FY23	FY24	FY25
Total individuals within IKEA Switzerland's Board of Directors	4	4	4	4	4
Percentage of female individuals	50%	50%	50%	75%	75%
Percentage of male individuals	50%	50%	50%	25%	25%
Percentage individuals 30 to 50 years old	25%	25%	25%	75%	75%
Percentage individuals over 50 years old	75%	75%	75%	25%	25%
Total number of co-workers on contract level: co-worker	2626	2502	2523	2741	2607
Percentage of female co-workers	56%	57%	57%	55%	55%
Percentage of male co-workers	44%	43%	43%	45%	45%
Percentage of co-workers under 30 years old	31%	29%	28%	30%	28%
Percentage of co-workers 30 to 50 years old	51%	52%	51%	50%	51%
Percentage of co-workers over 50 years old	18%	20%	20%	20%	22%
Total number of co-workers on contract level: Teamleader / Specialist	498	555	586	576	609
Percentage of female co-workers	51%	51%	50%	51%	53%
Percentage of male co-workers	49%	49%	50%	49%	47%
Percentage of co-workers under 30 years old	16%	12%	12%	10%	11%
Percentage of co-workers 30 to 50 years old	71%	74%	73%	76%	75%
Percentage of co-workers over 50 years old	12%	14%	14%	14%	15%
Total number of co-workers on contract level: Department Head / Senior Specialist	201	205	219	228	221
Percentage of female co-workers	41%	41%	44%	44%	45%
Percentage of male co-workers	59%	59%	56%	56%	55%
Percentage of co-workers under 30 years old	3%	3%	3%	2%	1%
Percentage of co-workers 30 to 50 years old	76%	75%	75%	77%	76%
Percentage of co-workers over 50 years old	21%	22%	21%	21%	22%
Total number of co-workers on contract level: Top Management	22	21	24	22	22
Percentage of female co-workers	55%	52%	50%	59%	59%
Percentage of male co-workers	45%	48%	50%	41%	41%
Percentage of co-workers 30 to 50 years old	59%	57%	58%	55%	50%
Percentage of co-workers over 50 years old	41%	43%	42%	45%	50%

Restatement: Diversity of governance bodies and co-workers: Correction of data for FYs 21-23 regarding composition of co-workers across contract-levels.

Table 2: Ratio of basic salary and remuneration of women to men

	FY21	FY22	FY23	FY24	FY25
Co-worker	1.01	1.02	1.01	1.00	1.00
Teamleader / Specialist	1.02	1.02	1.02	1.02	1.01
Department Head / Senior Specialist	0.97	0.95	0.95	0.98	0.97
Top management	1.05	0.91	0.95	1.10	1.08

Table 3: Parental leave

(#)	FY21	FY22	FY23	FY24	FY25
Total number of co-workers that were entitled to parental leave	not included in previous report			126	109
Thereof female	not included in previous report			67	51
Thereof male	not included in previous report			59	58
Total number of co-workers that took parental leave	not included in previous report			126	109
Total number of co-workers that returned to work in the reporting period after parental leave ended	not included in previous report			114	129
Thereof female	not included in previous report			55	61
Thereof male	not included in previous report			59	68
Total number of co-workers that returned to work after parental leave ended that were still employed 12 months after their return to work	not included in previous report			90	100
Thereof female	not included in previous report			59	46
Thereof male	not included in previous report			31	54
Retention rate female	not included in previous report			83%	84%
Retention rate male	not included in previous report			91%	92%

Human rights

Table 1: Supplier screening using social criteria

	FY21	FY22	FY23	FY24	FY25
Percentage of new suppliers that were screened using social criteria.	not included in previous report			100%	100%
Number of suppliers assessed for social impacts	not included in previous report			1609	1562
Number of suppliers identified as having significant actual and potential negative social impacts	not included in previous report			17	26
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	not included in previous report			52%	19%

Table 2: IWAY reviews

	FY21	FY22	FY23	FY24	FY25
Number of IWAY reviews of IKEA Switzerland suppliers	not included in previous report			9	5
IWAY reviews with major non-compliances identified i.e. failure to comply with "IWAY Musts"	not included in previous report			1	2
IWAY reviews performed by external auditors	not included in previous report			9	1
IWAY reviews that were unannounced	not included in previous report			0	0

Community impact

Table 1: Community engagement

	FY21	FY22	FY23	FY24	FY25
Total number of operations with local community engagement, impact assessments, and/or development programs	10	10	10	27	51
Change Maker KPI	not included in previous report		2014	3665	5856
Social Impact KPI	not included in previous report		219	654	673

Change Maker KPI: Number of co-workers that are actively involved in initiatives during paid working time and the number of customers that are actively involved in the initiatives
 Social Impact KPI: Number of people positively impacted through our initiatives

Table 2: Total number of participants in integration programs

	FY21	FY22	FY23	FY24	FY25
Number of participants	24	40	58	31	31

Ethical business**Table 1: Communication and training about anti-corruption and procedures**

	FY21	FY22	FY23	FY24	FY25
Total number of governance body members (Country Management)	10	10	10	9	9
Percentage of governance body members that IKEA Switzerland's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%	100%
Percentage of governance body members that have received training on anti-corruption	100%	100%	100%	100%	100%
Total number of co-workers	3347	3283	3352	3567	3439
Percentage of co-workers that IKEA Switzerland's anti-corruption policies and procedures have been communicated to	5%	10%	9%	12%	9%
Percentage of co-workers that have received training on anti-corruption	5%	10%	9%	12%	9%
Total number of co-workers in sensitive positions	156	329	293	354	295
Percentage of co-workers in sensitive positions that IKEA Switzerland's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%	100%
Percentage of co-workers in sensitive positions that have received training on anti-corruption	100%	100%	100%	100%	100%

Restatement: Communication and training about anti-corruption and procedures: Adjusted definition. The total number of governance body members of the FYs 21-23 has been corrected in line with current definition of the governance body.

Table 2: Compliance with laws and regulations

	FY21	FY22	FY23	FY24	FY25
Instances for which fines and non-monetary sanctions were incurred	not included in previous report			0	1

Digital ethics**Table 1: Co-workers' participation in AI training**

([#])	FY21	FY22	FY23	FY24	FY25
Number of co-workers who have participated in AI trainings	not included in previous report			198	840

GRI content index

Statement of use IKEA AG has reported with reference to the GRI Standards for the period 1 September 2023 – 31 August 2025.

GRI 1 used GRI 1: Foundation 2021

GRI Standard / Other source	Disclosure	Location	Omissions and additional information
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General disclosures

GRI Standard / Other source	Disclosure	Location	Omissions and additional information
	The organization and its reporting practices		
GRI 2: General Disclosures	2-1 Organizational details	p. 7-8	
	2-2 Entities included in the organization's sustainability reporting	p. 8	
	2-3 Reporting period, frequency and contact point	p. 15-16	
	2-4 Restatement of information	p. 56-66	
	2-5 External assurance	n/a	
	Activities and workers		
GRI 2: General Disclosures	2-6 Activities, value chain and other business relationships	p. 7-8, p. 13-14	
	2-7 Employees	p. 8, p. 56-57	
	2-8 Workers who are not employees	p. 8, p. 56	
	Governance		
GRI 2: General Disclosures	2-9 Governance structure and composition	p. 11-14, p. 66	
	2-10 Nomination and selection of the highest governance body	p. 11-13	
	2-11 Chair of the highest governance body	p. 12	
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 11-13	
	2-13 Delegation of responsibility for managing impacts	p. 11-13	
	2-14 Role of the highest governance body in sustainability reporting	p. 11-13	
	2-15 Conflicts of interest	p. 12	
	2-16 Communication of critical concerns	p. 13-14	
	2-17 Collective knowledge of the highest governance body	p. 11-13	
	2-18 Evaluation of the performance of the highest governance body	p. 12	
	2-19 Remuneration policies	p. 14, p. 64	
2-20 Process to determine remuneration	p. 14		

GRI Standard / Other source	Disclosure	Location	Omissions and additional information
	Strategy, policies and practices		
GRI 2: General Disclosures	2-22 Statement on sustainable development strategy	p. 11	
	2-23 Policy commitments	p. 42-45, p. 52-53	
	2-24 Embedding policy commitments	p. 42-45, p. 52-53, p. 65	
	2-25 Process to remediate negative impacts	p. 42-45	
	2-26 Mechanisms for seeking advice and raising concerns	p. 13, p. 43, p. 52	
	2-27 Compliance with laws and regulations	p. 52-55, p. 66	
	2-28 Membership associations	p. 13	
	Stakeholder engagement		
GRI 2: General Disclosures	2-29 Approach to stakeholder engagement	n/a	
	2-30 Collective bargaining agreements	p. 8	
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 5-6	
	3-2 List of material topics	p. 5-6	
	Climate change		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 21-22	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 18, p. 23, p. 58	
	302-3 Energy intensity	p. 18, p. 23, p. 58	
	302-4 Reduction of energy consumption	p. 23, p. 58	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 23, p. 59	
	305-2 Energy indirect (Scope 2) GHG emissions	p. 23, p. 59	
	305-3 Other indirect (Scope 3) GHG emissions	p. 23-24, p. 60	
Own indicator	Renewable electricity and energy	p. 22-23, p. 59	
Own indicator	Food indicators	p. 22-23, p. 59, p. 62	
Own indicator	Clean energy indicators	p. 59	
Own indicator	Reduction of climate footprint	p. 18, p. 21-24, p. 60	

GRI Standard / Other source	Disclosure	Location	Omissions and additional information
	Resource use & circularity		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 25-27	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 26-28, p. 61-62	
	306-2 Management of significant waste-related impacts	p. 25-27	
	306-3 Waste generated	p. 27, p. 61	
	306-4 Waste diverted from disposal	p. 61	
	306-5 Waste directed to disposal	p. 61	
Own indicator	Spare Parts Assembly	p. 28, p. 62	
Own indicator	Recovery	p. 26-28, p. 62	
Own indicator	Buyback	p. 26-28, p. 62	
Own indicator	Reduction of food waste	p. 21-24, p. 62	
Own indicator	Recycling rate	p. 27, p. 62	
Own indicator	Resell	p. 62	
	Fair working conditions		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 35-36	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 35-37	
	403-2 Hazard identification, risk assessment, and incident investigation	p. 35-37	
	403-3 Occupational health services	p. 35-37	
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 35-37	
	403-5 Worker training on occupational health and safety	p. 35	
	403-6 Promotion of worker health	p. 35-37	
	403-9 Work-related injuries	n/a	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 36-37	
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 36-37	
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 37	

GRI Standard / Other source	Disclosure	Location	Omissions and additional information
	Equality, diversity & inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 39-40	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 57	
	401-3 Parental leave	p. 39-40, p. 64	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	p. 63	
	405-2 Ratio of basic salary and remuneration of women to men	p. 64	
	Human rights / value chain workers		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 42-43	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 45, p. 65	
	414-2 Negative social impacts in the supply chain and actions taken	p. 33, p. 42	
Own indicator	IWAY reviews	p. 45, p.65	
	Ethical business		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 52-53	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	p. 52, p. 66	
GRI 207: Tax 2019	207-1 Approach to tax	p. 51, p. 53	
	Digital ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 54-55	
Own indicator	Co-workers' participation in AI training	p. 55, p. 66	

a. and b. Information unavailable/incomplete:
The split into gender and age group is due to incomplete data not possible.