

FINAL REPORT

OUTCOME AND IMPACT MEASUREMENT

COP26

UPDATED
COP26 final results and analysis

1 July 2021 – 28 February 2022

Analysis on the impact of all activities around COP26 this year – including speaking engagements and advocacy as well as media highlights.



Table of contents

Background, objectives and setup

Highlights and summary of impact so far ***UPDATED***

Objective 1 progress so far: Increased influence and advocacy ***UPDATED***

Objective 2 progress so far: Better market conditions ***UPDATED***

Objective 3 progress so far: Increased Brand perception ***UPDATED***

a) Overview of key results

b) Media and social media results

c) Other progress on this objective

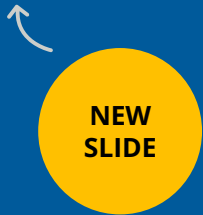
Objective 4 progress so far: Increased co-worker pride ***UPDATED***

Objective 5 progress so far: Increased organisational commitment ***UPDATED***

Deep-dive on IKEA UK&IE activities high-level summary

Appendix: Total list of objectives and key results

What has changed since the last report



New slides indicated by this icon in the top lefthand side of the screen



Slides with new content indicated by this icon in the top lefthand side of the screen

- Additional **recommendations** based on additional data
- Additional data included:

Objective 1 - Increased influence and advocacy

A-list of leading advocates on climate action which is published in September: IKEA is remaining on the A-list. IKEA has made good progress in deepening its advocacy profile and influencing other business to make commitments towards a fair and equal net zero society by 2030.

Objective 2 - Better market conditions

Data on how IKEA is influencing governments and policymakers has shown significant progress in enabling better market conditions on some primary issues IKEA cares about, such as zero emission vehicles and carbon pricing.

Objective 3 - Increased brand perceptions]

Increased positioning of IKEA as a climate leader through 68 influential people present at the event, of which 51% (35) were external leaders, most of them (57%; 20) from international organizations and leadership movements and coalitions working to advance business climate action, such as The B Team, Climate Group and We Mean Business Coalition. Of the 15 leaders from corporates, the most represented sector was consultancy, with 7 high-level leaders from the world's two largest management consulting firms joining the reception, Boston Consulting Group and Bain & Company.

Objective 4 - Increased co-worker pride

Key Results showed that while co-workers' perception of IKEA overall climate engagement is highly positive, there is a need for improvement to engage co-workers in climate action more effectively. 74% of UK co-workers survey respondents felt positive about our climate engagement.

Objective 5 - Organisational commitment

We saw positive progress in increased leadership through internal events. For example, the Youth advisory council – a “dual mentorship” programme between young leaders and senior IKEA leaders – was extremely successful in engaging all Group Management members to participate in its kickoff forum.

Job to be done

Taking climate action and keeping global warming to below 1.5°C degrees is **crucial for the future business success of IKEA.**

But it's also about **living up to our vision** and doing the right thing.

And we know that our co-workers, customers and the general public **want us to act** and help them in taking actions.

COP26 was a key moment for climate action, and therefore a **key opportunity for IKEA** to enable, inspire and influence other businesses, governments, co-workers and the interested many towards more climate actions – and to position IKEA as a purposeful brand and leader in the climate space.



Background

- **COP26 was a key moment in the decade of climate action.** It was a summit to both address what has and has not been achieved since 2015, and a time to set more ambitious and concrete plans for how to reach the Paris agreement targets.
- COP26 was also a **key opportunity for IKEA** to enable, inspire and influence climate actions – and improve market conditions.
- With our scale and reach, we have a **responsibility and opportunity** to accelerate the transition towards a net zero and a fair and equal society and economy – where sustainable actions and choices are affordable for the many people.
- Besides transforming our own business and the IKEA value chain, we saw COP26 as a moment in time to **call on other companies, as well as governments and the interested many** to join us on the journey.

Campaign objectives

- The IKEA COP26 project aimed to show that **IKEA leads with action and an optimistic attitude.** The **project objectives** aimed at creating impact beyond COP26, in alignment with the Decade of People & Planet:
 - To support the acceleration of the transition to a fair and equal net zero society.
 - To enable better market conditions for business like ours to succeed and for others to step up.
 - To continue to position IKEA as a purposeful brand and climate leader.
 - To build co-worker pride, knowledge and enable climate action at work and at home.
 - To create a focal point in the IKEA calendar, helping us to mobilise and accelerate action internally.
- We wanted to do this by engaging with and creating a ripple effect through the following **key audiences**:
 - Other businesses
 - Governments
 - Our co-workers
 - The interested many people

Campaign setup

- The IKEA COP26 project was an **umbrella for several different workstreams**, teams and deliverables led by both IKEA UK&IE and Group Communication:
 - The furnishing of the COP26 venue itself.
 - Healthy and sustainable living hubs at various locations in Glasgow during COP26.
 - A book called *Assembly guide for a better future*.
 - An exhibition called *Assembling our future* in Glasgow during COP26.
 - Co-worker campaigns for *Assembling a better future*.
 - A Young leaders forum and dual-mentorship program.
 - *One Home, One Planet (OHOP)* collaborative exploration and co-creation sessions.
 - Collaborations with partners on advocacy- and speaking opportunities.
 - Numerous announcements, media, and social media activities on both a UK and global level.
 - Updates of both Retail Website and Ingka.com about COP26.
- Many of the activities were also done in **close collaboration** with Group Sustainability and Inter IKEA Systems.

IKEA at COP26



Jesper Brodin
CEO
Ingka Group

[Click to view video.](#)

A new way of measuring

Objectives have led us in everything we did around COP26, and with it comes an improved measurement approach on the impact of our activity (including but not limited to media and social media coverage).

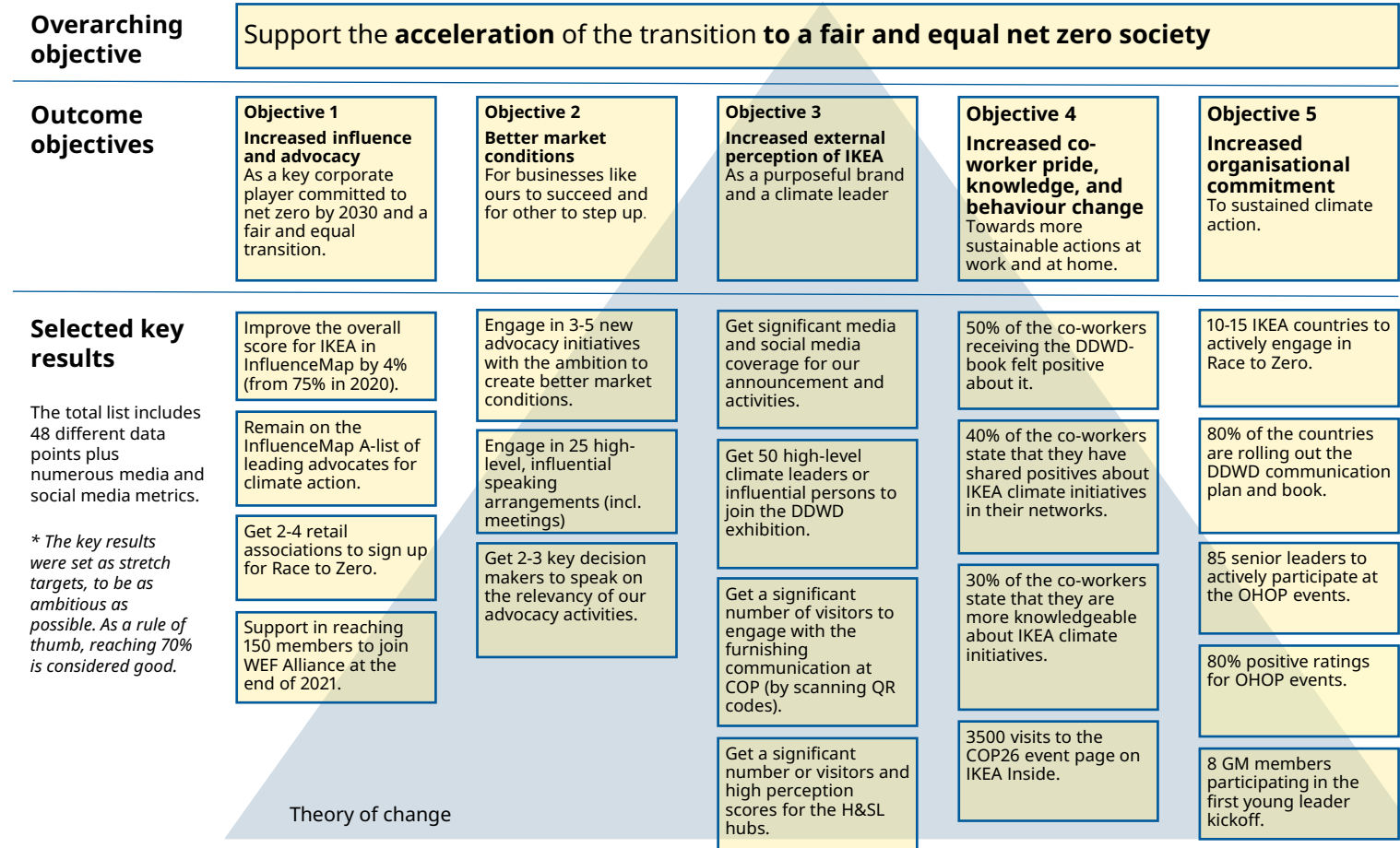
Inspired by an OKR (Objectives and Key Results)-format, we created a “theory of change”: an overarching objective supported by outcome objectives, and specific key results for each objective.

The logic is that if **we succeed with reaching most of the key results*** for a specific outcome objective, there is a high likelihood that **we have reached that objective**.

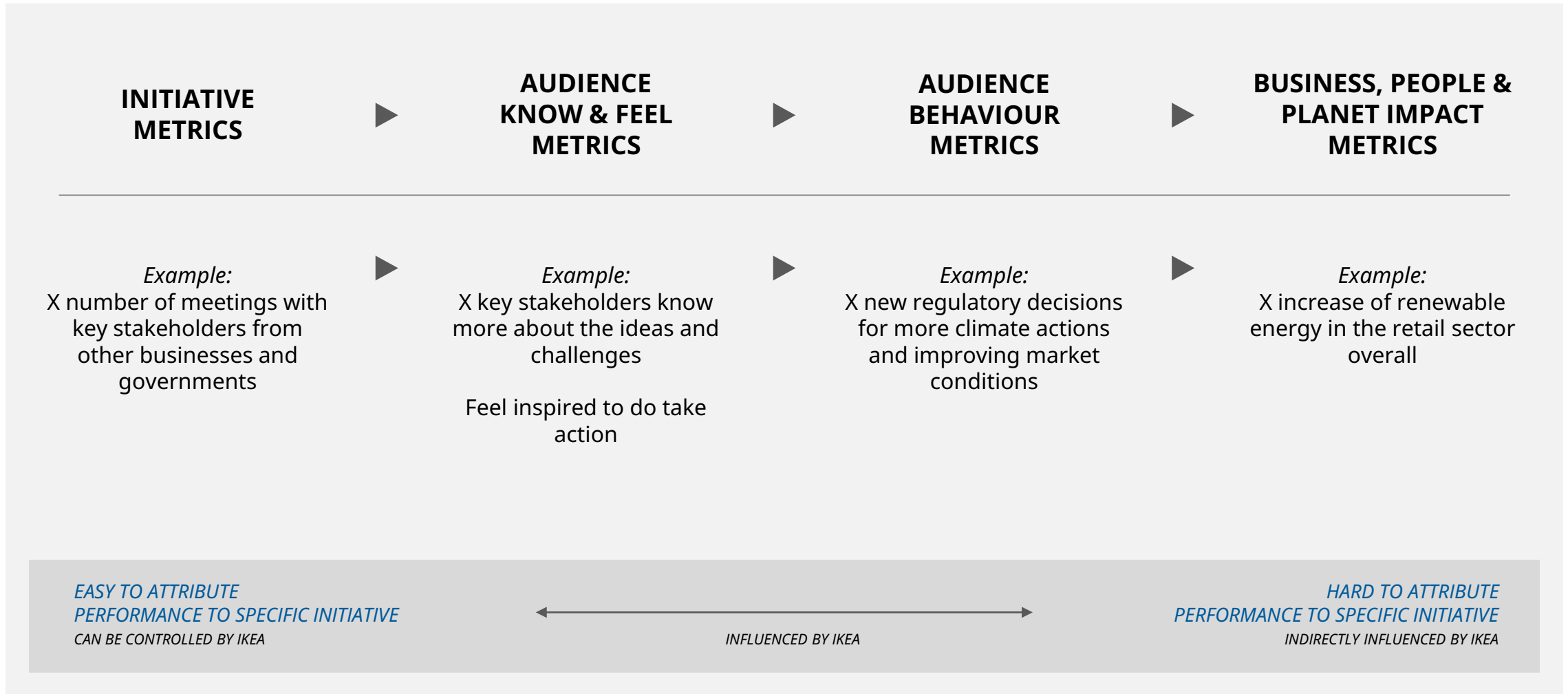
And we if we reach most the outcome objectives, we have probably moved towards the overarching objective.

This allows us to evaluate whether we created outcomes and impact on a total level.

This report is therefore structured based on each of the outcome-objectives.



Contributing to people, business and planet



Reflections on impact

The impact analysis of IKEA shows that we made positive progress in achieving three objectives, while the other two objectives had mixed results, indicating areas for improvement towards a fair and equal net zero society by 2030. Below is an overview of progress on each objective.

- **Objective 1** We succeeded in increasing our commitment, influence and advocacy to climate action, which represents a positive trend and a significant progress towards a fair and equal net zero society by 2030.
- **Objective 2** We were also successful in advancing better conditions for businesses to transition to a fair and equal net zero society, with concrete outcomes on some primary issues we care about, such as zero emission vehicles and carbon pricing.
- **Objective 3** We made significant progress in strengthening our external perception as a purposeful brand and climate leader through COP26 activities and events to businesses, government leaders, policymakers and consumers.
- **Objective 4** We made good progress in increasing co-workers' knowledge of our climate initiatives as well as increasing their perceptions of IKEA as a climate leader. More work can be done on effectively driving co-workers' engagement in climate actions through campaigns and other strategies.
- **Objective 5** While we were successful in boosting leadership involvement in key events connected to COP26, more effective strategies are needed to drive a higher level of organizational commitment and sustained climate actions.

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable



Target result overview (Page 1 of 3)

| Outcome objective | Target key results | Actual | |
|--|---|---|------------|
| Objective 1 Increased influence and advocacy as a key corporate player committed to net-zero by 2030 and a fair and equal transition | KR1. Improve the overall score of IKEA in InfluenceMap by 4% (from 75% in 2020). | ● 82% | |
| | KR2. Remain on the InfluenceMap A-list of leading advocates on climate action which is published in September. | ● IKEA is remaining on the A-list | |
| | KR3. Get 2-4 retail associations to sign up for Race to Zero. | ● 2 | |
| | KR4. Support reaching 150 members to join WEF Alliance at the end of 2021. | ● 125 | NEW |
| Objective 2 Better market conditions for businesses like ours to succeed and for others to step up | KR1. Become a member of, or engage in, 3-5 new advocacy initiatives or collaborations or partnerships with the ambition to create better market conditions. | ● 9 | |
| | KR2. Run or engage in 25 high-level, influential speaking arrangements (incl. meetings and interactions). | ● 41 speaking engagements + 44 meetings & interactions with key leaders | |
| | KR3. Get 2-3 key decision makers to speak on the relevancy on our advocacy activities (incl. policy letters) are highly relevant and ambitious. (not ideal key result in retrospect) | ● 2+ (Dutch Climate Envoy on how important and valuable the WEF letter was, many reactions to WMB letter) | |
| | KR4. Number of tweets from external leaders about IKEA advocacy activities and asks. | ● 13 | |
| | KR5. 90% of the WEF Alliance members have signed the policy letters. | ● 85% | |
| | KR6. Stories of change in market conditions from IKEA advocacy initiatives, partnerships and speaking arrangements. (e.g., Track changes in the primary issues that IKEA is trying to influence are transport, energy, circularity, nature and resilience, and smart agriculture) | ● See analysis | NEW |

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable



Target result overview (Page 2 of 3)

| Outcome objective | Target key results | Actual |
|---|--|--|
| Objective 3 Increased external perception of IKEA as a purposeful brand and climate leader. | KR1. Get a high level of media coverage, social media engagement and reach before, during and after COP26.* | <ul style="list-style-type: none"> 37M total estimated actual reach 11M estimated actual reach across news articles 26M estimated actual reach across social media (including paid) |
| | KR2. Improve our visibility in Search by getting ranked on the first page of Google for three targeted topics in five countries. | <ul style="list-style-type: none"> On page 1 for 3 topics in 4 markets |
| | KR3. Get more than 80 trusted sites to link back to our content on IKEA.com (all countries) and Ingka.com. | <ul style="list-style-type: none"> 39 |
| | KR4. Get 10 000 organic clicks in the first month, all content and countries combined | <ul style="list-style-type: none"> 4 457 so far (data only available for UK, US and Ingka.com so far) |
| | KR5. Number of visitors in IKEA COP26 exhibit | <ul style="list-style-type: none"> ~600 visitors |
| | KR6. Get 50 high-level climate leaders or influential persons to join the exhibition reception. | <ul style="list-style-type: none"> 68 |
| | KR7. Get a rating of 80% for the level of inspiration and relevancy for the exhibition. | <ul style="list-style-type: none"> 88% (4 to 5 star rating) |
| | KR8. Level of trust in IKEA as climate leader after COP26 exhibition | <ul style="list-style-type: none"> 64% |
| | KR9. Get visitors and delegates at COP26 who are going to the IKEA COP26 landing pages from the QR-codes on the furniture to engage in the content online. | <ul style="list-style-type: none"> ~1 min of average time on site |
| | KR10. Positive sentiment from stakeholders around furnishing COP26 | <ul style="list-style-type: none"> 90%+ neutral-to-positive sentiment across social media |
| | KR11. Number of visitors to Healthy and sustainable living hubs across Glasgow | <ul style="list-style-type: none"> 11 500 visits in total for all hubs (~5-6% of the store footfall for the hubs at the Glasgow store). |
| | KR12. Get a rating of 80% for the level of inspiration and relevancy for the Healthy and sustainable living hubs | <ul style="list-style-type: none"> 94% |
| | KR13. Level of increased knowledge around sustainable action from activities and communication connected to the healthy and sustainable living hubs | <ul style="list-style-type: none"> 82% |

NEW

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

Target result overview (Page 3 of 3)

| Outcome objective | Target key results | Actual | |
|---|---|---|------------|
| Objective 4 Increased co-worker pride, knowledge and behaviour change | KR1. 50% of UK co-workers survey respondents felt positive about the 'Assembly Guide for a Better Future' book | ● 18%* | |
| | KR2. % of UK co-workers survey respondents that felt positive about IKEA COP26 co-worker campaign | ● 53% | NEW |
| | KR3. 3500 visits to the COP26 event page on IKEA Inside from Oct 15-Nov 30. | ● 3062 | |
| | KR4. Get a high UK engagement on Yammer around COP26 topics | ● 13 national posts on Yammer 15,575 views 197 likes 15 comments | NEW |
| | KR5. % of UK co-workers survey respondents that felt positive about IKEA climate engagement | ● 74% | NEW |
| | KR6. Stories of behaviour changes towards more sustainable actions at home | ● See analysis | NEW |
| Objective 5 Increased co-worker pride, knowledge and behaviour change | KR1. 10-15 IKEA countries are actively engaging in the Race to Zero retail campaign. | ● 8 markets engaged. | NEW |
| | KR2. 80% of the countries are rolling out the 'Assembly Guide for a Better Future' communication plan and book. | ● 69% | NEW |
| | KR3. Get a high number of Group Management members participating in the first Youth advisory forum kickoff. | ● All GM members attended | NEW |
| | KR4. Get a high number of young leaders participating in OHOP at COP. | ● 6 participants (3 in panels and 3 in attendance) | |
| | KR5. 50 senior internal leaders (for example, Group Management, Country Management, Group Function management) have actively participated in OHOP at COP. | ● 48 (12 in Glasgow and 36 remote) | |
| | KR6. 150 external stakeholders actively participating in OHOP at COP (virtually or physically). | ● 154 (88 physically and 66 remote) | |
| | KR7. % of participants who expressed interest to continue working on climate topics during OHOP CoLabs. | ● 17% | |
| | KR8. Stories of senior internal leaders committed to actions after OHOP. | ● See analysis | NEW |

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

*See further details in the deep dive on co-worker campaign results.

Recommendations

These recommendations are provided to strengthen our IKEA efforts to move towards the overarching objective – supporting the acceleration of the transition to a fair and equal net zero society.

- **Sharing more sustainability knowledge to engage more businesses in climate action.** Our IKEA efforts on sustainability throughout the value chain represent a valuable source of knowledge and inspiration for other businesses that can be shared in even more concrete ways in initiatives like the Breakthrough 2030: Retail Campaign or the WEF Alliance.
- **Engaging with policymakers after collective advocacy asks are released, like the WEF Alliance open letters to drive greater commitments.** For example, meetings held with some countries' delegations at COP26 on the WEF Alliance open letters confirmed their importance on influencing policymakers and governments. More targeted policy engagement after asks like the open letters should be leveraged as an effective strategy to drive commitment.
- **Sharing more content on how co-workers and consumers can help the planet become more sustainable and support them to change their habits.** Some of the lessons learned from the UK co-workers' campaign showed that sharing sustainability ideas and tips in interactive ways with coworkers and consumers and making sustainable products more available would increase their engagement in climate action and influence behavior change more effectively.
- **Engaging in organizational events focused on climate issues that IKEA cares about as a business to drive greater internal leadership commitments and actions.** Some lessons learned from OHOP held during COP26 indicate that the topics addressed at these events should include issues that are central to the IKEA agenda rather than high-level systemic challenges that tend to drive less commitment and action. In addition, events like this would be more effective if they were held at different times compared to connecting them with large events like COP26, which are already very busy times for leaders. This would help to receive greater attention from internal leaders.

Highlights

COP26 has earned continual attention over the past few months, starting with the Breakthrough 2030: Retail campaign as part of the Race To Zero, and announcement of IKEA as an official COP26 partner, through to the event taking place in November. During the same period, we have also engaged with key leaders through speaking engagements and meetings, and we have taken part in or driven key advocacy initiatives to influence ambition and action with others.

- The announcements, actions, number of speaking engagements and advocacy initiatives throughout the year also seem to have generated significant positive trend in how influential and impactful IKEA are in climate topics.
- Ingka spokespersons engaged in 41 high level speaking opportunities before and during COP26, conducted 44 meetings and interactions with key leaders during COP26 and we engaged in 9 advocacy initiatives.
- IKEA has been mentioned across top tier outlets for its initiatives, supported by spokesperson commentary – with content received in neutral-to-positive tonality. Negative commentary has been primarily isolated to owned channels and has not drawn further commentary or conversation.
- IKEA earned largest positive sentiment of all COP26 partners, and the 3rd highest share of voice (13%).
- We have delivered the project with a forecasted spend of around 9MEUR (+6.5FTE for 1 year) which is lower than the 16.4M that were approved (6MEUR reduction due to not doing the climate campaign).

1 July 2021 – 28 February 2022

Media mentions

UPDATED

22K

total mentions across online and print news, and social media
14K across news
6.7K across social media

Media reach

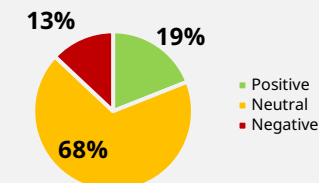
UPDATED

37M

total estimated actual reach across news articles, and social media
Including paid social media

Sentiment breakdown

UPDATED



Market engagement

20+

retail markets **activated on owned social channels**

Speaking engagements

85 total speaking engagements

41 high level speaking engagements
44 meetings & interactions with key leaders leading up to and during COP26

Impact of climate advocacy and actions

82% total score on impact of climate advocacy up from 75% in 2020 (as measured by [InfluenceMap](#))

88% score for level of inspiration and relevancy for the IKEA exhibition at COP

94% score for level of inspiration and relevancy for the Healthy and sustainable living hubs in Glasgow

Key outlets

Bloomberg Green

FINANCIAL TIMES



Advocacy initiatives

9

advocacy initiatives throughout COP26



UK Government **THE B TEAM**

Budget

Approved budget: 16.4MEUR
Forecasted spend: ~9MEUR

Reflections on media highlights

Visibility

Executive visibility and Co-Worker activity drove high engagement across social media, and key announcements helped drive visibility across news coverage.

Continue to leverage executives and maximise their share of voice with bespoke content they can share. Advance Co-Workers engagement as ambassadors - consider transforming 'Let's assemble a better future' into a People and Planet engagement platform for IKEA.

Messaging

While various announcements ensured a constant drumbeat of activity, there is opportunity for increased alignment between different initiatives in order to bolster visibility of the scale of IKEA, Ingka Group and IKEA Foundation commitments and ambitions.

Reaching new audiences: A range of different outlets – from consumer, lifestyle, retail and sustainability outlets – have covered announcements and enabled reach among new audiences.

Takeaways of COP26

Taking part in COP26 in Glasgow confirms the **importance of continuing to drive collective global action to keep 1.5°C alive and deliver to the Paris Agreement**. Limiting global warming to 1.5 degrees is now explicitly the formal target for all 197 parties that signed the Glasgow Climate Pact.

We see positive movement. COP26 and the process behind it has reduced the global warming trajectory from 3.7°C in 2015 to 2.4°C after COP26. However, this **is still inadequate to limit global temperature rise to 1.5°C** and it's understandable that there is uncertainty and partly mistrust in society.

Yet we experienced a **determination and dedication from leaders** across society, governments, businesses, and multilateral coalitions to accelerate commitment and their actions. **But more needs to be done.**

Some of the highlight of the [Glasgow Climate Pact and the official negotiations](#) include:

- **Stepping up commitments** – agreeing to further strengthen 2030 targets by COP27 as countries must share updated plans and demonstrate greater action on reducing greenhouse gas emissions.
- Agreement to **accelerate financial support** for developing countries and take steps to help vulnerable countries deal with impacts of climate change.
- Agreement, for the first time, **to phase down the use of coal** and **phase out inefficient fossil fuel subsidies**.



Takeaways of COP26

Outside of the formal negotiations, it's encouraging to see **businesses and multilateral pledges** on methane emission, deforestation, financing and clearer pathways for sectors. We also saw the launch of a new standard for companies to verify their net-zero commitment.

Whilst the outcome isn't as strong as it should have been, it is still progress. It brings hope. It is crucial that we increase the commitments and that they are followed by action that benefit the many, with speed. This is the only way for governments (and in fact, all institutions and businesses) to **regain trust**.

For IKEA it is clear - we are committed to the Paris Agreement and IKEA has a solid plan to become climate positive by 2030. We continue to drive the action. By sharing what we have done, are doing and will do including the challenges that we face, we want to **inspire, encourage, and enable more of us to take ambitious climate action in line with science.** It's why we and our partners **continue to ask governments and businesses the same thing we ask of ourselves: for not only commitments, but ambitious climate action.**

Together, we can assemble a net-zero world that is better for all. With green jobs and more sustainable growth and a fair and equal society.



Takeaways of COP26: What it means for Ingka

The discussions and outcomes of COP26, impact our way forward. We should continue to act decisively to maintain our leadership on climate action and advocacy. COP26 has solidified expectations that all businesses should pursue short term action, transparently report progress (ESG), set science-based net-zero goal, and advocate for systemic change. Credibility of pledges will be even more closely scrutinized.

Some early recommendations for action area the following. We will continue to assess our performance against objectives and take the learnings going forward.

Let's assemble
a better

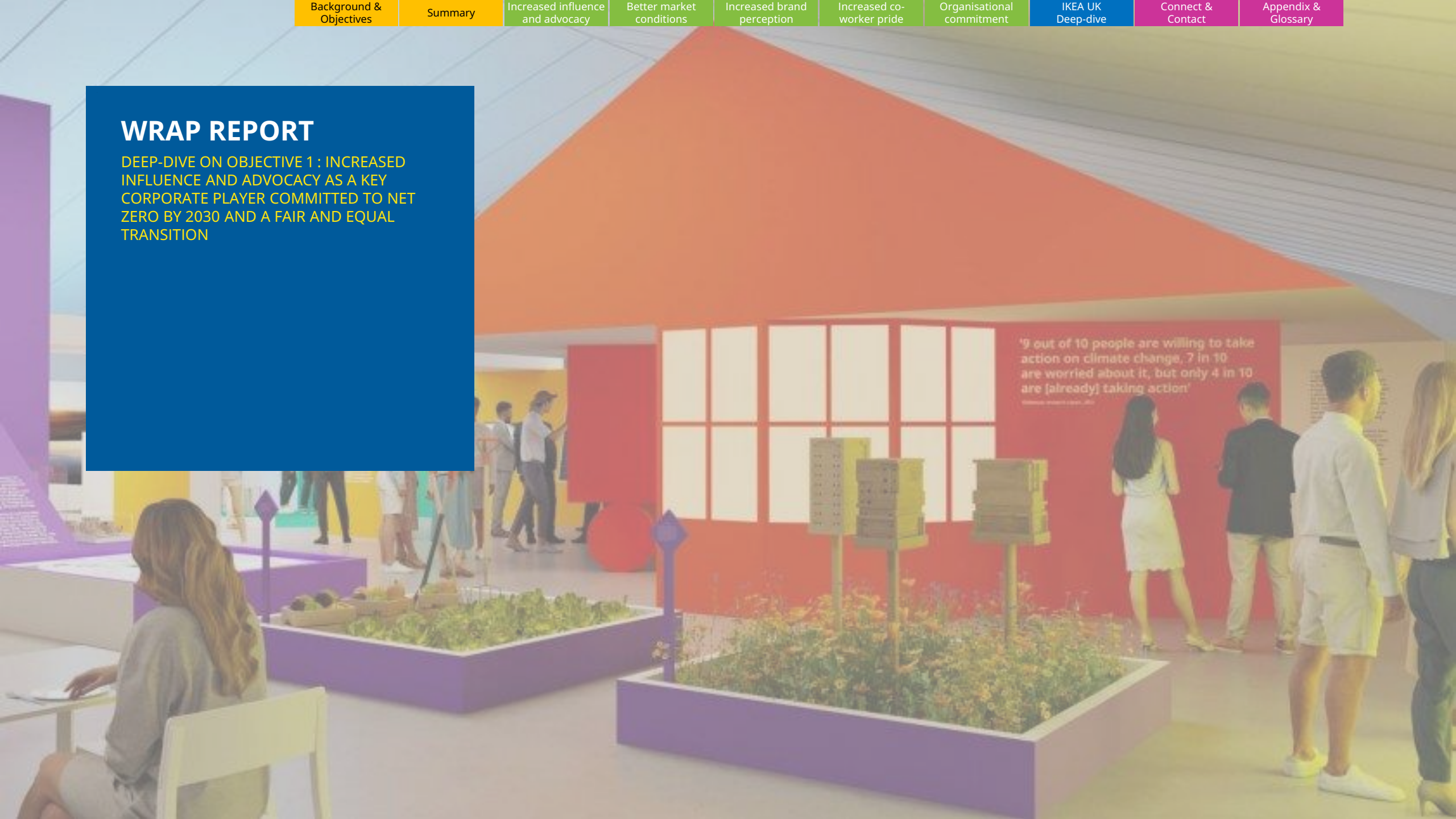
Future



1. Continue to **transition our own business**.
2. **Biodiversity, nature and regeneration as well as just transition and climate justice** were important topics at COP26. *We should continue to develop and assess our contribution, our competence, and narrative across the full value chain approach.*
3. The big announcements at COP26 were **focusing on multilateral sectoral and cross collaborations**. *We can strengthen our engagement in such collaborations and focus on the climate action pathways*
4. During COP26, the **Science-Based Targets Initiative launched the Net Zero** Standards and companies are starting to commit and set their targets. *We should continue assess when we can set a science-based net zero goal.*
5. COP26 saw a broader push to **standardize how companies account for their social and environmental impact** also looks likely to usher in an era of **mandatory reporting**. António Guterres, the secretary-general of the UN intends to set up a body to examine net-zero pledges made by companies and to develop standards. *We should continue to align our reporting and goal setting with international standards (also on country levels) and influence these standards.*
6. COP26 still leaves a **big gap to limit global warming to 1.5**. Governments have agreed to step up their 2030 Nationally Determined Contributions (NDC) by COP27 and develop the plans and policies to implement it. The EU is currently leading the pack when it comes to implementing targets into national plans and legislation. *This brings an opportunity for Ingka and IKEA to together with our partners influence and advocate for the change that needs to happen, sharing what we do, providing evidence how governments' action accelerates our action and what will support will help us on this journey.*
7. COP26 saw a **great interest in our approach to sustainable consumption**. *We have an opportunity to continue to further develop our point of view across IKEA and collaborate with the wider society on what it really means.*
8. With a **focus on forestry**, COP26 has reiterated the importance of seeing opportunities to reinforce our efforts to prevent deforestation, encourage restoration and proactively communicate on our engagement.
9. The debate and **focus on greenwashing is increasing**. *We should develop a clear narrative on how we approach and avoid this, whilst maintaining strong share of voice*
10. We have **stepped up**. *We have an opportunity to continue and potentially even accelerate communicating our climate engagement including advocacy in a transparent, humble and proactive way.*
11. We should continue to **create a one IKEA approach including IKEA Foundation**.

WRAP REPORT

DEEP-DIVE ON OBJECTIVE 1 : INCREASED INFLUENCE AND ADVOCACY AS A KEY CORPORATE PLAYER COMMITTED TO NET ZERO BY 2030 AND A FAIR AND EQUAL TRANSITION



Progress on Objective 1

Increased influence and advocacy

Increased influence and advocacy as a key corporate player committed to net-zero by 2030 and a fair and equal transition

| Outcome objective | Target key result | Actual |
|---|--|--|
| Increased influence and advocacy as a key corporate player committed to net-zero by 2030 and a fair and equal transition | KR1. Improve the overall score of IKEA in InfluenceMap by 4% (from 75% in 2020). | ● 82% |
| | KR2. Remain on the InfluenceMap A-list of leading advocates on climate action which is published in September. | ● IKEA is <u>remaining on the A-list</u> |
| | KR3. Get 2-4 retail associations to sign up for Race to Zero. | ● 2 |
| | KR4. Support reaching 150 members to join WEF Alliance at the end of 2021. | ● 125 |

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

Progress on Objective 1

Analysis of progress and impact

IKEA succeeded in deepening its advocacy profile and influencing other businesses to make commitments towards a fair and equal net zero society by 2030. Three out of four key results were met or exceeded, and one was nearly reached.

Increased success of advocacy initiatives promoting a fair and equal net-zero society.

- We have strengthened our global advocacy profile in 2021 compared to 2020. In 2021, IKEA achieved an overall score of 82% on the InfluenceMap, an increase of 7 percentage points compared to last year. InfluenceMap tracks how active a company is in advocating for climate and energy policies globally.
- IKEA also remained on the A-list of leading corporate advocates committed to and advocating for ambitious climate action and policies.
 - Only 15 corporates were selected for the A-list. To qualify, a company must demonstrate climate leadership, have an ambitious climate policy and engage in strategy and influence related to climate policy.
- Our commitment to and influence of climate action and advocacy has increased over time, according to InfluenceMap's different analyses, which is a positive trend (2 percentage points 2017-2019, 3 2019-2020, and 7 2020-2021).

Increased influence on other businesses

- Through the Breakthrough 2030: Retail campaign, we are driving climate movement in the retail sector. Our leadership in this campaign has been instrumental in influencing more retailers to join the Race to Zero campaign - the UN-backed global campaign rallying non-state actors to take rigorous and immediate action to halve global emissions by 2030. In July 2021, IKEA and three other large retailers launched the Race to Zero Breakthroughs 2030: Retail Campaign – in partnership with the COP26 High Level Climate Action Champions and supported by the World Business Council for Sustainable Development (WBCSD).
 - The goal is to help the retail industry reach a tipping point overall, by getting a majority of the biggest retailers in the world into the Race to Zero. One of the global Race to Zero strategies to reach a large number of members is to activate networks and associations that can be an Accelerator. This strategy was leveraged by the idea that IKEA had to launch a pledge with special criteria for retail associations to become Accelerators at the COP26 event. IKEA successfully led the negotiations around the special criteria with the High Level Climate Champions and managed to set a more realistic target for them.

Progress on Objective 1

Analysis of progress and impact

IKEA made good progress in deepening its advocacy profile and influencing other business to make commitments towards a fair and equal net zero society by 2030.

Increased influence on other businesses - *Continued*

"IKEA helped me negotiate the special criteria for the accelerator pledge, because retail associations would never be able to become accelerators if they had to get all these little tiny members into the Race Zero. (...) IKEA was very instrumental and insanely firm to the High Level Climate Champions team: we absolutely have to have special criteria for retailers, here are all the reasons why. It was a very difficult negotiation that took four or five months." DJ Forza, WBCSD and Manager of the Race to Zero Retail Campaign.

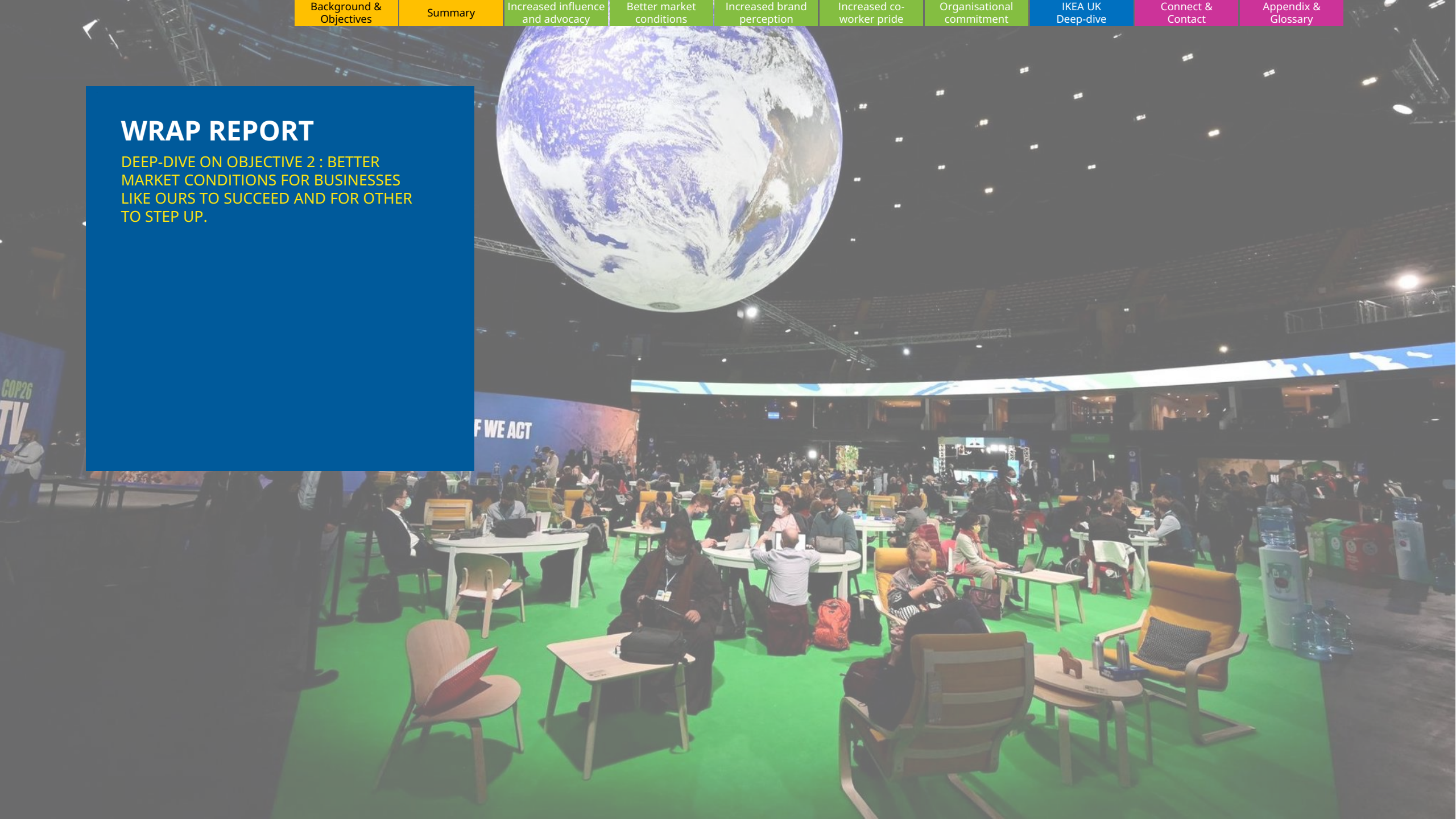
- IKEA was also seen as instrumental in making the pledge happen and influencing the first 2 retailer associations to join it during COP26. Our leaders actively participated in the campaign activities at COP26 and leveraged their network to support a greater reach of the pledge.

"They set up numerous meetings for me to be introduced to the retail associations that they are part of. So I have already met with the Spanish, Belgian, French, German, maybe a couple others, trade associations, introduced to us by IKEA. They were also very involved in the British Retail Association and the Australian Retail Association, even though they are not a member of these associations, they still influenced them to join. We wouldn't have the progress we have without their support." DJ Forza, WBCSD and Manager of the Race to Zero Retail Campaign.

- We are also driving business action through the WEF Alliance of CEO Climate Leaders. By the end of 2021, 125 CEOs had joined the WEF Alliance. Although the goal of reaching 150 members was not met, the Alliance grew by approximately 55% in 2021, driven by the co-chairs' personal approach of reaching out to other CEOs to join. We are confident that our engagement is driving action because the Alliance ratches up the criteria for members, driving significant greenhouse gas reduction. The Alliance members, in terms of CO2 emissions, would represent the third biggest country in the world, demonstrating the right leadership behaviors is critical and as a collective the Alliance alone can really have a significant impact if all these companies align to reduce CO2 to the 1.5° trajectory.

WRAP REPORT

DEEP-DIVE ON OBJECTIVE 2 : BETTER MARKET CONDITIONS FOR BUSINESSES LIKE OURS TO SUCCEED AND FOR OTHER TO STEP UP.



Better market conditions

Better market conditions for businesses like ours to succeed and for others to step up

| Outcome objective | Target key results | Actual |
|---|---|---|
| Better market conditions for businesses like ours to succeed and for others to step up | KR1. Become a member of, or engage in, 3-5 new advocacy initiatives or collaborations or partnerships with the ambition to create better market conditions. | ● 9 |
| | KR2. Run or engage in 25 high-level, influential speaking arrangements (incl. meetings and interactions). | ● 41 speaking engagements + 44 meetings & interactions with key leaders |
| | KR3. Get 2-3 key decision makers to speak on the relevancy on our advocacy activities (incl. policy letters) are highly relevant and ambitious. (not ideal key result in retrospect) | ● 2+ (Dutch Climate Envoy on how important and valuable the WEF letter was, many reactions to WMB letter) |
| | KR4. Number of tweets from external leaders about IKEA advocacy activities and asks. | ● 13 |
| | KR5. 90% of the WEF Alliance members have signed the policy letters. | ● 85% |
| | KR6. Stories of change in market conditions from IKEA advocacy initiatives, partnerships and speaking arrangements. (e.g., Track changes in the primary issues that IKEA is trying to influence are transport, energy, circularity, nature and resilience, and smart agriculture) | ● See analysis |

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

Progress on Objective 2

Analysis of progress and impact

IKEA was successful in advancing better conditions for businesses to transition to a fair and equal net zero society, with three out of four key results meeting or exceeding its targets and one nearly reached. Analysis showed that work is still ongoing, especially through the WEF Alliance co-chair leadership where IKEA has the continued opportunity to make concrete policy asks with relevant policy makers. Data on how IKEA is influencing governments and policymakers has shown significant progress in enabling better market conditions on some primary issues IKEA cares about, such as zero emission vehicles and carbon pricing.

Increased advocacy initiatives aiming better market conditions

Better market conditions that enable the transition to a fair and equal net zero society rely to a large extent on the right regulatory and policy frameworks, infrastructure and financial support. Data from the key results demonstrate that IKEA has made positive contributions to advancing better market conditions through its advocacy and influencing work with policymakers and other businesses around COP26. For example:

- We engaged in **9 new advocacy initiatives to mobilise action around net zero commitments and state and business action**, surpassing the target (of 3-5). We participated in and promoted a diverse range of advocacy initiatives, including: developing and/or signing letters and calls to influence policymakers in matters such as the G20 leaders to keep to the Paris Agreement's 1.5° standard with their Nationally Determined Contributions (NDC) and policies, set an effective price on carbon, accelerate transition to renewable energy and sustainable transport options, and to support and incentivize first movers and early adopters. We were involved in the Net-Zero working group to develop the Science Based Target Corporate Net-Zero Standard, driving ambitious corporate climate action.
- IKEA spokespeople were engaged in **41 high-level speaking engagements, increasing the visibility of corporate commitments to and action on climate policy and the just transition to net zero at COP26**. This exceeded the target of 25 speaking engagements.
- IKEA spokespeople also held **44 meetings and interactions with key leaders, supporting the just transition and advocating for better market conditions**, including with 7 country delegations, key international organizations (like COP, UN, WTO, ITU), key influencers (e.g., Johan Rockström) and many key business leaders.

Analysis of progress and impact

Greater reach of advocacy initiatives advocating for better market conditions

Progress was made towards greater reach of our advocacy on supporting better market conditions with one key result being achieved and another serving as baseline for the future.

- We set the target to get key leaders to speak on initiatives that we were part of. The Head of the Netherlands delegations and the Policy Head of We Mean Business (WMB) Coalition mentioned many positive reactions from key leaders to the WEF Alliance open letters. However, retrospectively the set target is not fully clear and representative, so we also looked at the reach.
- The assets that WMB developed for the letter to G20 reached 1.1 million video views, 1 million link clicks, 3 million impressions and through companies' amplification 10.5 million impressions on Twitter.
 - The latest open letter from WEF Alliance of CEO Climate Leaders to world leaders at COP26 was sent to 14,000 subscribers on the Forum news release list, and promoted to 30 million followers on Twitter, Facebook and LinkedIn using the hashtag #COP26. 16 CEO teams have amplified the message and we had CEO interviews in the Blue Zone (e.g., CNBC, COPTV).
- Additionally, 13 external leaders tweeted positively about our initiatives at COP26 and beyond, including government officials and organisations seriously committed to climate change (see content in the media coverage and social media engagement section).

Greater collective influence of co-chair leadership at WEF Alliance

One of the key results to measure progress on this specific objective was nearly reached and data indicates that we are well positioned to increase our influence on member companies, having already played an important role in pushing membership criteria to a higher standard.

- The latest open letter for world leaders at COP26, described above, was signed by 85% of WEF members, which can be considered a good measure of IKEA role in influencing members to make commitments towards a net zero society.
- As mentioned by a WEF fellow, co-chair, Jesper Brodin, is seen as one of the champions that encourages and opens concrete opportunities for companies to make commitments and join partnerships, pushing for more action among members. He is also seen as a champion of science-based targets in the Alliance, having contributed to ratcheting up the membership criteria to be aligned with 1.5 degrees.

"So you could say that yes, his influence has helped to push the criteria more recently to be aligned with 1.5." Shane Fagan, WEF fellow.

Progress on Objective 2

Analysis of progress and impact

Greater collective influence of co-chair leadership at WEF Alliance

Continued

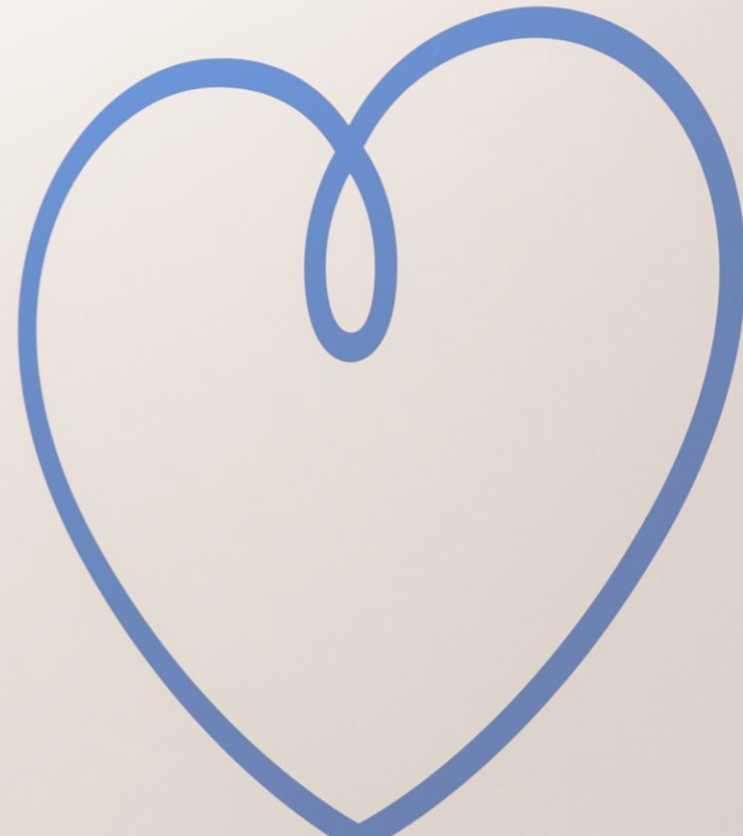
- Although it was not possible to track concrete changes in member companies' targets influenced by our efforts, overall our progressive approach to climate action in terms of engaging our supply chain and customers is recognized by the WEF Alliance and put us in a good position to increase our influence and push for more commitments, targets and actions moving forward.

Increased influence on governments and policy makers to enable better market conditions

- We contributed to better market conditions through our advocacy on zero emission vehicles and carbon pricing.
 - Some progress was made towards the shift to zero emission vehicles (ZEV). Shortly after COP26, Ministers and representatives from some of the world's largest vehicle markets came together to form the Zero Emission Vehicle Transition Council. In the first meeting, they agreed to collectively address some of the key challenges in the transition to ZEVs. The Council is also calling for fleet-owning businesses to join the EV100 initiative, which we are already a part of. (Sources: [Gov.UK](#), [UKCOP26](#))
 - Under the influence of the Call on Carbon initiative that we are a part of, progress in carbon pricing has also been made. As a concrete outcome, COP26 reached agreement on the rulebook on Article 6 of the Paris Agreement, which will enable the implementation of cross border emissions reduction measures by funding climate actions in partner countries. (Source: [Call on Carbon](#))
- IKEA co-chair leadership at WEF Alliance is also contributing to increasing our engagement with policy makers to advocate for better market conditions. For example, after COP26, the WEF Alliance facilitated six multilateral and bilateral meetings with policy makers, such as climate envoys from US, Netherlands, Sweden, China, the Korean Trade Minister and the Governor of Washington state in the US. Although there is still no record of concrete policy changes due to the policy letters, after these meetings the co-chairs feel confident that they have the chance to reinforce the policy asks in individual meetings. Having a collective policy ask document supported those bilateral advocacy meetings. This approach will be a central part of the Alliance program ahead: to bring the policy asks into targeted conversations with relevant policy makers.

WRAP REPORT

DEEP-DIVE ON OBJECTIVE 3 : INCREASED EXTERNAL PERCEPTION OF IKEA AS A PURPOSEFUL BRAND AND A CLIMATE LEADER.



Increased brand perception

Increased external perception of IKEA as a purposeful brand and climate leader

| Outcome objective | Target key results | Actual |
|--|--|--|
| Increased external perception of IKEA as a purposeful brand and climate leader. | KR1. Get a high level of media coverage, social media engagement and reach before, during and after COP26.* | <ul style="list-style-type: none"> 37M total estimated actual reach 11M estimated actual reach across news articles 26M estimated actual reach across social media (including paid) |
| | KR2. Improve our visibility in Search by getting ranked on the first page of Google for three targeted topics in five countries. | <ul style="list-style-type: none"> On page 1 for 3 topics in 4 markets |
| | KR3. Get more than 80 trusted sites to link back to our content on IKEA.com (all countries) and Ingka.com. | <ul style="list-style-type: none"> 39 |
| | KR4. Get 10 000 organic clicks in the first month, all content and countries combined | <ul style="list-style-type: none"> 4 457 so far (data only available for UK, US and Ingka.com so far) |
| | KR5. Number of visitors in IKEA COP26 exhibit | <ul style="list-style-type: none"> ~600 visitors |
| | KR6. Get 50 high-level climate leaders or influential persons to join the exhibition reception. | <ul style="list-style-type: none"> 68 |
| | KR7. Get a rating of 80% for the level of inspiration and relevancy for the exhibition. | <ul style="list-style-type: none"> 88% (4 to 5 star rating) |
| | KR8. Level of trust in IKEA as climate leader after COP26 exhibition | <ul style="list-style-type: none"> 64% |
| | KR9. Get visitors and delegates at COP26 who are going to the IKEA COP26 landing pages from the QR-codes on the furniture to engage in the content online. | <ul style="list-style-type: none"> ~1 min of average time on site |
| | KR10. Positive sentiment from stakeholders around furnishing COP26 | <ul style="list-style-type: none"> 90%+ neutral-to-positive sentiment across social media |
| | KR11. Number of visitors to Healthy and sustainable living hubs across Glasgow | <ul style="list-style-type: none"> 11 500 visits in total for all hubs (~5-6% of the store footfall for the hubs at the Glasgow store). |
| | KR12. Get a rating of 80% for the level of inspiration and relevancy for the Healthy and sustainable living hubs | <ul style="list-style-type: none"> 94% |
| | KR13. Level of increased knowledge around sustainable action from activities and communication connected to the healthy and sustainable living hubs | <ul style="list-style-type: none"> 82% |

Legend

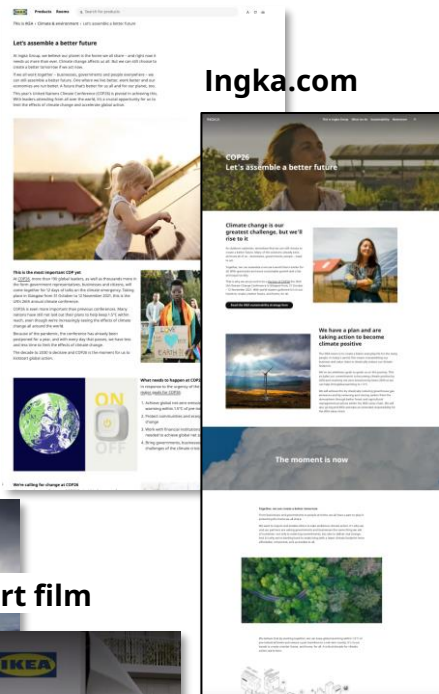
● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

Examples of communication assets

A coherent creative and messaging approach strengthened all our engagement, starting from Race to Zero in July to COP26 event in November.



IKEA.com/local retail sites



Furniture tags



Social media



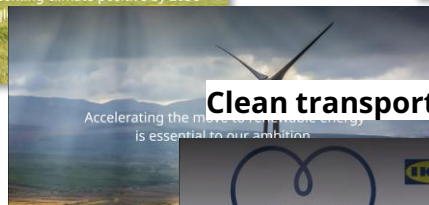
Co-worker book



Hero film - 1,5



Renewable energy film



Clean transport film

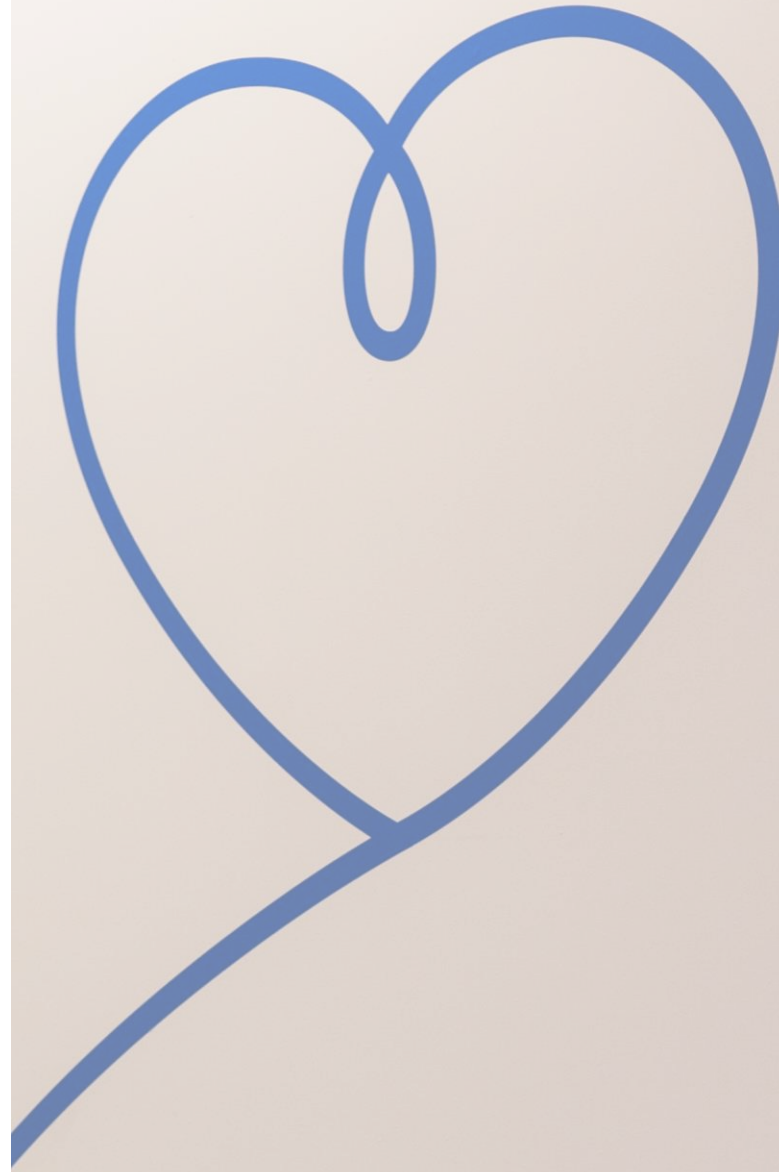


ONE HOME, ONE PLANET 2021

Glasgow airport



Deep dive in media coverage and social media engagement



从2021年1月1日起，宜家中国实现90%顾客能
as from 1st of January, 2021 90% of the IKEA

Progress so far on Objective 3

Coverage overview by the numbers

KR1

IKEA at COP26 & COP26 related activities: 1 July 2021 – 28 February 2022

23.9K
total mentions

16K mentions across news articles

7.9K mentions across social media

40% of coverage explicitly mentions COP26

428 posts by Ingka or IKEA accounts

37M
total estimated actual reach across news articles + social media

11M estimated actual reach across news articles

26M estimated actual reach across social media

87%
Neutral-to-positive sentiment

20+
countries took part in sharing content
12% of coverage from the UK

1 sponsor in positive reactions, #3 overall share of voice

Over 130 headlines driven across top tier and industry outlets



FINANCIAL TIMES



Bloomberg Green



Good Housekeeping
Retail Times

yahoo!
Livingetc

The Washington Post

BusinessGreen

Inc.



FINANCIAL TIMES

edie

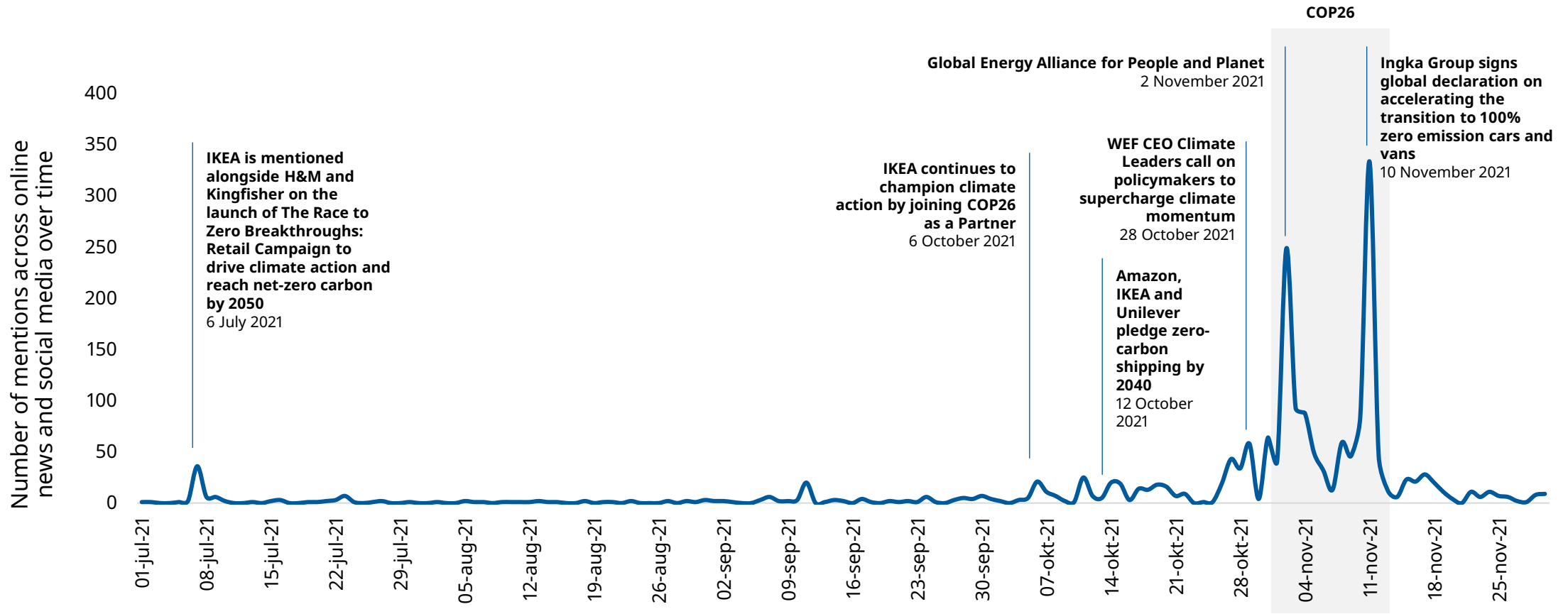


Progress so far on Objective 3

Sustained activity throughout COP26



Sustained activity throughout COP26 given range of different announcement and initiatives driving global, and local, interest.



Progress so far on Objective 3

Key announcement milestones

KR1

IKEA continues to champion climate action by joining COP26 as a Partner
6 October 2021
1K total mentions
2M estimated actual reach

Amazon, IKEA and Unilever pledge zero-carbon shipping by 2040
12 October 2021
3K total mentions
1.4M estimated actual reach

IKEA UK joins Net Zero Schools campaign
19 October 2021
38 total mentions
57K estimated actual reach

WEF CEO Climate Leaders call on policymakers to supercharge climate momentum
28 October 2021
133 total mentions
107K estimated actual reach

IKEA launches month-long 'Green Friday' campaign
1 November 2021
337 total mentions
326K estimated actual reach

IKEA rolls out Sustainable Living Shops
2 November 2021
151 total mentions
200K estimated actual reach

Global Energy Alliance for People and Planet
2 November 2021
1.9K total mentions
400K estimated actual reach

10 companies launch the Alliance for Clean Air
3 November 2021
86 total mentions
193K estimated actual reach

1.5C Supply Chain Leaders publish new guide to help firms tackle supplier emissions
3 November 2021
10 total mentions
300 estimated actual reach

Ingka Group and Superflux to present exhibition inside The NY Times Climate Hub
5 November 2021
157 total mentions
173K estimated actual reach

IKEA supports the 21x Club, in a drive to ensure all people can access a green pension
5 November 2021
60 total mentions
61K estimated actual reach

One Home, One Planet 2021
9 November 2021
314 total mentions
1.5M estimated actual reach

Ingka Group signs global declaration on accelerating the transition to 100% zero emission cars and vans
201 total mentions
3M estimated actual reach

IKEA launches pop-up Healthy and sustainable living hubs in Glasgow
10 November 2021
49 total mentions
200K estimated actual reach

Progress so far on Objective 3

Positive reception across social media

KR1

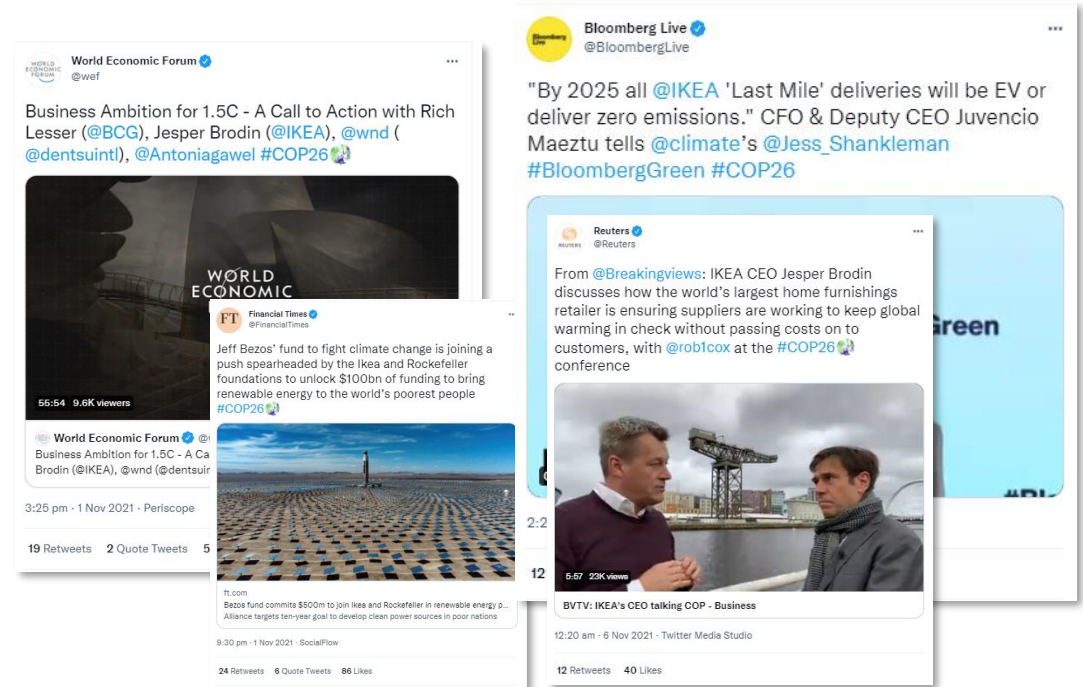
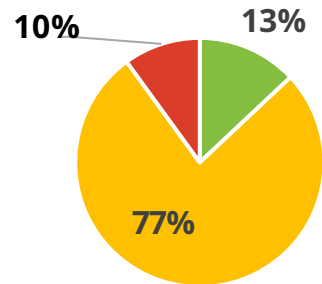
Social media activity has been led by news outlets sharing headlines (as well as IKEA owned activity, as highlighted on the previous page).

Commentary has been neutral to positive.

- Negative commentary has focused on calling out, alongside other brands, as using COP26 as a PR stunt, and ongoing criticism of greenwashing and supply chain issues.
- Negative commentary has been relatively contained to owned posts and has not driven further engagement or conversation.
- Greenwashing criticism did not sustain.

Sentiment breakdown across social media

- Positive
- Neutral
- Negative



Greenwashing criticism did not sustain

Progress so far on Objective 3

Initiatives have been praised by stakeholders

KR1

Key stakeholders having spoken positively about IKEA / Ingka initiatives:

- Chancellor of the Duchy of Lancaster & MP for North East Cambridgeshire **Steve Barclay** visited the IKEA Glasgow branch, and praised initiatives such as the floor that generates clean electricity, and community schemes to promote energy efficiency – [link](#).
- The office of the Secretary of State for Scotland shared that Scottish Secretary **Alister Jack** also met with IKEA UK's CEO, Peter Jelkeby and Head of Sustainability, Matthew Maguire – [link](#).
- **Tom Athenstaedt**, Parliamentary Assistant to MEP Sergey Lagodinsky at the European Parliament, re-tweeted a tongue in cheek post about meeting 'in an IKEA' given the furniture at COP.
- COP26 **Chair Alok Sharma** said, "We are very pleased to welcome IKEA to the COP26 family as a partner to the UN Climate Change Conference in Glasgow in November. IKEA aims to halve emissions by 2030. IKEA is working with Glasgow City Hall to recycle the furniture used at the conference, demonstrating leadership in the field of climate change. We are working to become a legacy of COP26 that will be used locally for a long time. We look forward to working with all of our partners, including IKEA, to host the conference, and COP26 will be effective and effective. I am confident that it will be comprehensive."
- **Clive Betts**, Chair of the Housing, Communities and Local Government Select Committee said IKEA's pledge to become climate positive by 2030 was "an outstanding commitment to make" and expressed hope that it will lead the way for other businesses, while Selous praised IKEA's "pioneering" in-store circular hubs, which host Buy back, take back and re-sell services and promote more sustainable choices.



Progress so far on Objective 3

Initiatives have been praised by stakeholders

KR1

Key stakeholders having spoken positively about IKEA / Ingka initiatives: *continued*

- **Rushcliffe MP Ruth Edwards:** "I was lucky enough to represent Rushcliffe at COP26 earlier this month, where I met with the CEO of IKEA UK and heard about their plans for all IKEA furniture to be 'circular' by 2030. I also met with companies leading the green energy revolution in offshore wind and tidal power and I'm delighted that the Government will be including tidal power in its next Contracts for Difference scheme which opens next month."
- The office of the Secretary of State for Scotland shared that Scottish Secretary **Alister Jack** also met with IKEA UK's CEO, Peter Jelkeby and Head of Sustainability, Matthew Maguire – [link](#).
- **Tom Athenstaedt**, Parliamentary Assistant to MEP Sergey Lagodinsky at the European Parliament, re-tweeted a tongue in cheek post about meeting 'in an IKEA' given the furniture at COP.

Other voices sharing praise for IKEA:

- Climate activist **Luis A. Ramírez García** tweeted: "Today at @COP26, we had an amazing and very productive talk between CEOs such as Jesper Brodin, CEO of @IKEA and @GlobalShapers @wef. Thank you for the opportunity and let's continue to build the world 🌍 that we deserve. #COP26 #ClimateAction pic.twitter.com/YDjaRYQBmq".
- **Giles Bristow** - Director of Programmes @Ashden_org and supporter of #ExtinctionRebellion.
- **Cllr Jen Layden** - Councillor Ward 9 Calton. City Convener for Community Empowerment, Equalities and Human Rights.
- **Cabinet Office**
- **Aldersgate Group** - @AldersgateGrp
- **Office of the Secretary of State for Scotland** - @ScotSecofState
- **Scottish Environment Protection Agency (SEPA)** - @ScottishEPA



Progress so far on Objective 3

Engagement on LinkedIn driven by leadership

| Name | | Title | Name | | Title |
|------------------------|----|--------------------------------|-------------------|-------|----------------------------|
| Jesper Brodin | LI | CEO | Alpaslan Deiloglu | LI | CEO & CSO IKEA Austria |
| Barbara Martin Coppola | LI | (Former) Chief Digital Officer | Asunta Enrile | LI | CEO & CSO IKEA Italy |
| Juvencio Maeztu | LI | Chief Financial Officer | Dennis Balslev | LI | CEO & CSO IKEA Germany |
| Karen Pflug | LI | Chief Sustainability Manager | Javier Quinones | LI | CEO & CSO IKEA US |
| | | | Jessica Anderen | LI IG | CEO & CSO IKEA Switzerland |
| | | | Michael Ward | LI | CEO & CSO IKEA Canada |
| | | | Mirja Viinanen | LI | CEO & CSO IKEA Australia |
| | | | Peter Betzel | LI | CEO & CSO IKEA India |
| | | | Petra Färe | LI | CEO & CSO IKEA Japan |

| | Views | Likes | Comments | Shares |
|--------------|--------|-------|----------|--------|
| Total | 10,431 | 4711 | 112 | |

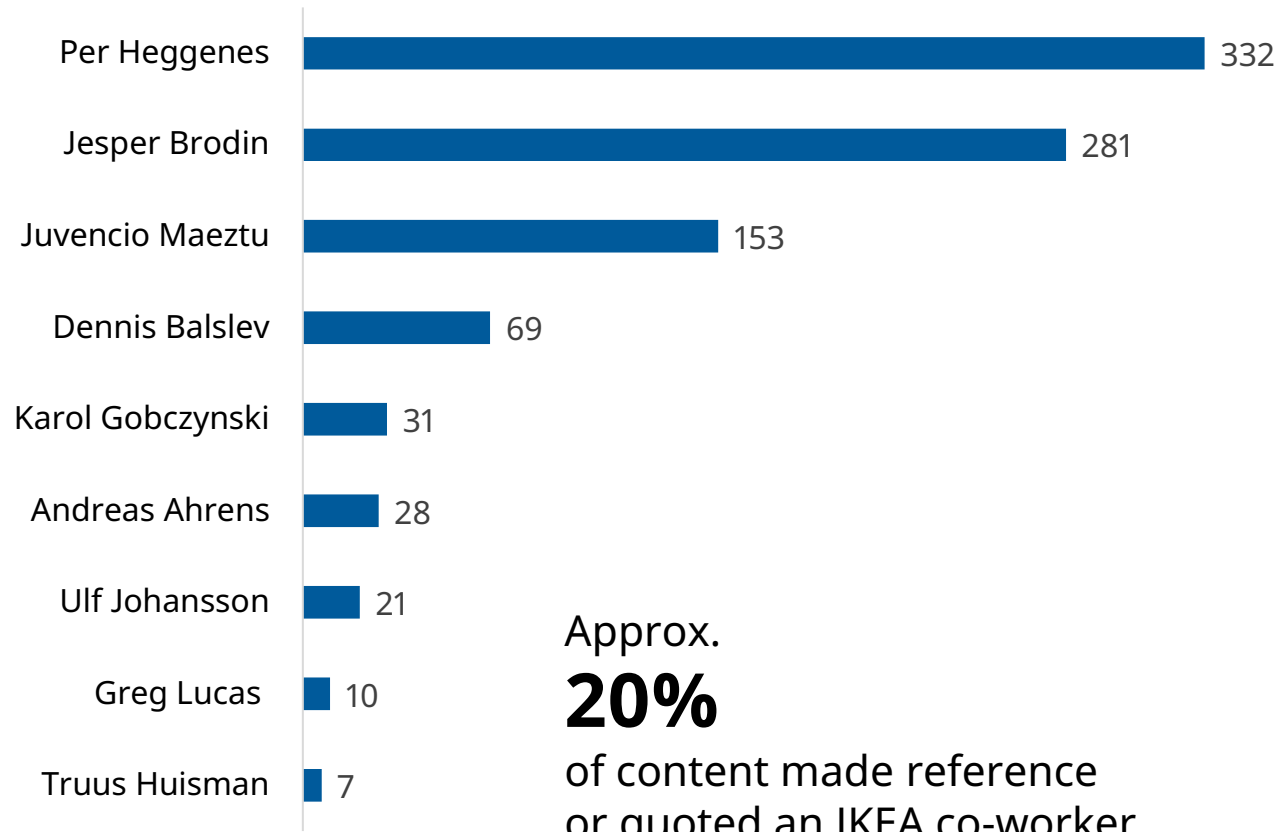
| | Views | Likes | Comments | Shares |
|--------------|--------|-------|----------|--------|
| Total | 12,253 | 1,256 | 18 | - |

Progress so far on Objective 3

Spokesperson contribution



Number of references to each of the following individuals across COP26 content across online news and social media



Approx. **20%** of content made reference or quoted an IKEA co-worker

Jesper Brodin has earned high visibility across both online news and social media for his comments around COP and press interviews.



From @Breakingviews: IKEA CEO Jesper Brodin discusses how the world's largest home furnishings retailer is ensuring suppliers are working to keep global warming in check without passing costs on to customers, with @rob1cox at the #COP26 conference



BVTV: IKEA's CEO talking COP - Business

12:20 am · 6 Nov 2021 · Twitter Media Studio



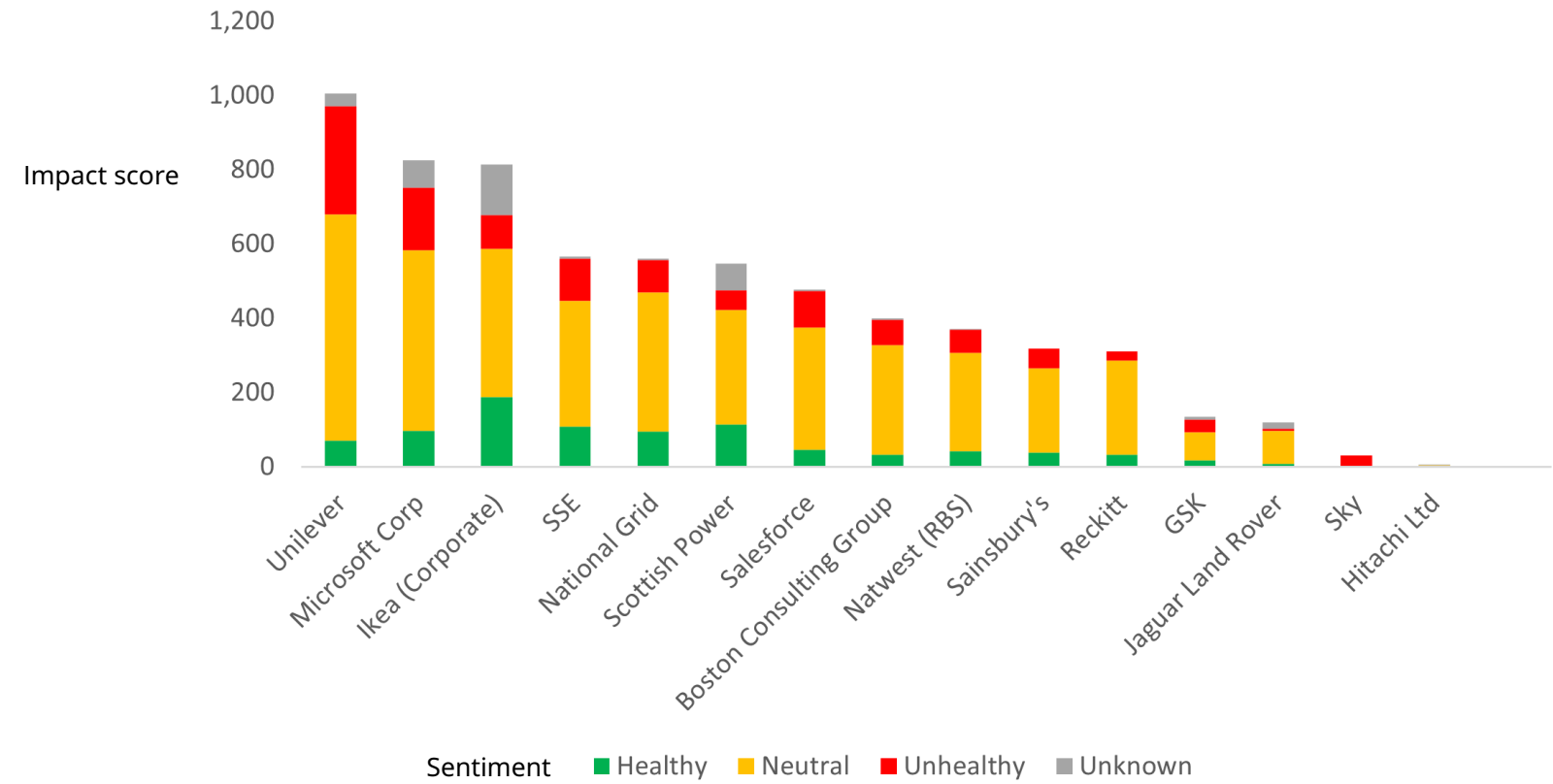
Progress so far on Objective 3

Share of voice

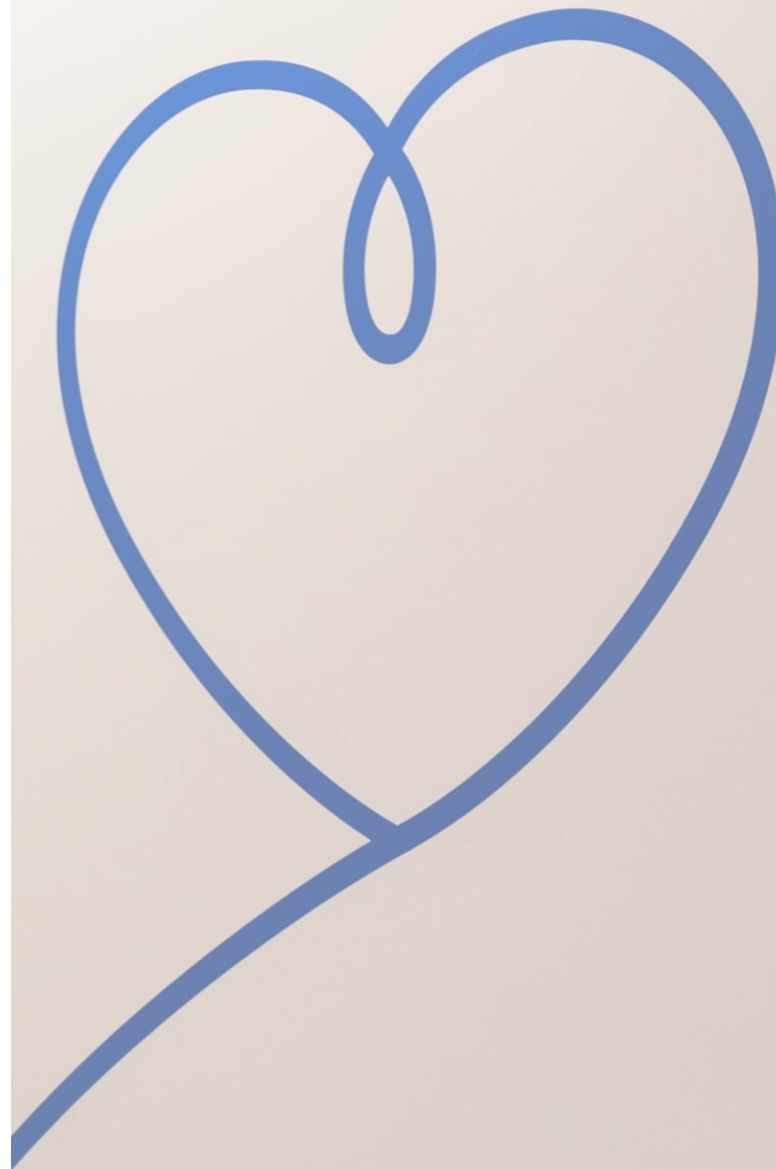


IKEA earned the highest positive sentiment across all COP26 partners, and the 3rd highest share of voice (13% of the share of voice; average was 6.6%).

Share of voice for COP partners, including sentiment
 Bloomberg is excluded as they are a news publicist themselves. It shows that we



Deep dive into IKEA exhibition results



从2021年1月1日起，宜家中国实现90%顾客能
as from 1st of January, 2021 90% of the IKEA

IKEA exhibition at the New York Times Climate Hub



[Click to view video.](#)

Progress so far on Objective 3

IKEA Exhibition results

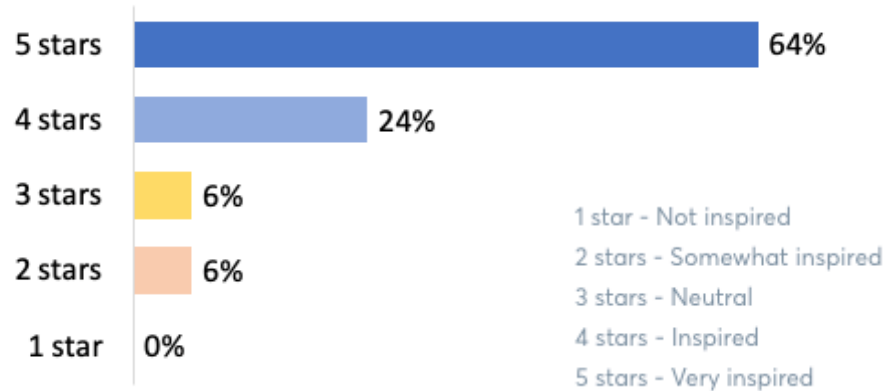


Survey results for the IKEA Exhibition at the New York Times Climate Hub

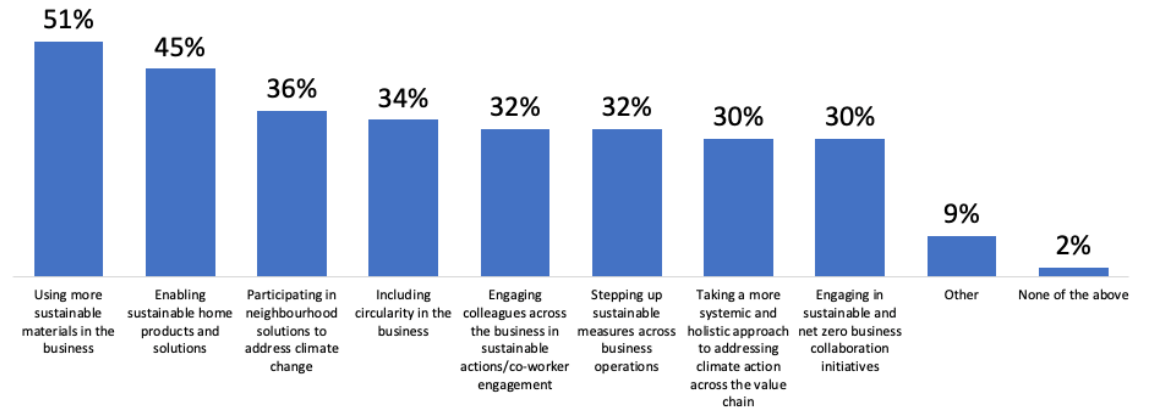
Specifically, 88% of participants felt inspired or very inspired to take climate actions in their professional lives, with no negative responses (not inspired).

Using more sustainable materials in the business was the most selected area that participants felt inspired to take action on moving forward (51% of participants).

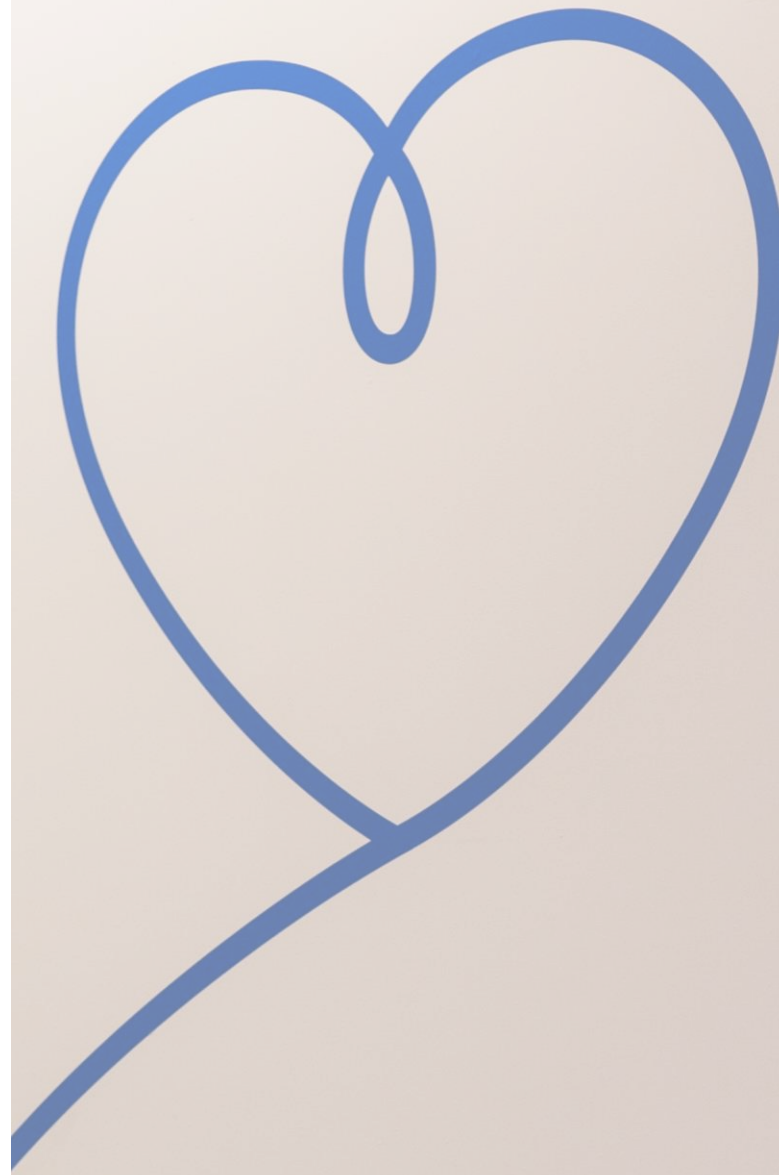
How would you rate your experience at this exhibition in terms of feeling inspired to take climate actions in your profession?



What areas of your business are you inspired to take action in moving forward?



Deep dive in Healthy and sustainable living hubs results



从2021年1月1日起，宜家中国实现90%碳中和
as from 1st of January, 2021 90% of the IKEA

Progress so far on Objective 3

Healthy and sustainable living hub results

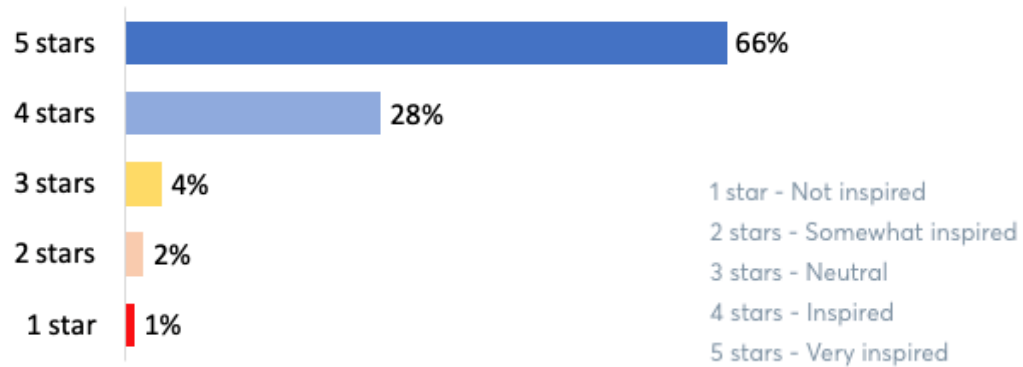
KR12

Overall, the survey data showed positive results and people were inspired by Healthy and sustainable living hubs.

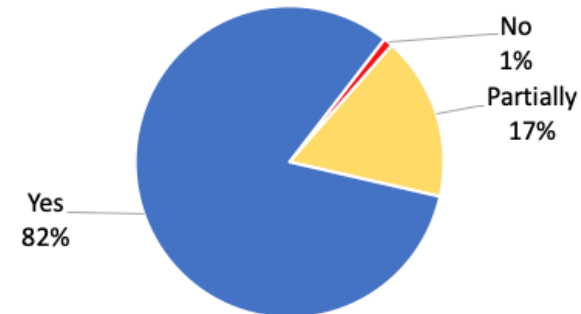
Specifically, 94% of participants felt inspired or very inspired to take climate actions at home, with only one negative response (not inspired).

Increased knowledge was another relevant result, with 82% of participants feeling more equipped with healthy and sustainable living knowledge to make changes in their homes.

How would you rate your experience at the hubs in terms of feeling inspired to take climate actions at home?



After visiting the hubs, do you feel you are more equipped with healthy and sustainable living knowledge to make changes in your home?



Progress on Objective 3

Analysis of progress and impact

IKEA made significant progress in positioning the company as a purposeful brand and climate leader by communicating its efforts and engagement in accelerating the transition to a fair and equal net-zero society to businesses, government leaders, policymakers and consumers through increased media presence and creation of experiential exhibitions and booths at COP26 for political and business leaders and around Glasgow through the Healthy and sustainable living hubs for consumers.

Increased visibility of IKEA as a purposeful brand (coverage overview)

- IKEA has actively communicated its COP26 activities and engagement, leading to increased visibility of its sustainability perspectives and climate change actions. Coverage numbers show 26,600 mentions of IKEA, this breaks down into 16K mentions across news articles and 6.7K mentions in social media. 40% of articles and social media explicitly mention COP26. It is estimated that overall 35 million people were reached through these IKEA mentions and this had a significant visibility with impressions at 6 billion. Overall IKEA media had neutral to positive sentiment (87%). Further underscoring the impact of this coverage, IKEA had the third highest share of voice in the media and the highest positive sentiment of COP26 partners. Out of the COP26 partners, the share of voice surpassed the average level (6.6%), reaching 13%.

Increased positioning/perception of IKEA as a climate leader during and after COP26

- The IKEA exhibition in the New York Times Hub at COP26 aimed to influence climate leaders and other businesses to move to net zero by showcasing our contributions and innovations in climate change, sustainable business practices, and transition to net zero, increasing their perception of IKEA as a climate leader. Approximately **600 visitors visited the exhibition and 68 high-level climate leaders or influential people, including 11 CEOs/Presidents from corporates (4) and non profit/international organizations (7), joined the reception**, surpassing the target (50 leaders or influential people). Of the 68 influential people present at the event, 51% (35) were external leaders, most of them (57%; 20) from international organizations and leadership movements and coalitions working to advance business climate action, such as The B Team, Climate Group and We Mean Business Coalition. Of the 15 leaders from corporates, the most represented sector was consultancy, with 7 high-level leaders from the world's two largest management consulting firms joining the reception, Boston Consulting Group and Bain & Company.

Progress on Objective 3

Analysis of progress and impact

Increased positioning/perception of IKEA as a climate leader during and after COP26 - Continued

- IKEA inspired others to take climate actions in their professions. Surpassing the target of 80%, **the IKEA exhibition inspired 88% of participants to take actions**, especially in using more sustainable materials in their business (51%) and enabling use of sustainable home products and solutions (45%).
- The majority of people that visited the exhibit expressed trust in IKEA as a climate leader and responsible brand. **64% of participants trust IKEA is shifting corporate practices towards greater sustainability and 68% trust that IKEA is taking responsibility for creating more sustainable products.**

Increased positioning of IKEA as a climate leader through the furniture display activities

- IKEA furniture display activities drove visitors and delegates to the IKEA COP26 landing page, where we present our commitment and engagement with COP26 and beyond, as well as our sustainability strategy. The engagement with the content online was good, with **each visitor spending approximately one minute online in average**, meaning that some people not only landed on the page, but continued to browse the content.
- Furniture at COP26 also drove some positive social media engagement from key stakeholders. Analysis of their social media conversations showed that approximately 30% felt positive, with 60% being neutral. Sentiment across customer social media conversations was less positive (10%), but a neutral tone was also identified in 60% of their engagement.

Increased positioning of IKEA as a climate leader through the H&SL hubs

- The Healthy and sustainable living (H&SL) hubs in Glasgow during COP26 had a significant reach and a total of 11,500 people have visited the hubs. H&SL hub activities aimed to dispel some of the myths surrounding the difficulty of living more sustainably and taking action on climate change and show people small steps to live more sustainable lives at home.
- We were successful in inspiring and educating consumers, with **94% of participants feeling inspired or very inspired** to take climate actions at home and **82% feeling more equipped with healthy and sustainable living knowledge** to make changes in their homes. We also showed consumers how they can access suitable and affordable products to live more sustainably, with significant results in this regard. The relevancy of the hubs in increasing IKEA positioning is reinforced by participants' suggestions, with 30% stating that IKEA is already doing a great job as a climate leader.

WRAP REPORT

DEEP-DIVE ON OBJECTIVE 4 : INCREASED CO-WORKER PRIDE, KNOWLEDGE AND BEHAVIOUR CHANGE TOWARDS MORE SUSTAINABLE ACTIONS AT WORK AND AT HOME.



现在想
It's no better

Progress on Objective 4

Increased co-worker pride

Increased co-worker pride, knowledge and behaviour change towards more sustainable actions at work and at home

| Outcome objective | Target key results | Actual |
|---|--|---|
| Increased co-worker pride, knowledge and behaviour change | KR1. 50% of UK co-workers survey respondents felt positive about the 'Assembly Guide for a Better Future' book | ● 18% |
| | KR2. % of UK co-workers survey respondents that felt positive about IKEA COP26 co-worker campaign | ● 53% |
| | KR3. 3500 visits to the COP26 event page on IKEA Inside from Oct 15-Nov 30. | ● 3062 |
| | KR4. Get a high UK engagement on Yammer around COP26 topics | ● 13 national posts on Yammer 15,575 views 197 likes 15 comments |
| | KR5. % of UK co-workers survey respondents that felt positive about IKEA climate engagement | ● 74% |
| | KR6. Stories of behaviour changes towards more sustainable actions at home | ● See analysis |

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

NEW SLIDE

Background & Objectives

Summary

Increased influence and advocacy

Better market conditions

Increased brand perception

Increased co-worker pride

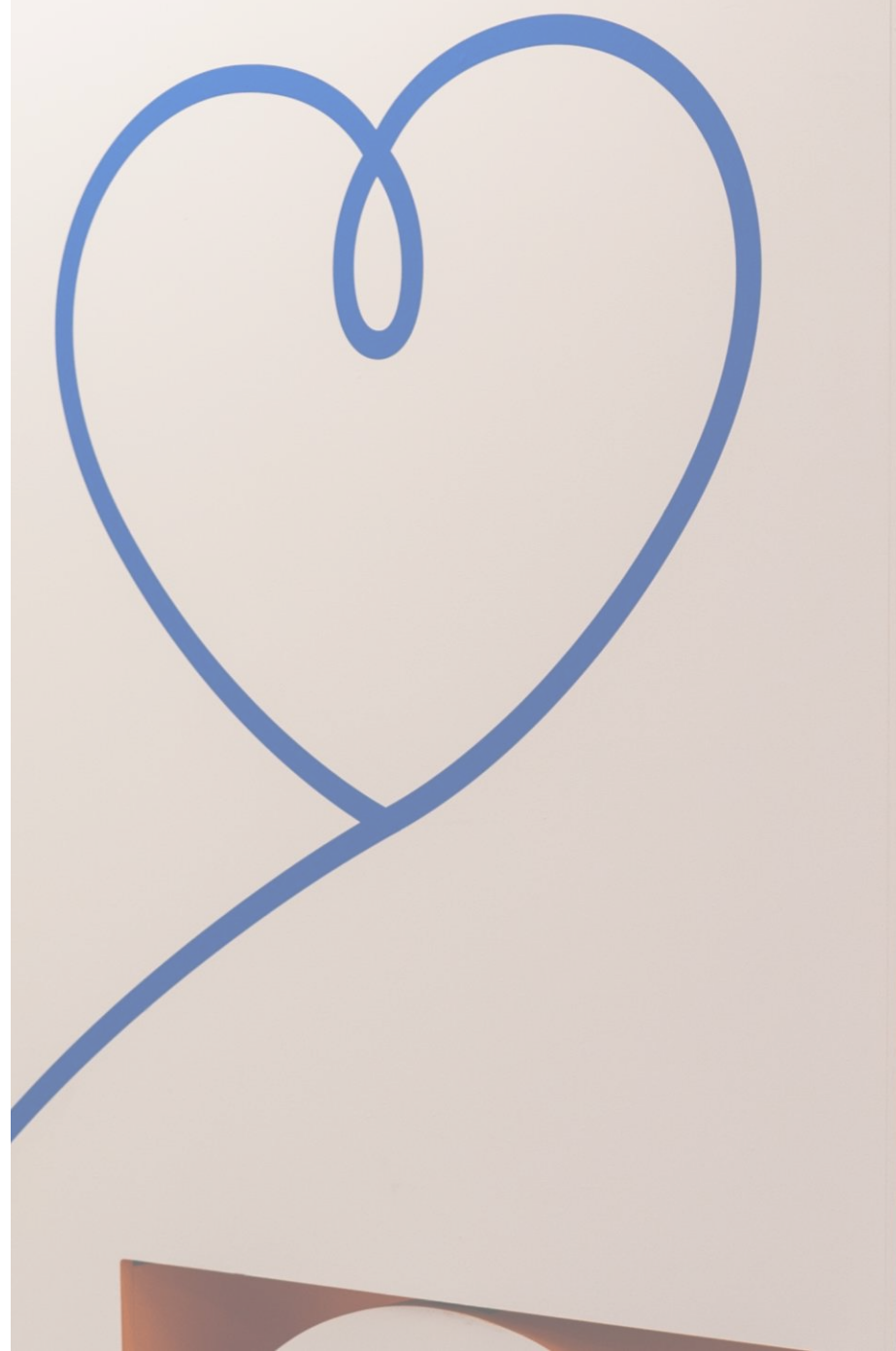
Organisational commitment

IKEA UK Deep-dive

Connect & Contact

Appendix & Glossary

Deep dive into COP26 co-worker campaign results



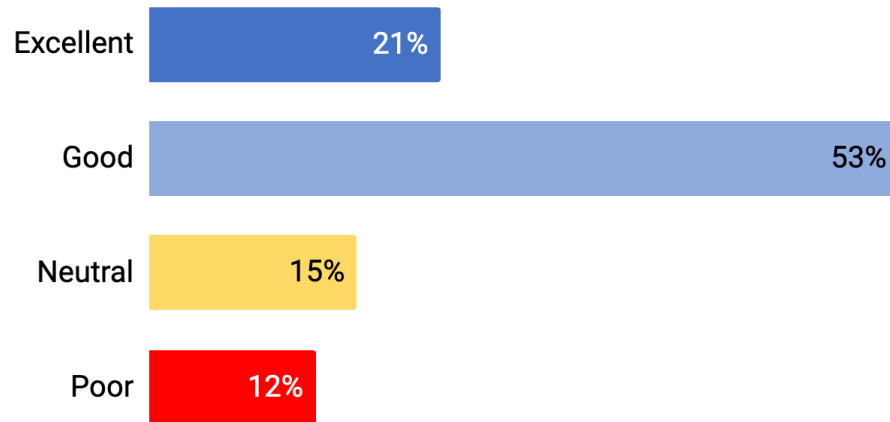
COP26 UK co-worker survey results

Survey data showed that while co-workers overwhelmingly acknowledged IKEA overall climate engagement as positive, they were not as positive about the COP26 co-workers' campaign.

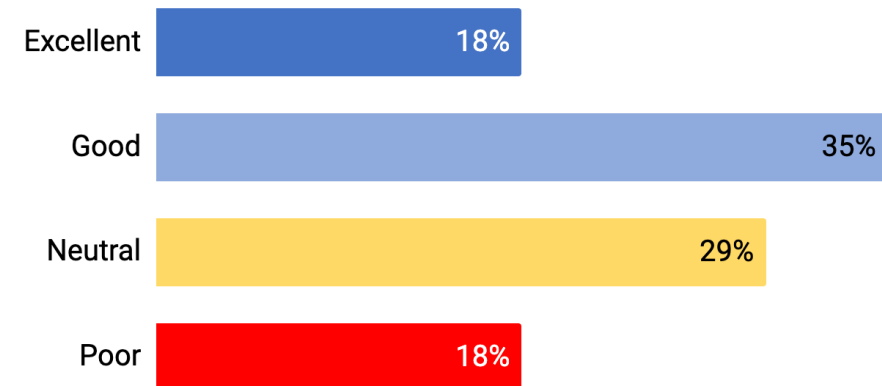
Overall, the majority of participants (74%) consider IKEA climate engagement excellent (21%) or good (53%).

Results from the COP26 co-workers' campaign were more polarized. 53% of survey participants evaluated the campaign as excellent or good and 47% rated it as neutral or poor. Excellent and poor responses had the same percentage (18%).

How do you rate IKEA's climate engagement overall?



How would you rate the COP26 co-worker campaign overall (visual assets package, messaging, activations, etc.)?



Progress on Objective 4

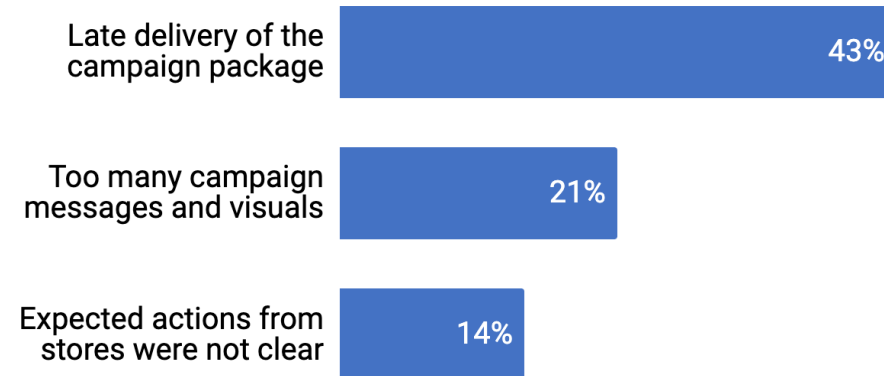
COP26 UK co-worker survey results

KR2

Top issues reported by the co-workers who evaluated the overall COP26 campaign as 'neutral' or 'poor'

- **Late delivery of campaign materials** (43%), which led to a short implementation period and few opportunities to engage co-workers' interest and to allow them to collect the books.
- **Too many messages and visuals** (21%), which ended up not being inspiring enough for co-workers to collect the book.
- **Expected actions from stores were not clear** (14%), including the campaign presentation.
- Other issues reported included: the timing of the campaign (busy moment for stores); many co-workers were not previously informed about the campaign (UK P&C, UK IKEA Food), and; low level of Yammer usage by co-workers.

Top Campaign Issues Reported



"The information was given to us quite late, things didn't arrive on time to the schedule. There wasn't enough time for us to create awareness for the co-workers, therefore the message didn't land well."

"Delivered very last minute, and there were too many messages which ended up being visually overwhelming, and we had no time to set anything up for our co-workers. We still have loads of books that co-workers didn't collect just sitting in a pile, so very wasteful."

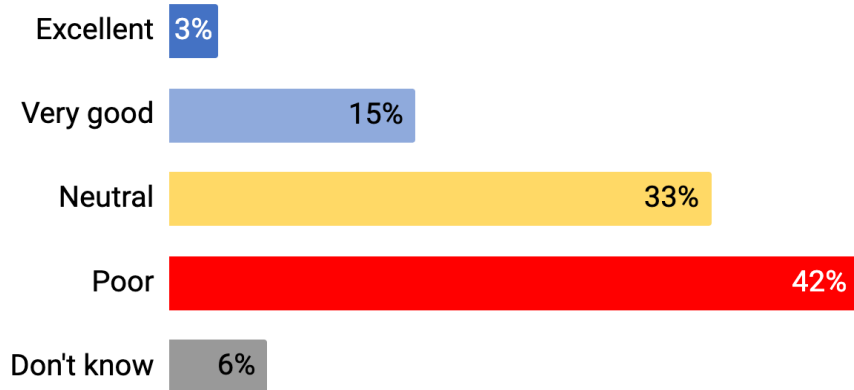
Progress on Objective 4

COP26 UK co-worker survey results

KR1

The sentiment around the 'Assembly Guide for a Better Future' book has not met its target of 50% of co-workers feeling positive about it. Only 18% felt positive about the book, with 42% of participants rating it as poor.

How would you rate co-worker sentiment around the 'Assembly Guide for a Better Future' book?



- **88% of respondents launched the 'Assembly Guide for a Better Future' book in their stores.**
- **56% also launched the reading challenge for their co-workers.**

Most of the comments made by the respondents who evaluated the co-workers' sentiment around the book as 'neutral' or 'poor' were related to:

- **Lack of co-workers' understanding that they should pick up and use the book (50%)** mainly as a result of rushed campaign launch and unclear campaign messages.
- **Sustainability inconsistency around a printed book (38%)**, with many co-workers choosing not to collect the book even though it was designed to be reused.

"The message wasn't communicated well enough to co-workers so they ended up not being engaged in what was going on"

"Confusion about a printed book being about sustainability. Many co-workers did not want the book."

"A lot of people questioned how sustainable it was, and many co-workers weren't interested in taking one home."

Progress on Objective 4

COP26 UK co-worker focus group results

To deepen the analysis on the COP26 co-worker campaign, a focus group was conducted with a sample of UK co-workers. Findings confirmed some survey results, especially on the organization of the campaign and co-workers sentiment around the 'Assembly Guide for a Better Future' book.

- **The campaign could have engaged more co-workers if the campaign materials and the 'Assembly Guide for a Better Future' book had been delivered in a more timely manner.**
 - The campaign materials and the 'Assembly guide for a better future' book were delivered to stores very close to the launch. This did not allow the team to implement the campaign properly. For example, the Campaign launch ceremony was planned to take place before the stores opened. However, co-workers rarely arrive before opening hours, so mainly leaders attended the event. This constrained participation, knowledge of and impact of the event and campaign achievement of its goals.
- **A better balance between the number of printed books and the distribution of the digital version could have avoided the surplus of books and the negative sentiment that some co-workers expressed around a printed book on sustainability.**
 - Co-workers felt that producing a large number of physical books that came from trees seemed counterintuitive to sustainability, which made some of them not interested in collecting the book. The upside of having a physical copy is that it can engage more co-workers to actually read the book than a digital one, which can get lost in the inbox. However, co-workers expressed dismay as the majority of books are still sitting in the warehouse and have not been picked up.

"We got it (campaign package) really close to the time. I think it was like Friday before it started on Monday. So I feel like it didn't really give us enough time to set up anything."

"We have been delivered 400 (books), maybe having a 100 first and then with the possibility to order more that could be an idea, because now we have the surplus. That is not sustainable, because we don't know what to do with this."

Progress on Objective 4

UK co-workers recommendations

Recommendations were collected to strengthen future co-worker campaigns, address the surplus of the 'Assembly Guide for a Better Future' book and engage consumers more effectively in climate action.

Survey Recommendations

Co-workers' recommendations on future campaigns were mainly focused on improving organization in a timely manner. Some suggested a more interactive campaign format to increase co-workers' engagement.

Recommendations focused on processes to deliver an effective campaign included:

- Better communication and understanding of timeframe, responsibilities, and expectations;
- Better resources assessment and allocation;
- Ensuring campaigns do not overlap with other key moments (e.g., inspections);
- Providing campaign materials/packages in a timely manner.

Recommendations focused on strategies to create more engaging campaigns included:

- Short, straightforward messages.
- More interactive format/tools:
- Digital books/magazines with links and videos so that people can dig deeper in their areas of interest.
- Fun workshops
- Q&A sessions

Focus Group Recommendations

Co-workers offered insightful recommendations on how to use the 'Assembly Guide for a Better Future' book more effectively and how IKEA could engage more consumers in climate action.

Recommendations focused on how to use the 'Assembly Guide for a Better Future' book more effectively included:

- Sharing the book and some of its lessons with other audiences outside IKEA, such as schools involved in the Let's Go Zero campaign, customers, and other corporate external parties as the book's audience. This approach would help to address the surplus and support IKEA positioning as a climate leader and be an inspiration for external parties to take action.

Recommendations focused on how IKEA could engage more consumers in climate action included:

- Engaging in more consumer-faced initiatives on how to live more sustainably,
- Sharing ideas and tips from the books with customers on how a healthy and sustainable environment benefits them as individuals but also as a whole for society.
- Engaging with consumers in campaigns where their voices are represented in messages.
- Including consumers as one of the key audiences in events such as COP26.

Analysis of progress and impact

Key Results showed that while co-worker perception of IKEA overall climate engagement is highly positive, there is a need for improvement to engage co-workers in climate action more effectively.*

Increased demand for the 'Assembly Guide for a Better Future' books and positive perception as a signal of more interest on IKEA sustainable actions from co-workers

- While 53% of UK co-workers survey respondents felt positive about IKEA COP26 co-worker campaign, only 18% felt positive about the 'Assembly Guide for a Better Future' book, not reaching the target of 50%. The low level of co-workers' positive sentiment about the 'Assembly Guide for a Better Future' book relied primarily on the general feeling of sustainability inconsistency around a printed book and the lack of understanding why they should collect and use the book. With more time, both the launch of the book and the messaging could have been clearer.

Increased co-workers' knowledge about INGKA-IKEA sustainability actions

As COP26 is an external focused event, it is not always relevant for co-workers internally. However, the topic of climate change is much more relevant to everyone and part of the Decade of People and Planet. Therefore, we chose to announce the partnership of IKEA with COP26 to co-workers on IKEA Inside. The IKEA Inside event page had daily updates about IKEA and the involvement at COP26, targeting interested co-workers.

- There were 3062 visits to the COP26 event page on IKEA Inside, from October 15-November 30. This did not meet the stretch target but was in the close range and the numbers were fairly strong compared to other awareness campaign pages.
 - The Global Inside news article with the announcement COP26 partner had an engagement score of 7.97, which is not so high). The *Let's assemble a better future* Yammer post was seen by 1728 (at 6th Dec).
- Yammer posts also increased co-workers' engagement around COP26. From October 1- November 30, 13 national posts around COP26 had 15,575 views, 197 likes and 15 comments, all of them positive.
- Co-workers also engaged in their social media channels, with more than 30 posts about our initiatives at COP26, boosting visibility.

*Many Key Results for measuring progress towards Objective 4 needed to be adapted as a result of changes in the data collection processes.

Analysis of progress and impact

Increased co-workers' perceptions of IKEA as a climate leader

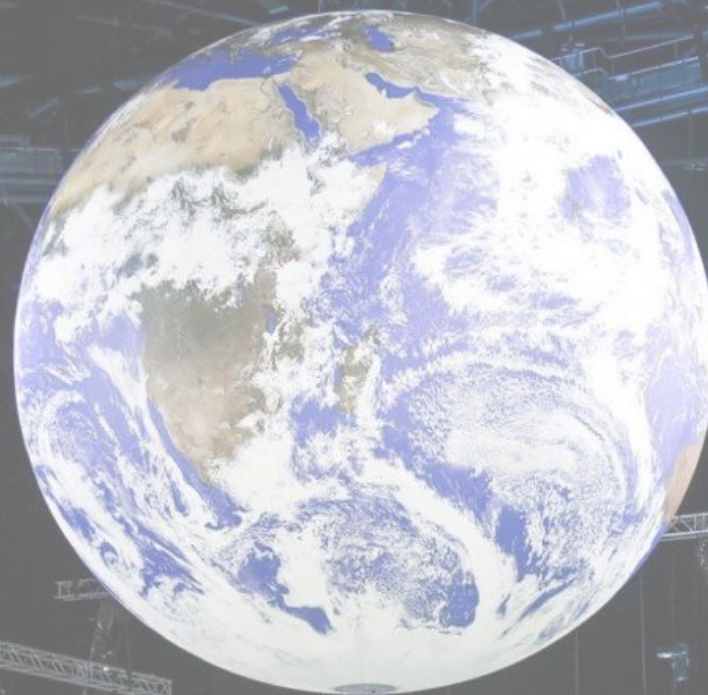
- A highly positive result was obtained for co-workers' perceptions of IKEA as a leader in climate, with 74% of UK co-workers feeling positive about IKEA climate engagement, which serves as a baseline for the future. This result suggests that, although the book "Assembly Guide for a Better Future" was not seen as successful among co-workers, our sustainability actions are being recognized by them.

Increased behaviour changes towards more sustainable actions at home

- Data collection constraints limited the analysis of co-workers' behaviour changes to live more sustainably. However, a Yammer poll survey conducted in November 2021 showed that 83% of co-workers are likely to live a healthier and more sustainable lifestyle following the COP26 campaign. Additionally, some stories and recommendations collected through a focus group with UK co-workers showed that IKEA has great potential to inspire and influence their actions by sharing ideas and tips as well as its own climate engagements, and by making sustainable products more available to co-workers. A few individual stories of change follow:
 - One co-worker shared that the COP26 campaign made her more climate conscious and inspired her to buy an electric car, which was a huge step for her and her family. She has also become more conscious of what she buys in general. She attributes her increased willingness to be more sustainable in her life to her learning journey, working in IKEA.
"I personally became more inspired by the IKEA actions, and share more with customers and friends. It has helped me make more sustainable decisions."
 - Another co-worker shared that her behaviour around food waste and plastic usage has become more considered after the COP26 campaign
 - As a recommendation, one co-worker shared that it would be helpful if IKEA supports staff and customers with more knowledge on plant based alternatives that are not overly priced to encourage more sustainable eating habits. Although she is aware that this is an area in which IKEA is expanding, she would love to see more plant based options in the restaurants and in the Swedish food market at an affordable price.

WRAP REPORT

DEEP-DIVE ON OBJECTIVE 5 : INCREASED ORGANISATIONAL COMMITMENT TO SUSTAINED CLIMATE ACTIONS.



Increased organisational commitment

Increased organisational commitment to sustained climate action.

| Outcome objective | Target key results | Actual |
|--|---|--|
| Increased organisational commitment to sustained climate action | KR1. 10-15 IKEA countries are actively engaging in the Race to Zero retail campaign. | ● 8 markets engaged. |
| | KR2. 80% of the countries are rolling out the 'Assembly Guide for a Better Future' communication plan and book. | ● 69% |
| | KR3. Get a high number of Group Management members participating in the first Youth advisory forum kickoff. | ● All GM members attended |
| | KR4. Get a high number of young leaders participating in OHOP at COP. | ● 6 participants (3 in panels and 3 in attendance) |
| | KR5. 50 senior internal leaders (for example, Group Management, Country Management, Group Function management) have actively participated in OHOP at COP. | ● 48 (12 in Glasgow and 36 remote) |
| | KR6. 150 external stakeholders actively participating in OHOP at COP (virtually or physically). | ● 154 (88 physically and 66 remote) |
| | KR7. % of participants who expressed interest to continue working on climate topics during OHOP CoLabs. | ● 17% |
| | KR8. Stories of senior internal leaders committed to actions after OHOP. | ● See analysis |

Legend

● Target reached or surpassed / ● Target close to be reached (at least 70% success) / ● Target not reached / ● No target set or not applicable

Progress on Objective 5

Analysis of progress and impact

Key results show that IKEA has boosted leadership involvement in key events, although some targets have not been fully met, which indicates that more effective strategies are needed to drive sustained climate actions.

Increased country engagement on sustainability actions

We made moderate progress in engaging countries in sustainability initiatives, with two key results nearly meeting their targets.

- 8 countries engaged in the Race to Zero by sharing the hashtag campaign in their social media channels .
- 69% of the countries are rolling out the 'Assembly Guide for a Better Future' communication plan and book.

Increased leadership engagement on key events and post-event actions

- We saw positive progress in increased leadership through internal events. For example, the Youth advisory council – a “dual mentorship” programme between young leaders and senior IKEA leaders – was extremely successful in engaging all Group Management members to participate in its kickoff forum.
- We also engaged a diverse set of stakeholders to participate at the One Home One Planet (OHOP) event, including 154 external leaders, most of them physically (88), six young leaders, half of which spoke on panels, and 48 senior internal leaders (nearly reaching the target of 50). IKEA was successful in engaging external leaders to actively participate in the event, surpassing its target of 150. On the first day, during the Town Hall event, we engaged with thought leaders in conversations to challenge the status quo of critical sustainability topics and how to ensure a just climate transition. The following day we held the virtual CoLabs focussed on breaking down the barriers holding us from accelerating the just transition to a net-zero world.
 - Initially, three OHOP events were planned as part of our COP26 engagement, but only one OHOP ended up being held – the one that took place in Glasgow during COP26 in collaboration with The B Team. The other two events were canceled due to budget constraints.

Analysis of progress and impact

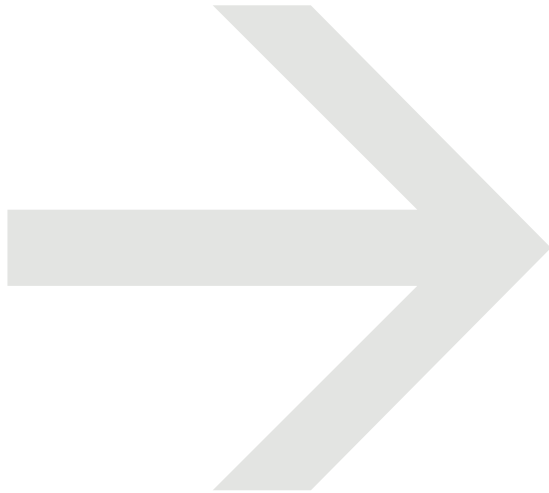
Key results show that IKEA has boosted leadership involvement in key events, although some targets have not been fully met, which indicates that more effective strategies are needed to drive sustained climate actions.

Increased leadership engagement on key events and post-event actions

Continued

- We drove some commitments by internal leaders in climate action through its OHOP CoLab event as follows:
 - 17% of participants (16 people) expressed interest in taking further action, which will serve as a baseline for future events like OHOP. Four leaders stepped up and made concrete commitments, most of them from IKEA leadership.
 - As a result, two local OHOP events were held this year, one in the United States and one in Romania. Two other countries committed to holding local OHOP (Russia and Austria), but they had to be canceled due to the conflict in eastern Europe.
 - A commitment made by an Ingka specialist to further develop some of the ideas around circularity turned into a project (under development) called Local Value Chains.
- One of the lessons learned from OHOP 2021 was around the topics covered by CoLabs. The topics were chosen in alignment with COP26 topics, so they were broader in nature and focused on major systemic challenges rather than IKEA specific issues, which resulted in more high-level discussions than specific actions to move forward.

Contact & connect



/Project lead

Ulrika Hvistendahl

Public Affairs & Advocacy Project leader

ulrika.hvistendahl@ingka.ikea.com



Anne Lærke Hobolt Jensen

Social Media Specialist

anne.laerke.hobolt.larsen@ingka.ikea.com

Tack!

Assembling

our

doers', we've looked at
t across the whole value
we explore some of the
g to become climate
rastically reducing our
ns; removing and storing
griculture and our
or a global home furnishing
extending our responsibility
d suppliers to achieve
his involves collaborating
s in all areas, and across
ckle this alone.

ing work: business
s. And we don't always
we're stubborn optimists
er, we can assemble a
better for all, leaving





Appendix & Glossary

This section:

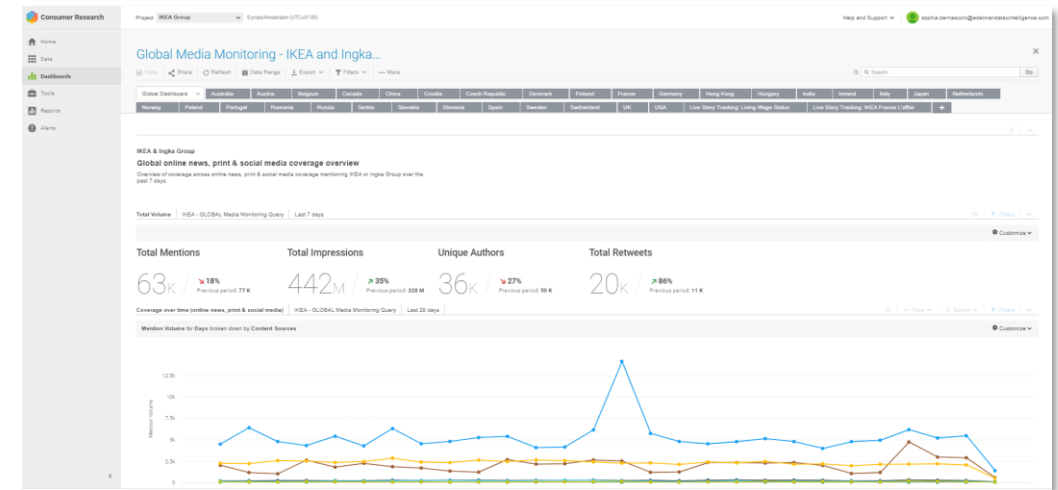
- Describes the report structure
- Describes the measurement framework
- Lists all relevant metrics that can be used for measurement
- Lists key definitions

Media Analysis - Methodology

This report captures online news, print and social media coverage, globally, about COP26 initiatives.

- **Timeframe analysed:** 1 July 2021 – 28 February 2022
- **Countries included:** Global
- **Sources included:** Public online news, print and social media channels. Note that LinkedIn data is not included across overall metrics. Spokesperson visibility on LinkedIn captured through Social Bakers.

Earned media and social media metrics captured by the Brandwatch platform



Potential reach (Adjusted compared to Brandwatch)

32B
total potential reach

32B
total potential reach
across news articles

45M
total potential reach
across paid social media
efforts

Impressions

63B
total
impressions

62B impressions
across news articles

380M impressions
across social media

Key definitions

Impact: A systematic, larger-scale change. An affect you can't control, but indirectly influence.

Key results: A numeric (ideally) metric that should tell you if you have reached your objective.

Number of mentions: Number of posts or articles which reference the campaign

Number of engagements: Likes, comments, shares on content

Outcome: A change in what a target audience or person knows and feels, and what behaviour changes it triggers for that audience or person. An effect that you can't control, but directly influence.

Output: Something you "build" and deliver yourself. Is within your control. For example, a press release or a social media post.

Estimated actual reach: The estimated actual reach is the estimated number of different individuals who are likely to have seen the content (estimated through a Brandwatch proprietary algorithm).

- Note that this is different from potential reach, which you'll see below, that represents the number of potential individuals who may have seen the content (and therefore is a much higher figure than estimated actual reach).
- Note that this is different from impressions, which you'll also see below, that represents the number of times individuals may have seen content (which is therefore higher than estimated actual reach and potential reach).

Unique authors: The number of people who have shared content, giving a clearer perspective on the actual audience size

Sentiment: Each post is marked as 'positive', 'neutral' or 'negative' in Brandwatch, through machine learning techniques and natural language processing. Sentiment is humanly verified before reporting to ensure it is reflective of the conversation.