

Raise a Concern Procedure

IKEA supply chain

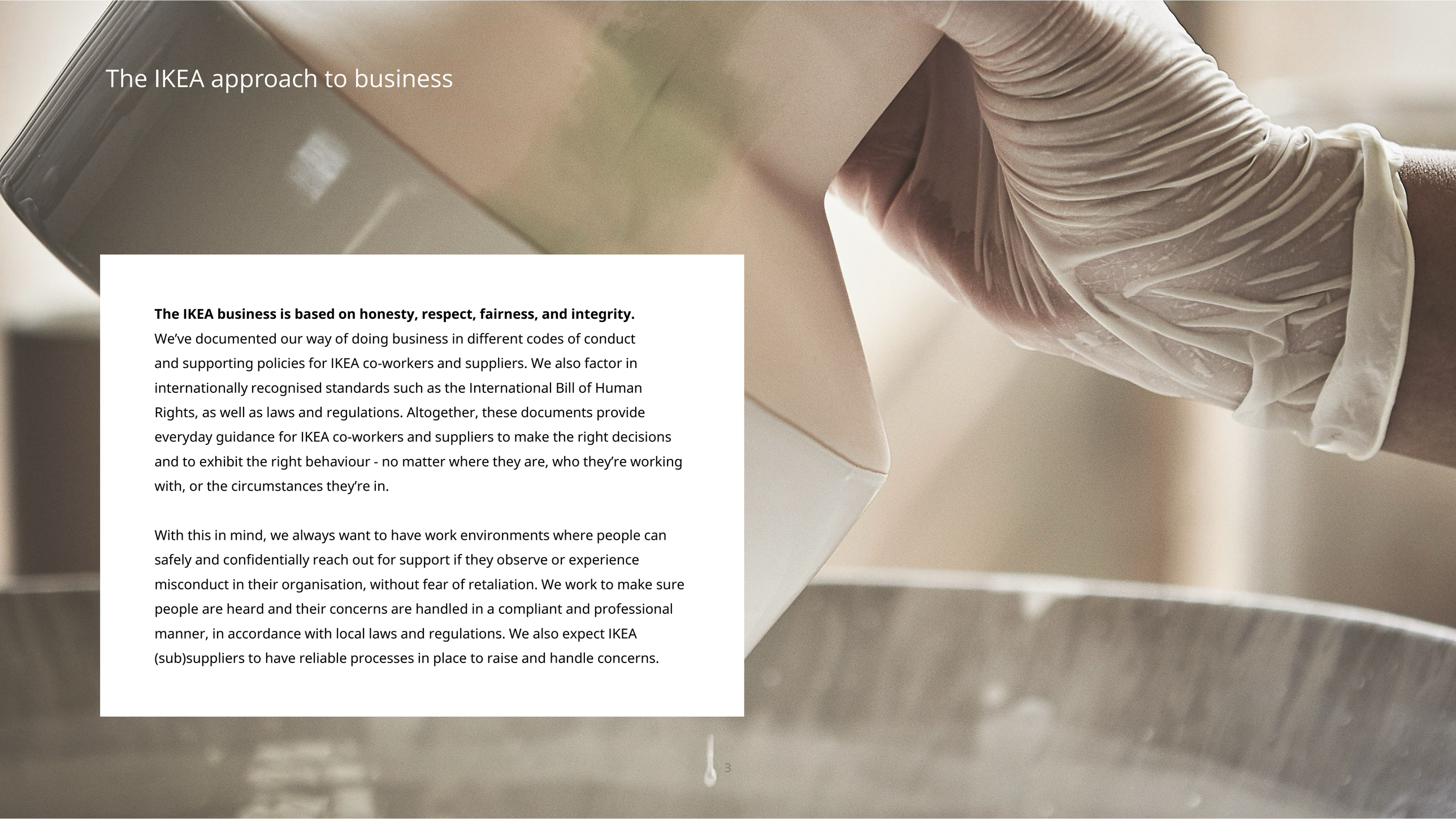
Introduction

This procedure describes how you can raise a concern related to companies that directly or indirectly supply products or services to IKEA companies throughout the IKEA franchise system. It also explains the process of raising such a concern, and why it’s so important to do so.



IKEA companies refers to the organizations operating under the IKEA brand name. This includes Inter IKEA Group and its franchisees INGKA Group, Al-Futtaim, Al-Homaizi, MAPA, Dairy Farm, House Market, Northern Birch, Ikano, Sarton, Falabella, Miklatorg and Al-Sulaiman.

The IKEA approach to business



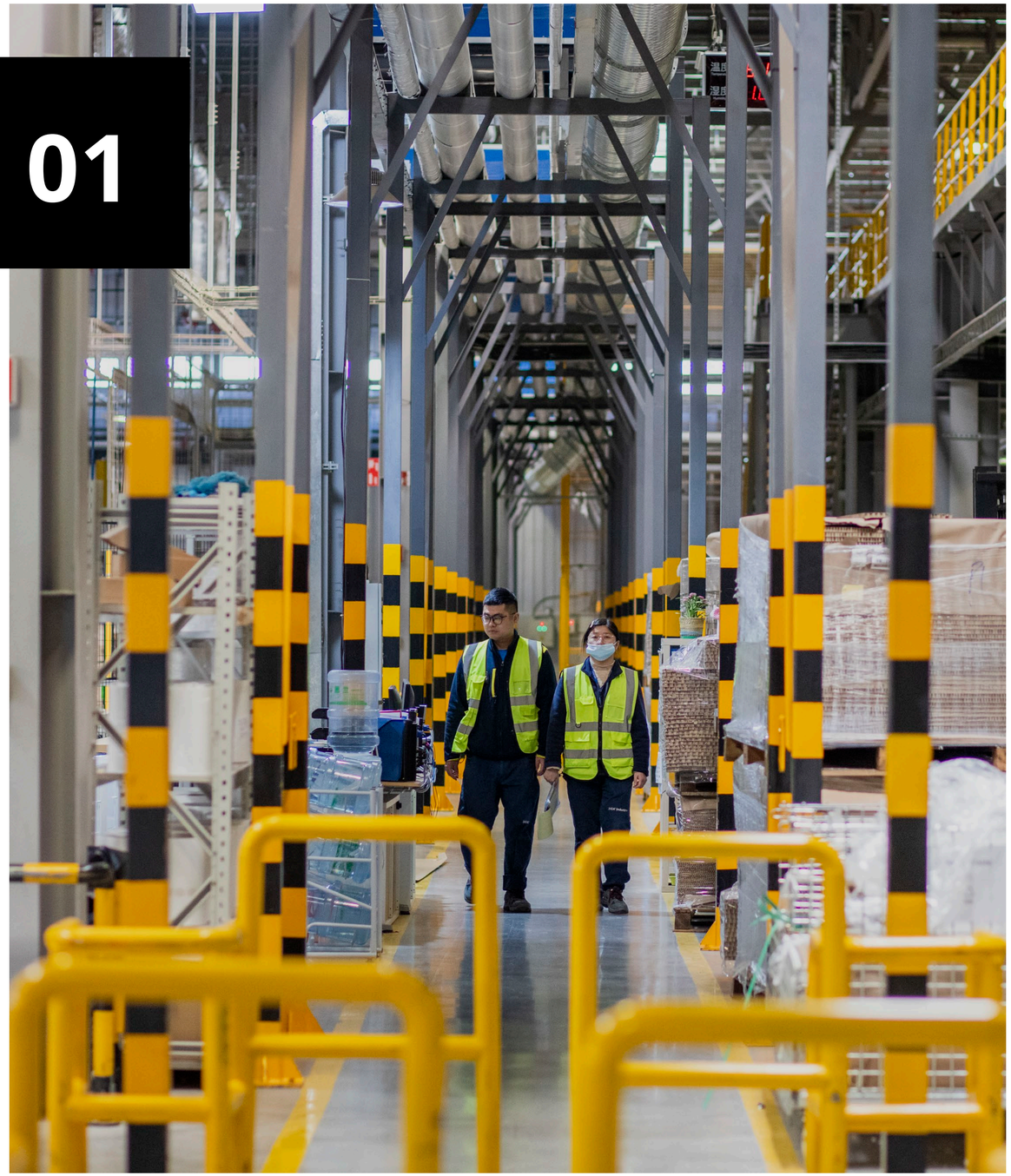
The IKEA business is based on honesty, respect, fairness, and integrity. We've documented our way of doing business in different codes of conduct and supporting policies for IKEA co-workers and suppliers. We also factor in internationally recognised standards such as the International Bill of Human Rights, as well as laws and regulations. Altogether, these documents provide everyday guidance for IKEA co-workers and suppliers to make the right decisions and to exhibit the right behaviour - no matter where they are, who they're working with, or the circumstances they're in.

With this in mind, we always want to have work environments where people can safely and confidentially reach out for support if they observe or experience misconduct in their organisation, without fear of retaliation. We work to make sure people are heard and their concerns are handled in a compliant and professional manner, in accordance with local laws and regulations. We also expect IKEA (sub)suppliers to have reliable processes in place to raise and handle concerns.

13 questions about this procedure

1. Why should I raise a concern?
2. How do I raise a concern?
3. Who can raise a concern?
4. What types of concerns can I raise?
5. Can raising a concern harm me or others?
6. How do I raise a concern via the Raise a Concern platform?
7. Can I raise a concern anonymously?
8. What information do I need to provide when I raise a concern?
9. What happens after I raised a concern via the platform?
10. How will I be informed about the progress of my concern?
11. How do you secure that my concern is confidential?
12. How does the Raise a Concern platform comply with data protection laws?
13. What if IKEA companies negatively impact the IKEA supply chain somehow?

01



Why should I raise a concern?

We believe that raising concerns on misconduct is key to sustaining a safe and secure work environment, a good reputation, and compliance with laws and regulations. Remaining silent could make the situation worse and create an environment of distrust. When you speak up on concerns that you have, you can get the support you need, and people can work together to make improvements. This is important for concerns anywhere in the IKEA value chain.

The IKEA companies work daily in complex international supply chains, with thousands of (sub)suppliers and hundred thousands of workers, located in big and small communities. We realise that our impact goes beyond the IKEA companies, and we believe that we can only achieve the IKEA goals of creating a positive impact on people, society, and planet if IKEA (sub)suppliers share a similar commitment.

We perceive any unethical behaviour by IKEA (sub)suppliers as unacceptable, just as it’s not accepted from co-workers within IKEA companies, operating under the IKEA brand name. If you have become aware of such behaviour, we encourage you to raise a concern.

02

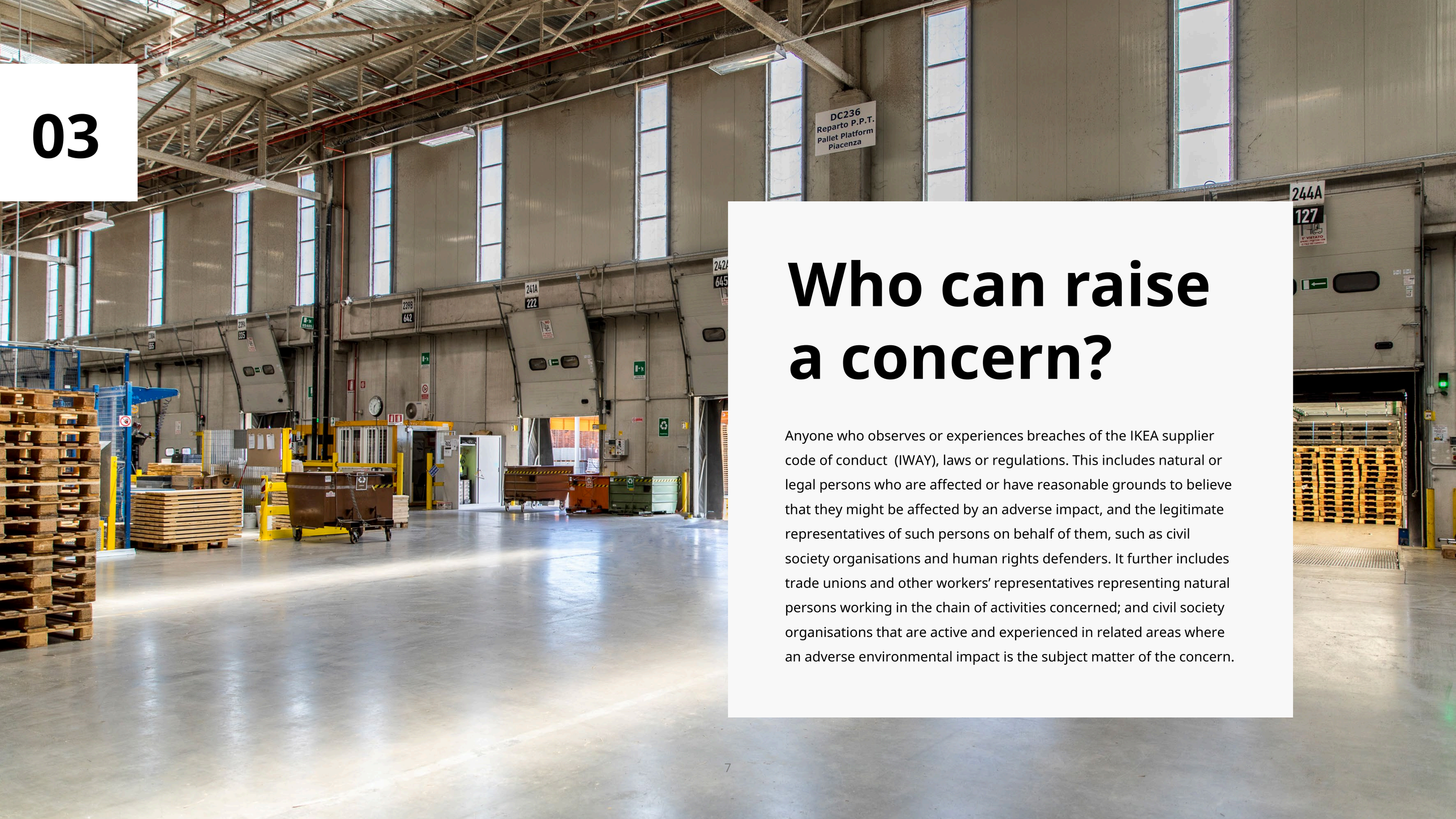
How do I raise a concern?

We expect IKEA (sub)suppliers to have reliable processes in place to raise and handle concerns related to breaches of codes of conduct. We believe that supply chain related concerns can best be handled by the organisation where they arise.

If the misconduct reporting process within the supplier organisation isn't sufficient, we offer the Raise a Concern platform, available via **IKEA.com.** This platform serves as last resort.

When concerns are raised to us, we triage, perform an inquiry and determine next steps. This could lead to an investigation and, where appropriate, we take action towards the IKEA (sub)supplier to mitigate possible harm done.





03

Who can raise a concern?

Anyone who observes or experiences breaches of the IKEA supplier code of conduct (IWAY), laws or regulations. This includes natural or legal persons who are affected or have reasonable grounds to believe that they might be affected by an adverse impact, and the legitimate representatives of such persons on behalf of them, such as civil society organisations and human rights defenders. It further includes trade unions and other workers' representatives representing natural persons working in the chain of activities concerned; and civil society organisations that are active and experienced in related areas where an adverse environmental impact is the subject matter of the concern.

04

What types of concerns can I raise?

The Raise a Concern platform related to the IKEA supply chain is designed to receive concerns on potential wrongdoings by supplier organisations. This includes, for example, breaches of IWAY, the IKEA supplier code of conduct and/or breaches of applicable laws and regulations. It’s impossible to give a full list of potential concerns that could be raised, but, broadly speaking, you’re encouraged to report situations where an IKEA (sub)supplier is violating human or labour rights, including the use of child labour or forced labour, disregarding occupational safety and health obligations, not paying or withholding wages, disregarding the right to form trade unions or employee representation bodies, denying access to food and water, unlawfully taking land and livelihoods, unlawfully harming the environment, or being involved with corrupt activities. In addition, actions that are intended to hide any of the above are asked to be reported.

For concerns involving IKEA co-workers or companies, there are different procedures in place within the IKEA companies. More information can be found on IKEA.com.

For customer related complaints on products and services, we refer to our Customer Service teams within the different IKEA companies. These concerns will not be handled in the Raise a Concern platform.

05



Can raising a concern harm me or others?

All reported concerns and their related information are treated and labelled as strictly confidential information, including the identity of the reporting person(s). The reporting person(s) and others involved are treated objectively, fairly, and equally. We will allow those (sub)supplier organizations and/or person(s) who are subject of a concern to be heard and give their facts of the situation, with at the same time protecting the identify of the person(s) reporting. Consequential actions will solely be taken based on facts. We oppose to any form of retaliation.

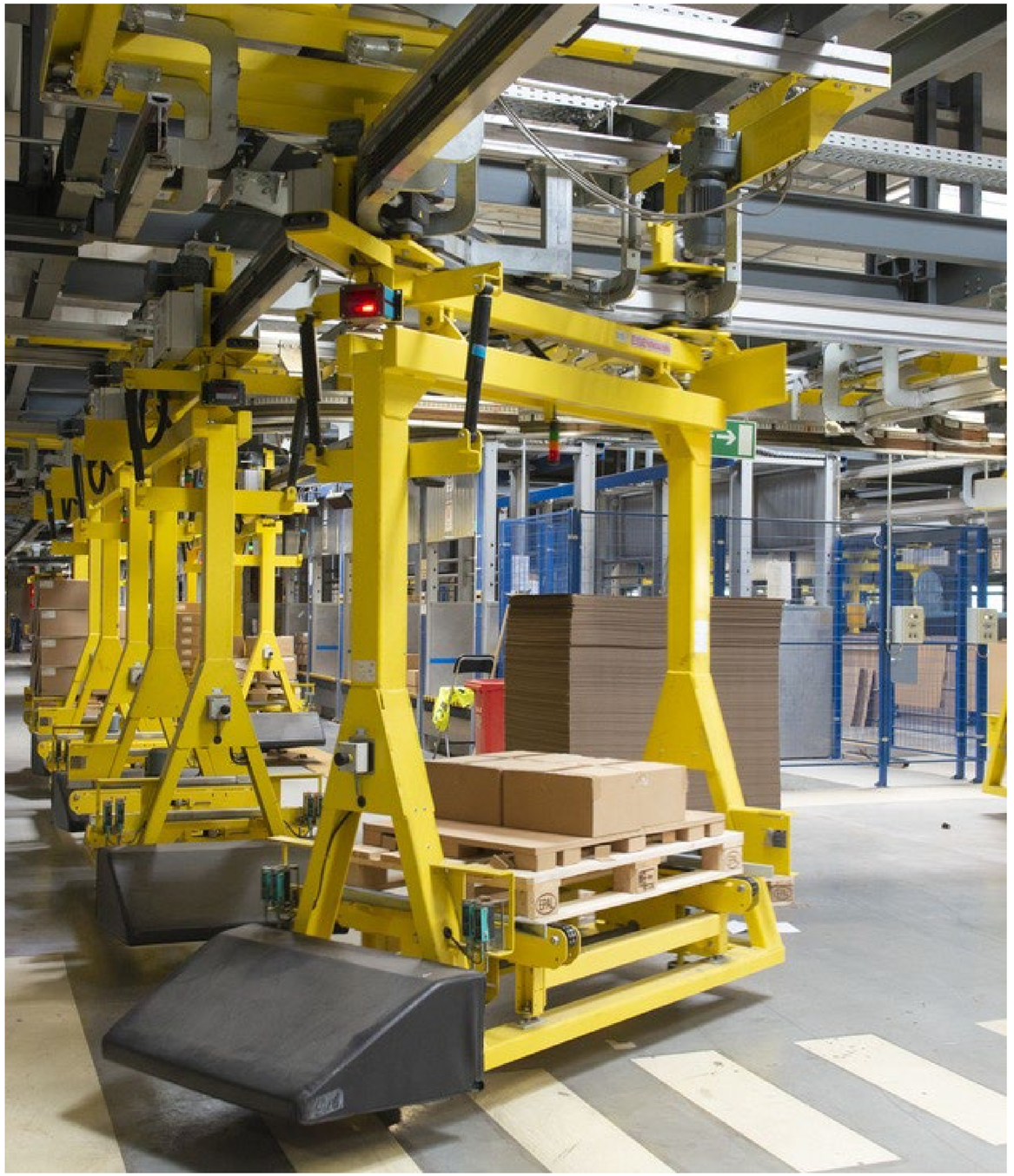
It’s important that you only raise a concern if you have reasonable grounds to believe that the information on the misconduct reported is true and that sufficient fact-based information is provided to conduct a review.

06

How do I raise a concern?

The Raise a Concern platform related to the IKEA supply chain can be accessed via www.ikea.com/rac-supply-chain. Reports can be made by phone or through completing an online form. Once you enter the platform, it'll walk you through submitting a concern step by step. The platform is available in local languages. If you report via the platform, you'll receive a user ID and password to log into the platform in the future. Any questions, updates, or communication will be shared with you through the platform, and you can leave answers or ask further questions. You can revisit the platform at any stage.

Concerns can come in through different avenues, next to the Raise a Concern platform, other routes are e.g. a voice messaging system; or, upon request through an in-person meeting at a designated location which can be requested for via ethics@inter.ikea.com.



07



Can I raise a concern anonymously?

Yes, you can raise your concern anonymously unless applicable laws in your country don’t allow anonymous reporting. Whether you report anonymously or not, you need to provide enough detail to properly investigate the concern. If you include your name, we’ll make all efforts to ensure that your identity remains protected.

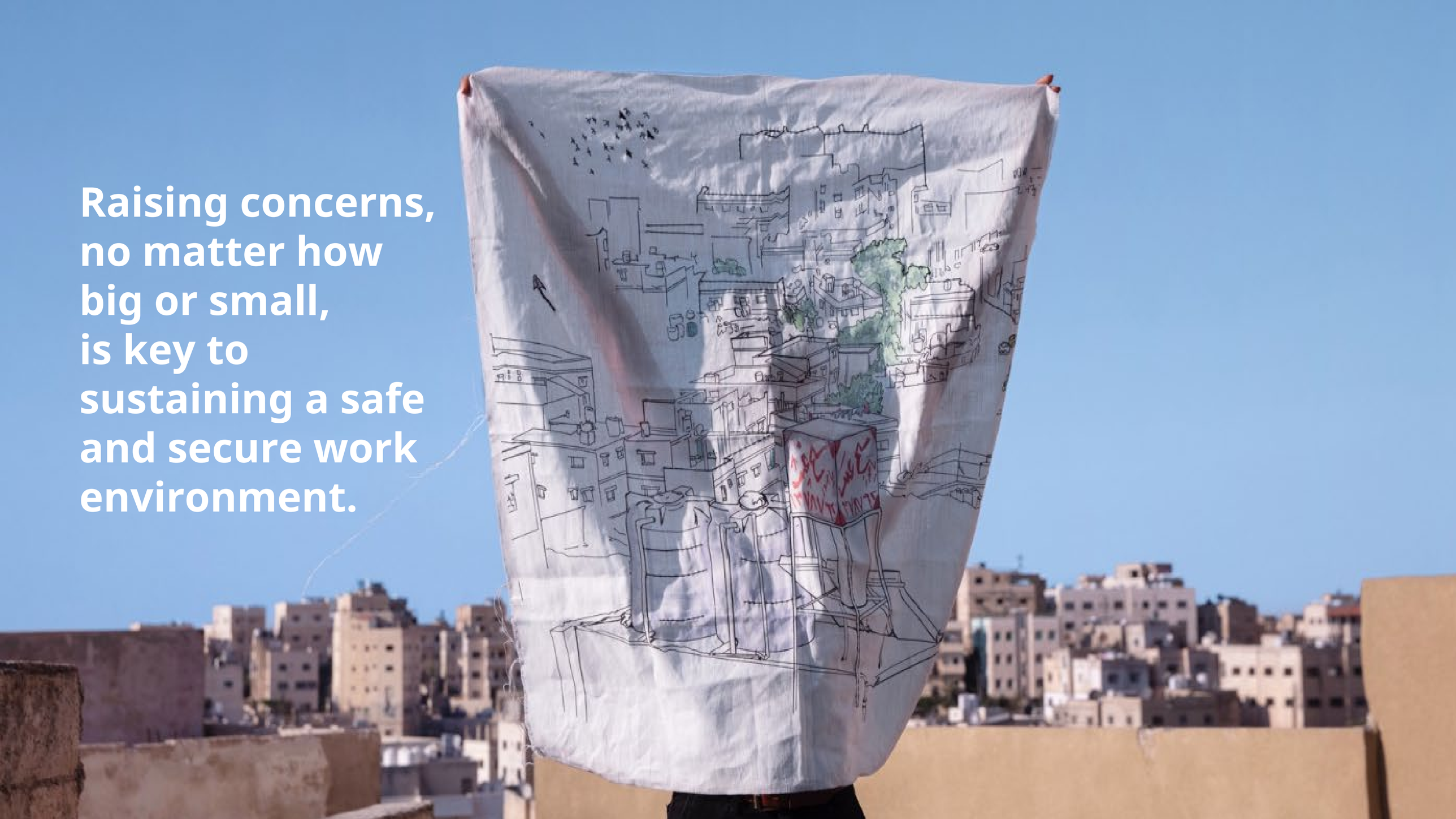
08

What information do I need to provide when I raise a concern?

We encourage you to provide as much relevant information as possible. Detailed information enables us to assess and investigate concerns thoroughly and to act where necessary, including:

- a detailed description of the situation that has caused your concern, as well as the history of the alleged breach or misconduct.
- actions and activities conducted before reporting to the Raise a Concern platform, since this platform is to raise IKEA (sub)supplier-related concerns as last resort, complementary to the supplier´s internal processes.
- name of the (sub)supplier, dates, places, and other relevant information.
- any supporting facts and documents related to your concern.

Raising concerns, no matter how big or small, is key to sustaining a safe and secure work environment.



09

What happens after I raised a concern?

We expect IKEA (sub)suppliers to have reliable processes in place to raise and handle concerns. We believe that supply chain related concerns can best be handled by the organisation where they arise. If the misconduct reporting process within the supplier organisation isn't sufficient, we offer the Raise a Concern platform, available via https://www.ikea.com/rac-supply-chain. When concerns are submitted, the concern is reviewed thoroughly by trained and experienced representatives.

IKEA companies reserve the right to determine which supply chain related concerns will be investigated and which will be handled through other routes, like inquiry only. IKEA takes all reported concerns seriously and evaluates them in a careful, objective and fair manner. IKEA companies will make a judgment based on factors such as nature, leverage and facts provided for, and you are informed on the process steps and outcome of the case. In principle the following steps are part of Raise a Concern:



A reported case follows certain steps:

Step 1. Case opening

The case is registered into the Raise a Concern platform, either directly by the reporter or via another route received (e.g. letter, phone call, meeting) and reported ‘on behalf’ of the reporter in the platform.

Step 2. Triaging

The concern is acknowledged with a confirmation receipt within 7 calendar days. The concern is reviewed to establish that it’s in scope, meaning that it applies to an IKEA (sub)supplier and addresses potential breaches of the IKEA supplier code of conduct IWAY, laws or regulations. If the concern is outside scope (for example, a customer complaint), it’ll be closed and the reporting person(s) will be informed. If it’s in scope, the IKEA company that has the contractual relationship with the IKEA (sub)supplier handles the concern further.

Step 3. Inquiry

The concern undergoes a high-level review that that could involve desk research and meetings with the reporting person(s) to get a better understanding of the situation at hand, the involvement of IKEA, the leverage and to determine if the allegations could have merit based on the facts at hand. The inquiry determines the next steps.

Step 4. Investigation

If the inquiry shows that further investigation is needed (please note that this is not always the case), the relevant IKEA company will lead the investigation. Trained internal co-workers and if needed external companies who have the relevant knowledge and expertise to investigate the concern are appointed and we’ll further determine who needs to be consulted. This is done only on a need-to-know basis and taking data privacy into account. The (sub)supplier organization in scope of the concern will be allowed to be heard and give their facts of the situation at hand. Consequential actions will solely be taken based on facts. If the concern is about an IKEA supplier that doesn’t directly supply to an IKEA company, the relationship with the direct supplier that sources from this organisation will be involved to develop the appropriate investigative steps where they aren’t already being undertaken.

Step 5. Remediation and follow-up

If remediation is needed, these will be agreed with the (sub)supplier in scope and communicated to the reporting person(s) and/or discussed with the reporting person(s) (where appropriate). We are guided by remediation principles and believe that dialogue is an important means to address and resolve concerns.

Step 6. Case closure

The relevant IKEA company will work with the IKEA (sub)supplier to confirm that the agreed actions and remediation are completed, and the case will be closed afterwards. In case there is no progress in the agreed actions and remediation, we will consider all appropriate steps, including significant action, where necessary. Personal data will remain confidential throughout the entire process.

10



How will I be informed about the progress of my concern?

You’ll receive a confirmation of receipt within 7 calendar days of submitting your concern. Throughout the process, the IKEA company handling your case will inform you how your report will be treated, ask you for any input or clarifications, and share the outcome of the case. You’ll hear the outcome of the case within three months of the IKEA company receiving your concern. More complex cases may take longer to process, and in that case you’ll receive regular updates.

11

How do you secure that my concern is confidential?

The Raise a Concern platform is hosted by an external company, and only a limited number of representatives within the IKEA companies have restricted access to those parts relevant to them. The secure and dedicated platform consists of a web form and a case management system. Technical and organisational security measures protect personal data from being manipulated (unintentionally or intentionally), lost, destroyed, or accessed by unauthorised persons.

Every effort will be made not to reveal the identity of reporting person(s).
All reported concerns and their related information are treated and labelled as strictly confidential, including the identities of the reporter(s) and anyone mentioned in the report. Information will be shared only with a small group of people on a strictly need-to-know basis. Information will be disclosed only to people handling the concern and to those who are responsible for deciding about possible measures. If any communication is made with the IKEA (sub)supplier organisation, for example to ask for clarifications, the name(s) of the reporters aren’t revealed at any time. Information will be provided to third parties, like governmental bodies, only if required by law.

12

How does the Raise a Concern platform comply with data protection laws?



Appropriate measures have been taken to keep your data safe and secure. Your data will be treated as strictly confidential, and it'll only be accessed on a strict need-to-know basis. We'll only use your data for the purpose of receiving, investigating, and handling your concern. We'll keep your data only for as long as necessary to investigate your concern. The IKEA company that has the direct or indirect contractual relationship with the supplier in scope will be responsible for processing your data. If it's not clear which company has the connection, the Ethics & Integrity team of Inter IKEA Group will be responsible for processing your data. We base the processing of your personal information on the legal ground of legitimate interest.

As the reporting person, you have a number of privacy rights. For example, you can ask us what personal information we process about you and if the information is incorrect, you can have it corrected by us. You can also object to the processing and sharing of your personal information, and you can ask us in some cases to delete, transfer, or restrict the processing of your personal information. Do you disagree with how we process your personal information? Then you can lodge a privacy complaint with us or to the supervisory authority.

These rights apply to both you as the reporting person and all other people involved. If you wish to exercise your data privacy rights or have questions about our cookie statement, privacy statement, or practices related to either, please feel free to get in touch through one of the following options:

- Email us at **isdp.dsar@inter.ikea.com**.

- Write to us at **Inter Ikea Holding B.V., to: DPO, Olof Palmestraat 1, 2616 LN, Delft, the Netherlands.**

If you choose to exercise your rights, we ask you to provide sufficient information, including your country of residence, state (if applicable), contact information, and subject. This information will enable us to verify your identity and process your request. Depending on the type of request, we may request additional information. We'll respond to your request within the timeframe required by applicable laws.

13

What if IKEA companies negatively impact the IKEA supply chain somehow?

IKEA companies strive to protect the IKEA supply chain and its workers.
If something goes wrong, we're committed to fixing the situation however possible.
We use the UN Guiding Principles on Business and Human Rights and developed remediation principles as guidance.

Ask us anything

We're here to answer any questions you have. To get in touch with us, please scan the QR code or email us at **ethics@inter.ikea.com**. You can also reach us by mail via **Inter IKEA Systems B.V., to: Ethics & Integrity, Olof Palmestraat 1, 2616 LN, Delft, the Netherlands**.



Raise a Concern procedure
IKEA Supply Chain

Edition: September 2025

Inter IKEA Systems B.V.

© Inter IKEA Systems B.V. 2026