What we’re doing to create change for the better...

"Before the project, I used to think that the environment had nothing to do with me. Now I know that you can do something to change the world...”
› Read more

Offering products for a more sustainable life at home, like our energy efficient fridges and freezers.
› Read more

"I’ve learnt that IKEA is an organisation of enthusiasts who get things done.”
› Read more

Produced renewable energy equivalent to a third of the energy we used.
› Read more

At the rate, we produced renewable energy equivalent to a third of the energy we used.
› Read more

Thousands of improvements in working conditions at our suppliers since the year 2000.
› Read more

"I’ve learnt that IKEA is an organisation of enthusiasts who get things done.”
› Read more

23% of our wood comes from forests that meet the high standards of the Forest Stewardship Council.
› Read more

"Switching to LED can make a big difference to lighting energy use.”
› Read more

Using renewable, recycled and recyclable materials in our products.
› Read more

€12.4 million raised by customers and co-workers in our soft toy campaign to enable more kids to get an education.
› Read more

With our new strategy, we want to make sure we have a positive impact on people and the planet while we continue to grow.”
› Read more

23% of our wood comes from forests that meet the high standards of the Forest Stewardship Council.
› Read more

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Becoming People & Planet Positive

Sustainability has always been important to us. For many years we’ve been using resources sparingly, selecting materials that are better for the environment, and improving standards among our suppliers and local communities.

But we want to do more, go further and faster so that we can play our part in tackling huge, global problems like climate change. That’s why we are committed to People & Planet Positive, our new strategy for creating change for the better.

It’s a big step forward and we’ve set ourselves some demanding goals to reach by 2020. All our co-workers have a part to play and we’re getting our customers and suppliers involved too. After all, we can achieve a lot more together than we can by ourselves. With these changes we can make an even better life for our customers and a stronger IKEA business.
Sustainability is a great driver of innovation at IKEA – from how we design our products, to how we produce, package and transport them. It goes very well with our business model to offer good quality products at affordable prices, meaning we have to be a low cost company which includes being careful with earth’s limited resources.

We want to create a better everyday life for the many people. While our business is home furnishing, our vision gives us the opportunity, and responsibility, to act beyond the home and apply our vision at everything we do. We have set out to grow and develop IKEA in harmony with people and the planet.

Our new sustainability strategy, “People & Planet Positive”, aims at inspiring millions of customers to live a more sustainable life at home, making IKEA energy and resource independent as well as creating a better life for people and communities. We will continue to publicly share our efforts and results on our way forward.

Over the years, our co-workers and suppliers have taken big steps. Many products that save energy and money, have been developed. We continue to increase our share of renewable materials that comes from preferred sources. We are increasing our direct deliveries to minimise transport and traditional wooden pallets have been changed to paper pallets - developments that save money and are better for the environment. And I am very proud that all our home furnishing suppliers, after 12 years of hard work, are approved according to our supplier code of conduct (IWAY).
Our co-workers’ commitment is fantastic. We recruit based on our values and expect everyone to take responsibility and learn on the job. We are not perfect, and sometimes we make mistakes. Then we openly admit them, correct and move on with new learnings and insights. We believe that a successful business is possible to combine with a responsible behaviour. Our new code of conduct provides a good foundation for our business ethics – ethics that we will never compromise.

A better life at home for the many people will not happen by itself. Together with our co-workers, customers, suppliers and other partners, we will continue to invest in renewable energy, new technologies and new materials, and thereby create an even better IKEA.

And we will continue to support children - the most important people in the world - through the IKEA Foundation. We’ve decided to use our strength to create something good – and what is good for people is also good for us in the long run.”

Mikael Ohlsson, CEO and President of the IKEA Group
A more sustainable life at home

Creating affordable products that enable customers to use less energy and water and reduce waste
We can all live more sustainably at home

Many of our customers care about the environment, but they need support and inspiration to be more sustainable at home. And they can’t always afford to spend more time or money.

That’s why we offer products that enable customers to use less energy and water, and reduce waste. These products are affordable, simple to use and reduce costs for our customers.

We’ve been working on this for years, but we want to go much further. By 2020 we want to increase sales of products that enable customers to live a more sustainable life at home by 400%.

The good news is that with 690 million visitors to IKEA Group stores worldwide, even small changes will soon add up to a big difference.

We’re focusing on:

**Energy**
We’ve improved the efficiency of our energy consuming products by 32% on average, compared with those installed on the market in 2008, meaning savings for customers on their energy bills.

ISANDE fridge/freezer, launched in FY12, has a A++ rating for energy efficiency.

**Water**
We’re making it easier than ever to save water at home.

RINGSKÄR tap reduces water use by up to 40%. We’ve also improved the water efficiency of our dishwashers by up to 51%, compared with those in our range in 2008.

**Waste**
Our waste sorting products make it easier for customers to sort their waste.

RATIONELL recycling series fits into a kitchen cabinet or drawer and has lids that lock in odours.
Part of my job is to talk to customers about the sustainability benefits of our kitchen products and show them how much electricity and water they can save. Knowing that we are really investing in sustainability makes my job easier. I’m confident the products are good for our customers and I can talk about them with passion.

Customers ask very detailed questions – right down to how much energy the clock on an oven uses. So we really need to know our stuff and get the facts and figures right. When a new product comes in, I have a lot of reading to do to get up to speed.

It feels great when I can pass on this knowledge to the customers. I find that some customers aren’t so interested in induction hobs until I explain the sustainability benefits and the cost savings. Then they are very interested!

I get really inspired when I meet a product designer and can hear the story about how a more sustainable product was developed. Some of the products coming out now are so cool – customers don’t have to pay a fortune but they can make a difference in their home. That makes me feel really good.”

Sara Nordquist, Kitchen Department, IKEA Malmö store
What we’ve learnt

*How can we make it easier for customers to live more sustainably?*

This was the question we set out to answer in a project with WWF, the conservation organisation. We invited nine of our customers and their families in Sweden, and ten of our co-workers in China to take part. We installed products in their homes – such as rugs and curtains for insulation, energy efficient lighting and recycling bins. And over six months we worked with the families as they monitored the changes.

The results were impressive. For example, in Sweden our customers reduced their non-recyclable waste by an average of 45% and energy used for lighting by 10–30%.

We’re using these findings to develop new and better products and to help us as we talk to our customers about sustainability.

- *Simple is best* – products should be simple, easy to use, and affordable, never complicated, time-consuming or expensive

- *Talk about all the benefits* – we need to show customers how our products can save them time and money, as well as being good for the planet

- *Measuring matters* – it’s easier to change when you can see the difference it makes

- *Sharing helps* – participants shared their ideas and successes in meetings and on a blog
What was said

We consider ourselves to be quite ‘eco-conscious.’ But when we got involved in the project, we found there was much more we could be doing! IKEA installed an energy monitor in our home, and I was shocked to see how much energy we were wasting just by leaving the fridge door open longer than we needed to, or keeping devices on standby. Now we think more about the environment and we talk to our friends and family about the issues. I always tell them you don’t need to change your whole life – it’s the small things that can really make a difference.”

Marcus Franson, IKEA customer, Sweden

We switched all our lighting to LED, bought an induction hob, upgraded our refrigerator, started reusing water and sorting our waste. We also stopped leaving appliances on standby. I was impressed at what a difference it made. Before the project, I used to think that the environment was a topic for governments and had nothing to do with me. Now I know that you can do something to change the world, little by little every day. I want to tell others about my experience and share it with customers in store.”

Anfei You, Sales Team, Kitchens, IKEA Shanghai Beicai Store
We achieved much more than I expected and some of the results were pretty amazing. We dramatically reduced the amount of rubbish we throw away – almost everything is now recycled or composted and our electricity bill is lower than it used to be. The hardest thing was trying to cut water use – with three kids the shower is often in demand. I’m still working on this! My philosophy now is, if you can make a change for the better or chose a more sustainable product, why not do it?”

Calle Löfgren, IKEA customer, Sweden

Sharing ideas with the group and measuring my progress really motivated me. I ended up saving 50% of my energy bill, which I was very happy about! My husband was a bit sceptical at first because he thought it would be a lot of work, but once we started he soon got interested. When you can see the benefits for yourself it makes a real difference.”

Lily Shi, Sales Team Leader, Kitchens, IKEA Shanghai Beicai Store
Lighting the homes of the future – today

*Lighting our homes, towns and workplaces takes a lot of power – about 20% of all the electricity used worldwide.*

We have a plan to make home lighting much more efficient, less expensive, much better for the planet, and with lots of design potential. Over the coming years, we will do this by switching our whole lighting range to LED – the latest and most advanced form of lighting. We sell 79.5 million light bulbs each year, so this change will make a real difference. We think it’s so good we’re switching the lighting in our own buildings to LED too.

We want to be the market-leader in home LED. If all IKEA customers around the world replaced just one conventional light bulb with an LED bulb, that would save enough energy to power a city of 1 million people.

What’s so good about LED?

- It’s 85% more efficient than a conventional incandescent light bulb
- The average LED bulb will last for 20 years
- There’s no mercury in LED bulbs and they can be fully recycled
- LED bulbs are already cheaper than other types of bulb over their life span
- New designs and types of lamps are now possible
Since I joined IKEA, lighting technology has moved on so quickly, from energy-saving bulbs to halogen and now LED. We used to talk about lighting using 40 or 60 watts. Now it’s 4 or 9 watts. That can make a massive difference to energy use in your home. And if everyone makes the switch, we’ve got an amazing chance to save energy and help the planet.

I started working with LED three years ago, and at first it was pretty challenging to understand this new technology! I remember our team struggling with the design of an LED reading lamp. We just couldn’t get the right amount of light to suit the design. There was either too much, which would be expensive, or too little, which meant it wouldn’t function correctly. In the end a colleague suggested we set up a test room in our building. We kitted it out like a living room in someone’s home, and invited people to come sit in an armchair and read a magazine and give us their feedback on the light. We asked them loads of questions and found a solution to the challenge – it was very satisfying.

One of the products I’m really proud to have been involved with was the TISDAG desk lamp, which has great design and functionality. I’m often told that people are amazed it uses LED; they can’t believe how good this technology can be. That’s inspiring because I know we haven’t seen LED’s full potential yet, it will get even better in both quality and price.”

James Futcher, Product Developer, IKEA Group
Resource and energy independence

Cutting costs and protecting resources by making more from less, turning waste into resources and switching to renewable energy
Sustainable by design

We use hundreds of different materials to create great products that work well, look good and cost less.

We care about what goes in to our products, and we know our customers do too. That’s why we look for materials that are better for people and the environment. We always try to make more with less. By using materials carefully we can save money and keep our prices down.

We don’t make special ‘eco’ products because we want our whole range to be more sustainable and enable our customers to lead better lives at home. By 2015 we plan for 90% of our sales to come from products that are more sustainable and we have devised our own sustainability score card to measure progress. We’ve scored three quarters of our range using the score card and one third of these products are classified as more sustainable. 91% of all the materials we used were either renewable, recyclable or recycled.

More from less

KOTTEBO basket is made from coconut palm leaf. We adapted the design and the way the material is cut. This halved the amount of waste and enabled us to reduce the purchase price by 3%.

Recycled

GOSA SYREN pillows use a soft down-like polyester microfibre filling made from recycled plastic (PET) bottles.

Renewable

IKEA PS dining table uses bamboo, a fast-growing, renewable resource that is stronger than other types of wood.
Sustainability is part of our heritage at IKEA and that has inspired me since I joined the company six years ago. I believe that sustainability and good design go together and I have the opportunity to practise this in my work.

One of the most exciting projects I’ve been involved with was the VIDJA lamp. We had a lamp that was selling well but the design was complicated and we thought we could improve it. Our goal – a more sustainable product that was also simple to assemble.

We looked in detail at how we could make more from less and use different materials and energy-efficient processes. We had to think about sustainability at each stage, from materials selection, to manufacturing techniques, packaging and assembly and that involved a lot of people – suppliers and co-workers. I’m really proud of the end result, which uses less material, is easier to assemble and more efficient to make and transport. And the nice surprise was that we could reduce the price of the new lamp by 34%.

Now we sell about 440,000 VIDJA lamps a year. It is in so many homes around the world. I feel I’ve had a positive impact, and done something good for future generations. But there is much more I’d like to do. We only have one Earth for us all to share. We need to use our resources carefully, and replace and replenish them. Sustainability can be complex but if we approach it in the right way, integrating it into product design and development, it will make us more competitive.

I believe this is what growing IKEA together is all about.”

Harish Jakhar, Product Engineer (Lighting), IKEA Group
We love wood

Wood is one of our most important materials, used in many of our products. We love wood because it is renewable, durable, feels good and looks great. We use many types of wood, like pine, birch, beech, spruce and acacia.

We have clear standards for all wood used in IKEA products, which include a ban on illegally logged wood. We partner with organisations like WWF and the Forest Stewardship Council® (FSC®) so that more wood can come from responsibly managed forests. We are also one of the largest users of FSC-certified wood in the retail sector.

Facts about our wood

- All our wood suppliers have to meet our forestry standards
- Seven percent of the world’s productive forests are FSC certified, and we want to increase the share of responsibly managed forests
- Twenty-three percent of our wood meets the high standards of FSC certification. We’re aiming for 50% of all the wood we use to be certified or recycled by 2017
- We don’t accept wood in our products that has been illegally logged
- We’re supporting 13 projects run by WWF, so that more wood can come from certified forests
- Since we began working with WWF in 2002, we have helped to increase FSC certified forest areas by around 30 million hectares in the countries where we work together
The forest has always been part of my life, both personally and professionally. As a kid we used to go out for walks and to pick mushrooms, I studied forestry at university, and have worked as a professional in forestry management for 30 years.

I joined IKEA so I could contribute to safeguarding forests around the world in a practical way. We purchase huge volumes of wood, and this gives us a unique opportunity to influence and improve forest management.

I’m very proud of the work we’ve done, particularly the role we’ve played in China, Russia, Romania and Bulgaria. IKEA was directly involved in many of the projects that have helped introduce more responsible forestry practices, and with our partners like FSC and WWF we’ve been doing a lot on tackling the problem of the trade in illegally logged wood. But some of the smaller projects also stand out for me. Such as our work in the Kirov region in Russia, where we helped set up a project generating new sources of income for people dependent on the forest. With so many rural communities in decline because people can’t earn a decent living, it was really satisfying to see people being able to create change for the better.

There is still a lot more to achieve and I’m always impatient! I want to do more and go faster.”

Anders Hildeman, Forestry Manager, IKEA Group
Better cotton

Cotton is one of our favourite materials because it is soft, breathable and renewable. However, cotton farming can be harmful to the environment and the people who grow it. Cotton farming tends to use a lot of water and chemicals and there is a risk of children working on cotton farms.

This is why we work with farmers to raise standards, and strictly prohibit child labour in our supply chain. Together with WWF, we were one of the founding members of the Better Cotton Initiative, an independent organisation that sets standards for more sustainable cotton production, and we work with WWF on cotton projects. By working together we have enabled farmers to significantly reduce water, chemical pesticide and fertiliser use, while increasing their earnings. But we don’t stop there. Through the IKEA Foundation we fund projects that create better opportunities for more than 16 million children in cotton growing communities and help to tackle the root causes of child labour.

What’s better about Better Cotton?

• Better Cotton techniques can significantly reduce the amount of water needed

• With new farming techniques growers can cut the amount of chemicals used as pesticides and fertilisers

• Trained farmers have boosted profits, some by 50%. In 2012, we invested €1.9 million in more sustainable cotton farming projects, reaching over 100,000 farmers

• Better incomes for farmers means a better quality of life for their families, including schooling for their children

• A third of our cotton is from preferred sources, including cotton grown to Better Cotton standards. We are aiming for 100% of our cotton to be in line with Better Cotton standards by 2015
I’ve been involved in the Better Cotton Initiative in Turkey for four years. Helping farmers, buyers and suppliers to change their practices isn’t easy. I have to look at it from their perspective and adapt to each situation.

Farmers are always cautious because they don’t make big profits. They can’t take the risk of their yield going down or being exposed to a pest attack – that would put their whole livelihood in jeopardy. I have to help them change bit by bit, testing things out in a small area before tackling the rest of their farm. I try to identify the most influential farmers in an area because if I can help them to make changes, others will follow their lead.

With buyers and suppliers they are often worried it will put prices up or make it hard to achieve performance targets. I show them the facts and figures that address their concerns.

I always thought Better Cotton was a great idea but it wasn’t until I visited a project for the first time that I realised what a difference it makes. Talking to the farmers and hearing how they’d been able to improve their knowledge, their livelihoods and their health really inspired me.

Now I know that when I buy something made from more sustainable cotton, it means less water and fewer chemicals have been used, and that it’s come from a farmer who’s been able to send his kids to school and protect his health. I’m proud of the difference we’re making and I always remind myself that without our involvement 100,000 farmers and their families would be worse off.”

Aysegul Postoglu, Senior Business Developer at IKEA Trading Office Southeast Europe, Better Cotton Coordinator
IKEA goes renewable

Energy is important but it can be expensive and dirty. We spend millions of euros every year just on lighting, heating and cooling our stores and buildings. Using electricity that is generated from fossil fuels (coal, gas and oil) contributes to climate change.

That’s why we’ve decided to make a big change. By 2020 we’re going to be 100% renewable – producing as much energy as we consume using renewable sources, such as the wind and sun. We’re also making our buildings more efficient, so we need less energy to run them.

It’s a big job but we’re already well on our way. By the end of 2012, we’d installed more than 250,000 solar panels on IKEA stores and buildings and invested in 126 wind turbines in six countries. We produced renewable energy equivalent to a third of our total energy consumption in 2012. That figure is 51% if you add the pellets and briquettes we make from waste wood and sell to others. And we’re building even more wind farms, installing more solar panels and investigating new technologies. By the end of 2015, we will have invested €1.5 billion to get us closer to our target.
I never thought when I started out in the business of selling furniture that I’d become something of an expert in geothermal energy systems! But as the store manager in our Centennial Store in Denver this became part of my job spec.

My store was the first IKEA building in North America to generate its own energy using a geothermal system, and a lot of collaboration was needed to get it up and running.

Geothermal works with the seasons, using the temperature of the ground for heating or cooling. With the grand opening happening in summer at peak cooling time and with no back-up system we couldn’t just switch to conventional cooling if things weren’t working, we had to get it right.

Luckily once we got over the initial hurdles, the system worked well and needs hardly any maintenance. The best thing is that what we learnt about operating it is now being used to improve the design of geothermal systems for new IKEA stores. We learnt a lot for the whole organisation.

I’m very proud and excited that IKEA is working with so many different renewable technologies. I now work at our store in Tempe Arizona, where we’ve installed a solar photovoltaic system, with 2,600 panels. It makes complete sense to use our large roof surface in this way, and as well as being great for the environment it will bring our energy costs down.

It’s so important with the challenge of climate change that businesses like ours take a lead and show that these things can work. And it’s great for customers to know that they can spend their money with a business that is responsible and forward thinking. Any extra work and the investment of time and resources is absolutely worth it.”

Kelly Frieze, Store Manager, IKEA Tempe store Arizona
We are well on our way to being 100% renewable — in 2012 we produced renewable energy equivalent to a third of our total energy use. These are just a few examples from around the world...

Our Valladolid store in Spain has its own combined heat and power plant, uses efficient LED lighting and solar panels, and recirculates hot air so less heating is needed.

Our Fukuoka-Shingu store in Japan uses energy from a ground-source heat pump and is installing photovoltaic panels.

We’ve invested in a new wind farm in Sweden with 30 turbines that will be completed in 2014.

We are installing solar panels on all IKEA stores and distribution centres in China. This will save around 6,000 tonnes of CO₂ a year.

2,600 photovoltaic (solar) panels at our Tempe Arizona store will reduce CO₂ emissions by 645 tonnes a year.
Better life for people and communities

Improving life for our own co-workers and those working for our suppliers, as well as communities around the world
Our co-workers make it happen

139,000 people work at IKEA, in 44 countries. We achieve great things by working together with energy and enthusiasm. We want the best people to join us and for IKEA to be a great place to work.

*The same but different*
We share common values and work together. But everyone at IKEA is different and we want people to be themselves. Each of our customers lives differently, from country to country, and family to family. And we want to reflect that within IKEA. To make sure we hire and promote co-workers from all backgrounds, we’re providing helpful tools for our managers so that they can achieve the targets we’ve set for every part of our business.

*Always learning*
This year, 72,000 people took part in our annual co-workers survey to find out how they feel about IKEA and their work.

*Is sustainability part of the job?*
Yes! Sustainability is everyone’s job at IKEA – from our co-workers on the shop floor who help customers choose products for a more sustainable life at home, to those working with suppliers to improve standards, and product designers and developers who build sustainability into our range – not to mention everyone who puts their waste in the right recycling bin. Our co-workers know our business inside-out. They are an amazing source of expertise. That’s why we encourage all co-workers to get involved and to share their ideas for how we can make IKEA even better for people and the planet.

47% of managers are women. We want to reach 50% by 2015.

Our Backpacker Journey programme allows co-workers to gain experience and a global outlook.

Backpacker Kyle Binks (above), Customer Relations Team Leader IKEA Retail Leeds, UK, travelled to Sweden to work at IKEA IT Delivery.
Since joining a couple of years ago I’ve learnt that IKEA is made up of enthusiasts who like to get things done. And we’ve done a lot.

Through products that save energy and water or reduce waste, we are enabling more and more people to save time and money – things that are becoming more important than ever before.

We have also taken a stand on the energy we consume in our operations – we want to use less and for the energy we use, we want it to come from renewable sources, mostly the sun, wind and biomass. This will help stabilise costs, protecting us from fluctuating energy prices. In the past year we produced renewable energy equivalent to 34% of our total energy use and at the end of FY12, we had 250,000 solar panels on our buildings and 83 wind turbines in operation.

It’s also important that we have a long-term sustainable supply of wood and cotton, two of our most important raw materials. To increase the amount of wood and cotton available that meets our preferred sources requirements, which include Forest Stewardship Council (FSC) certified wood or cotton that is produced in line with Better Cotton Initiative, we go right back to the source and support projects to train farmers and improve forest management.

All our wood is sourced from suppliers that meet our forestry standards and in FY12, 22.6% of our wood was from forests certified by the FSC. More than a third of our cotton came from preferred sources.
We want to help create a better everyday life for the people working in the factories we source from and having all our home furnishing suppliers meet our supplier code of conduct (IWAY), is a major milestone. We want to continue in this direction as it not only benefits workers, but also suppliers and our own business.

We also have to look to the future. In 2020 many more customers will visit our stores using convenient public transport or perhaps by a friendly IKEA car share. If we can make it happen, they’ll be able to use a solar powered electric vehicle for home delivery or rent an electric van from the car park. They’ll know that all our raw materials are sustainably sourced or recycled, and that the company is 100% renewably powered.

They’ll be able to buy from a bigger range of simple and affordable products that enable them to manage and produce energy in the home, sort and reduce waste, or use just the right amount of water where they want to.

We’ll still be selling sofas to sit on but I hope they’ll come from a solar powered factory, delivered by electric vehicles, using recycled materials and sustainably certified cotton. There will be a solution to reuse or recycle your old sofa if you are finished with it after 10 or 20 years.

It’s our dedicated co-workers, together with our suppliers and other partners, who will make this a reality. And in fact, we are already well on the way today!”

Steve Howard, Chief Sustainability Officer, IKEA Group
It’s who we work with

All our customers should feel good about the products they buy at IKEA. That’s why we work so hard to find the best, most sustainable materials and create unique designs. But it’s not just what goes into our products or how they look that’s important – the people behind the scenes matter too.

There are about 600,000 people working for our suppliers around the world. And we want to be sure they are all treated fairly. That’s why in 2000 we launched IWAY, our code of conduct for suppliers. Since then we’ve been working with suppliers to make sure they’re following the code and living up to our expectations.

What have we done so far?
We’ve made sure that all suppliers involved in making our products understand IWAY and what it means for them. If needed, we’ve offered them help. By collaborating we have created thousands of improvements in working conditions since the year 2000.

We visit our suppliers regularly to check that they are following IWAY, and conducted 1,000 IWAY audits in 2012. We set ourselves a goal for all home furnishing suppliers to be approved according to IWAY standards by 2012 – and most were.

Unfortunately, not everyone is as willing to change for the better. We stopped working with around 70 suppliers this year because they were not willing to meet our standards.

A lot more to do

• In China, working hours are still longer than in most countries; we’re working on this with our suppliers

• We’re working with suppliers of non-product-related goods and services to secure approval according to IWAY standards by 2015

• Our suppliers have their own network of suppliers. They are responsible for communicating IWAY to these ‘sub-suppliers’ and we are supporting them to do this.
With IWAY, we are asking a lot from suppliers, and it can be quite challenging for them at the start. We have to find the right partners, who share our values, and to build long-term relationships with them.

It can involve a lot of work but companies tell me what a difference it has made to them and how it has improved productivity, quality and long term competitive advantage. When workers see suppliers investing and improving standards, they become more engaged and productive and they stay with the company, that’s better for everyone. Our suppliers are very proud of the results, and so am I.

I’ve learnt that how we do business matters too. For example, a big order that needs to be filled quickly can lead to excessive overtime if we are not careful. We have to take a holistic view when planning our production to help suppliers maintain a sustainable way of working.

When I started out I didn’t expect my job to be so challenging! But when I see changes like workers getting their first bank account and a legal contract, and what a difference it makes to their lives, it makes all the work worthwhile.”

Jessica Anderen, IKEA Trading Area Manager, India, Pakistan and Bangladesh
Improving communities and everyday life

A better everyday life for the many people. That’s been our vision for several decades.

Now with 139,000 co-workers and 690 million visitors to IKEA Group stores around the world, there’s even more we can do together to make life better for some of the people with the least.

The IKEA Foundation supports projects that are creating opportunities for 100 million children living in poverty in the developing world. In 2012, the IKEA Foundation donations were €82 million*, up from €65 million in 2011. This work can make a big difference, especially when our co-workers and customers get involved.

Every time a customer buys an IKEA soft toy during November and December the IKEA Foundation gives €1 to UNICEF and Save the Children projects that improve education for children in Africa, Asia and Europe.

Customers and co-workers raised **€12.4 million** in 2011. And since 2003 donations have enabled **8 million** kids get a better education.

We’re proud to celebrate more than 10 years of the IKEA Foundation helping UNICEF tackle child labour in India and make a better future for children in poverty.

So far the IKEA Foundation has enabled **3.6 million** children to receive a good education in 18,000 new schools, and helped many more children by improving health and hygiene through installation of toilets, hand-washing facilities and safe drinking water.

Our co-workers are clever people, and sharing their skills can make a big difference.

In 2012 IKEA co-workers got involved in a project with UNHCR, the UN Refugee Agency, to help improve life for refugees. From designing new kitchen utensils for refugees in the Middle East and North Africa, to sharing ideas for how emergency tents can be flat-packed to make them easier to ship.

*Estimate based on 11 month data
I am one of the lucky people who visited UNICEF projects in Ethiopia supported by the IKEA Soft Toy Campaign. Even though my trip was six months ago, I still think about it every day.

I learnt that 3 million kids in Ethiopia don’t have the opportunity to finish school, due to the many problems that stop them attending, so I was really inspired by the projects which aim to improve access to education, and the quality of teaching.

In the schools I visited I was really struck by how respectful the kids were, sitting silently in the classroom listening to the lesson. Many of them are walking up to 8 kilometres each day in the hot sun to get to school – they value the opportunity to learn. I was also inspired by the dedication of the teachers to their profession and to the children. One teacher can have up to 100 students per class. It is a very challenging job but I saw their commitment. It was great to know that their hard work is supported by UNICEF and the IKEA Soft Toy Campaign.

It is so important that every child has access to a quality education. Although this problem won’t be solved easily we can make a difference. I want to do everything possible to make the next Soft Toy Campaign even more successful. I feel good knowing that I can do something to help the people I met in Ethiopia.”

Anita Pap, Marketing Specialist, IKEA Budaors store, Hungary
If you feel inspired to find out more, you can visit our People & Planet website and read our full sustainability report www.ikea.xx\(^1\)

We’d love to know what you think about sustainability at IKEA. Tell us your views at: sustainability.report.se@ikea.com

\(^1\)When translating, add your local URL address for People and Planet/Find out more