

# IKEA. MADE IN POLAND



Report on the IKEA Group in Poland  
prepared by Deloitte Advisory.



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## Dear Readers,

It is my great pleasure to present you with the "IKEA. Made in Poland" report, on my behalf and that of the IKEA Group's almost four thousand employees in Poland. We describe the long story and the inseparable bonds that have linked IKEA and Poland for over half a century now. In our country, IKEA is primarily about the people: employees, suppliers and (obviously) customers for whom our products mean more than just furniture – there is the thrill of something very close, the thrill of home. This was the case for me, too. I still remember my flat as a student and first visit to the IKEA store in Poznań, where I bought my first LACK side table.

For several years, I have been professionally associated with IKEA; first abroad and then, for some time now, in Poland. IKEA in Poland is unique. It is not just years of history, not just dozens of suppliers who produce furniture that is available around the world, not just well-known stores appreciated by Poles. It is also the wind farms that enable us to produce green energy.

The IKEA Group has also been contributing tangibly to the development of the Polish economy. Over the past five years we invested PLN 3.4 billion in our country and paid taxes of nearly PLN 914 million in 2015. We were able to calculate that each job at the IKEA Group translates into 2.3 more jobs, generated by our partners and suppliers.

With these actions, we can implement IKEA's vision: to create a better everyday life for the many people. We strive to be

a good neighbour wherever we operate and influence our surroundings – both the environment and the people. In 2015 we introduced individual co-worker pension plans and since January 2016 we have had a minimum hourly wage that is 25% higher than that suggested by the government. The changes we plan to make do not end there. We want people to live both comfortably and with dignity; to be able to develop – thanks to IKEA.

I invite you to read the report, and I look forward to hearing from you – like a good neighbour or a friend.



**Anna Pawlak-Kuliga**  
CEO at IKEA Retail Poland





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# About us

IKEA's vision is to create a better everyday life for the many people. We want to offer a wide range of functional and well-designed home furnishing products at affordable prices, available to many people rather than a select few. We believe in simplicity, humbleness, willpower and sustainable responsible develop-

ment. We operate around the world, but Poland has a unique place in our history. We have been associated with Poland and Poles for over half a century and Polish companies are among the key suppliers of furniture sold by IKEA stores around the world.







# 1958

First IKEA store founded in Älmhult, Sweden

# 1963

First foreign IKEA store opened in Norway

# 1973

First IKEA store outside Scandinavia opened in Switzerland

# 1974

First IKEA store outside of Europe opened in Japan

# 1990

We opened the first IKEA store in Poland

IKEA is a company that manufactures and sells home furnishings. It was founded in 1943 in southern Sweden by Ingvar Kamprad. "IKEA" is an acronym of the first letters of his first name, surname, the farm (Elmtaryd) and the parish (Agunnaryd) where he grew up.

Ingvar Kamprad created not only a company, but an entire system of values that guides us in our work and everyday life. These are the values embodied in our products and that we want to share with others.

All the companies that make up the IKEA Group belong to the Dutch group INGKA Holding, owned by the Stichting INGKA Foundation.<sup>1</sup>

The first IKEA furniture store was established in 1958 in Älmhult in Sweden. Five years later, in 1963, we opened our first foreign store, in Norway, followed by Denmark in 1969. The next step in IKEA's development was to move outside Scandinavia, with stores in Switzerland (1973) and West Germany (1974), and then outside Europe, in Japan (1974).

<sup>1</sup> IKEA conducts business within the IKEA Group and the Inter IKEA Group. The Inter IKEA Group owns the IKEA Concept and is the global franchiser. The Inter IKEA Group also includes companies responsible for the supply chain and production. This report applies to the activities of the IKEA Group in Poland and, therefore, includes: shopping centres, IKEA stores, distribution, property management, shared services centre and wind farms. However, it does not apply to IKEA's production activity in Poland.

In the mid-1970s, we began selling our home furnishings in Canada, Australia and Hong Kong, opening our first store in the United States in 1985. We have also had a branch in Qatar since 2013 and South Korea since 2015. A major link of our activities are ROIGs (Retail Organisations Outside the IKEA Group) being external franchises. Today, 13 different groups own and manage IKEA stores as franchises. This business model is particularly important in the Middle East and Australia.

We opened the first IKEA store in Poland in 1990, in Ursynów Warsaw. Even so, our ties with the country stretch back to the early 1960's. IKEA signed its first contract with the Polish state-owned enterprise Fameg in 1961. Today we work with over 70 suppliers from Poland and 16 IKEA Industry factories operate in the country.<sup>2</sup> In terms of production volume for IKEA, Poland ranks second after China. Polish products are sold in all our stores around the world.

<sup>2</sup> As of May 2016.





## IKEA globally

We conduct business in 43 countries. At the end of August 2016 (the end of the financial year), we had 340 stores in 28 countries. When ROIGs are included, this rises to 389 stores in 48 countries. Moreover, 27 of our sales offices operate in 23 countries. We have also opened 33 distribution centres. We manufacture many of our products ourselves, at 43 production plants in 11 countries, and also work on a day-to-day basis with 978 home furnishing suppliers from 50 countries. We want to keep helping more people organise a friendly space at home, so we constantly increase our reach.

We are proud to employ over 155,000 wonderful co-workers, most of them in Europe (over 107,000). 20,000 people work for IKEA in the Americas, over 15,000 in Asia and Australia and almost 12,500 in Russia.

We are pleased to have recorded over 770 million visits to our stores in the 2015 financial year, almost 8% more than the year before. Meanwhile, our online shop [ikea.com](http://ikea.com) has been visited over 1.9 billion times, 20% more than the previous year.

Each year, we prepare the IKEA catalogue in 32 languages, printed on FSC-certified paper and distributed to more than 200 million homes around the world. We have published the IKEA catalogue since 1951. The 21<sup>st</sup> superscript edition in Poland has just been released.

Our customers can choose from over 9,500 products. Constantly striving for change and innovation, we offer aro-

und 2,000 new ones each year. They are developed on drawing boards of 20 in-house designers, supported by 200 external ones.

Have you ever wondered where IKEA products get their fancy names? They are not random. For instance, our bathroom fittings are named after Scandinavian lakes, rivers and bays. Shelving gets its name from professions, dining tables and chairs from Finnish place names, wardrobes and hallway furniture from Norwegian place names and garden furniture from Swedish islands.



## IKEA globally – key figures



**340** stores in 28 countries



**155** thousand employees



**770** million visits to our stores

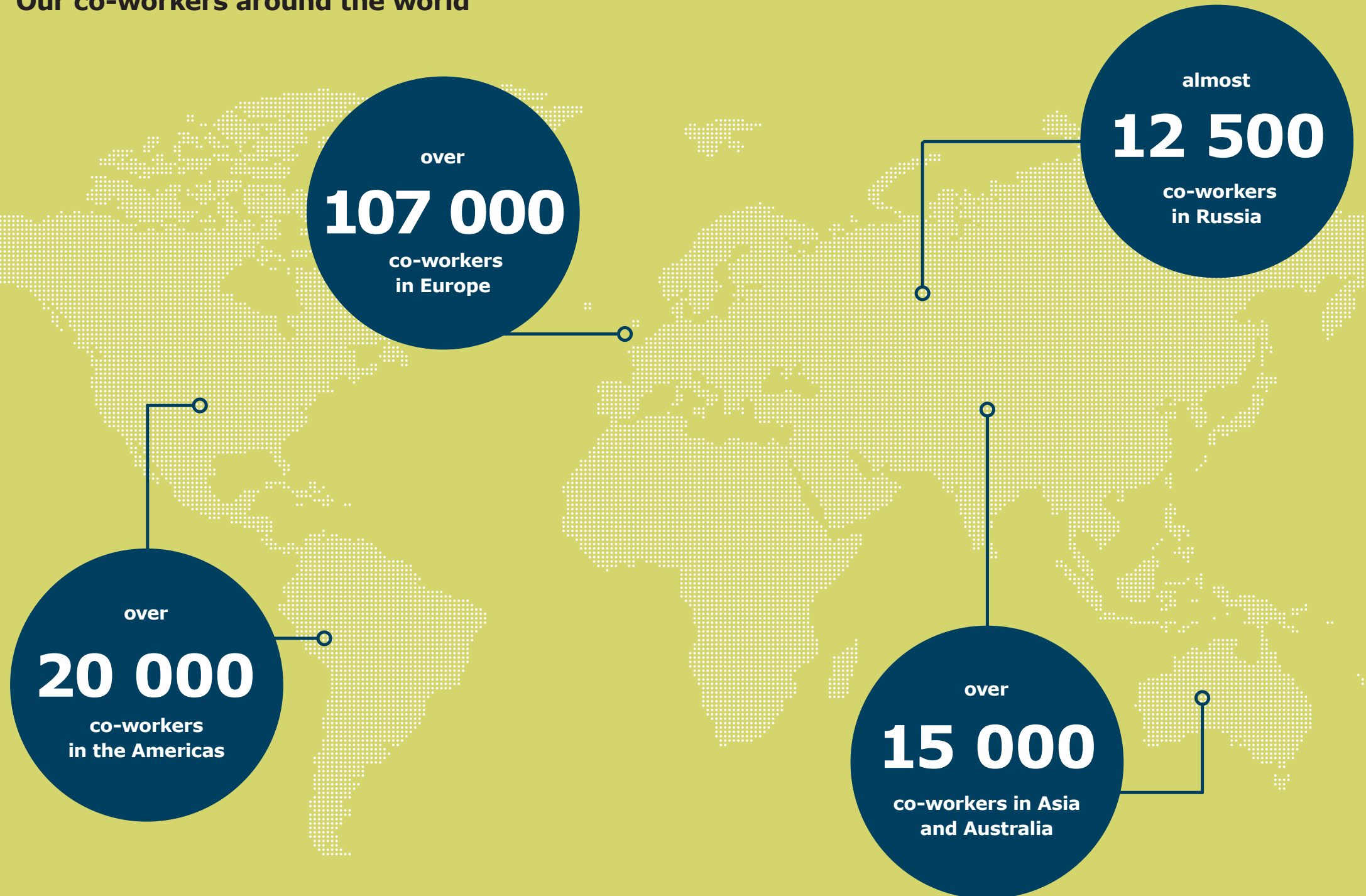


**1,9** billion visits to the [ikea.com](http://ikea.com) online store



**9,5** thousand products on offer

## Our co-workers around the world





## Values are the basis of our business

We have been developing the company's distinctive property for over 70 years, building our identity around the IKEA Concept. This defines the fundamental values present in everything we do – from design and the acquisition of raw materials and packaging to distribution. It enables us to put our vision into practice, offering the broadest possible selection of home furnishings; functional, well designed and at prices that as many people as possible can afford.

From the start, we strived for our development to be responsible and sustainable. This policy has acquired a special meaning in the context of the challenges facing our planet. We promote a lifestyle that discourages wastefulness.

We respect our co-workers and want them to have work that they love and can combine with their family lives. We expect the same approach from our associates and suppliers.

IKEA's vision is to improve everyday life for people with homes becoming better places.

Good quality products can be combined with affordable prices by optimizing the entire production chain, building long-term relationships with suppliers (11 years on average!), investing in automated production and large-scale manufacturing.

Our vision goes beyond home furnishings. It is commitment to the constant improvement of the quality of people's everyday lives. We make this happen by offering products that make them simpler and more sustainable, as well as through our social activities. We finance projects supporting children's education, empowering women and improving the situation of children and refugees.

The values we build at work play a key role in IKEA's development; in the design of our products, the development of our stores, as well as our approach to co-workers and customers.

*“IKEA's vision includes improving the quality of other people's lives. People like us, with needs, desires and dreams, whom we can help lead a comfortable, balanced life at home.”*





We believe in the power of simplicity. It is expressed in our designs and the workings of our company. We believe in freedom and unpretentiousness, as well as a realistic approach to problem-solving, rather than rigid corporate procedures. Simplicity can be found in our products and their clear assembly instructions. We believe that openness and simplicity serve the development of an interpersonal community and help improve the quality of everyday life filled with small but significant habits.

Simplicity has a practical side too. It is part of our daily work and development as well as the design of our furniture.

We are constantly developing and looking for new solutions. Our work and commitment never ends. Every day, we think about what we can do better tomorrow. We look for new ideas and inspiration that can encourage IKEA co-workers to introduce new solutions and projects that capture the imagination and open doors to further development.

We do not assume that what we do tomorrow will be the best. The journey along the development path is more important than the destination. We keep working to improve the lives of our customers, co-workers, suppliers and local communities. One thing that is certain is change. We believe in modesty and determination, valuing openness, honesty, respect and the ability to listen in our co-workers. We appreciate the ability to recognise and admit to personal weaknesses, working together to overcome it. This is where willpower comes to the rescue, helping us complete things. Without it, none of our values would really matter.

*“We want to be the first choice for people decorating their homes. We want them to know that we have products they can afford, servicing their needs and treating them more like friends than customers. And that for both of us, the home is key.”*





We focus on collective efforts along the path of development and improvement. This requires faith in a common purpose, commitment and respect for the efforts of others, as well as enthusiasm and dedication.

This is why we appreciate courage in taking and delegating responsibility; at IKEA, this is both a privilege and an obligation. We support our co-workers in taking risks, making mistakes and learning from them, encouraging them to make independent decisions and build trust in their co-workers.

We strive to work and develop in a responsible and balanced way. This involves using only our own financial resources. This can be reduced to the principle that we first need to earn money before we invest it in a project. This strategy enables us to sort out long-term development plans and reinvest most of the money earned in stores, existing and new, and product development. At the same time, we keep aiming to reduce prices so that our products can reach as many people as possible.

**Values help us make wise decisions together.**

**This is the compass that provides new directions and gives us the courage to follow them.**





## IKEA in Poland

In 2011, we celebrated 50 years of IKEA's work with suppliers in Poland. We opened our first store in 1990. Today we have nine, with a tenth being built in Lublin. We know that IKEA would be a completely different company without the involvement of companies and suppliers in Poland.

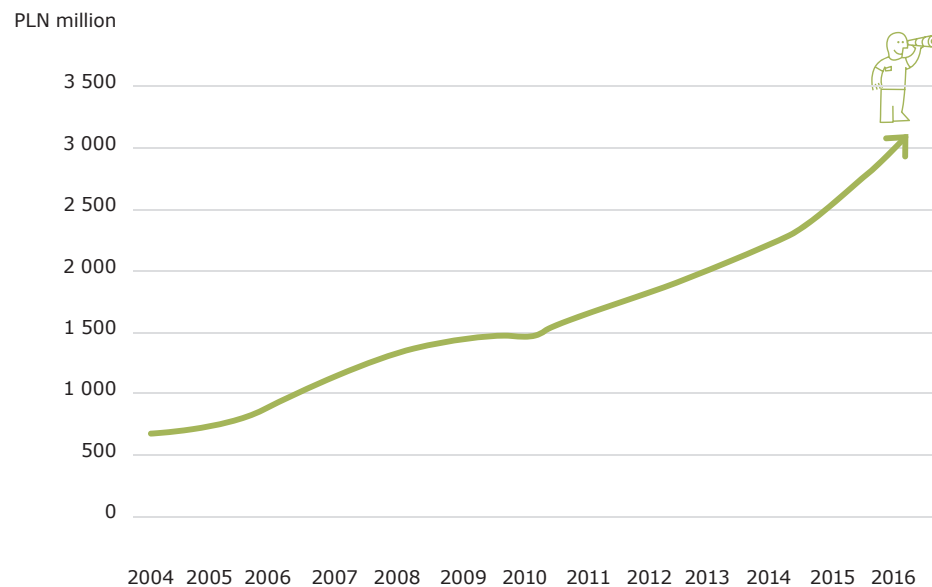
We are pleased that our approach, vision and values translate into financial success in Poland. The value of IKEA sales is rising steadily. Poland is one of our most promising markets. In 2004, Poles bought IKEA products worth almost PLN 700m. Three years later, our sales were significantly over PLN 1bn. In 2013, we hit PLN 2bn, 2016 has been another milestone in our development in Poland. We entered

the homes of even more Poles, with sales of over PLN 3bn!

We are delighted by these sales results, but also by the awards IKEA receives in Poland. They are proof that our company's philosophy, which affects the life and work of our co-workers, is being recognised. These awards are closest to our hearts, as they show that it is worth sticking to the universal values in our company's DNA.

In 2012, 2014 and 2016, we were named "Best place to work" by the international Great Place to Work Institute. In 2016, we were awarded the title of "Most desired employer" among professionals in the retail industry by ANTAL.

### IKEA's sales value in Poland



We are a strategic partner of the Responsible Business Forum and signed the Diversity Charter in 2016.<sup>3</sup> We are a member of the Lewiatan Confederation and the Scandinavian-Polish Chamber of Commerce.

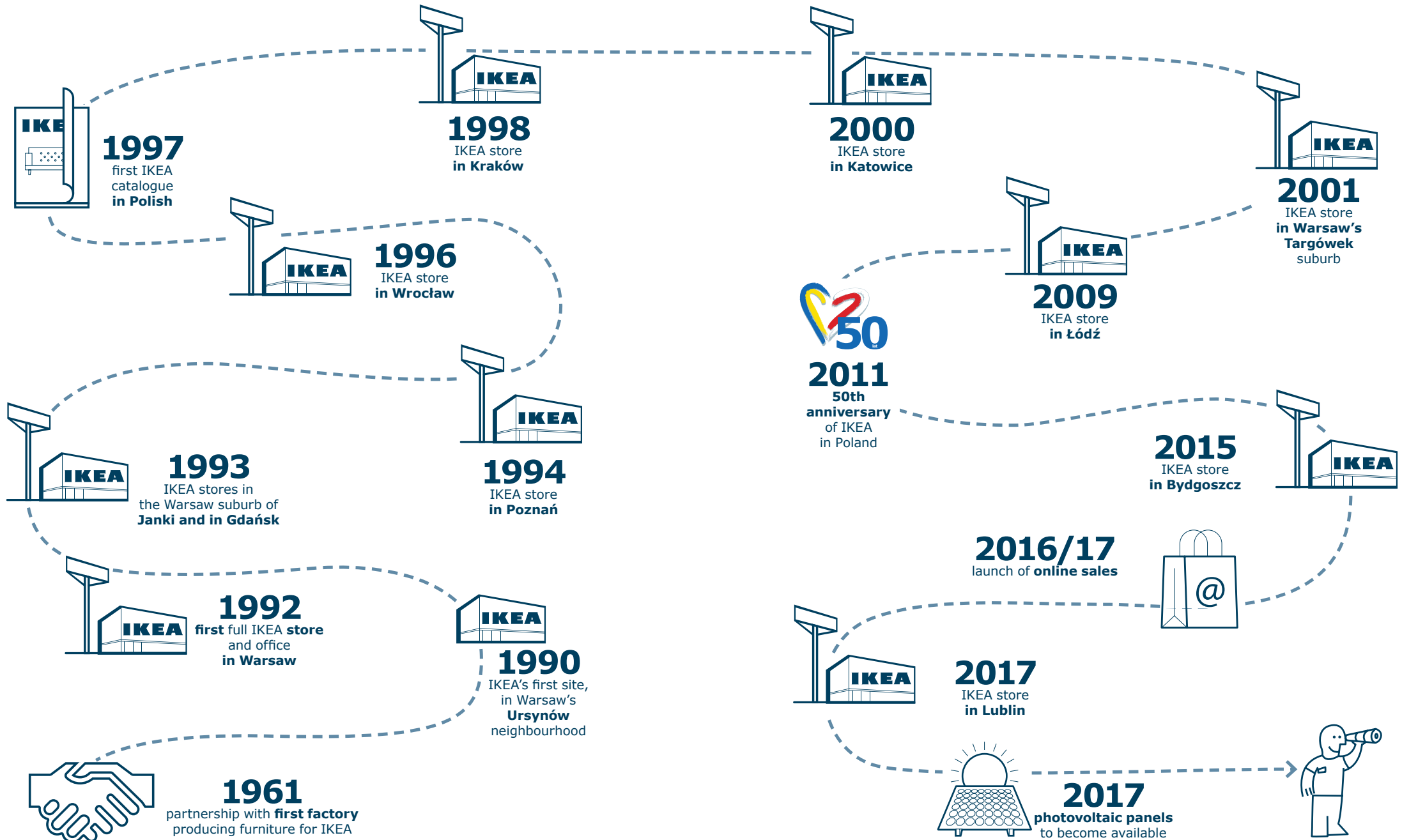


<sup>3</sup>The Diversity Charter is an international initiative promoting diversity and equal opportunities in employment, regardless of gender, race, sexual orientation, ethnic origin, age, disability or religion.





# Key dates in the history of IKEA in Poland







# Our impact on the Polish economy

IKEA operates globally, but what we really are proud of is our impact on local economies. We have invested about PLN 3.4bn in Poland in the past five years alone. We know that by respecting our values, sustainable and responsible development, we are helping build a prosperous Poland. We want to provide our co-workers with the best possi-

ble conditions for development and a high standard of living. We have an impact locally, on the budgets of local governments and nationally, through our contribution to the development of the Polish economy. We can confidently say that IKEA is growing and developing with Poland.







IKEA has its roots in the southern Sweden, in Småland, where people have always helped each other in difficult living conditions. Hard work, perseverance and the constant search for new, often atypical, solutions are appreciated there to this day. These values, which have been at the heart of our business from the start, have made IKEA a global success while having a positive impact on the Polish economy. We highlight that without Poland, and without Polish suppliers and manufacturers, IKEA would be a completely different company.

Our impact on the development of the Polish economy includes visible effects at both the macro level (value added, labour market) and the micro level (local taxes). Furthermore, we also instil our values into companies working with us, encouraging domestic suppliers and manufacturers to follow IKEA's path, which we call IWAY.

We proudly point out that IKEA's activity in Poland is an example of foreign investment with a long-term positive impact on the economy. We are firmly rooted in Poland, growing and developing with the country. Furthermore, Poland is one of the key markets in IKEA's global structure – we produce for the world, increasing exports from Poland.

Our contribution to the development of the Polish economy is not limited to developing and expanding our business presence in Poland. It is also, perhaps above all, influencing the lives of our co-workers, suppliers and business partners.

We have an impact on the Polish economy through various channels, often difficult to grasp and count. To better understand and measure our impact, we took advantage of the input-output model created by Nobel Prize-winner Wassily Leontief. It helps trace the complex connections between companies and evaluate their interactions. Only this shows the scale of IKEA's contribution to Poland's economic growth. The model was applied to the following IKEA Group companies in Poland: IKEA Retail, IKEA Distribution Services, IKEA Business Service Centre, IKEA Centres Poland and IKEA Property Poland.

**These categories were of particular importance from an economic point of view:**

- **value added;**
- **household income;**
- **jobs.**

**More than 89%**  
of goods produced  
at IKEA Industry plants in Poland  
go to IKEA stores abroad.





**DIRECT IMPACT**  
– from IKEA's core activities

**INDIRECT IMPACT**  
– generated by suppliers and related companies

**INDUCED IMPACT**  
– generated by the spending of IKEA's co-workers and suppliers' co-workers

## We can distinguish three levels of IKEA's impact on the Polish economy

The first is the **direct impact**, caused by IKEA's everyday core business in Poland. It includes generated added value, jobs created, taxes paid and the increase in the household income of our co-workers. That is not all, though. As we work with many suppliers and manufacturers, the development of our business also affects their performance, which we define as **indirect impact**. They are also creators of added value, creating jobs, paying salaries and helping raise the standard of living of households in Poland.

The next level is so-called **induced impact**. Despite the economic jargon, it is simple to explain. Since our co-workers and suppliers' co-workers receive salaries, they create internal demand, spending the

money they earn. In short: we influence the growth in Polish households' consumption. Consumer spending supports the development of Polish gross domestic product (GDP) and the development of other Polish companies operating on the market. Domestic demand has been a major factor shaping Poland's economic development and raising its country's GDP for years.

It is worth emphasizing that IKEA's impact on the Polish economy is not confined to the sectors closely linked to our operations, which have a direct impact. It is felt in various sectors, through the company's impact on suppliers and sub-suppliers from many industries and households as consumers of various goods. In this way, our influence (in an indirect and induced manner) spans the entire Polish economy.

**THROUGH ITS OPERATIONS, IKEA GENERATES:**

 <b>Added value</b>	 <b>Employment</b>	 <b>Household income</b>
		
This impact is not limited to the sectors where IKEA conducts business. It extends to suppliers and entities from related sectors.	Meanwhile, household income affects the level of consumption in the economy.	



## How does this look in practice? We calculated it

In Poland, we produce and sell goods. Our companies included in the calculations operate in retail, professional and business services, transport and warehousing and financial services, insurance and real estate. The calculations do not apply to the production company, IKEA Industry or external suppliers of interior fittings.

In 2015, the added value created in these sectors directly through our activity was PLN 508m. Is that a lot? Let us make a comparison. Over 13,000 50 m<sup>2</sup> flats can be built and fitted out with the amount of added value we generated. This is over seven times more than the number of flats in Poland's longest block of flats, in the Przymorze housing estate in Gdańsk.

That is not all. The companies working with us also create added value. In 2015, this was over PLN 314 M, or the monthly income of almost 74,000 people. All this results from orders by IKEA. For example, purchases from Polish suppliers in 2015 by IKEA Retail amounted to almost PLN 260m. We have particularly strong indirect influence on companies in the professional and business services sector.

<sup>4</sup>Source: <http://wynagrodzenia.pl/gus>; Average monthly gross earnings in the sector of companies, Q2 2016

IKEA also creates added value inductively. Our co-workers and our suppliers receive salaries, which they use to make purchases and raise production by successive entities in the economy. In this way, we helped produce PLN 208m in added value last year. This is more than the cost of building the Olsztyn Mazury airport.

Every zloty of added value,



that we produce in Poland means an extra zloty of added value generated by our suppliers and companies working with them.

As a result, IKEA produced a total of more than

**PLN 1 bn added value in Poland in 2015**

This is half the cost of building the National Stadium in Warsaw.

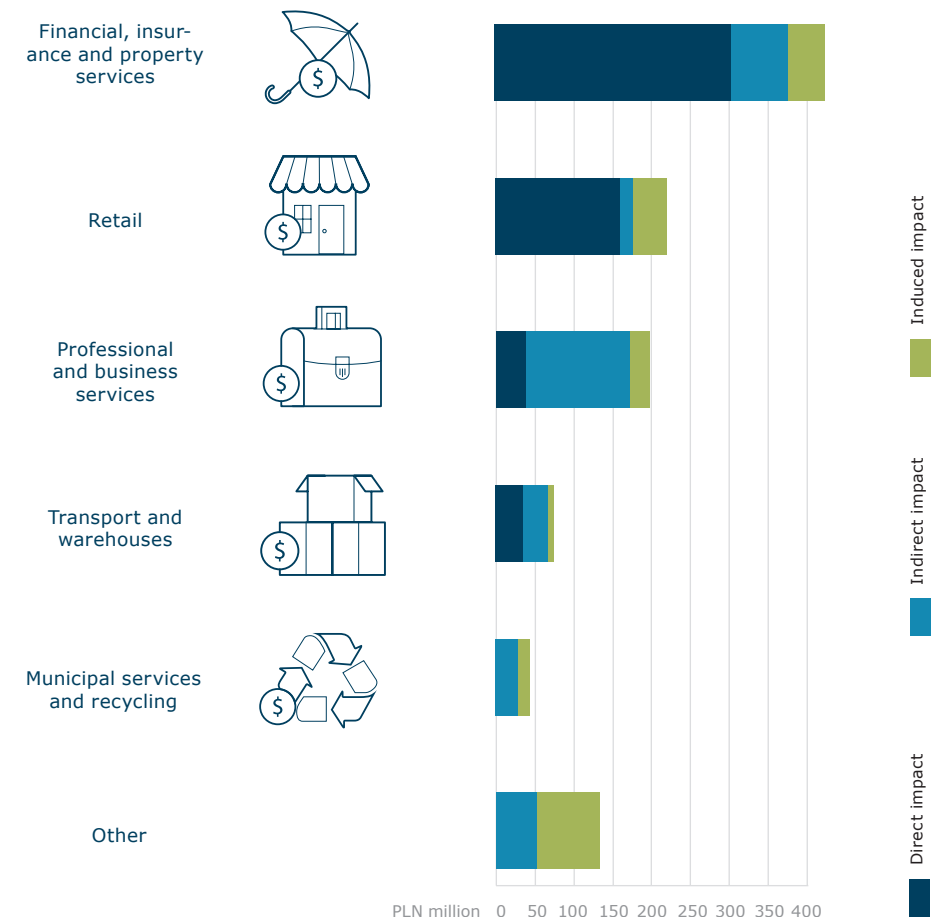


## Added value: IKEA's discrete influence

Added value is a major economic category. It measures a given company's contribution in the process of manufacturing goods and services. In accounting terms, added value means the part of a company's production that remains after outlay on the production process (such

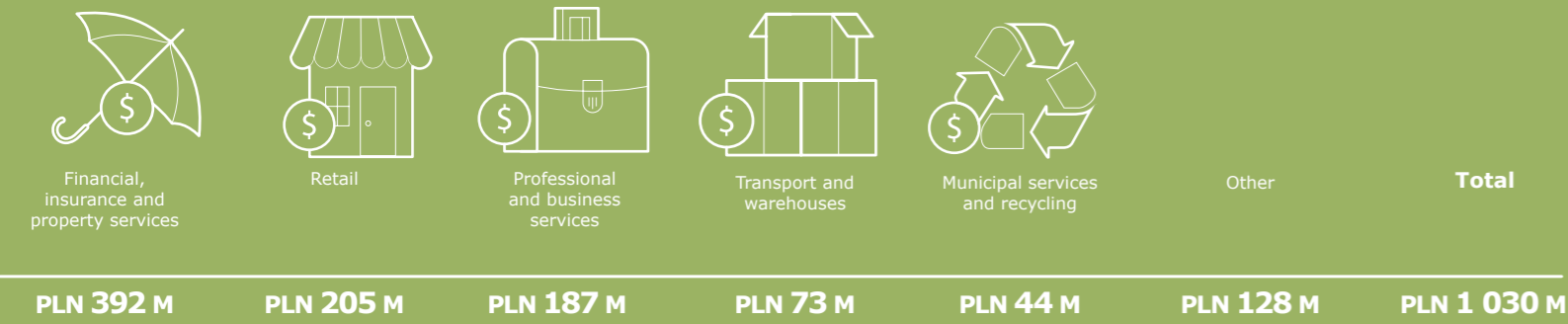
as the value of the goods and services used) is deducted. To sum up: the higher the value added of a product we offer, the greater our creative input in the production process and the greater our share in the generation of GDP.

### Category of added value

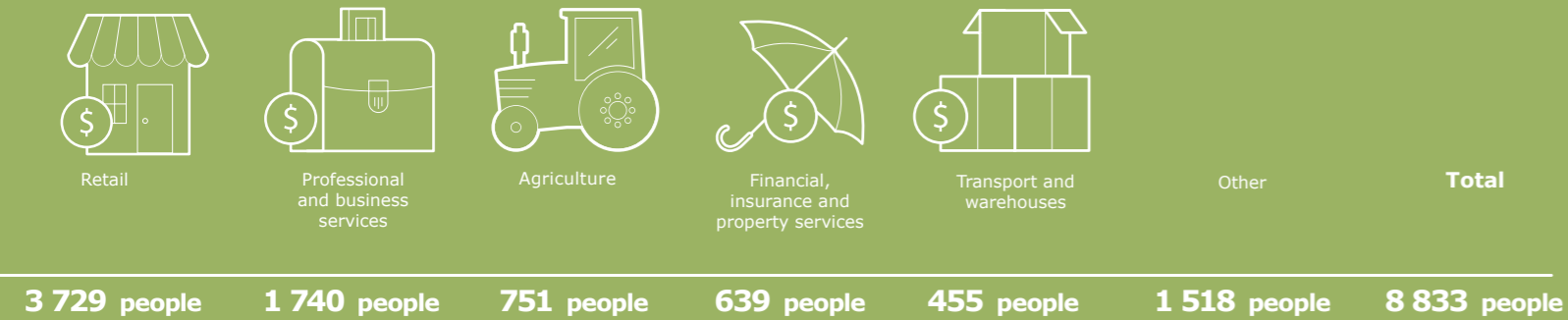




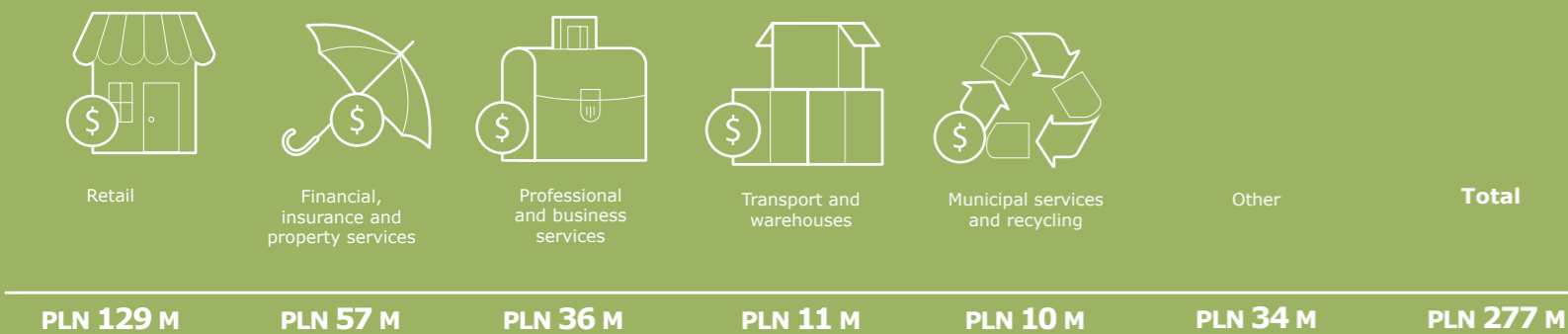
## Value added



## Employment



## Household income



We have examined how we help create added value, contributing to Polish GDP. We counted the jobs created through our activities and the income of households linked to the jobs we created. We also measured our contribution to the central and local budgets.

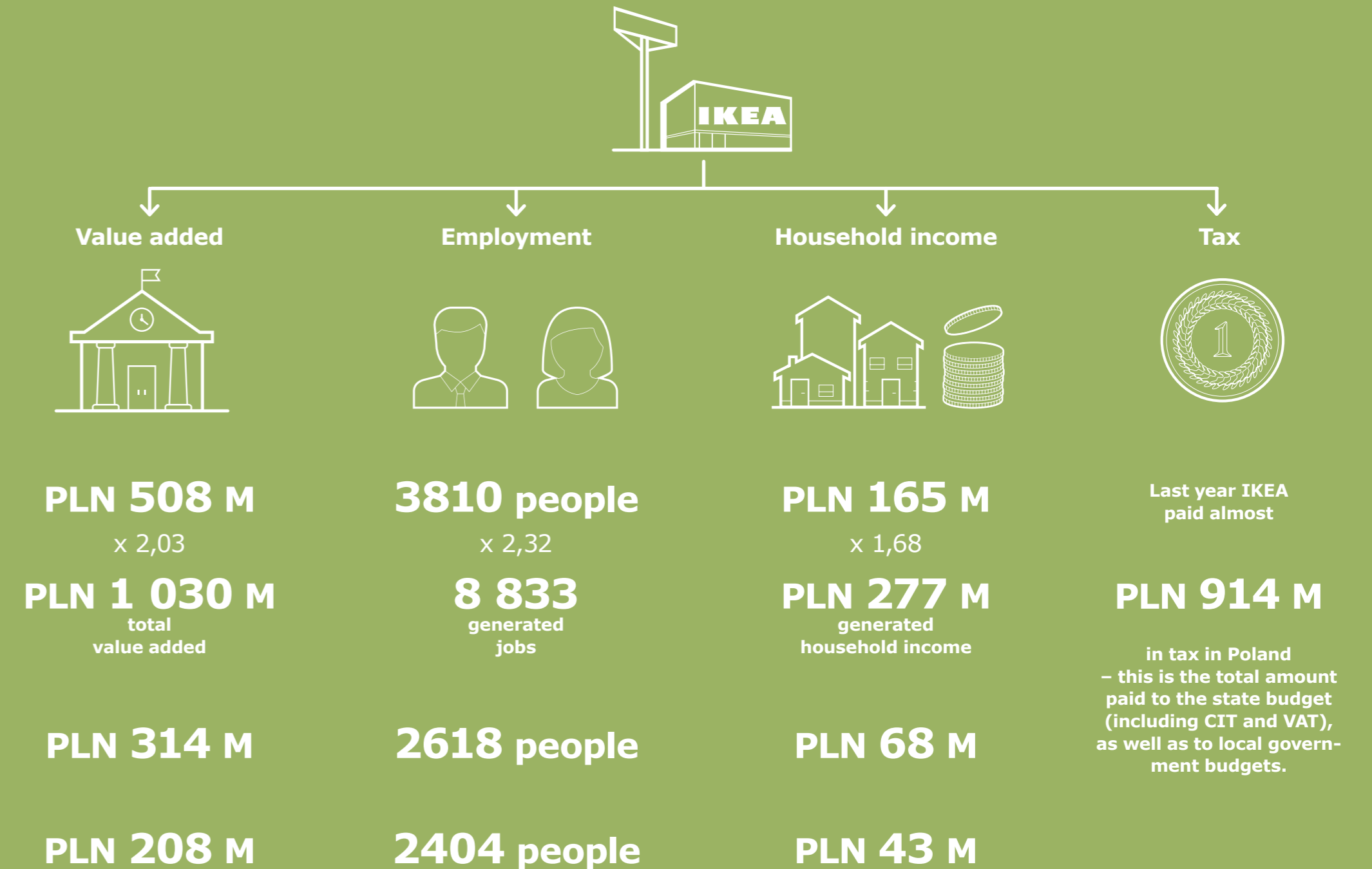
**Influence**

**Direct**

**Indirect**

**Induced**

# THE IMPACT OF IKEA GROUP ON POLISH ECONOMY





## We create jobs

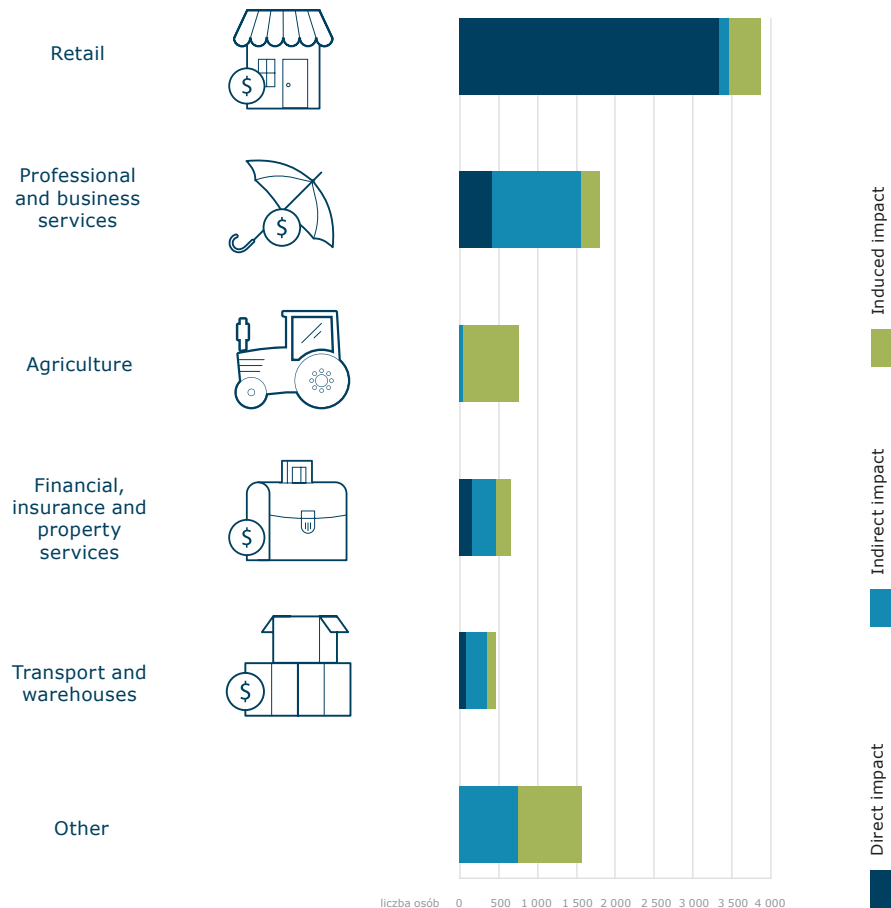
Job creation matters – from our point of view and for the economic and social environment. IKEA not only hires new co-workers, but also generates demand for the products and services of our suppliers, so that they can employ more people. Our co-workers and suppliers' co-workers spend or invest their earnings, creating demand in other sectors of the economy. As a result, other companies can increase production, creating jobs.

In Poland, IKEA Group employs 3810 people. Every job that IKEA Group creates results in a further 2.3 jobs created by our suppliers and the companies working with them.

In addition, almost 10,000 people work for IKEA Industry factories in Poland.

Our business creates new jobs, not only directly related to IKEA service sectors. The spending of IKEA co-workers and entities associated with us lead to 751 new jobs in agriculture, although it is not closely related to IKEA's direct activities in Poland. This results from the relationship between sectors of the economy; spending by IKEA co-workers and suppliers, including on food processing products, creates demand in agriculture.

### Category of employment



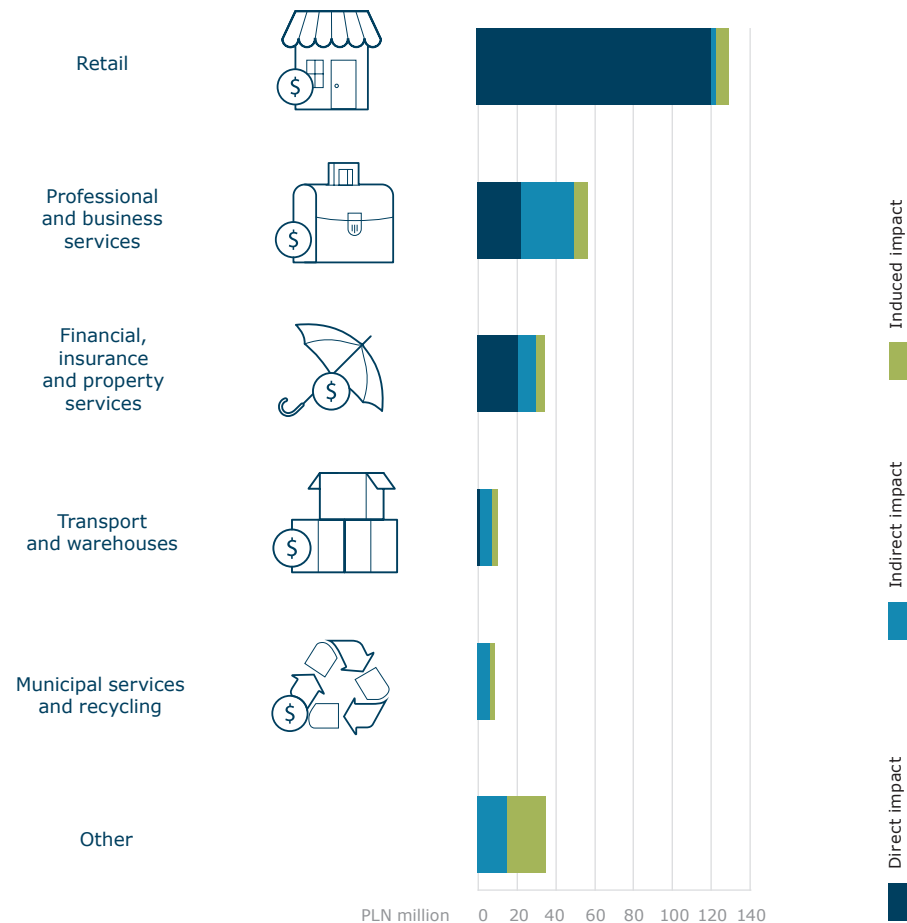
As many as **8,800** jobs have been created through IKEA's activities in Poland. This is more than the number of graduates in every subject in the Opole region in the 2014/2015 academic year.

## Increasing the income of Polish households

Job creation increases household income. In 2015, IKEA Group paid PLN 165m in salaries. The indirect effect, the household income of IKEA suppliers and their related companies, was PLN 68m in 2015. The

induced effect, the salaries of co-workers of companies where production rose thanks to the increased spending of IKEA's co-workers and suppliers, is an additional PLN 43m of income in the economy.

### Category of household income



IKEA generated **PLN 277m** in household income in 2015. This is the equivalent of the annual expenditure of over **7,000** families of three in Poland!



<sup>5</sup> CSO, The situation of households in 2014, in the light of the results of the household budget survey, 2015



## We share our success

One of the ways IKEA shares its business success with Poles is through the taxes it pays to the state budget. In this way, we have a share in the development of the Polish economy each year and we influence the situation of public finances. The taxes that IKEA pays in Poland can be divided into two categories. The first is taxes paid directly to the central state budget; second, but no less important, are taxes paid to the budgets of local government units where we operate. In this way, we support the work of both the central and local authorities in Poland.

Taxes paid by IKEA are a significant item in local budgets. They mean that

we contribute to the development of the local communities where we do business.

The concentration of our business in Warsaw and the surrounding area means that the capital's budget receives the most taxes from IKEA in nominal terms. Last year, the figure was PLN 8.6m. However, IKEA's impact is more noticeable in smaller municipalities, where we are frequently one of the top taxpayers.

This can be seen in the municipality of Moszczenica, where we located our distribution centre. In 2015, we paid almost PLN 4m in taxes there, a quarter of the entire municipal budget. There are more similar examples.

In the municipality of Kobierzyce, we paid PLN 5.4m. This is 85% of the amount allocated to physical culture and sport by the municipality in 2015.

Our contribution to the budget of the municipality of Raszyn was almost PLN 5m. This is about 20% more than the municipality's overall spending on investments in transport and communications in 2015.

Last year, we paid PLN 1.5 M in taxes to the municipality of Wróblew. The property tax we paid accounted for almost two-thirds of the entire property tax received by the municipality in 2015.

## Municipalities where we paid the most taxes in 2015 (in millions of PLN)

- Warsaw - **8.6**
- Łódź - **7.5**
- Municipality of Kobierzyce<sup>6</sup> - **5.4**
- Municipality of Raszyn - **4.9**
- Poznań - **5.1**
- Gdańsk - **4.8**
- Municipality of Moszczenica<sup>7</sup> - **3.9**
- Katowice - **2.4**
- Kraków - **2.0**
- Municipality of Wróblew<sup>8</sup> - **1.5**
- Other local government agencies - **3.2**

In Poland the IKEA Group has stores, offices and wind farms in various regions. This means that by operating and paying taxes locally, IKEA contributes to the budgets of many local authorities.

Last year, IKEA paid almost



**PLN 914 m**  
in taxes in Poland; this includes contributions to both the state and local budgets.

To illustrate the scale, it is enough to say that this is almost

**PLN 200 m**  
more than the budget for the government's Housing for Young People programme in 2016.

<sup>6</sup> IKEA's Wrocław store is in the municipality of Kobierzyce.

<sup>7</sup> The IKEA Distribution branch is in the Municipality of Moszczenica.

<sup>8</sup> The IKEA wind farm is in the municipality of Wróblew.



## Co-workers – the creators of our success

Co-workers are very important to us. They bring IKEA values to life, represent them, identify with them and create our unique culture. They are the pillars of our success. We put a great deal of effort into creating a comfortable and secure workplace for them and providing them with opportunities for development. We want to enable them to combine a fulfilling work and family life. We develop together with our co-workers and want them to develop with us. No company stands a chance of long-term success without the commitment of its co-workers.

### What do our co-workers in Poland think of working for IKEA?

**74%** of our co-workers are proud of the fact that they work for IKEA and willingly share this with others.

**80%** of our co-workers believe that sustainable development is a natural part of their daily work.

**79%** of our co-workers claim that the IKEA vision inspires them in their daily work.

**96%** of our co-workers say they understand how their work affects customers and their opinion about IKEA.

\* Source: VOICE survey for the 2016 financial year conducted among the co-workers of IKEA Retail by TNS.

### Where and how many people do we employ?

At the end of last year, IKEA in Poland employed more than 3,800 people. Almost 3,000 of them worked full time. We do not employ people on civil law contracts.

**370** people

**Gdańsk**  
IKEA Retail Sp. z o.o.  
IKEA Centres Polska SA

**255** people

**Bydgoszcz**  
IKEA Retail Sp. z o.o.

**757** people

**Poznań**  
IKEA BSC Sp. z o.o.  
IKEA Retail Sp. z o.o.  
IKEA Centres Polska SA

**260** people

**Łódź**  
IKEA Retail Sp. z o.o.,  
IKEA Centres Polska SA

**499** people

**Warsaw**  
IKEA Retail Sp. z o.o.  
IKEA Centres Polska SA

**632** people

**Janki**  
IKEA Distribution Services SA  
IKEA Retail Sp. z o.o.

**27** people

**Jarosty**  
IKEA Distribution Services SA

**367** people

**Wrocław**  
IKEA Retail Sp. z o.o.  
IKEA Centres Polska

**303** people

**Katowice**  
IKEA Retail Sp. z o.o.,  
IKEA Centres Polska SA

**340** people

**Kraków**  
IKEA Retail Sp. z o.o.

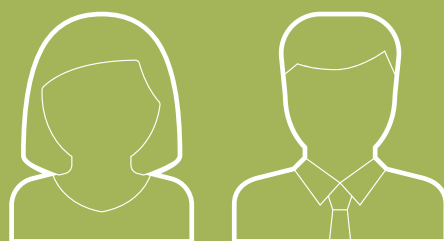


Equal opportunities are a key value for IKEA. We apply it every day to thousands of our co-workers in Poland and around the world. We want to create equal opportunities for their professional development, regardless of their background, gender, sexual orientation, age, religion or views. We trust that the individual characteristics and predispositions of our co-workers will build IKEA's success.

A particular challenge is to increase the number of women in managerial positions.

Women are still in the minority among the managerial staff of Polish companies due to socio-cultural circumstances. At IKEA, we believe that striving for an equal share of women and men in managerial positions makes our decisions result from various points of view. It enables us to harmoniously develop and respond to the diverse needs of our co-workers, customers and other stakeholders.

### Number of women and men in managerial positions at IKEA Retail in Poland<sup>9</sup>



Women

Men

Store managers in Poland

4<sup>10</sup>

6

Directors and managers in offices and stores

35

39

Line managers in stores

92

110

<sup>9</sup> As at January 2016

<sup>10</sup> Including the new store manager in Lublin.

On 1 January 2016, we increased the minimum hourly wage at IKEA stores to

**PLN 15 gross.**



We also ensure that women's qualifications are recognised and appreciated to the same extent as men's. At IKEA, we maintain a good ratio between women and men in managerial positions. We monitor and respond to any differences in salary levels not justified by the results of work.

From 1 January 2016 the wages of all our co-workers earning below that amount were raised. This is the minimum for new co-workers, too. It means that a full-time co-worker receiving the minimum wage at IKEA will earn PLN 6,000 more each year than on the national minimum wage.

Minimum hourly wages at IKEA are

**25%** higher than the minimum wage introduced by the Polish government.

Why did we raise our minimum wage? Our objective was and remains to constantly improve the standards of employment at IKEA and to secure the basic needs of the lowest-income workers.

Our actions are not limited to salaries. We know that each of our co-workers has needs and dreams. Just as we want to improve our customers' quality of life, we want to have a positive impact on that of our co-workers.

At IKEA, benefits are a major part of a co-worker's overall remuneration package. Priority areas are: co-workers' health, security (including long-term needs such as pensions) and well-being.

In 2015, we introduced a pension plan for all our co-workers in Poland. The plan is fully financed by IKEA. It is the company's investment in the future of its workers and a declaration of our readiness to be bound to them for many years. The contributions that we pay belong to our co-workers and represent a real increase in their salaries. In this way, our co-workers build their private capital, which may be a significant addition to their pensions in the future. Money set aside in the pension plan is paid into an investment fund to increase it.

We finance our pension plan from two sources:

- 1) by paying the basic contribution, which is a fixed percentage of the co-worker's salary
- 2) through the payment of funds from the "Tack!" loyalty programme

In 2015, we invested more than PLN 20m in our co-workers' pension plan. It is worth pointing out that the pension plan has been operating since mid-2015, so we shall allocate even greater amounts to it in later years.

"Tack!" means "thank you!" in Swedish; our loyalty programme is a form of thanks to our staff for working together. "Tack!" is a long-term programme that all IKEA co-workers are invited to join. Each receives the same amount, regardless of salary. The condition for financing the programme is the achievement of the intended objective by the Group.

We raise the pensions of our co-workers by as much as

**40 %!** Our pension plan has a real impact on the pensions of our co-workers.

**Take an IKEA Retail co-worker who works full time** and earns the minimum hourly wage at IKEA, which is

**PLN 15** If he or she joins our pension plan (both the Co-worker Pension Plan and Co-worker Savings Plan) and pays contributions to it for 40 years, it will result in a pension that is as much as 40% higher

We like to share our success, which is why we created an annual bonus programme, One IKEA Bonus. It applies to all co-workers and depends on the period worked at IKEA Group in the given financial year, the salary level and the business results of the co-worker's unit. Depending on the position held, the bonus is at the level of one or two monthly salaries. The objectives of each business unit are announced at the start of the financial year. These objectives reflect key development areas for IKEA. The extent to which they are achieved affects the level of the bonus that co-workers receive. This structure builds a sense of community among our co-workers, as well as an awareness of being involved in IKEA's successes. In the 2015 financial year, all Polish IKEA Group companies covered by the scheme paid a bonus.

We also strive to bring the IKEA system of values to the structure of our system of

At IKEA Retail, the total gross amount was over

**PLN 12 m** with almost 2900 co-workers receiving a bonus!

benefits, driven by two main principles. Firstly, equal access to benefits for all co-workers. What does that mean? We do not differentiate based on the position occupied or number of working hours.

Secondly, we take into account the diversity of our co-workers. We offer benefits securing the needs of co-workers of various ages, different circumstances in life and a range of hobbies and interests.

What privileges can our co-workers expect? We offer them private medical care, including for factory co-workers, which gives access to a wide range of specialists, medical examinations and rehabilitative therapy. Our offer applies not only to co-workers, but also their relatives – their partners and children. We finance almost 80% of the price of family packages. We also provide sports cards to our co-workers. If the co-workers choose not to benefit from these benefits, they can choose from other benefits in the co-worker cafeteria.

IKEA also supports parents by preparing layettes for new-born babies. Each parent receives a layette gift of PLN 1,000 in the form of a prepaid card (we, as the employer, incur all the costs of taxes and social security on this amount).





## We promote our values to improve work for others

Part of our mission is spreading the values that helped make IKEA Group a success. The IWAY code was prepared to promote standards regarding respect for workers and the environment. IWAY means that we look at the entire supply chain and minimize risks relating to child labour, human and co-worker rights violations as well as the destruction of the environment.

### Why have we implemented IWAY?

- Because we can create good business simply by being a good example to others.
- Because this is a way of sharing our values and methods for managing a responsible business and promoting them among our suppliers.
- Because price is important to us, but not at any cost.
- So that our products are produced in safe conditions, with due respect for co-worker rights and the environment.
- In order to satisfy the expectations of our customers.
- To protect the IKEA brand name.

The IWAY standard is a set of guidelines for the prevention of child labour, business ethics, environmental protection and responsible waste management, occupational safety and health, fire protection and observance of co-worker rights including the prevention of discrimination and mobbing.

**IWAY is a set of principles** that must be implemented in the everyday functioning of companies that work with us. This is the code of conduct for our suppliers.

Its first version was prepared in 2000 and, since then, **meeting the IWAY standard is a condition for doing business with IKEA.**

Compliance with the IWAY standard supports building long-term relationships with our suppliers, so that we can develop our business based on common values, partnership and understanding.

**The average duration of relationships with suppliers is over**

**11 years.** We have been working with some for several decades already.

The foundation of the IWAY standard is the first eight IWAY Must requirements that must be strictly complied with, regardless of the stage of cooperation. Satisfying these requirements is a prerequisite for preliminary business discussions. The IWAY Must principles regulate such issues as:

**Child labour** – the supplier may not use child labour and must keep documents at the place of employment confirming the age of all co-workers.

**Forced labour and slavery** – IKEA's trading partner must not use forced labour, prison labour or other forms of work that lack the co-worker's consent.

**Ethics** – suppliers' business may not be linked to corruption or bribery.

**Serious environmental pollution** – IKEA's trading partners cannot seriously contaminate the environment, which we un-

derstand as pollution covering a large area within the plant that would be very difficult and expensive to remove.

**The health and safety of workers** – suppliers' co-workers may not be exposed to serious threats to their life and safety.

**Working time** – our suppliers must keep transparent and credible records of working hours and remuneration.

**Salaries** – co-workers must be paid the minimum wage or more. This requirement applies to both co-workers with employment contracts and those with civil law contracts.

**Insurance** – the supplier must provide accident insurance for all co-workers. This includes treatment for accidents at work and compensation for an accident that makes a co-worker permanently unable to work.







The IWAY standard applies not only to our suppliers, but also to all sub-suppliers linked to production for IKEA. All sub-suppliers must be informed of the requirements of the IWAY standard and the *IKEA WAY on preventing child labour*. Every sub-supplier shall be assessed for risks that may define it as *critical*. So-called *critical sub-suppliers* are subject to special supervision because their activities may potentially be highly detrimental to the environment, health or safety of its workers or work in an industry or supply chain that potentially uses child or forced labour.

*Critical sub-suppliers* are audited by our suppliers for IWAY Must.

Why is this so important to us? The scale of our global business means that IKEA is huge. We employ over 150,000 people ourselves, while our direct suppliers employ more than 600,000. These figures are in the millions throughout the whole supply chain. Our success is that 98.9% of our furniture and home furnishings accessories suppliers around the world currently satisfy the IWAY requirements.

The IWAY standard is not just a document. Is an integral part of our work and that of our suppliers. IWAY has become a way of conducting business, confirmed by the results of regular audits.

Over the course of the past financial year, we conducted over

**2,000** audits worldwide, more than

**700** of them unannounced.



# Sustainable IKEA

In our activities, we strive for sustainable and responsible development. We make every effort to minimize and consequently eliminate potentially negative environmental impact. We aim to pursue this objective at every level and stage

of our company's activities and to involve our colleagues and business partners in the process. This applies equally to the acquisition of raw materials, production, transport and distribution, as well as the everyday work of our stores.

Sustainable development is a strategic area for us. In 2012, we adopted a new sustainable development strategy entitled People & Planet Positive. The strategy is an integral part of the company's long-term development plans and is based on long-term activities. It sets new goals and projects that will be undertaken and completed up to 2020.

The People & Planet Positive strategy encompasses initiatives in various areas of our activity. We want to be a leader of change that will make our business operate more sustainably and lead to social and lifestyle changes for our customers and visitors to IKEA stores.

We believe that sustainable development helps introduce innovation and change business for the better. We involve our co-workers and suppliers in the implementation of this idea.

**In this strategy, we have focus on three key areas:**

- **Activities for a more balanced life at home.** This is about encouraging our customers to choose products and solutions that have a direct or an indirect positive impact on the lifestyle of many others; for example, enabling them to save energy. We promote reducing the

amount of waste and sorting it, recycling water and growing plants at home – all at the lowest possible cost to households. By 2020, we plan to quadruple the sale of products that serve this purpose.

- **Achieving energy independence and acquiring raw materials from sustainable sources, as well as efficient waste management.** Wherever we operate, we strive to produce enough energy from renewable sources ourselves to cover the needs of our stores, offices and factories.

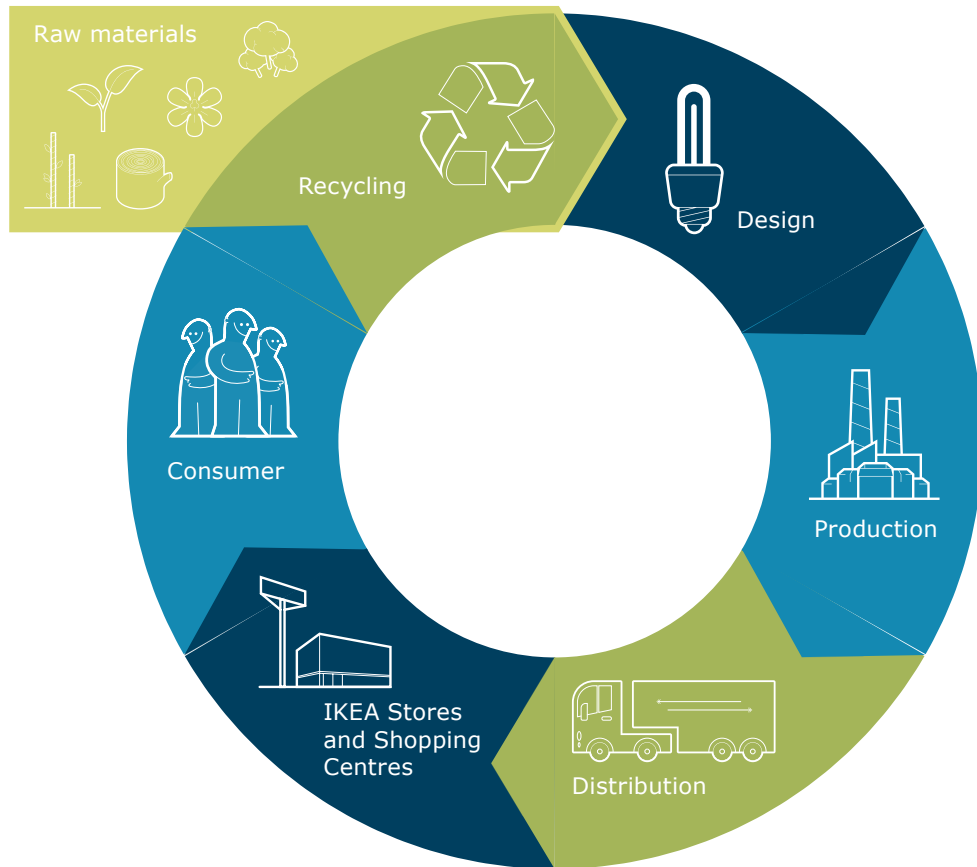
- **Improving the quality of life for people and communities in places where IKEA operates.** We promote our system of values, encouraging people to be better neighbours, to act in the best interests of children and to support respect for human rights.

Respect for raw materials and simplicity are values that we uphold at IKEA. Rather than talk about the need to protect the environment or think of effective promotional campaigns, we simply do it, from the first stage of production onwards. We already start thinking about the environment and how to minimize the negative impact on it when selecting raw materials.



We strive to minimize our impact on the environment at every stage of the production chain – from the careful selection of certified raw materials and suppliers

that meet the IWAY standard to offering products that help customers lead a more balanced life at home.



*Why we do not talk about CSR at IKEA ?  
At IKEA, we believe that sustainable development must be an integral part of business. This is much more than one-off social campaigns in addition to our main business activity. We want our business itself to guarantee that we have a positive impact on the environment.*

## We choose only sustainable raw materials and consumables

One of the goals that we set ourselves in the People & Planet strategy for the 2015 financial year was to produce all our home furnishing products and packaging from recycled or renewable materials that are suitable for reprocessing. We managed to achieve this for 98% of products and packaging. In our opinion, respect for raw materials is a matter

of responsibility. We also believe that the best use of natural resources enables us to maintain low prices and high quality.

Here are a few examples of how we select raw materials for production.

By 2020 IKEA will produce furniture with wood from more sustainable sources only.





## Wood

It is hard to imagine IKEA's business without this raw material. Two-thirds of the interior fittings sold at IKEA are made of wood. We are constantly looking for solutions that will enable us to use wood in both the most efficient and sustainable way. We design our products in ways that minimize the amount of raw materials required and increase productivity.

For years, we have been aiming to increase the supply of wood from responsibly managed forests. We are one of the founders of the Forest Stewardship Council (FSC®). Twenty-one of our foresters work constantly to ensure that raw materials meets our forestry standards and that the share of certified wood in our supply chain rises. FSC is an independent non-governmental organisation, established in 1993 by representatives of 25 countries, with the goal of sourcing forest resources sustainably.

This is important in the context of IKEA's activities in Poland because, along with Lithuania, Sweden, Russia and Germany, Poland is our largest supplier of wood. In the 2015 financial year 25.5% of the wood used in IKEA production came from Poland (of which 66.55% was wood from more sustainable sources).<sup>12</sup>

It should be emphasised that in Poland we only buy FSC-certified wood from the State Forests, with no wood from the Białowieża Forest.

<sup>11</sup> Recycled wood and wood from FSC-certified forests

All our wood suppliers meet the IWAY forestry standards that preclude sourcing wood illegally from areas of social conflict or forests of a high conservation value.

In addition, the share of wood from more sustainable sources – recycled wood and FSC-certified forests – used in IKEA's global production rose from 32% in 2013 to 41% in 2014, reaching 50% in 2015.

**We want this to be 100% by 2020.**



The HEMNES bedside table is made of solid wood.

Wooden furniture produced in Poland, including that from the LISABO collection, received the prestigious Red Dot Award in 2016.



# Cotton

Each year 180,000 tonnes of cotton are used to manufacture products sold at IKEA. This is almost 1% of all cotton cultivated around the world. But it is still only 1%, which is why we are committed to joint initiatives with other partners to spread our idea for a responsible method of cultivation.

We did not want to abandon cotton, though we could not agree to its cultivation harming the environment and the people working with it. Large quantities of pesticides and water are used in typical cotton cultivation. This is often a threat to the health of farmers, leading to soil erosion and water shortages. With most cotton cultivated on small plantations in developing countries, many farmers struggle to achieve profitability. We therefore decided to start improving the cotton production sector.

We began this work over a decade ago, inviting many partners to cooperate, inclu-

ding the WWF Organization. We set up the Better Cotton Initiative (BCI), which aims to make global cotton production better for the people who grow it, the environment and the sector as a whole through the development of "better cotton", which will become a widely used material.

Since September 2015, all cotton used in our products has come from more sustainable sources. This means that less water, pesticides and fertilizers are used to grow it. At the same time, the profits of farmers who supply us with cotton are rising. This is one example of a responsible approach to sourcing raw materials having a positive impact on both the environment and society, namely individuals and their families.

The solution we introduced for cotton is particularly dear to us. This is because cotton is one of our most important raw materials, used in many IKEA products from sofas and cushions to bedding and mattresses.



EMMIE RUTA bed linen is made entirely from cotton

We have started to work with 500 farmers from Pakistan. They were initially suspicious of the idea of changing cotton-growing techniques. However, as time passed, more farmers joined our projects in India and Pakistan, while the effects became increasingly significant.

Training and collaboration with local centres for the development of agriculture means that almost 110,000 farmers came to believe that the sustainable cultivation of cotton provides a number of benefits. It enabled them to reduce costs, increase profits and greatly improve working conditions. In turn, this improved their families' standard of living, giving their children a better education. For us, it was the implementation of our vision of creating a better life for the many people.

Our efforts have been appreciated: we received the highest score (12 out of a



The average earnings of farmers in Pakistan who took part in the BCI initiative rose by almost 30% over this period. At the same time, the use of pesticides dropped by 18%, while water consumption fell by one-fifth.



possible 19.5 points), coming first in the Rank a Brand ranking of companies benefiting from the world's cotton resources. The ranking assessed companies according to their commitments in three areas: company policy, the method of obtaining and using cotton, plus tracking the product throughout the production process (so-called traceability). We proved that sourcing cotton from sustainable sources is not only possible, but also cost-effective and, most importantly, future-proof.

<sup>12</sup>The report with the full results of the ranking: Sustainable Cotton Ranking, Assessing company performance, Rank a Brand, June 2016.







Bowls from the BLANDA MATT range are made of bamboo

## Bamboo

Another of our raw materials is bamboo. This is a fast-growing grass mainly to be found in the tropics, which can reach a height of up to 30 metres. There are over a thousand species. We like it because it is light, durable and can be used to obtain an effect similar to fine wood. Bamboo grows much faster than trees and does not require cultivation, which means it has a low impact on the environment. Our bamboo suppliers, just like those for wood, are included in the IWAY standard and their collaboration with IKEA requires that they comply with high environmental standards.

## Water hyacinth

IKEA also uses water hyacinths. This is a renewable material that, after appropriate treatment, we use to make hand-woven products such as baskets. Water hyacinths grow in south-east Asia, blocking rivers, so their use brings people benefits and has a positive effect on local biodiversity.

SOARÉ place mat made from water hyacinth. Every product is hand-made, making it unique.



## Linen and linen fabrics

In our products, we also use linen and fabrics made of linen fibre. This plant grows on large areas, frequently in cooler climates, where pesticides and artificial irrigation are rarely used. Linen fibre grows very quickly. The fabric produced from it is strong and durable, while remaining soft and breathable.



GULLMAJ napkins are made from a mixture of cotton and linen.



## Secondary raw materials

Renewable raw materials are very important to IKEA, but an equally valuable source of materials is the recycling and recovery of secondary raw materials such as paper, glass and plastic. We value waste that can be used to make new, even better products and test the ability to use it in our production.

## Wood-polymer composite

Wood-polymer composites can be found in our products. This is a mixture of polypropylene and wood fibre from sawmill waste. The use of wood fibre increases the strength of plastic products, reduces costs and uses production waste.



*What happens if you combine a wooden chair with another made of plastic? The result will be a new product from a polymer-wood composite, a material with properties unattainable by any other material that brings out the best in both materials. Plastic has excellent structural properties, while the wood composite helps reduce carbon dioxide emissions during manufacturing.*



## Recycled PET

An extremely interesting and valuable raw material is PET. This may come from soft drink bottles, which can be melted down and reused. We reprocess old plastic bottles into granules, which then used to make textiles that can be used in many ways. This gives the plastic a second life, while reducing the amount of unused waste. We use this secondary raw material to produce duvets, blankets and pillows, but also boxes and baskets. These products suit allergy sufferers because they are made of neutral materials.



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Other plastics are recyclable too – the **MASTERBY** stool is made of recycled PET.



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The filling of the **GLANSVIDE** quilt is **70%** recycled PET.

## We operate modern and environmentally-friendly stores and shopping centres

Since November 2014, IKEA's stores in Poland are certified as Green Stores by the Environmental Partnership Foundation. This is the first ecological certificate in Poland for companies from the retail and services sectors. It is awarded to companies that operate in an environmentally friendly way, in line with principles of transparency and corporate governance, with their relations with other entities based on respect for human rights.

The certification uses a three-tier system based on the extent to which criteria developed on the basis of international standards are met. The criteria apply to seven areas: organisational governance, human rights, relations with co-workers, the environment, fair market practices, consumer relations, community involvement and development. The key area is the store's impact on the environment. In

this respect, our stores proved unbeatable, receiving a certificate of the first, highest degree.

The Green Store Certificate we were awarded is further evidence that we are constantly looking for new, ecological solutions that can make our activities even more efficient and environmentally friendly, to enable us to create a better life for the many people.

IKEA in Poland is not just stores. We also manage shopping centres, with a total surface area of 546,340 m<sup>2</sup>. Energy efficiency, water conservation and appropriate waste management are areas in which we are committed to operational excellence, but above all set strategic goals related to our strategy of sustainable development and monitor them on an ongoing basis.

002/2014/ZS



CERTYFIKAT  
**ZIELONY  
SKLEP**

## Good energy and valuable water

We focus on increasing the energy efficiency of the buildings we use; both our stores and the shopping centres we manage. Our priority wherever we operate is to achieve energy independence. This means creating situations where we produce at least as much green energy (from renewable sources) as we consume at our facilities. We are proud to have achieved this objective in Poland. We fully cover the needs of our facilities with electricity generated at our wind farms in Poland.

In terms of energy savings, there is constant room for improvement, so we are planning energy audits and modernising our stores, which can help to improve efficiency significantly. An example is the IKEA store that opened in 2015 in Bydgoszcz, with an energy efficiency of 162 kWh/m<sup>2</sup>. This is up to 56 kWh/m<sup>2</sup> less than at our oldest store in Poland. The

average for our stores in Poland is 181 kWh/m<sup>2</sup>. Worldwide, the figure at IKEA stores is 164 kWh/m<sup>2</sup>, 18% less than in the 2010 financial year 2010. In Poland, the stores became 17% more energy efficient (a decline of 38 kWh/m<sup>2</sup>). Given the stores' total floor space, this saved over 9 million kWh, enough to satisfy the needs of 684 average households.<sup>13</sup>

**473 000 MWh**

Electricity generated by IKEA wind farms in a year



**34 156 MWh**

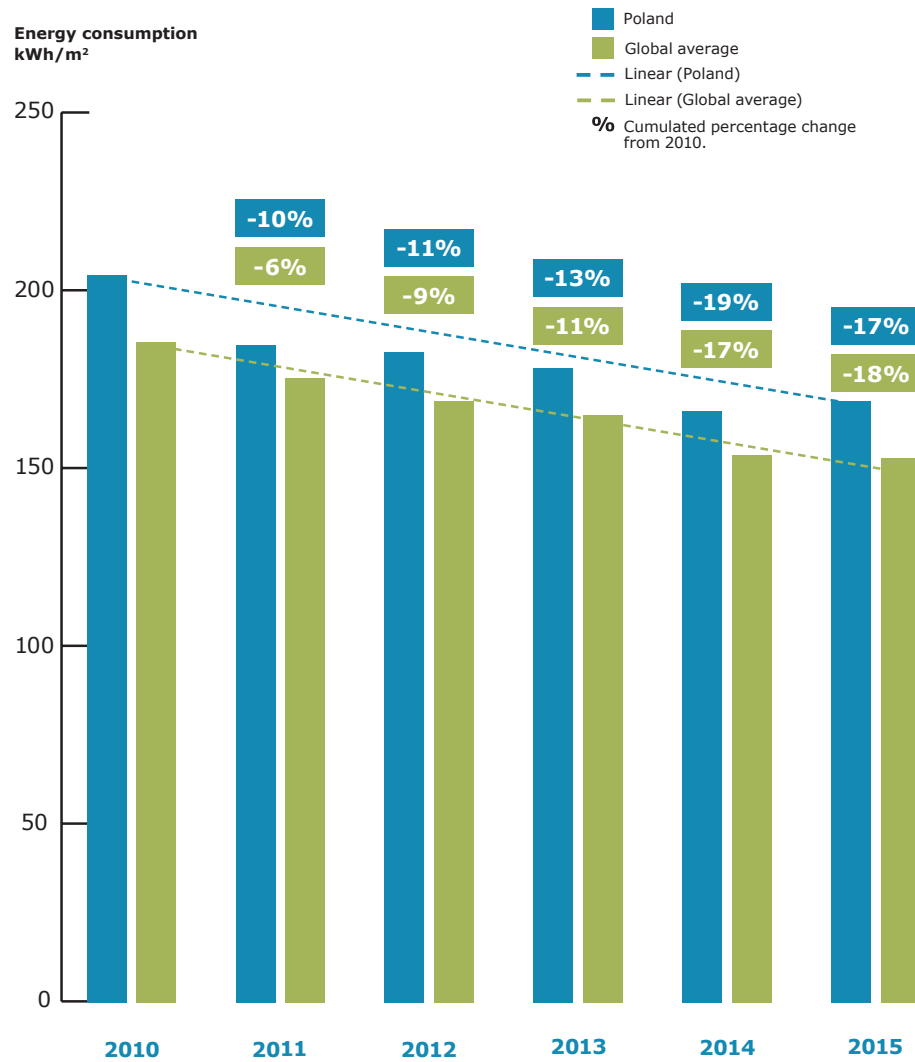
Energy consumed by IKEA stores in a year



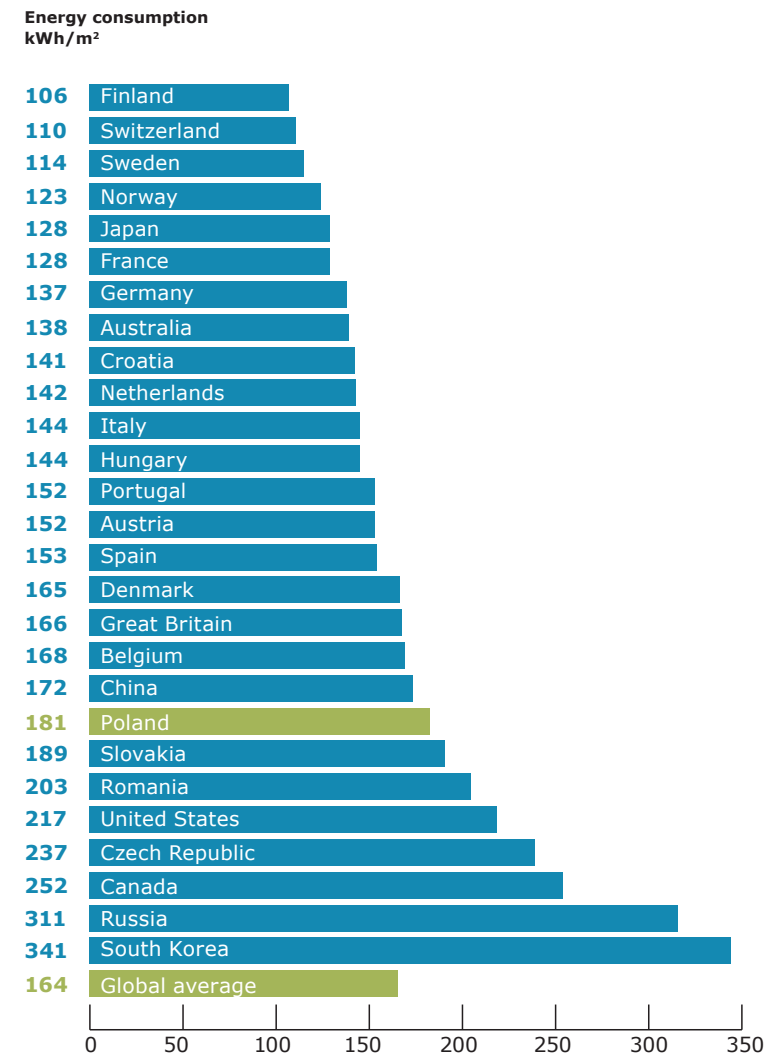
<sup>13</sup> <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>



## Energy efficiency of stores over the years



## Energy efficiency of IKEA stores in Poland and around the world



The main factors that help reduce energy consumption in our stores include modernising the lighting (by introducing LED technology), putting skylights in our warehouses and using a modern BMS system (Building Management System) to manage and monitor utilities. This allows air

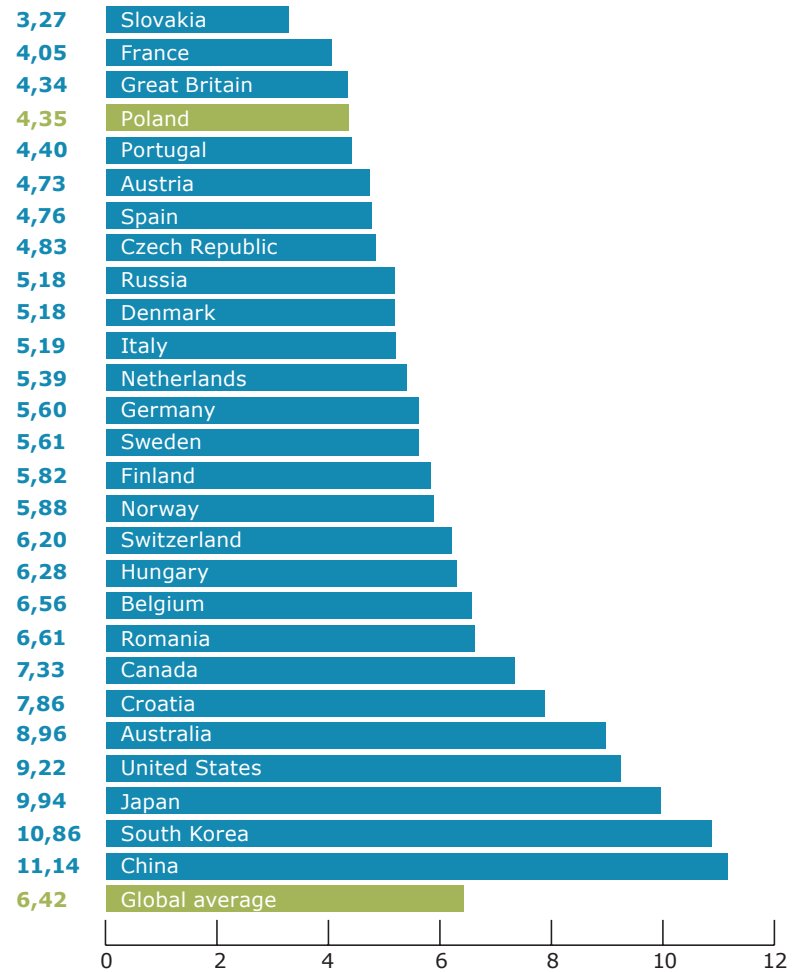
conditioning and ventilation to be adjusted so that it works functionally and efficiently while satisfying all users' needs. It is worth emphasizing that alongside water, waste and transport management, energy management is one of the key issues affecting BREEAM In-Use pre-certification,<sup>14</sup> which

we conducted at the shopping centres we manage. Its recommendations are guidelines for us for further work.

<sup>14</sup> BREEAM In-Use is a system that helps manage buildings effectively and draws attention to other aspects of ecology and user-friendliness, such as relationships with tenants and waste management.

## Water consumption at IKEA stores in Poland and worldwide

l / visitor



In our Polish stores water consumption is about 4.35 litres of water per person annually. Compared to other countries, this is a very good result, among IKEA's top five around the world. The average is about 32% higher than Poland's result, or 6.42 litres per visitor.

We achieved this by:

- installing water aerators in all taps, plus using photocells on taps;
- introducing new dishwashers that use less water;
- using grey water and groundwater in some stores.



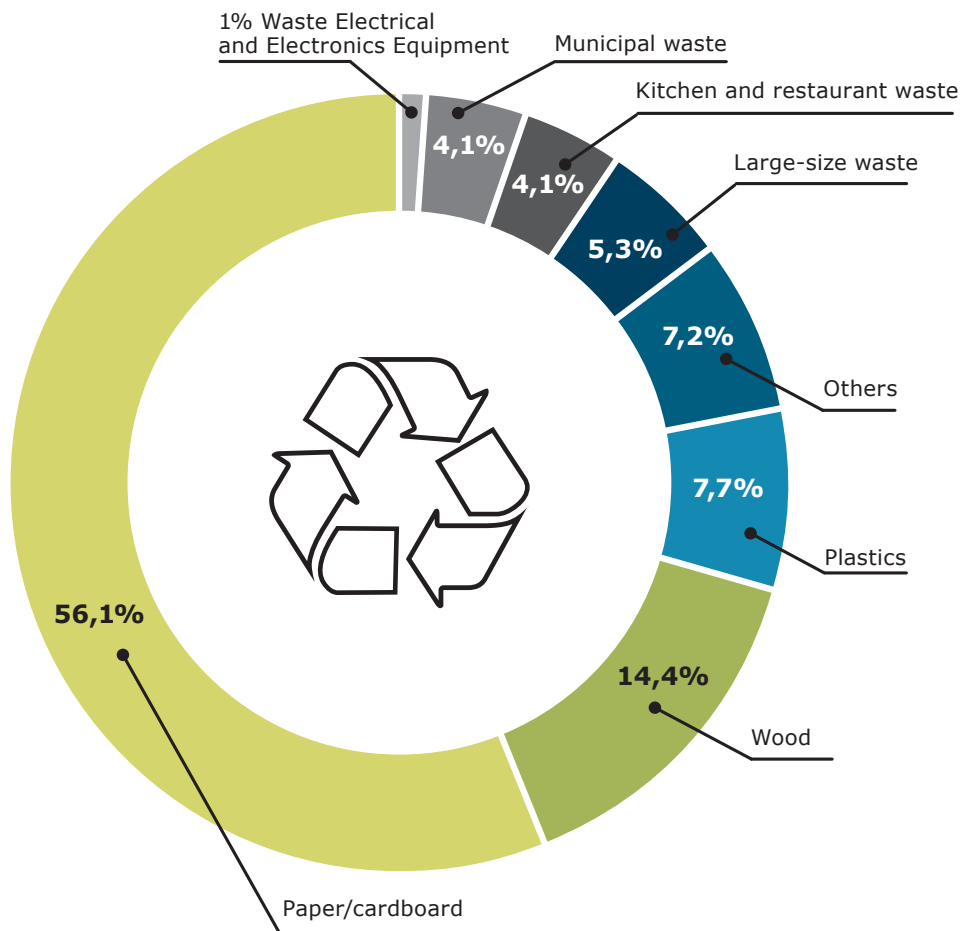


## Garbage is not waste

In the past financial year, we generated a little over 11 thousand tones of waste at IKEA's Polish stores. This waste came from internal processes (such as transport, unpacking and restaurant activities), as well as from customers and visitors (disposable packaging, but also

collected electrical or electronic equipment and furniture returns). More than half the total was paper and cardboard (including paper pallets, which IKEA has substituted for wooden pallets) and used wood. The share of types of waste can be seen in the chart below.

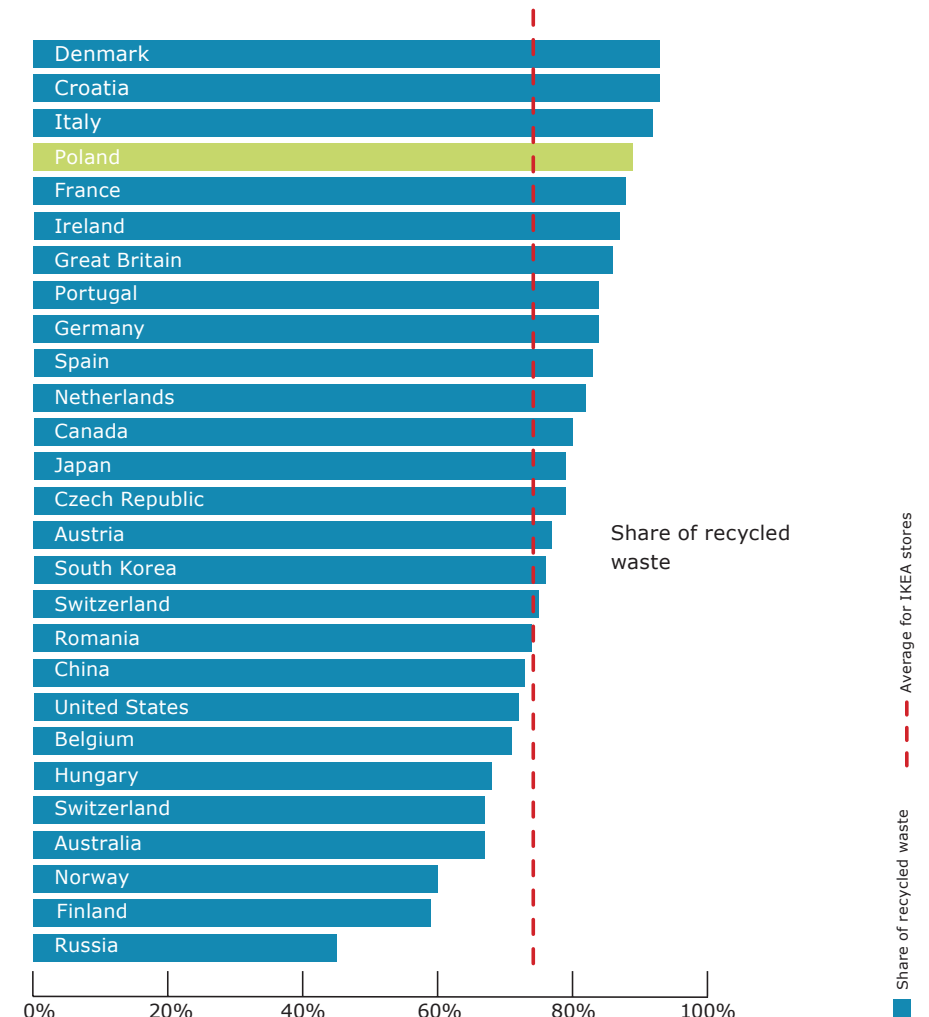
### Waste generated by IKEA Polska in FY15



We attach considerable importance to the problem of excess waste and segregation at source, which is the only chance for recycling and later use. We want to use raw materials well and this approach has a huge impact on our everyday activities. In the previous year, 89% of waste from the activities of IKEA's stores in Poland

was transferred directly to the material recycling. This puts Poland in fourth place among IKEA's branches around the world (the average was 76%). Our objective is for at least 95% of waste from IKEA's stores to go on to recycling and for any storage to be eliminated.

### Level of material recycling



We are pleased that our recycling policy is considered one of the most efficient in the world. This is because we take care to manage each type of waste correctly. Firstly, we segregate waste precisely: used wood, paper/cardboard, plastics, glass, metals, ceramics, textiles, waste electrical and electronic equipment, plus kitchen waste. Secondly, the materials are further divided (into various types of plastic and so on) and cleaned to facilitate recycling. Thirdly, the waste is picked up by professional companies that collect, sort and, in some cases, recycle waste. We work with companies in the waste industry that not only provide appropriate services, but also specialise in finding the most ecological solutions for individual types of waste. Partners that work on waste management at IKEA stores are subject to the IWAY standard, and therefore audits too.

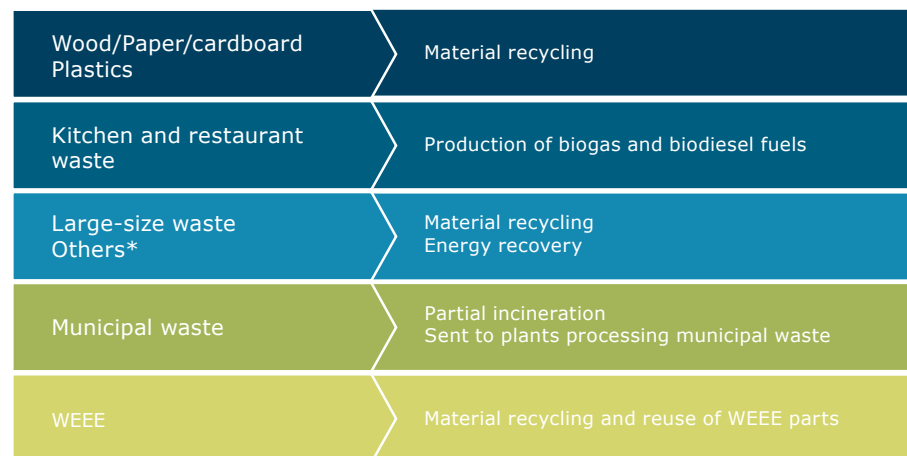
We realise how important waste management is these days, which is why separate

waste collection extends to IKEA's shopping centres which achieve very high levels of recycling – just like our stores.

As a part of our policy of collaborating with shopping centre tenants, we educate them and their co-workers on appropriate waste management.

The overall level of waste recycling at IKEA's shopping centres is 68%, an increase of as much as one-quarter on the period between September 2013 and August 2014.

As a result, we recover the maximum amount of secondary raw materials or produce energy from every tonne of waste. Biogas and biodiesel, a renewable alternative to petroleum diesel, is produced from kitchen and restaurant waste. The figure below presents how each of the types of waste is managed.



\* ceramics, air filters, clothing, fire extinguishers and spays, plant mass, waste from renovations, chemical and paint packaging, household glassware and the following metals: aluminium without packaging, brass, metal packaging other than aluminium, scrap metal.

## We promote environmentally friendly transport

We are aware of the impact transport logistics and distribution has on the environment – especially at the scale on which IKEA operates.

We replaced traditional wooden pallets with paper pallets. This has cut CO<sub>2</sub> emissions by 75,000 tonnes.

We are also developing intermodal transport at IKEA. This is currently the best environmental solution, as it takes into account rail and container transport. In practice, intermodal transport mostly involves connecting road transport with rail or sea transport, helping to optimise the entire distribution process. We use an ecological form of transport on most of the routes our freight transport. This way, we save fuel, which translates into lower carbon dioxide emissions. To a lesser extent, we help use roads less, making the whole transportation safer.

Last year, intermodal transport accounted for 15% of all our transport services. We are working to increase this share every year.

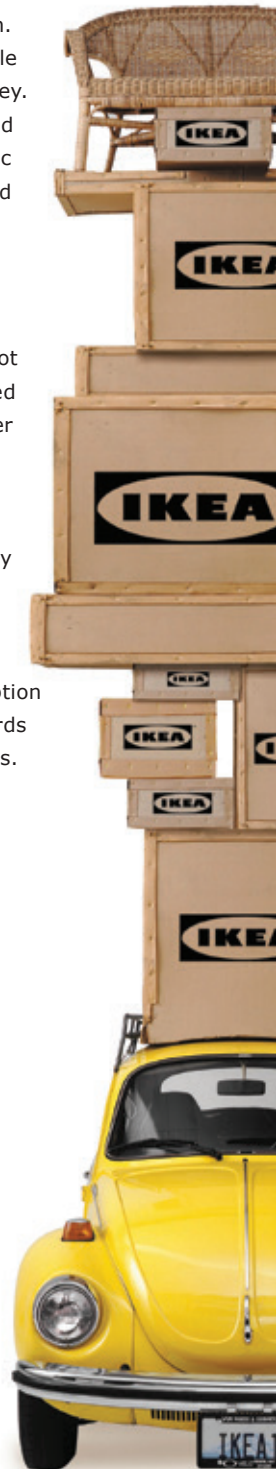
We also try to promote this type of transport in Poland. When selecting IKEA carriers, the intermodal solution is one of the key criteria.

More than half our products are sent to stores straight from manufacturers and suppliers, bypassing distribution centres. In this way, we shorten the path our go-

ods travel and reduce air pollution. We try to carry the largest possible number of goods in a single journey. As a result, from 2011, we reduced carbon dioxide emissions per cubic meter of the goods we transported by 13%. This year, we want this to be 20%.

Together with Iveco Trucks and Cryogas, we have conducted a pilot programme testing trucks powered by LNG. We want to check whether we can effectively stop using oil.

We also expect the transport companies we work with to comply with the specific IWAY principles. This includes introducing a plan to reduce CO<sub>2</sub> emissions, monitor the transport fleet's fuel consumption and comply with emission standards not exceeding 10-year-old vehicles.





# Sustainable home

We care about a lifestyle that allows individual health needs to be satisfied in harmony with the natural environment. We call this concept "sustainable life at home" and have been promoting it among Poles for many years. Above all, we strive to provide

products, at affordable prices, that encourage customers and visitors to save energy, reduce waste, sort waste, prevent food waste and reduce water consumption.



Over three years, we have reduced the price of the most popular LED light bulb of 400 lumens by

**88%**

from 49,99 PLN to **PLN 6** per unit

In 2017, we will start selling photovoltaic panels.



We do not create special ecological collections. Instead, we strive to ensure that all our products are made from recycled materials, with energy from renewable sources. We also want them to be recyclable or recoverable after their use. Products that support a sustainable lifestyle at home are particularly important to us.

In financial year 2015, we sold over 5.8 million of these products in Poland, almost 15% more than the year before. These products accounted for 4.8% of the total value of sales at IKEA stores in Poland in 2015. This share is the same for global sales and keeps growing. We assume that it reached 6.2% in June 2016.

Poles opt for the most sustainable products and solutions when buying kitchen equipment, storage and lighting.

## Together, we save energy

The fight against climate change is one of the biggest challenges facing humanity. It is something we can all commit to so that our children and grandchildren can live on a safe and prosperous planet. To this end, the IKEA Group is reducing energy consumption and investing in renewable sources. We also want to help customers combat climate change by offering products enabling a "sustainable life at home".



## LED Lighting

This type of lighting is among the products experiencing the fastest growth in sales at IKEA stores. Between August 2014 and September 2015, we sold almost 1.2 million LED bulbs, almost 60% more than the year before.

Our estimates indicate that the growth in the 2016 financial year will be just as high, as sales from September 2015 to May 2016 were virtually the same between September 2014 and August 2015.

The LED lighting we sold in the 2015 financial year used six times less energy that

traditional forms of lighting. As a result, energy consumption was reduced by 37.5 k MWh, roughly the amount of energy consumed by 2,400 households in a year. This saved PLN 6.3 million and reduced CO<sub>2</sub> by more than 29,000 tonnes, the amount of carbon dioxide emitted by driving over 174m km by car, or circling the earth more than 4,300 times. Significantly, since September 2015 IKEA customers who only buy LED lighting do not have to think about technology as we have chosen the most energy-efficient option for them.

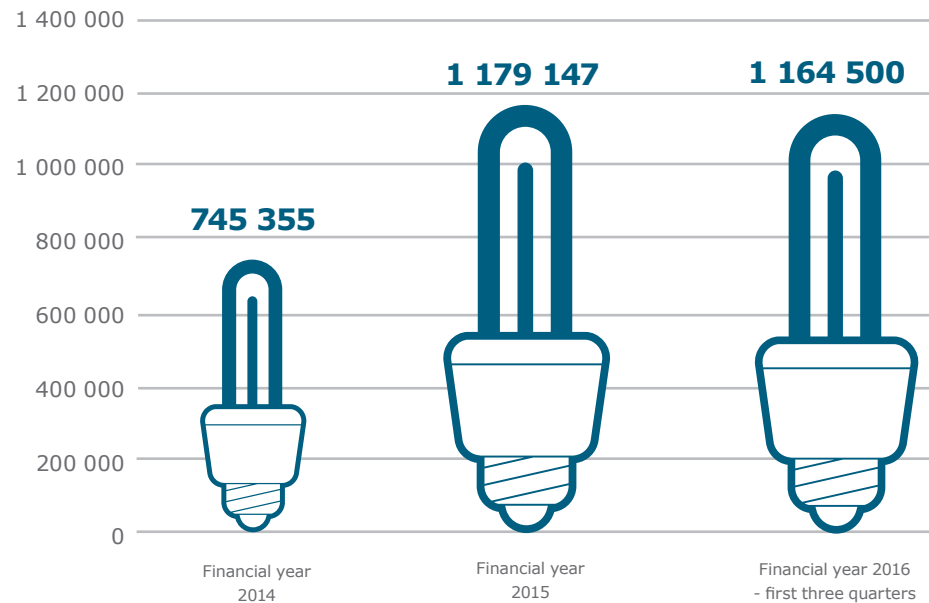
## Domestic electrical appliances

We offer a wide range of energy-efficient home appliances. According to the Energy Market Agency, refrigerators consume the most energy in the home (about 28%), which explains why it is so important that they be energy efficient. We only stock refrigerators of energy efficiency class A+ or higher. Last year, we sold almost 10,000 of them.

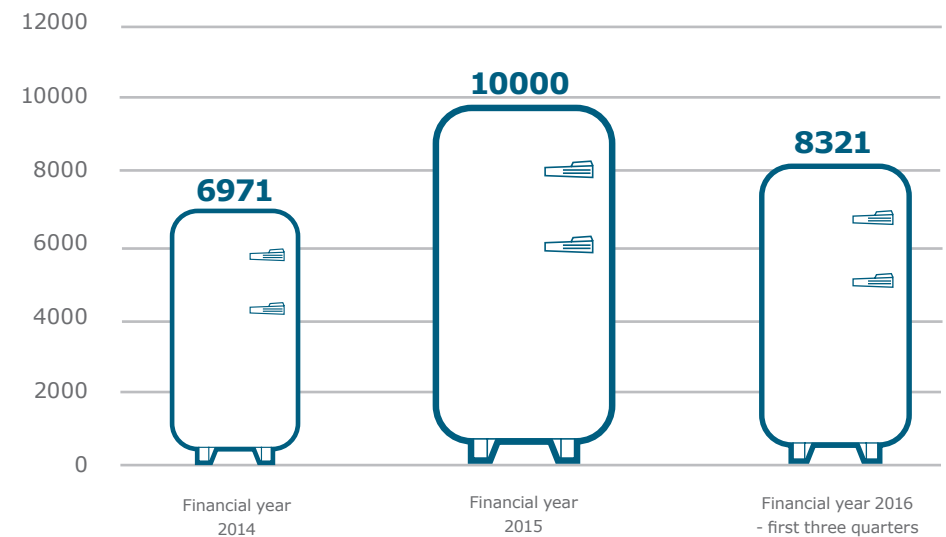
This brings desired results. Assuming that customers replace an energy class B or C

refrigerator with one of ours, we help save over 2,500 MWh per year. This would be enough to heat 52 houses each with a floor space of 120 m<sup>2</sup> for a year.

### Number of LED bulbs sold



### Number of refrigerators sold



## Induction hobs let you cook efficiently and quickly

Induction hobs reduce the risk of burns as they recognise the size of pans and adjust the heating surface to their base. Heat is only produced where necessary, so the hob switches off once the pan is removed and stops using energy. If we place an item on the hob, like a spoon or a lid, the hob will not turn on and warm the item up.

The hobs remain cool, which makes them easy to clean, as fragments of food that fall on their surface during cooking do not burn or stick.

Most importantly, induction hobs help reduce energy consumption. They do not require pre-heating, which would waste energy – they simply cook. Their energy efficiency is about 40-50% greater than that of traditional gas or electric hobs.

In the previous financial year, our customers bought more than

**8,300**  
induction hobs.



## We support saving water

In some places around the world, it is hard to believe that the Earth faces a global crisis in access to water. Polish resources are about 63 billion m<sup>3</sup> and are almost three times smaller than those of France or Germany. Water is the most important natural resource that we have. Meanwhile, its quality or quantity in Poland is still not a popular and widely discussed subject. However, everyone is responsible for the appropriate amount of water that is available to man and the environment, because the water cycle in nature is global.

At IKEA, we do not like to waste water, so we offer our customers products that help save it. Here are some of them.

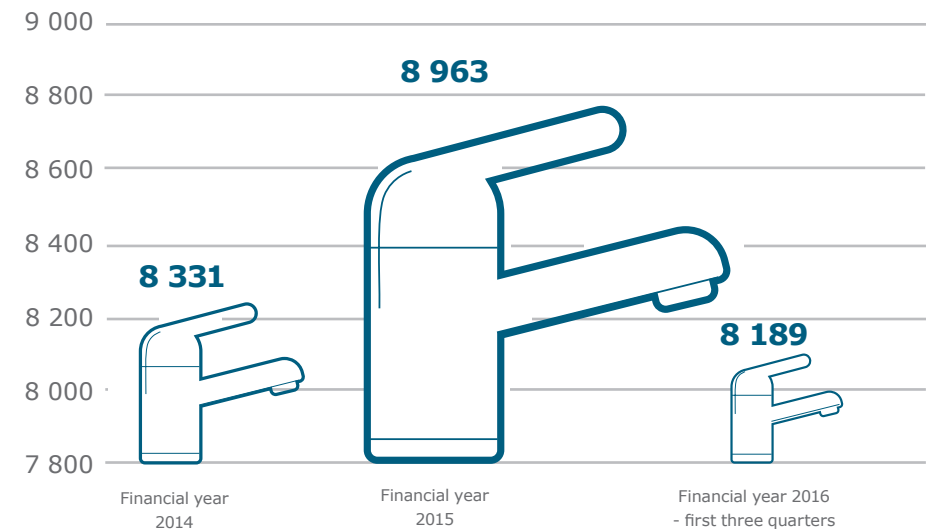
## Aerators

Water consumption can be reduced by up to a half by choosing one of our kitchen or bathroom taps. This is because all IKEA taps have aerators that reduce consumption by aerating the stream of water. This way, water and money can be saved every time the tap is turned on.

We are pleased that aerators are becoming increasingly popular. Between September 2014 and August 2015, we sold almost 9,000 taps (single or as sets) with aerators, 8% more than a year earlier.

They save 30-50% of the water consumed when washing – three to four litres each time you wash your hands! This means that an average family of three can save around 19,000 litres of water per year.

## Number of taps with aerators sold





## Dishwashers

We also sell efficient dishwashers. They save up to 85% of water compared to traditional ones. Our equipment helps reduce a household's water consumption by as much as 15,000 litres a year. The dishwashers sold by IKEA between September 2014 and August 2015 alone enabled us to save almost 1.6m hectolitres of water – enough to fill 205 Olympic swimming pools.

And importantly: like our refrigerators, all our dishwashers are of energy class A+ or higher

Dishwashers sold by IKEA between September 2014 and August 2015 alone enabled us to save almost

**1,6 m** hectolitres of water – enough to fill

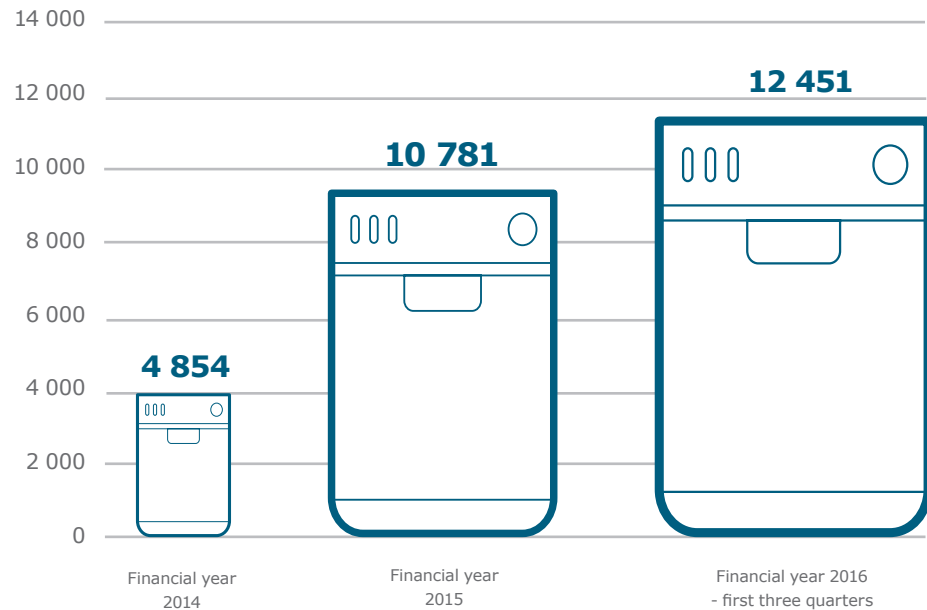
**205** Olympic swimming pools.

## We prevent food waste

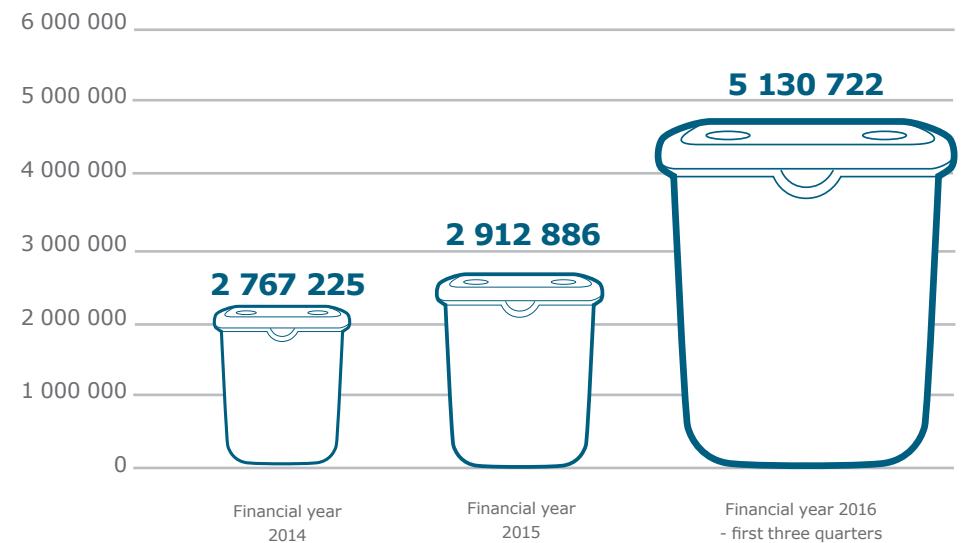
1.3bn tonnes of food are wasted around the world each year – one-third of all food produced.

Food waste in Polish households resulting from incorrect storage is as much as 570,000 tonnes per year. Using IKEA's food storage solutions would reduce this significantly. A family of three could cut food waste by 45 kg per year by doing so.

### Number of dishwashers sold



### Number of food storage containers sold



## 1. VARIERA



2. **FILUR**

## We advise how to segregate waste

Since we all generate waste anyway, we try to support its sorting at source, at the place it is produced. This greatly increases the possibility to recover materials, which means that more is reprocessed instead of ending up in landfill. This has a considerable impact on the environment and increases the availability of products from recycled materials.

We offer a range of products or complete systems that help in the everyday sorting of waste, so that everyone, regardless of the size of their homes, can put environmentally responsible behaviour into practice. Many of these products are made of recycled materials.

1. **VARIERA** is our line of recycled polypropylene baskets. They come in different sizes, enabling them to fit any kitchen cupboard.
2. The **FILUR** polypropylene bin with lid is perfect for the office, corridor or garage.
3. Green bag **HUMLARE** provides a portable solution.
4. **DIMPA** is a waste sorting bag made of plastic.



3. **HUMLARE**



4. **DIMPA**



## We help you grow your own food

We believe that sustainable development can also be supported by growing food at home – like herbs. This does not require a large garden. The IKEA solution will fit any Polish home.

We focus on hydroponics, the cultivation of plants in water without soil. After adding special nutrients in the right light, we can grow vegetables and herbs in small spaces regardless of the season.

We offer two systems for lovers of home-grown crops: VÄXER and KRYDDA. They consist of containers, accessories or seeds.

The systems are of different sizes to fit the available space at home. In our opinion, this not only supports ecology and allow people to grow herbs themselves, but is also an original way to decorate a flat.



## You can trust our food products

The food we serve our customers really matters to us, as it is sold on such a large scale. Last year we sold 22 million pork meatballs, 2.5 million vegan meatballs and 7.5 million hot dogs in Poland, so the sustainable sourcing of food is of great importance to us.

Our approach involves using more products from sustainable sources and organic ingredients. This means buying products with reliable, internationally recognised certificates produced in accordance with high standards of animal welfare.

In practice, this means that our food suppliers must satisfy a number of principles

on sustainable development, set out in the IWAY code of conduct for suppliers, but also, depending on the area, very specific requirements. For example, we require that palm oil have a certificate of origin and soy beans not be genetically modified.

For fish and seafood, we require that farmed salmon have an ASC (Aquaculture Stewardship Council) certificate and that seafood come from the so-called green list or have a MSC (Marine Stewardship Council) certificate.

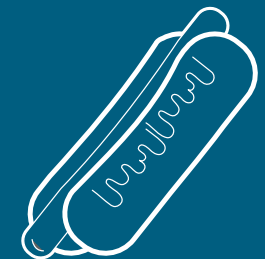
**The value of food sales at IKEA in Poland from September 2014 to August 2015 was almost PLN 131m.**



**22 m**  
pork meatballs



**2,5 m**  
vegan meatballs



**7,5 m**  
hot dogs





The MSC and ASC standards are recognised worldwide as the most reliable. They ensure that consumers know that the fish and seafood come from sustainable sources that protect the environment. Every organisation that wants to use the MSC or ASC logo must go through a process of supply chain certification conducted by an independent body.

IKEA Food sells over 23 species of fish and seafood, available on 47 markets. We are currently the world's largest food supplier offering such a wide range of certified fish and seafood.

We require that our suppliers stick to the principles of ecological animal husbandry that satisfies their basic needs in terms of nutrition, access to water and living space.

We also apply strict criteria to the eggs supplied to IKEA (liquid and powdered). Eggs must be free range. This means raising the birds in a chicken coop with constant access to free space in the open air during the day. These principles comply with Article 4 of EU Directive 1999/74/EC. Furthermore, we require that chickens at chicken farms have access to natural daylight through a window in a chicken coop, nesting boxes have bedding that is conducive to breeding and most of the space outside be covered in vegetation. Feed should contain ingredients grown on the same farm or in its region and should be free of antibiotics or other preventive medication.

We want the food served at IKEA to be diverse so that customers can try their favourite dishes in various forms. Last year we expanded our menu to include a new version of the famous Swedish meatballs, introducing vegan meatballs called GRÖNSAKSBULLAR. They are made of vegetables (carrots, peppers, corn, kale), legumes (green peas,

chickpeas), canola oil and spices. They are perfect for lunch or dinner for vegetarians and vegans, but also for people who care about a varied diet. They are a rich source of protein and fibre, while the large pieces of vegetables give them a unique taste.

We have made sure that the GRÖNSAKSBULLAR meatballs are free of the most common allergens, including gluten. They are suitable for people who suffer from various types of food intolerance.

We are pleased that our customers find GRÖNSAKSBULLAR tasty. Last year, they bought more than 2.5 million vegetarian meatballs in Poland alone.

The vegetarian revolution at IKEA's restaurants and stores is related to our commitment to implementing the sustainable development strategy People & Planet Positive. The strategy includes expanding our restaurant menu and the Swedish store to include new, tasty food produced with respect for people, the environment and animal welfare. Our objective is to offer products consistent with current trends in healthy nutrition and a balanced diet. To help prevent obesity we have introduced an alternative to carbonated drinks with high sugar content: flavoured water with a reduced sugar content. At the same time, our restaurants are committed to accommodating the people most important to us, namely families with children.



## Social commitment of IKEA and our customers



Our strategic objective is to create a better life for the people and communities whom we work for and with. In Poland, we are investing in education in sustainable development, including activities to improve the climate, create better living conditions and foster the development of local communities, especially for families with children and young adults. Often, these initiatives are not directly related to our business, but we try to work according to our key principles.

First of all, we believe that all people, especially children, deserve decent conditions for living, development and play. Secondly, we operate in the areas where our stores and other units are present to do so most efficiently and help build a community for the future. Furthermore, we aim for strategic, long-term cooperation with our social partners whose mission is to develop local entrepreneurship and take matters into their own hands. With this approach, we feel that IKEA is not only helping to build civil society, but also spreading positive energy from sustainable development at many practical levels.

Last year alone, IKEA's stores in Poland collected almost EUR 360,000 from selling soft toys as part of the 13th global "Soft toys for education" programme for educating children from the world's poorest communities. At the same time, we have handed over 11,000 soft toys (mainly from our customers) to local institutions that take care of children, such as voivodship ambulance stations and the "Child's Heart" and "Przylądek Nadziei" [Cape of Hope] foundations, as well as the Children's Memorial Health Institute.

The second global campaign involving customers at IKEA stores in the past year was **"A brighter future for refugees"**. Once again, at all our stores, we donated EUR 1 from every LED bulb sold during the campaign to help refugees in the countries most affected by the crisis. The total amount collected during the third edition of the campaign in the winter of 2015 was almost EUR 12.4 million, of which almost EUR 390,000 came from Poland. Overall, since the first campaign, the IKEA Foundation has donated EUR 30.8 million to the Office of the United Nations High Commissioner for Refugees (UNHCR), of which more than EUR 716,000 was collected in Poland.

In Poland, we are committed to helping young, talented and, primarily, socially involved young people who will become future leaders of their local communities and make a real difference in Poland. Together with the Santa Claus Foundation, we have created a nationwide scholarship programme called **"You can count on the family"** for young social leaders, many from very small towns. The programme began in 2012; so far, 500 pupils from 171 partner schools have received support adding up to PLN 1,097,679. In the 2015/2016 school year, 150 pupils received annual scholarships of a total value of PLN 300,000. We are committed to the continuous improvement of the programme and the social effects that we can influence, because we want to develop in the future, implementing specific local sustainable development projects.

Each IKEA store in Poland pursues its long-term environmental and social action plan in accordance with the national sustainable development strategy at IKEA. This



means that, locally, we handle a number of activities with different partners of importance to the given market; these include product donation campaigns, support for social campaigns or workshops for selected groups. Our objectives are education, including waste collection, commitment to the common good and assistance to families with children and people in need from dysfunctional environments. In 2015, many of our stores organised the collection of recyclable materials, with customers providing us daily with up to 1,700 kg of waste paper, 2,100 electronic products, 850 kg of PET bottles and 185 kg of batteries, receiving several hundred plants in return.

Last year, many stores were also involved in local changes. For instance, the IKEA store in Kraków donated almost PLN 40,000 towards kitchen equipment and day-care centres at the city's Shelter for Homeless Women. In Bydgoszcz, almost 1,400 LED light bulbs were donated to educational institutions in order to reduce CO2 emissions in the city as part of "Rozświećmy Bydgoszcz" [We are lighting up Bydgoszcz] campaign.





Using an aerator in bathroom and kitchen taps means that a three-person family can save as much as **19,000** litres of water per year.



Washing up with a dishwasher helps save up to **85%** of the water consumed with traditional washing up. Using an IKEA dishwasher means that a three-person family can save as much as **15,500** litres of water per year.

By replacing a class B or C refrigerator with an IKEA A++ class refrigerator, a three-person family can save up to **300 kWh** of energy per year. This is the energy needed for **300 cycles** of washing.



Appropriate storage can reduce food waste by about **45 kg** per year.



By replacing **15 traditional bulbs** with LED bulbs of various levels of brightness, a three-person family can save around **500 kWh** per year, the energy consumed by a fridge/freezer of the highest energy class A+++ over three years.



# Our commitment to energy independence

Over the past five years, we have made significant investments in wind farms in Poland. This has enabled us to achieve energy independence.

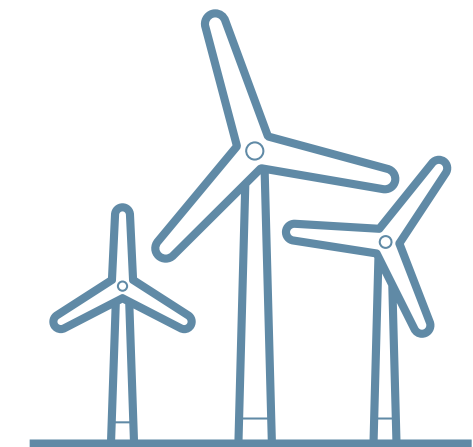
We have been consistently pursuing the objectives of the global People & Planet Positive strategy for several years. This is our response to the social and ecological challenges from around the world. One of its priorities is IKEA's active participation in creating a low-carbon economy. We have taken up the challenge, which involves achieving complete energy independence by 2020. To this end, we have already invested EUR 1.5bn in renewable energy around the world since 2009. We have also undertaken to buy 314 wind turbines in nine countries, including Poland, and install 700,000 solar panels on IKEA buildings. We are pleased that IKEA initiatives in Poland will contribute significantly to implementing our ambitious plan.

A particularly important step on our way to more sustainable development in Poland was achieving energy independence. Energy independence involves an entity generating as much renewable energy as it consumes globally. In Poland, IKEA is pursuing its energy independence objectives in two fields. One is reducing energy consumption through the use of LED lighting and optimising ventilation and heating systems. The second is generating energy from renewable sources by investing in the generation of renewable energy, wind farms, heat pumps and photovoltaic cells.

Our commitment to building a low-carbon economy sets us apart. We realise that global challenges apply to us too and face them responsibly. Although we are not an energy company, we are investing in the development of renewable energy. This way, we can minimise our long-term

impact on the environment.

We also want to promote a proactive approach to dealing with the problems of the modern world on the international arena. Tackling climate change is a huge challenge. At the IKEA Foundation, we are taking steps with the We Mean Business and Here Now organisations to slow down the process.





We believe that our commitment will help reduce greenhouse gas emissions and help create a better future. This is why we took a stance on the matter at COP21<sup>15</sup>, calling for measures to reduce CO<sub>2</sub> emissions.

*The Paris Agreement marks the start of a new journey in the fight against climate change (...). We will continue to invest in renewable energy and to transform our business with the confidence that governments are also committed to building a low-carbon economy. Only together can we build a better future.*

Peter Agnefjäll,  
Chief Executive of the IKEA Group

We decided that by 2020, the IKEA Foundation will allocate EUR 400 million to supporting poor communities most affected by climate change. IKEA is also a founding member of the RE100 global initiative for companies that have committed to using only renewable energy. We are also intensifying our activities in the framework provided by the Climate Group, an international non-profit organisation. Its mission is to inspire national authorities and representatives of business to use technology reducing carbon dioxide emissions.

<sup>15</sup> COP is yearly international conference on preventing climate change

## Energy independence in Poland

2016 is a crucial year for us. In February, IKEA in Poland became energy independent. This means that we will produce at least as much energy from renewable sources as we use in all our stores, factories, offices, shopping centres and distribution centres in Poland.

Achieving full energy independence is the culmination of a long-term process of investing in renewable energy in Poland. IKEA in Poland's renewable energy sources include:

Six **wind farms**  
**Biomass boilers** at the IKEA Industry factories  
**Heat pumps** at the IKEA warehouse and parts of IKEA stores  
**Solar panels** to heat water installed on the roofs of IKEA stores in Kraków, Gdańsk and Łódź.

Our key source of renewable energy is wind farms. According to current projections, all six IKEA wind farms in Poland produce up to 473 GWh of energy per year. This is more than IKEA's energy

consumption in 2015, which was less than 430 GWh. The electricity we produce is sent to the transmission network and used at IKEA's stores, factories, distribution centre, shopping centres and offices.



Our wind farms in Poland will produce up to  
**473 GWh**  
of electricity per year.



This is the average electricity consumption of almost  
**225.000**  
households.

Our investments mean that we can really contribute to improving the state of the environment. Our wind farms reduce carbon dioxide emissions by about 450,000 tonnes, the equivalent of taking more than 150,000 cars off Polish roads.



## The environment and economy gain

We made some of the investment outlays on the construction of the farms with Polish suppliers. This helped increase demand for their products and services, providing the impetus to increase production. The nature of the investment in wind farms means that this impetus was most felt in the electrical engineering and construction industries.

Our capital expenditure on wind farms in Poland led to almost 2.6 times greater growth in production in the entire economy. In other words, each złoty we spent with Polish suppliers on the goods and services needed to build wind farms generated an extra PLN 1.6 in the economy in the form of increased production. To produce products and services we bought from our direct suppliers as capital expenditure they needed intermediate goods from other companies. In this way, the impulse from our investments spread across the whole economy.

## We set an example

Our key objective – achieving energy independence – has been achieved, but we do not intend to rest on our laurels. We want to use our activities as part of the People & Planet Positive strategy to encourage our suppliers to improve energy efficiency and invest in clean energy. We want to create a low-carbon economy together.

Our suppliers have been providing data on energy consumption and emissions since 2011 so that we can monitor their progress and work together to keep improving energy efficiency. Two-thirds of our suppliers in Poland record positive results in this area. Our direct suppliers of interior furnishings improved energy efficiency by almost 18% in 2014 compared to 2012. They also increased their share of energy from renewable sources to almost 27% (in the 2014 financial year).



# Summary

IKEA is a company that focuses on sustainable and responsible development. We try to change our environment wherever we do business. The values embodied in everything we do guide

us. We want to share them with our co-workers, suppliers and customers. We believe that together we can face today's global challenges.

From the start, we have been faithful to our vision, which is to create a better life for the many people. We want to offer a wide range of functional and well-designed home furnishings at prices low enough for as many people as possible to afford. Our rapid expansion in Poland means that our philosophy is reaching a growing number of people and improving their life at home.

We have had links to Poland for more than 50 years. We have opened nine stores (another is being built), eight shopping centres, six wind farms, a distribution centre, a business services centre and numerous offices. We invested PLN 3.4bn in Poland in the past five years alone. Poland is a special place on the map of IKEA's global activities – the second-largest supplier after China of products to our stores around the world and the largest source of wood. 25.5% of the raw material we use comes from Poland. Of this, more than 65% is wood from sustainable sources (FSC-certified or recycled).

The scale of our operations in Poland means we can have a real influence on the economy and everyday lives of thousands of people. Our activities have not only direct, but also indirect and induced effects on the suppliers and entities across many industries that we interact with. In 2015 alone, IKEA Group companies, which spans the stores, shopping centres, the distribution centre, the business services centre and the property management company, generated more than PLN 1 billion of added value in the Polish economy. We contributed to the creation of more than 8,800 jobs and generation of PLN 277m in household income. In 2015, we paid almost PLN 914m into the central and local budgets, provid-



ing financial support for a range of tasks and the development of local communities.

Our approach, vision and values translate into IKEA's financial success in Poland. The country is one of the most promising markets for our company. In 2004, Poles bought almost PLN 700m worth of IKEA products. Just three years later, our sales were significantly above PLN 1bn! We achieved another milestone in 2016, when sales exceeded PLN 3 billion.

IKEA's ambitious development plans in Poland go even further. We assume that our sales revenue will increase fivefold by 2035, to PLN 16bn. At the same time, our share of the home furnishing market will increase constantly. We plan to open new stores in coming years, with the next coming in the second half of 2017, in Lublin.

We are striving to become a trusted brand for Poles; an inspiring place that they will be happy to return to. We are constantly making our stores more accessible and ensuring that customers remember their trip to IKEA with a smile. Our plans for the 2020 financial year assume that our stores in Poland will be visited 41m times. At the same time, we want 85% of our customers to state that they find shopping at IKEA simple and comfortable, and that they would visit one of our stores again.

One of our priorities in Poland is to develop multichannel sales. We will launch online sales in 2016. The number of visits to our website is rising constantly and we plan to reach 100m in the 2020 financial year. This will make us even more accessible to current and potential customers.







We focus on sustainable development in all of our activities. We produce enough energy from renewable sources in Poland to cover all of our factories, stores and offices. We have achieved energy independence in Poland by investing in six wind farms. Now we want to convince our customers to opt for clean energy. In 2017 we will start selling photovoltaic panels.

Our co-workers are the pillars of our success. We are constantly working to make IKEA a wonderful place to work, ensuring good working conditions and inspiring continuous development. Each year, we aim to increase the number of co-workers who see IKEA as an employer that creates opportunities for development and that they are proud to work for.

We trust that these ambitious plans will enable us to have an increasingly positive impact on the Polish economy, the state of the environment and, above all, the everyday lives of Poles.



# About the report

This report was prepared to summarise the impact of the IKEA Group's activities in Poland on the economy and the environment. It covers IKEA Retail, IKEA Property, IKEA Distribution Services, IKEA Business Service Centre, IKEA Centres Poland and the wind farms.

The economic impact analysis applies to:

- a) the operating activities of IKEA Retail, IKEA Property, IKEA Distribution Services, IKEA Business Service Centre, IKEA Centres Poland in the 2015 calendar year
- b) and IKEA's investment in six wind farms.

The impact of the operating activities of the selected IKEA companies in Poland was quantified using the Leontief input-output model. It reflects the relationship between branches of the economy and enables the broad impact of a given entity's activities in categories such as added value, employment and household income generate to be estimated. The results show the effect of activities in 2015. Financial data for 2015 provided by IKEA was used in the calculations.

To present the economic impact in full, data on taxes paid to the central budget and the budgets of municipalities by the companies list above was also collected and aggregated.

The Leontief model was also used to calculate the impact of IKEA's investments in wind farms on the Polish economy. The growth in production in the whole economy as a result of these investments was

calculated. The financial data on the capital expenditure was provided by IKEA.

Input-output tables for 2010 published by Poland's Central Statistical Office in 2014 were used for the Leontief model simulation. New tables are published every five years, so these are the most recent ones available.

IKEA's impact on the environment was presented using information provided by IKEA and statistical data from publicly available sources.

Other aspects, such as the development of IKEA's activities in Poland, IKEA as an employer and selected IKEA social campaigns, were also included to present the broad context for IKEA's activities in Poland. They were presented on the basis of information provided by IKEA.

IKEA is responsible for the completeness and correctness of the data provided for the calculations.









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