



Tendencias en sostenibilidad



¿Por dónde empezamos?





The global goals...








The Global Goals








The Global Goals

SUSTAINABLE DEVELOPMENT GOAL	PEOPLE & PLANET POSITIVE STRATEGY	WHAT IKEA GROUP AND IKEA FOUNDATION ARE DOING
 End poverty in all its forms everywhere	Our vision is to create a better everyday life for the many people. We are committed to having a positive influence on people's lives across our value chain; supporting positive economic, social and environmental development, promoting equality and placing respect for human rights at the centre of what we do.	<ul style="list-style-type: none"> Contributing to better lives for people and communities throughout our value chain, page 52 Working with social entrepreneurs to effect social change, page 75 The work of the IKEA Foundation aims to improve opportunities for children and youth in some of the world's poorest communities, page 78
 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	We aim to enable and encourage a more balanced and healthy diet, and we strive to source our ingredients from more sustainable sources that are better for people and the planet.	<ul style="list-style-type: none"> Responsible sourcing of ingredients for IKEA Food products, and promoting sustainable farming practices, page 30 Offering healthier and more sustainable food products for our customers and co-workers

 Ensure healthy lives and promote well-being for all at all ages	We must
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	We support and
 Achieve gender equality and empower all women and girls	We lead
 Ensure availability and sustainable management of water and sanitation for all	We focus on
 Ensure access to affordable, reliable, sustainable and modern energy for all	We open up

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 Ensure healthy lives and promote well-being for all at all ages	We want to inspire and enable our customers to live a more sustainable and healthy life at home.	
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	We offer our co-workers excellent learning and development opportunities in their daily work. Our global campaigns for a good cause, such as Soft Toys for Education, engage customers and co-workers to improve children's lives.	
 Achieve gender equality and empower all women and girls	We want to create a fairer and more equal society. Starting in our own operations, our goal is to reach gender balance in key leadership positions.	
 Ensure availability and sustainable management of water and sanitation for all	We aim to become water positive by promoting water stewardship throughout our value chain. We contribute to improved water management in water stressed areas where we operate, focusing on both water use and water quality, and improving access to clean water.	
 Ensure access to affordable, reliable, sustainable and modern energy for all	We will become energy independent by being a leader in renewable energy and improving energy efficiency in our operations. By August 2020, we will produce as much renewable energy as we consume in our operations.	

SUSTAINABLE DEVELOPMENT GOAL	PEOPLE & PLANET POSITIVE STRATEGY	WHAT IKEA GROUP AND IKEA FOUNDATION ARE DOING
 Take urgent action to combat climate change and its impacts	We are going all-in to tackle climate change, for example by committing to produce as much renewable energy as we consume in our operations by 2020, and switching our entire lighting range to LED. We are joining with others to take a stand and call for positive change, and inspiring others, including our customers, to take action.	<ul style="list-style-type: none"> Going all-in to tackle climate change across our value chain, page 9 Advocating for strong policies on climate change and supporting the transition to a low-carbon economy, page 86 Improving the sustainability of our operations, for example by producing more renewable energy and improving energy efficiency, page 36 Creating products and solutions to enable our customers to live a more sustainable life at home, page 11
 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	We promote sustainable fisheries and aquaculture by sourcing our fish and seafood from sustainable and responsible sources.	<ul style="list-style-type: none"> Sourcing the fish and seafood for our restaurants and Swedish Food Markets responsibly, from ASC or MSC sources, page 31
 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	We take a lead in the responsible sourcing of raw materials. All of the cotton and 50% of the wood we use now comes from more sustainable sources.	<ul style="list-style-type: none"> Sourcing our key raw materials, like cotton (page 28) and wood (page 25), from more sustainable sources, page 22 Using only FSC certified paper to produce our catalogue - the world's largest print run ever to be produced using 100% FSC Mix Credit certified paper, page 26
 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	We want to create a better life for the people and communities impacted by our business. Through our Code of Conduct and our supplier Code of Conduct, IWAY, we promote ethical and sustainable business practices throughout our value chain.	<ul style="list-style-type: none"> Supporting human rights (page 70), and creating a better everyday life for the many people and communities across our value chain, page 52 Ensuring an ethical approach to the way we do business, through our Code of Conduct, page 85
 Strengthen the means of implementation and revitalize the global partnership for sustainable development	By building collaborations and partnerships with other companies, suppliers, NGOs and UN bodies, we work towards becoming people and planet positive and contributing to change in society.	<ul style="list-style-type: none"> Partnering with organisations to extend our impact beyond our own business across many areas, from climate change to migrant workers, page 84 Partnering with others to take clear positions on the issues that matter most, and advocating for stronger climate policy, the transition to a low-carbon economy, sustainable forestry, resource efficiency and waste management, page 86

IKEA Foundation



MADERA Y PAPEL

ABASTECIMIENTO RESPONSABLE



50%
FY15

100%
FY20

35
million
hectares



ALGODÓN

**ABASTECIMIENTO
RESPONSABLE**

100%

Del algodón que usamos en todos los productos proceden de fuentes más sostenibles

Casi
1%

del algodón consumido



COMIDA

**ABASTECIMIENTO
RESPONSABLE**



Pescado y productos
del mar certificados
ASC/MSC accesible para

600
millones
clientes



Veggieballs –
Una alternativa vegetariana
y baja en emisiones de
carbón



Café y chocolate
certificado **UTZ**



100%
mermelada
orgánica

Cambio climático

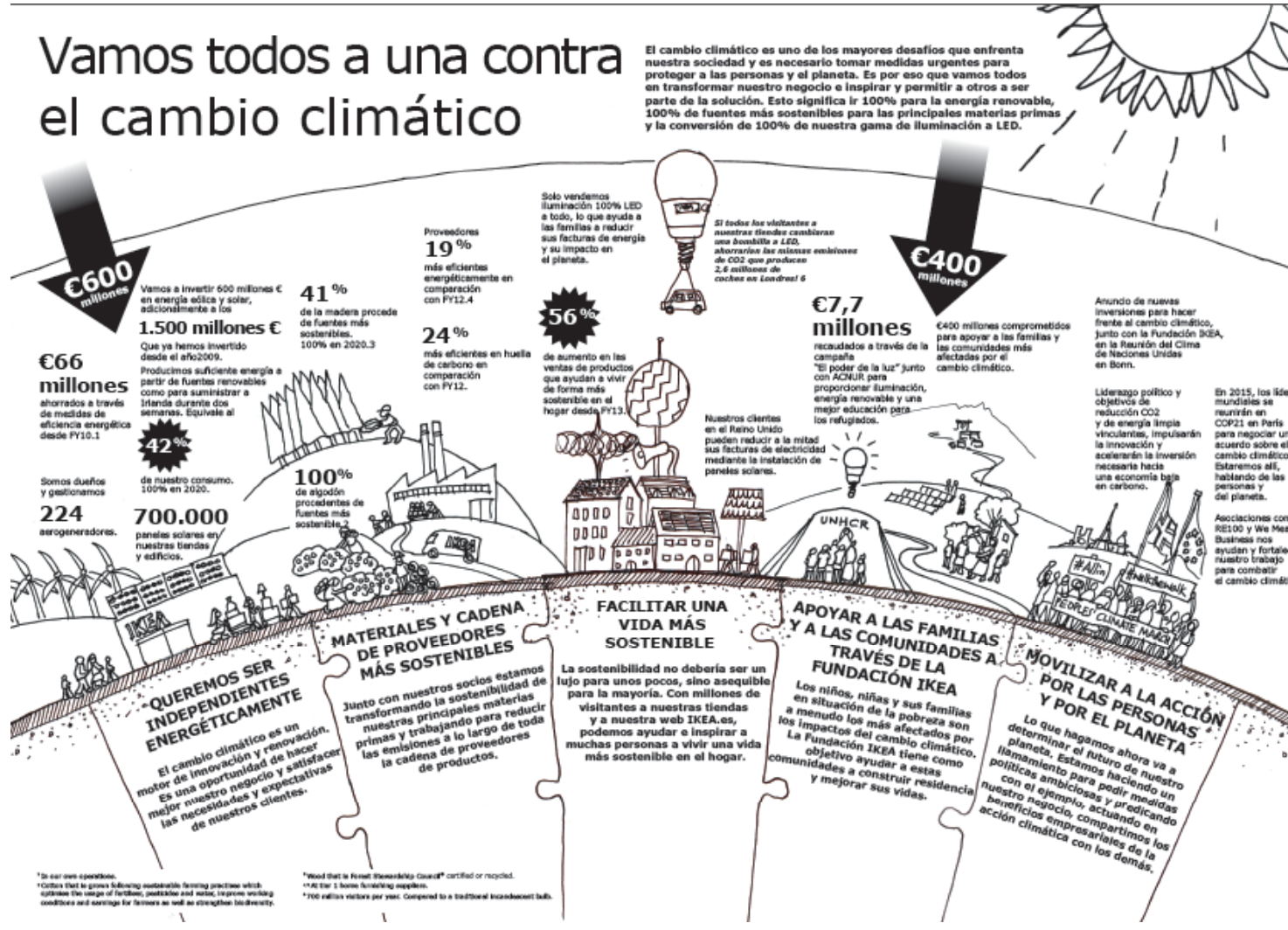




Cambio climático

Vamos todos a una contra el cambio climático

El cambio climático es uno de los mayores desafíos que enfrenta nuestra sociedad y es necesario tomar medidas urgentes para proteger a las personas y el planeta. Es por eso que vamos todos en transformar nuestro negocio e inspirar y permitir a otros a ser parte de la solución. Esto significa ir 100% para la energía renovable, 100% de fuentes más sostenibles para las principales materias primas y la conversión de 100% de nuestra gama de iluminación a LED.



¹ In our own operations.
² Cotton that is grown following sustainable farming practices which optimise the usage of fertiliser, pesticides and water, improve working conditions and savings for farmers as well as strengthen biodiversity.

³ Wood that is Forest Stewardship Council® certified or recycled.
⁴ IKEA has 1 home furnishing supplier.
⁵ 700 million visitors per year. Compared to a traditional incandescent bulb.



OPERACIONES MÁS SOSTENIBLES



INVERTIMOS EN ENERGÍA RENOVABLE

OPERACIONES MÁS
SOSTENIBLES

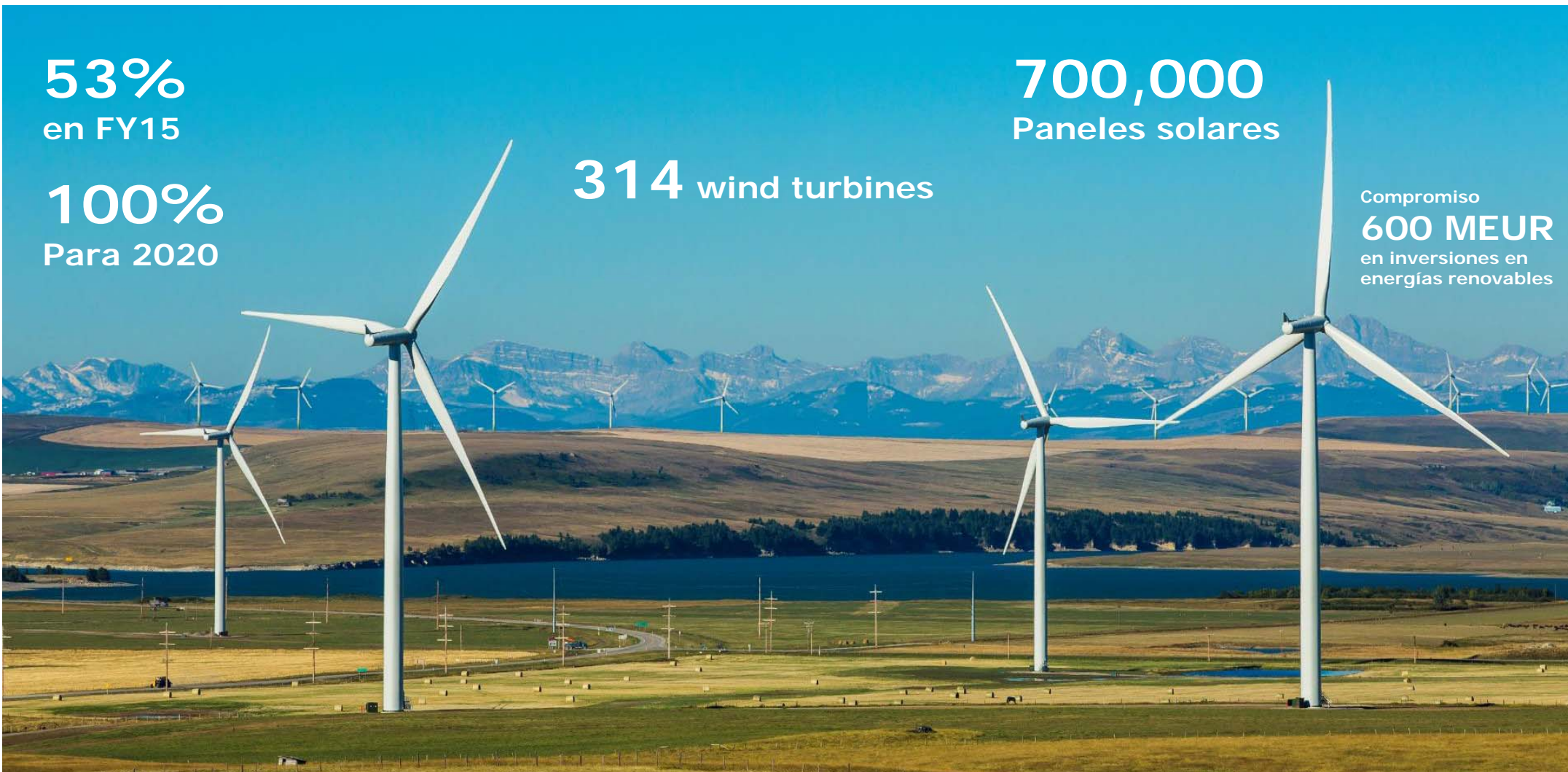
53%
en FY15

100%
Para 2020

314 wind turbines

700,000
Paneles solares

Compromiso
600 MEUR
en inversiones en
energías renovables



INVERTIMOS EN ENERGÍA RENOVABLE

OPERACIONES MÁS
SOSTENIBLES



¡Queremos ser energéticamente independientes en España!

Producir más energía renovable de la que consumimos

ENERGÍA Y AGUA EN CADENA PROVEEDORES

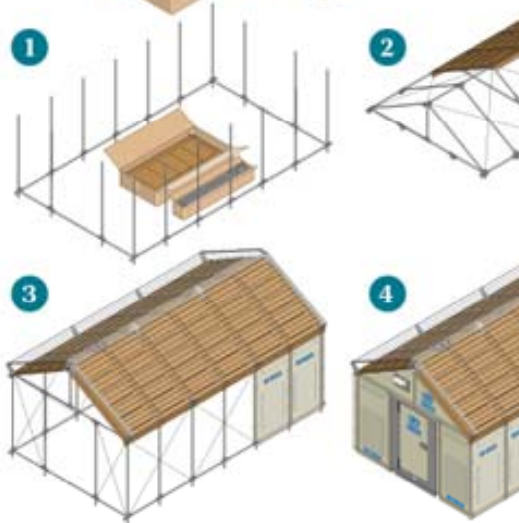
OPERACIONES MÁS
SOSTENIBLES





ASSEMBLY

Shelter set up in four hours. No tools required



**Alianzas y colaboraciones para
cambiar las cosas...**

WE MEAN BUSINESS

THIS IS THE TURNING POINT

CONFERENCES, WORLD LEADERS, are urging the Sustainable Development Goals. But, what's not going to happen until we take action on CLIMATE CHANGE.

Organizations working with more than **6,000,000** COMPANIES AROUND THE WORLD want an ambitious climate deal at COP21 in Paris this December.

More than 6,000 companies from 115 countries have signed up to the We Mean Business coalition, a group of business leaders that is pushing for a bold climate agreement at COP21.

THE TRANSITION TO THE LOW-CARBON ECONOMY IS INEVITABLE, IRREVERSIBLE AND IRRESISTIBLE.

An ambitious global agreement at COP21 will catalyse business action to reduce greenhouse gas emissions, improve air quality, create jobs, and protect the planet.

WE MEAN BUSINESS. DO YOU?

www.wemeanbusinesscoalition.org

In 2014, we helped to bring together seven key organisations focused on business and climate change to create We Mean Business, a coalition to push for action on climate change.

During Climate Week NYC in 2014, Tim Cook, CEO of Apple Inc, joined our President and CEO, Peter Agnefjäll, in leading the call for business action on climate change. Since then, the coalition has become a powerful platform – now made up of over 30 organisations – and helped to build momentum for the Paris climate negotiations in December 2015. We Mean Business has helped hundreds of leading companies and investors to step up and make commitments to climate action. In September 2015, the coalition joined with the International Chamber of Commerce and placed a full-page advert in the global edition of the Financial Times, calling for a bold climate agreement at COP21.

Find out more at wemeanbusinesscoalition.org

RE100

RE100 is a collaborative initiative of leading influential businesses committed to 100% renewable power, led by The Climate Group in partnership with CDP, and supported by We Mean Business. Together with the reinsurance company, Swiss Re, we were one of the founding partners. Since then, 48 other major businesses from around the world have joined the campaign, sending a strong signal that leading businesses support renewables and are helping to drive the transition to a low-carbon future.

Find out more at there100.org

RE 100

MOMENT FOR ACTION

WATCH VIDEO

11,138,702
ADVOCATES FOR GLOBAL ACTION

SHOULD WE TAKE ACTION ON CLIMATE CHANGE?

YES NO

is the your country?

United States

EVERYONE WILL BE AFFECTED

#GO100PERCENT CAMPAIGN

We are joining millions of people and a diverse mix of companies and organisations to support a campaign to build a brighter future through a transition to 100% clean energy. In the lead up to COP21, we encouraged our co-workers and customers to get involved on IKEA.com and

social media by signing a petition at www.momentforaction.org to show their support for action on climate change and a 100% clean energy future. The petition was delivered to world leaders during the COP21 summit.

Derechos humanos

MEJOR CALIDAD VIDA EMPLEADOS PROVEEDORES

87 auditores IWAY
2000 auditorias

98.9%
aprobaron IWAY
(home furnishing suppliers)



DERECHOS HUMANOS



SALARIOS JUSTOS



EMPRENDIMIENTO SOCIAL



DERECHOS DE LA INFANCIA



**MIGRANT WORKERS
& HOME-BASED WORKERS**

Economía Circular

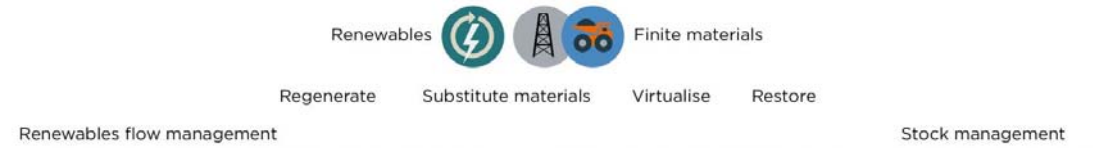
Economía Circular

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE

1

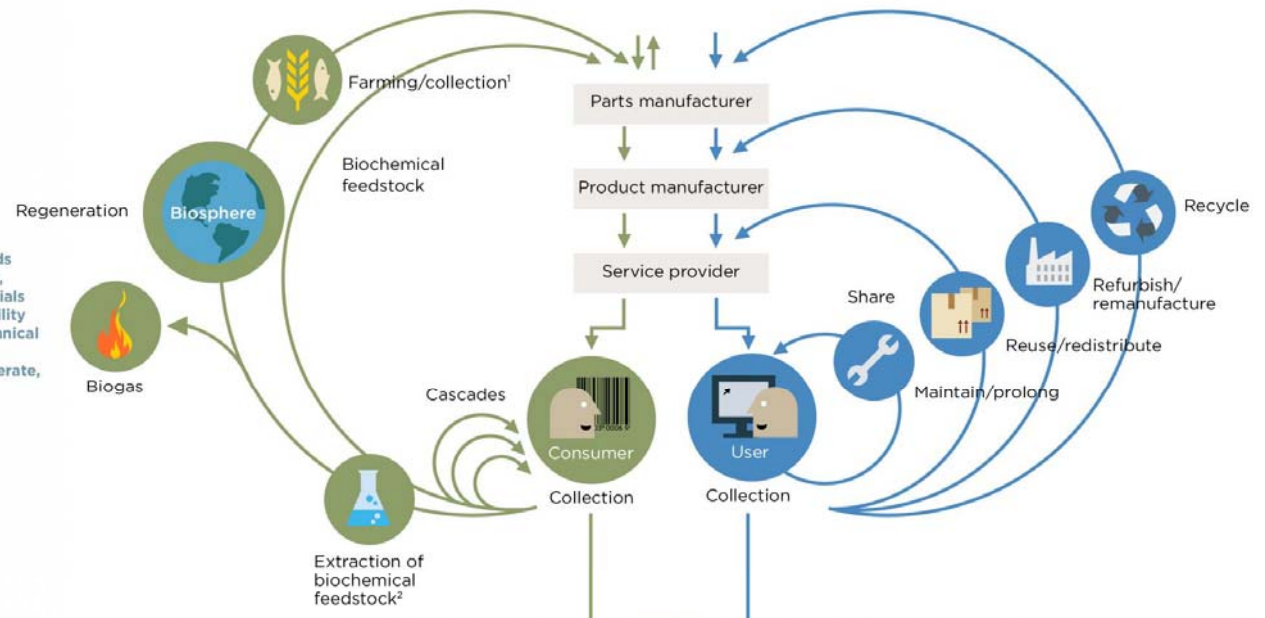
Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows
 ReSOLVE levers: regenerate, virtualise, exchange



PRINCIPLE

2

Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles
 ReSOLVE levers: regenerate, share, optimise, loop



PRINCIPLE

3

Foster system effectiveness by revealing and designing out negative externalities
 All ReSOLVE levers

Minimise systematic leakage and negative externalities

1. Hunting and fishing
 2. Can take both post-harvest and post-consumer waste as an input

Source: Ellen MacArthur Foundation, SUN, and McKinsey Center for Business and Environment, Drawing from Braungart & McDonough, Cradle to Cradle (C2C).

Sharing economy

The background of the slide is a photograph of a sidewalk. On the right side, there is a black silhouette of a dog on a leash. Below the dog, there is a black silhouette of a wire mesh basket. In the center of the sidewalk, the words "INVEST IN" are painted in large, black, block letters, arranged in a circular pattern.

90.000

Million €

Economía Circular

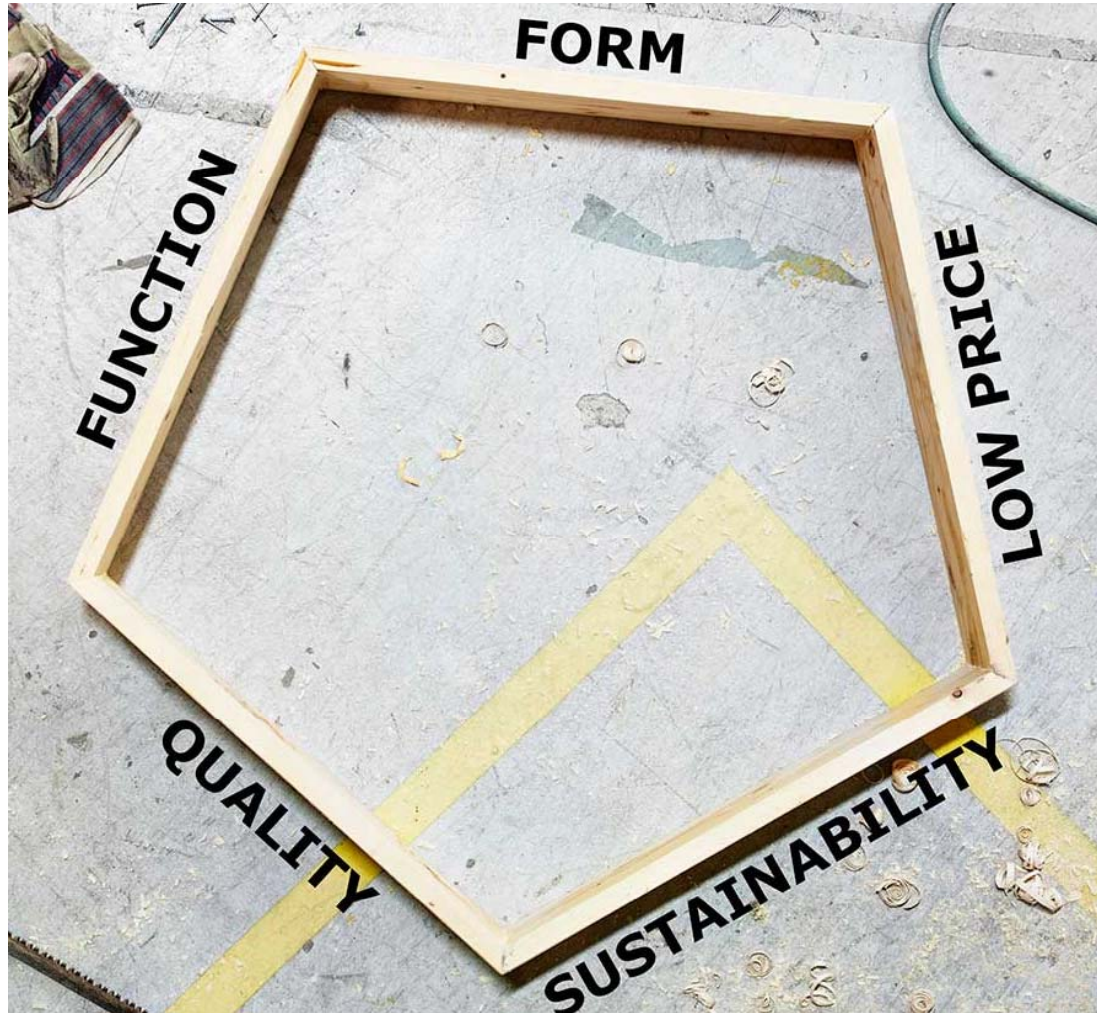
Circular IKEA significa **cambiar la forma de ver...**



Quando cerramos el círculo, empiezan a ocurrir grandes cosas



PRODUCTOS MÁS SOSTENIBLES



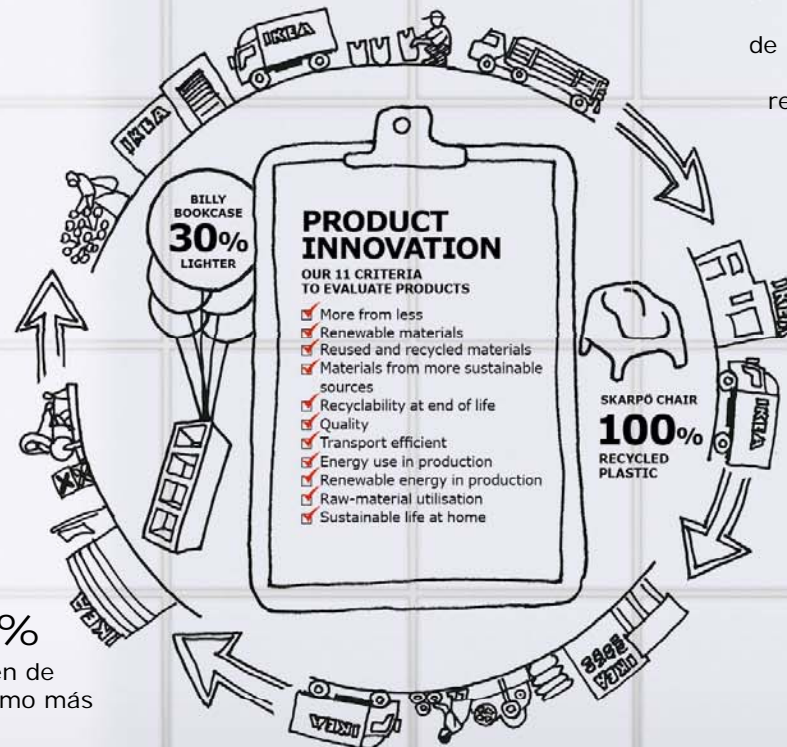


PRODUCTOS MÁS SOSTENIBLES



98%

de las materias primas de nuestros productos y embalajes son renovables, reciclables o reciclada.



En FY15, **54%** de las ventas proceden de productos clasificados como más sostenibles.



PRODUCTOS MÁS SOSTENIBLES

TEXTUR €32.29



53
puntos



De 33 piezas

a solo 9

60% más lámparas

Por palé

VIDJA

lámpara

28% embalaje más ligero

34%

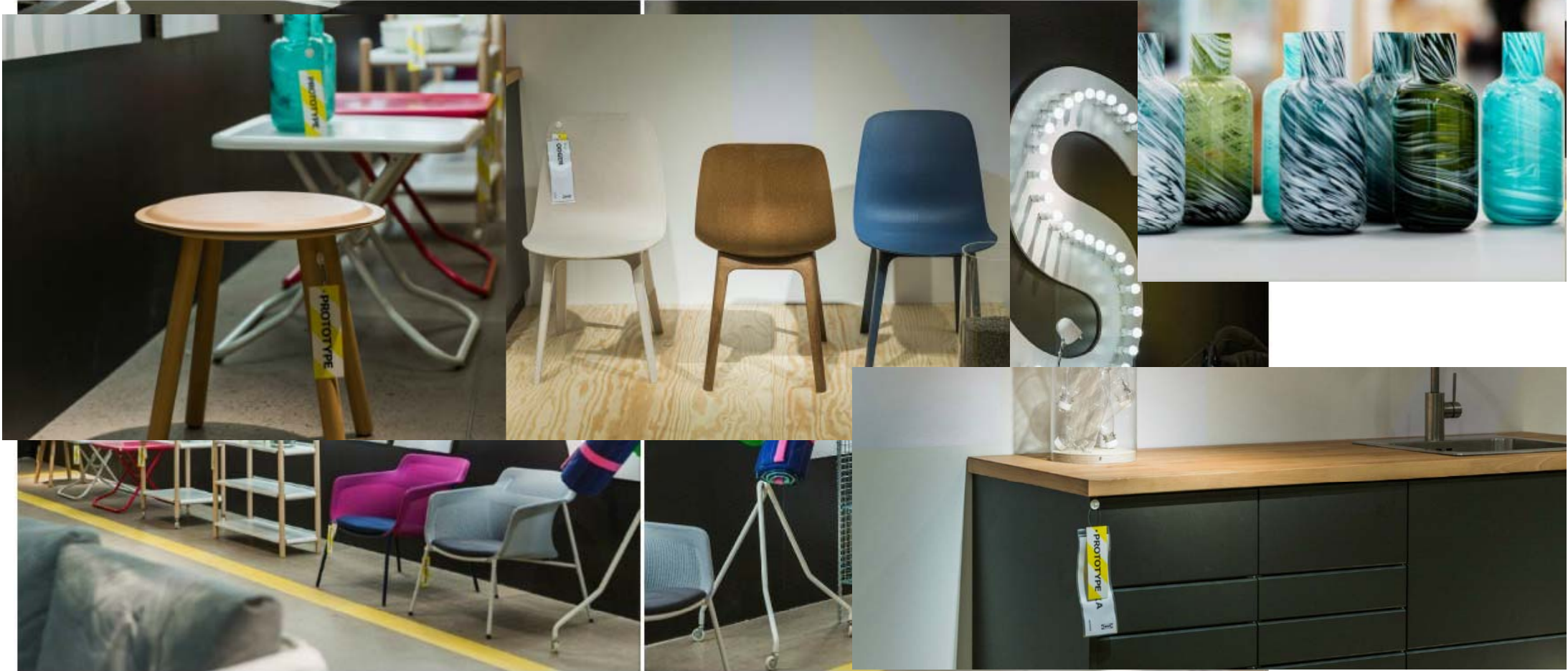
bajada de precio

171
puntos



PRODUCTOS MÁS SOSTENIBLES

IKEA PS 2017 ZERO WASTE IKEA COLLECTION



PRODUCTOS MÁS SOSTENIBLES



La transparencia

A man in a grey suit and dark tie is pointing his right index finger towards the camera. He is standing in front of a whiteboard. The whiteboard has the text "Transparency is The New Green." written on it in black marker. The man's face is partially obscured by the text.

Transparency
is The New
Green.



Radical transparency



SUSTAINABILITY

1 800 Mentions / day

BETTER LIVES FOR WORKERS IN OUR SUPPLY CHAIN



Our supply chain is a diverse, global network. Over 600,000 people in more than 50 countries work for our tier 1 home furnishing suppliers alone.¹ Our suppliers – our sub-suppliers – in turn employ millions of other people.

Our suppliers are the story behind every IKEA product. We work side by side with them throughout the design and production phases. With their help, we are able to use the most efficient, cost-effective and creative ways to bring our designs to life. We are constantly learning from them, and we strive to meet their expectations as much as they meet ours.

We are committed to working together with our suppliers to develop decent jobs, support human rights

and have a positive impact on the lives of the many people in our supply chain. The starting point for this is our supplier Code of Conduct: IWAY.

IWAY sets out our minimum requirements for suppliers on environment, social and working conditions, while supporting the development of good management systems to aid continual compliance (see page 62). This helps us to develop long-term relationships with our suppliers so that we can grow together with shared values and understanding – the average length of our supplier relationship is more than 11 years and we have worked with some suppliers for several decades.

¹ Our tier 1 suppliers work directly with IKEA, providing goods and services specified by us, without an intermediary.

PEOPLE & PLANET POSITIVE TARGETS	STATUS	PERFORMANCE IN FY15
Maintain the social and environmental improvements reached through the 100% IWAY approval of all suppliers of home furnishing and other key products and services. ¹	○	98.9% of home furnishing suppliers IWAY approved, with the remaining 1.1% being phased out. 95% of transportation suppliers, 55% of global food suppliers and 99.2% of IKEA Components suppliers IWAY approved.
By August 2015, expand the reach of our supplier Code of Conduct, IWAY, by securing approval at local IKEA Food, Indirect Material and Services and retail suppliers within the scope of IWAY. ²	○	All Indirect Materials and Services suppliers IWAY approved (87%), pending a scheduled audit or being phased out. 85% of retail suppliers IWAY approved. We are changing the way we work with our food suppliers. In FY15, we continued to map our local food supply chain – the results, including levels of IWAY compliance, will be available in FY16.
By August 2017, go further into our supply chain by securing compliance to IWAY Musts ³ at all sub-suppliers of critical materials and processes. ⁴	○	92% of critical home furnishing sub-suppliers comply with IWAY Musts – based on the 1,897 sub-suppliers we have identified as critical.

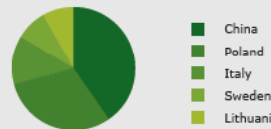
¹ Suppliers related to Home Furnishing, IKEA Components, Transport & Services, and Global Food. For the retail divisions, the current IWAY focus is on clearing home delivery, security and waste management suppliers. IFEA, Indirect Material and Services has a set of phased goals for the application of IWAY – see page 59.

² IWAY Musts are the immediate requirements that IKEA suppliers must meet before a contract can be signed.

³ Critical materials and processes which have an increased risk of sustainability concerns associated with the raw material or how it is sourced. For example cotton, leather, wood, down & feathers, palm oil, natural fibres and plants.

○ Achieved ○ Ongoing ○ Not achieved

TOP 5 HOME FURNISHING PURCHASING COUNT (% OF TOTAL FY15)



Challenges

An ongoing challenge for us and our suppliers is the continuous implementation of IWAY between audits and approval. Data analysis over the past five years shows us that:

- New suppliers have an average compliance rate of 78% when they start with us (although they must show the potential to reach 100% at this stage)¹
- Suppliers reach 100% (approved) in the first 12 months
- At consecutive audits the compliance rate averages 87%
- After each audit suppliers have 90 days to get back to 100% (at which point they are approved).

This means that a supplier can remain IWAY approved but still show fluctua-

tions in compliance between audits (except where a serious or IWAY Must violation is found). For example, we know that wages and working hours tend to be the areas where it is most challenging for suppliers to maintain continual compliance, whereas health and safety is an area where they can maintain standards after making initial changes. Our goal is to work together with suppliers to maintain continual compliance with all IWAY requirements. To help us measure and manage our improvement in this area, we plan to introduce compliance rate as a performance indicator alongside overall approval from FY16 onwards.

We work with our suppliers to embed IWAY into everyday business processes and maintain IWAY performance. In South East Asia, we have seen a lack of integration of IWAY into management systems, which has con-

tributed to unstable IWAY compliance rates. In FY15 we introduced the 'IWAY Independent Program'. This helps us collaborate with suppliers to integrate IWAY into their everyday work. We have seen an increase in the average IWAY compliance rate as a result of measures such as standardising working methods, improving staff engagement and internal communications. Currently nine suppliers are taking part in the programme.

In South Asia we introduced a new induction process for suppliers, which highlighted the relevance of IWAY to everyone within a suppliers' organisation, from the shop floor through to senior management.

In China and East Asia we identified several IWAY Must violations in relation to working hours as a result of falsification of records. In all cases the violation led to an immediate halt in deliveries from the relevant production units until the issue was resolved, and in some cases we terminated business with the supplier completely. In FY15, we aim to develop a more structured supplier development programme in China to further enable suppliers to share ideas and best practices for achieving continual IWAY compliance. As part of our efforts to ensure the responsible recruitment of migrant workers (see page 74), we have been working together with home furnishings suppliers in Taiwan to ensure jobseekers do not have to bear the cost of recruitment fees.

Opportunities

We always look for opportunities to tackle key issues such as fair wages and working conditions in higher risk areas of our supply chain.

For example, carpet weaving is



Tier 2 home furnishing (HF) suppliers	FY13	FY14	FY15
Total number of HF tier 2 suppliers	14,000	16,561	18,954
Total number of HF tier 2 suppliers with identified critical materials and processes	2,200	1,691	1,897
Share of HF tier 2 suppliers with identified critical materials and processes compliant with 'IWAY Musts', %	20	91	92

historically associated with poor working conditions, child labour and exploitation by middlemen. In 2010, we started working with carefully selected suppliers and sub-suppliers in India and Bangladesh to produce high quality handmade IKEA rugs, while ensuring

decent working conditions and fair pay in IWAY compliant factories close to the homes of the weavers. Five years on, approximately 10,000 weavers

¹ In some areas, such as South East Asia and East Asia, we do not start business with a supplier if the initial compliance rate is below 90%.



Algo bueno se despierta

Buscar

Información

Catalán
Euskera

[IKEA BUSINESS](#)
[IKEA FAMILY](#)
[IKEA APPs](#)

[Elige tu tienda IKEA](#)
[Trabaja en IKEA](#)
[Lista de la compra](#)

- Todos los productos
- Dormitorio
- Salón
- Cocinas
- Baño
- Niños
- Textiles
- Muebles de exterior
- Para tu negocio
- Toda la casa

PERSONAS + PLANETA: [Vida sostenible en el hogar](#) | [Recursos y energía](#) | [Personas y comunidades](#)

PERSONAS + PLANETA

Por un futuro más sostenible: resumen



Algo bueno se despierta

[Todos los productos](#) [Dormitorio](#)

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Aquí puedes ver más



Queremos influir durante mucho tiempo en el mundo. Durante mucho tiempo, durante mucho tiempo, durante mucho tiempo. Incluye vivir de una manera responsable. Cumplido el primer objetivo de nuestra estrategia, están siendo re-

Actualmente, más sostenible: en edificios IKEA gestionando y operando con eficiencia de la energía. Más gente viviendo de luz. El 75% de los edificios en 2014 fueron LEED. Pero aún no es



Características

- Madera maciza de pino sin tratar; material natural muy duradero que puedes pintar, teñir o tratar con aceite según tus preferencias.

Diseñador

K Hagberg/M Hagberg

Medidas y peso del embalaje

Nº artículo: 602.809.41

Bulto: 1

Ancho: 60 cm

Altura: 5 cm

Largo: 78 cm

Peso: 7.21 kg

Personas y planeta

En IKEA los requisitos de la madera que se utiliza en nuestros productos son claros: se prohíbe que proceda de talas ilegales. Aumentará el uso de madera reciclada y procedente de bosques gestionados de manera responsable, de 1/3 al 50% para 2017.



Catalán

[IKEA BUSINESS](#)

[Elige tu tienda IKEA](#)

Nuestro mundo...

Desigualdad, pobreza...

33%

children under threshold of poverty

24%

children school dropouts

©Ajay Hirani Photography







40%
young people use car-sharing solutions

More bikes sold than cars in Spain

Future of Mobility

A fundamentally new business ecosystem is emerging

Imagine a world in which...

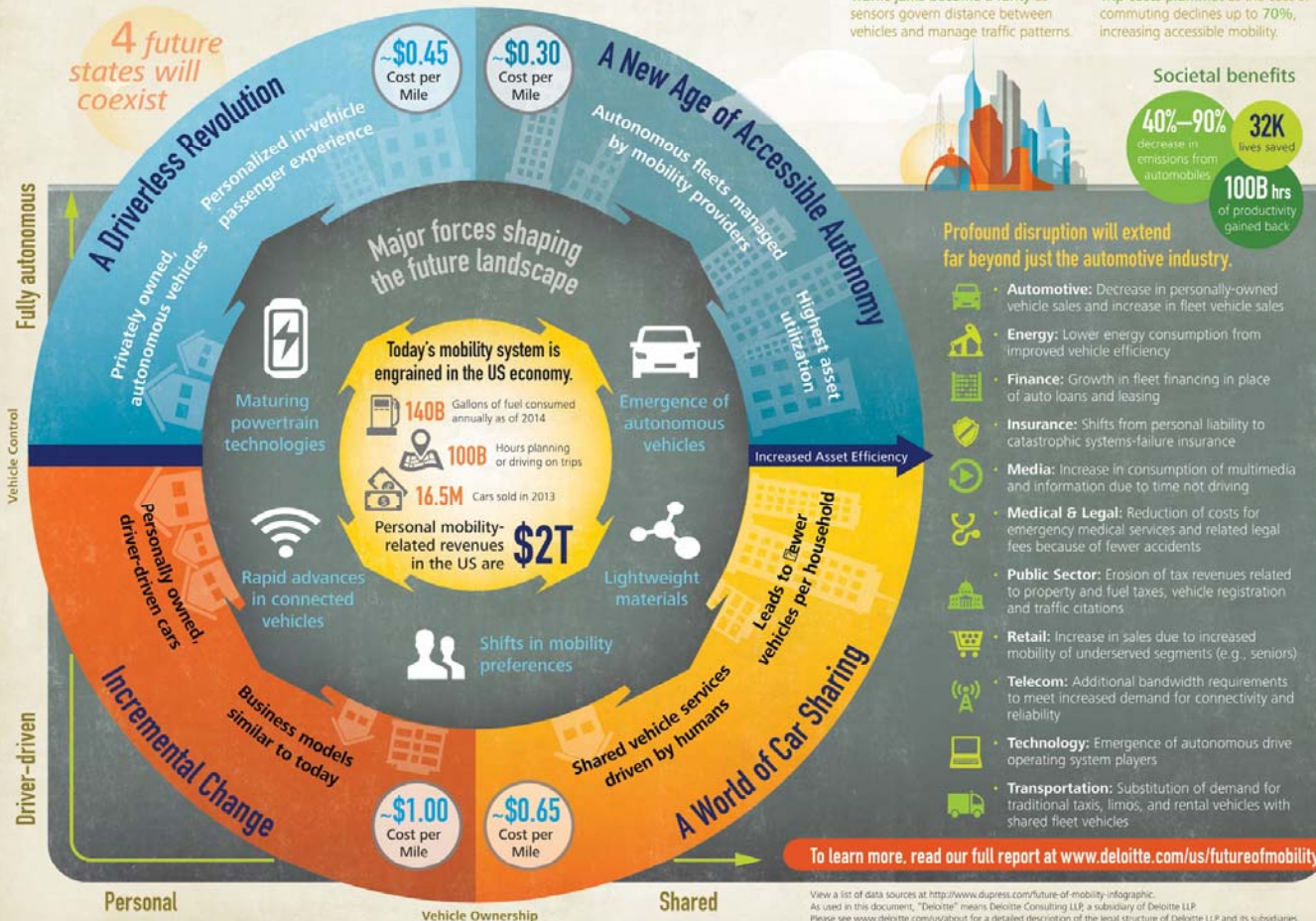
Vehicles hardly ever crash once human error is removed from the equation.

Energy demand drops as tailored vehicles enable more efficient and environmentally friendly powertrains.

Traffic jams become a rarity as sensors govern distance between vehicles and manage traffic patterns.

Trip costs plummet as the cost of commuting declines up to 70%, increasing accessible mobility.

Societal benefits



Profound disruption will extend far beyond just the automotive industry.

- Automotive:** Decrease in personally-owned vehicle sales and increase in fleet vehicle sales
- Energy:** Lower energy consumption from improved vehicle efficiency
- Finance:** Growth in fleet financing in place of auto loans and leasing
- Insurance:** Shifts from personal liability to catastrophic systems-failure insurance
- Media:** Increase in consumption of multimedia and information due to time not driving
- Medical & Legal:** Reduction of costs for emergency medical services and related legal fees because of fewer accidents
- Public Sector:** Erosion of tax revenues related to property and fuel taxes, vehicle registration and traffic citations
- Retail:** Increase in sales due to increased mobility of underserved segments (e.g., seniors)
- Telecom:** Additional bandwidth requirements to meet increased demand for connectivity and reliability
- Technology:** Emergence of autonomous drive operating system players
- Transportation:** Substitution of demand for traditional taxis, limos, and rental vehicles with shared fleet vehicles

To learn more, read our full report at www.deloitte.com/us/futureofmobility

View a list of data sources at <http://www.deloitte.com/future-of-mobility-infographic>. As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting. Copyright © 2015 Deloitte Development LLC. All rights reserved. Member of Deloitte Touche Tohmatsu Limited.



Co-housing

A puzzle with a house illustration and scattered coins. The puzzle pieces are white with a grey border. The house is brown with white windows and a red door. There are several coins scattered around the house, including a 20 Euro coin and a 1 Euro coin. The puzzle is set against a light grey background.

35% Sweden - **10%** Denmark
Spain - retired people solution
New ways of living to share cost – young people.

Mi mundo....

En los hogares

... consumimos **25%** de la energía

... utilizamos el **10%** agua

... desperdiciamos el **25%**
de la comida que compramos



5.500

**million € energy
savings**

1,5% PIB





\$130 billion

**per year market for solar electric power
= global furniture industry**



2.9 million

tons of food waste per year

~ 11 billion €



30%

people consume organic food /month
healthy reason

European Innovation Partnership **Smart Cities & Communities**

Invitation for Commitments



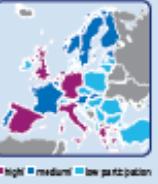
1 Smart Cities and Community a European Innovation Partnership

How to make our cities smarter?
 The Partnership integrates the **ICT, energy and transport** sectors. It aims to apply innovative solutions to tackle issues such as **congestion, air pollution, high energy costs** and to achieve **better mobility, cleaner urban environment, energy efficiency**.

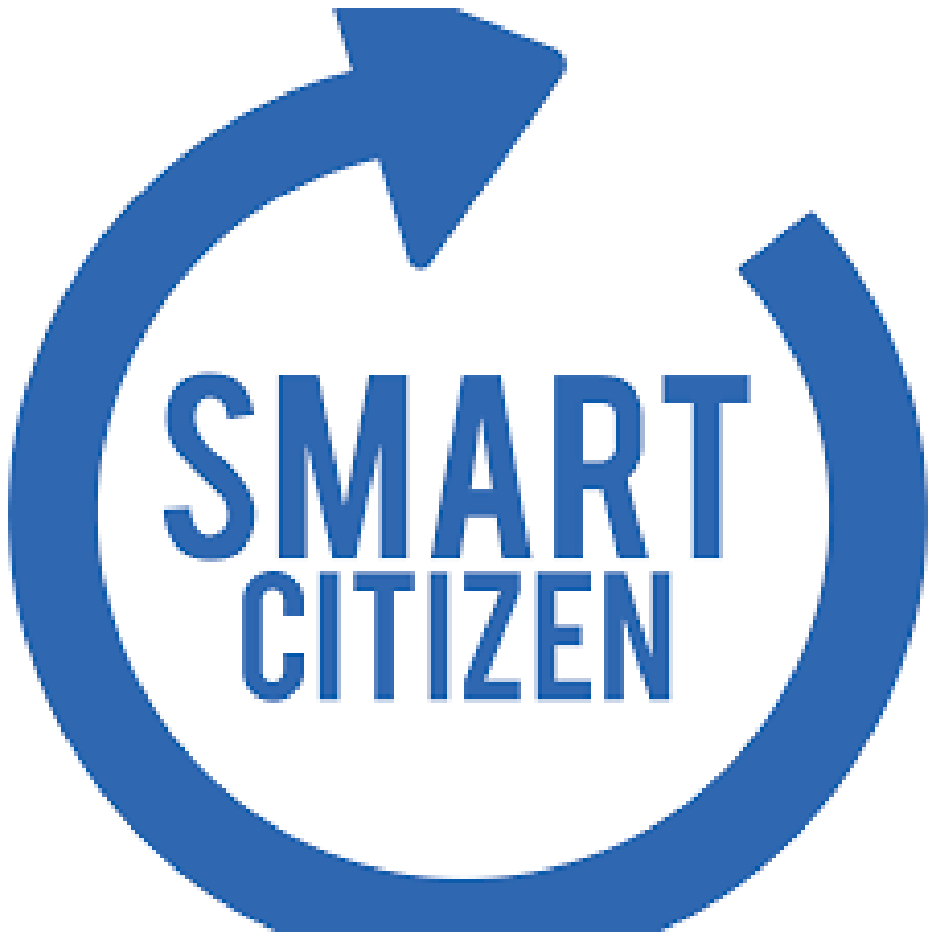


2 Meet our Partners

In 2014, **370 commitments** around smart city projects & solutions were submitted by more than **3 000 partners**.
 The lead organisations come from **31 countries**.



3 Some of the areas we are working on



**La sostenibilidad no debería ser
un lujo,**

**...sino asequible para la
mayoría de las personas**

100% LED

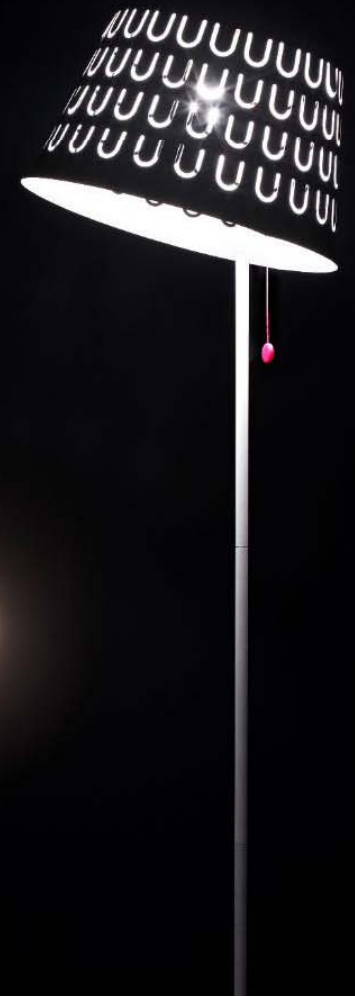
Hasta **85%** menos de
energía comparado con incandescentes

Duran hasta **20** años

64 millones
LED bombillas

Ahorro suficiente para el consumo de

500.000 hogares



PRODUCTOS Y SOLUCIONES



Novedad
VINNINGE
Cargador de pilas
€ 2,99 / ud
(€ 2,47 Sin IVA)

IVA incluido

PRODUCTOS Y SOLUCIONES



¡Huerto hidropónico para la mayoría!



Consumers don't want to make the world a better place.

They want brands to do that for them 😊

What are you prepared to SACRIFICE?

The only meaningful path left for brands is to stop talking and act.

Sounds unfair? Who said consumers had to be fair?

La coherencia

La honestidad

**La curiosidad por seguir
aprendiendo juntos**



LA RECETA

- ① ¿A QUÉ TE **DEDICAS**?
- ② **CONTEXTO** CORTO – LARGO
- ③ ¡SOMOS UN **EQUIPO**! Escucha activa. Dentro y fuera.
- ④ RETAROS AL **100%**
- ⑤ **WIN x 6**. ¡También el cliente!



I WORK AT
IKEA
WHAT'S YOUR
SUPERPOWER?

¡Gracias!

Mercedes Gutiérrez

Sustainability Manager
IKEA Spain

 @mgutierrezalv

Más información en:
www.ikea.es/personasyplaneta

