

IKEA UK Annual Report

Financial Year 2022



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Our first

city centre store opened in West London



£46.4m

secured for investment in our fulfilment capabilities



Free

Click & Collect service introduced

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11,728

co-workers



49/51

gender split in leadership positions



Menopause

policy launched



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-14%

absolute reduction in our operational climate footprint



100%

of electricity in stores and distribution centres from renewable sources



512,000

spare parts given away to enable repairs



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£2.20 bn

total sales in the UK +13% compared to FY21



46.3m

visitors to IKEA stores +34% from FY21



DOUBLED

online sales compared to before the pandemic (FY19)



The IKEA UK Financial Year 2022 runs from September 2021 – August 2022. '2022' in this report refers to this time period.

Our UK presence



20 full sized stores from Exeter in the south to Edinburgh in the north

1 small sized store in Hammersmith, West London, opened 2022



1 Order & Collection Point in Aberdeen

3 Plan & Order Points in the Northwest of England, to be opened late 2022 and early 2023



5 Distribution Centres, two operated by ourselves and three by external partners



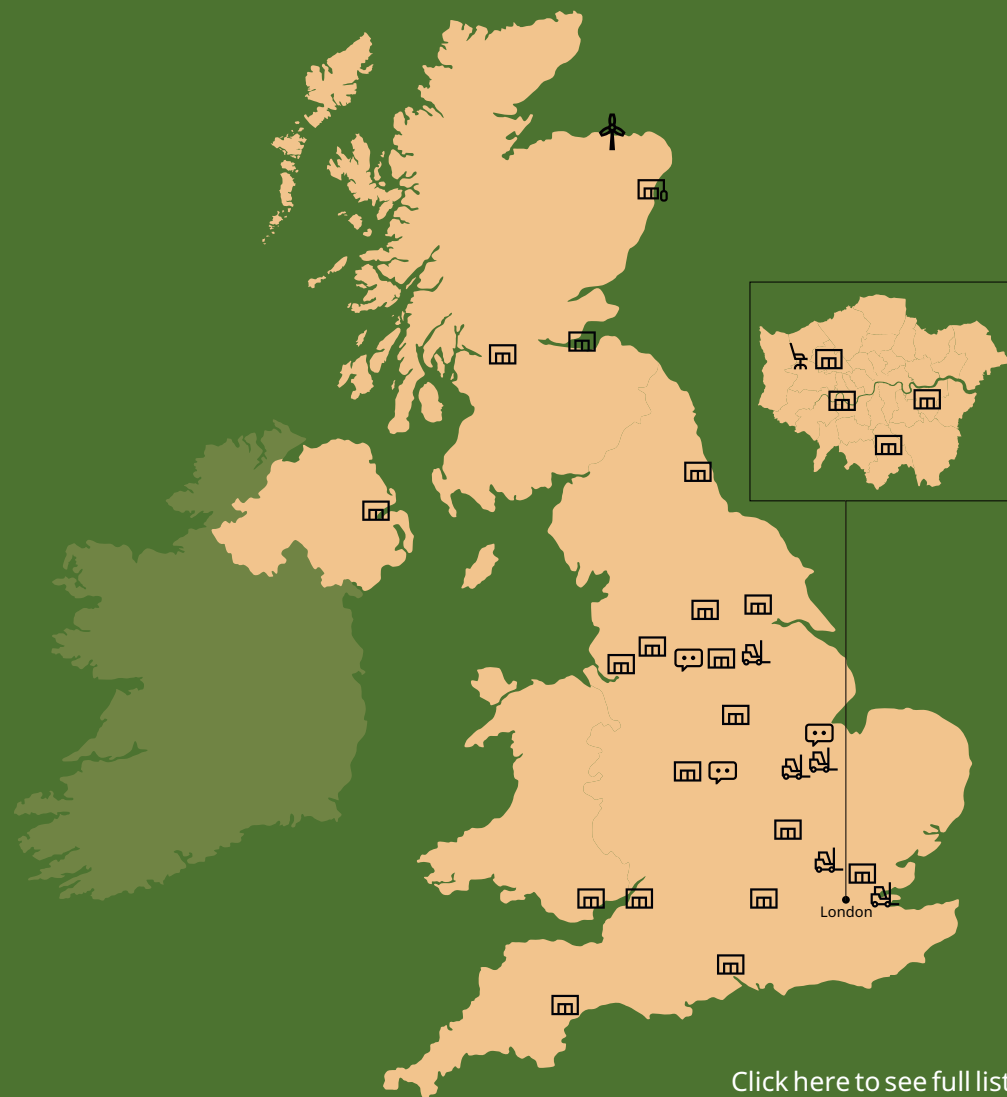
1 Service Office supporting all stores and units. Based in Wembley, London, with satellite offices around the country



1 Remote Customer Meeting Point across three different offices



1 Wind farm in Dummuies, North Scotland, producing clean energy for our stores and units



[Click here to see full list of our stores, or see page 52.](#)



Creating a better IKEA

Since IKEA was founded nearly 80 years ago, we have sided with the many and believe that better homes should be available to all, no matter how thin their wallets. Against the backdrop of financial uncertainty and rising costs, we made major strategic investments towards greater affordability, accessibility and sustainability; always with our vision of a better everyday life for the many front of mind. This report shares our progress in the UK towards our ambitious goals on our journey to create better homes for our customers, better lives for our co-workers and communities, a better company for now and generations to come, and a better planet for all.

I'm so proud of the year we have behind us, where we continued to grow our business by 13%, whilst simultaneously decreasing our operational climate footprint by 14%. This fantastic performance was achieved through hard and dedicated work from our nearly 12,000 co-workers. Through their creativity, collaboration and commitment we have created a more agile, resourceful and resilient company, well-placed to meet the needs of the many, striving to create a better everyday life for everyone.

The backdrop of major global and economic issues had a significant impact on material and transportation costs within the global supply chain and in local energy costs. Through improving our supply chain, optimising our use of resources, and working more efficiently, we were able to absorb the impact of many of the financial challenges and maintain healthy profitability levels.

We continued our journey to become even more customer-centric, so that people can shop with us whenever, wherever and however they choose. Consumers started returning to our stores when they reopened after the pandemic, at the same time as our online sales doubled compared to the pre-pandemic levels. To meet these changing customer needs, we secured over £46.4m for investments in our fulfilment network to enhance the omnichannel experience that customers want to see from us. Equally, we invested in our customer support centre to redesign and improve the experience, as well as launching new services like 'Collect Near You'. One of our most powerful figures for measuring our accessibility and convenience is the happy customer score, which improved from 60 to 70 this year on a scale of 100.





A particular highlight was the opening of the Hammersmith store in February 2022, the first of our new smaller format stores in the UK. Over the next few years, we'll continue our plans to become more convenient, with further investment in London and the rest of the country. We recently announced our plan to open three Plan & Order Points in the Northwest of England, and we're in the middle of planning our store at Oxford Street, due to open in Autumn 2023. With a variety of stores, service offers, and digital solutions that complement each other, our aim is to be there for our customers, however they want to meet us.

To ensure co-workers were financially, physically, and mentally protected during these especially challenging times, we've invested in all of these areas. We continue to be a member of the Living Wage Foundation and follow their independently set real Living Wage. Additionally during the year, we introduced our first Menopause policy and continued the UPPNÅ programme that has successfully offered work placements to 85 refugees since its launch in 2020, of which we have retained 72% in permanent contracts.

The IKEA commitment to halve emissions and become a circular business by 2030 saw us take significant action in 2022. We built on the legacy of our successful partnership with COP26 using our platform to make the case for climate action. Through high-level, global knowledge sharing, we introduced ground-breaking energy saving technology to our stores, reducing our operational CO₂ emissions by 14% in absolute terms, and reached our goal to cut our food waste by 50% compared to 2017. Looking ahead, investments in solar panels, electric vehicles, waste minimisation, and heating and cooling solutions will take IKEA closer to its sustainability goals.

Peter Jelkeby, Country Retail Manager and Chief Sustainability Officer, IKEA UK & Ireland

Better Homes





In 2022, we continued our long-term transformation to become more convenient and accessible by bringing IKEA closer to where customers live, shop and socialise.

We also focused on keeping our products affordable in line with our belief that homes should be comfortable spaces, where everyone can enjoy living a healthy and sustainable life. In the face of rising living costs, our extensive energy and resource-saving product range inspired and empowered customers with new ways to save money at home.



“Being there for our customers is not just about the products we offer, it is also about how accessible and convenient we are to them. It has been exciting to develop our omnichannel plans, with a growing number of ways for customers to meet us and the strategic focus on reaching a more urban, younger customer base. The logistics and training taking place behind the scenes now will help us inspire and enable their vision for their home in the future, however they want to shop with us.”

Michaela Quinlan, Commercial Manager, IKEA UK



1m

Click & Collect orders



10.5m

IKEA Family members, our loyalty programme



3m

FRAKTA blue bags sold



29%

of the total sales were from our People and Planet Positive range



100%

of Live Lagom participants committed to living a sustainable lifestyle



DRÖNA

box in dark grey was our most sold home furnishing accessory in volume, for tidy homes across the UK.

Becoming more accessible

The IKEA vision to create a better everyday life for the many people, is more relevant today than ever before. For over 30 years, we have offered people in the UK a wide range of well-designed and functional home furnishing products at prices so low that as many people as possible have been able to afford them.

To be able to meet more people where they live, work and socialise, we are opening new IKEA formats, always closely integrated with an improved digital experience.

Last year we opened our first small store in Hammersmith, West London, and announced that we will open a store in Oxford Street. We also expanded our service offering, with free Click & Collect and ‘Collect near you’ lockers.



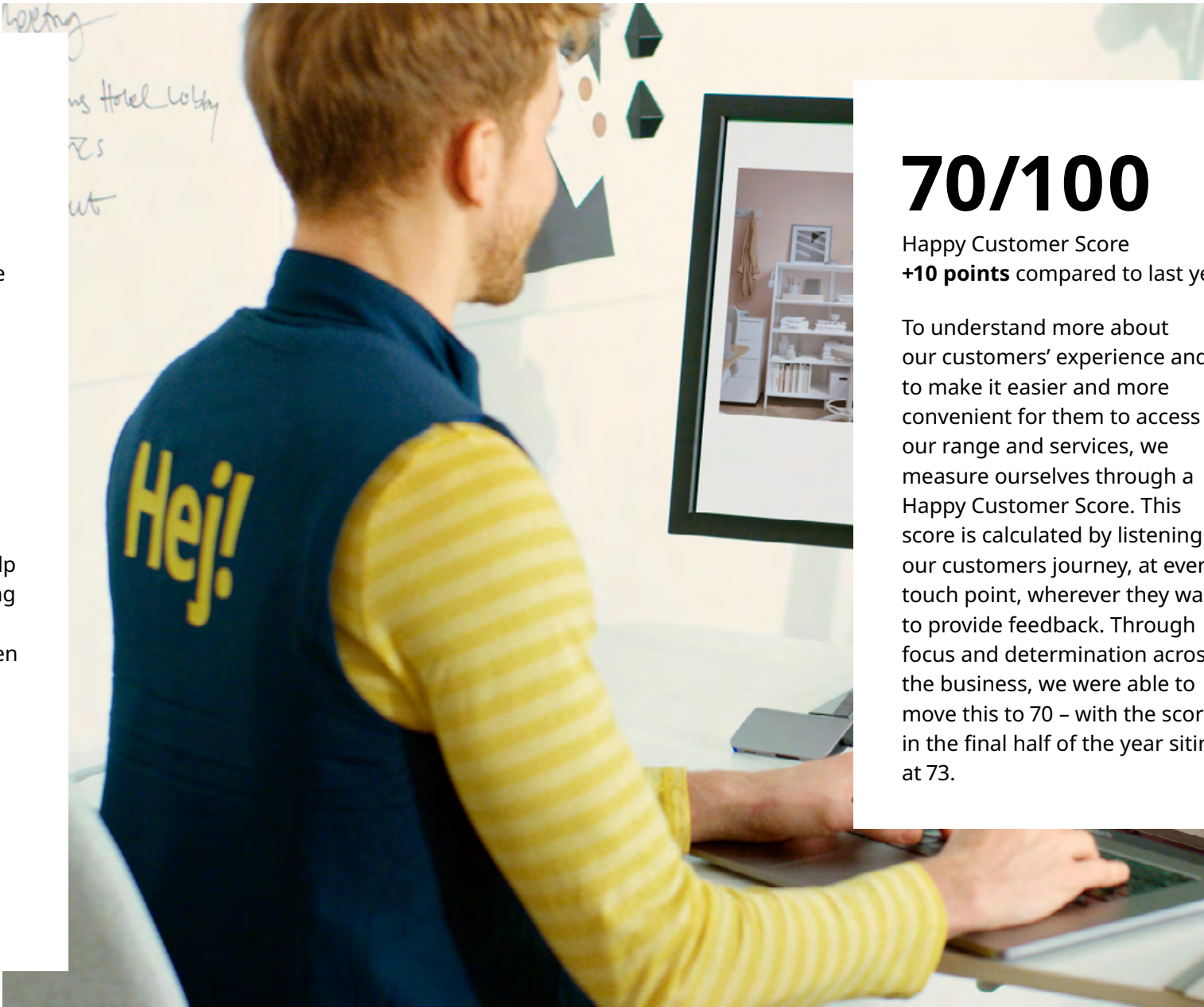
Becoming more accessible

Redesigning how we meet customers remotely

With customers cautious about spending, but also expecting the highest quality from their omnichannel retail experience, we invested in our customer support centre, to redesign and improve the experience.

In September 2022, we launched a new arm of our business, called the Remote Customer Meeting Point. With this enhanced version of our customer service, we now have even better conditions to help customers remotely, from planning kitchens, offering online interior design services to giving help when something goes wrong.

We also improved our digital self-service tools, which enable customers to quickly and easily solve some simpler tasks on their own and which free up time for our co-workers for more complex cases.



70/100

Happy Customer Score
+10 points compared to last year

To understand more about our customers' experience and to make it easier and more convenient for them to access our range and services, we measure ourselves through a Happy Customer Score. This score is calculated by listening to our customers journey, at every touch point, wherever they want to provide feedback. Through focus and determination across the business, we were able to move this to 70 – with the score in the final half of the year sitting at 73.

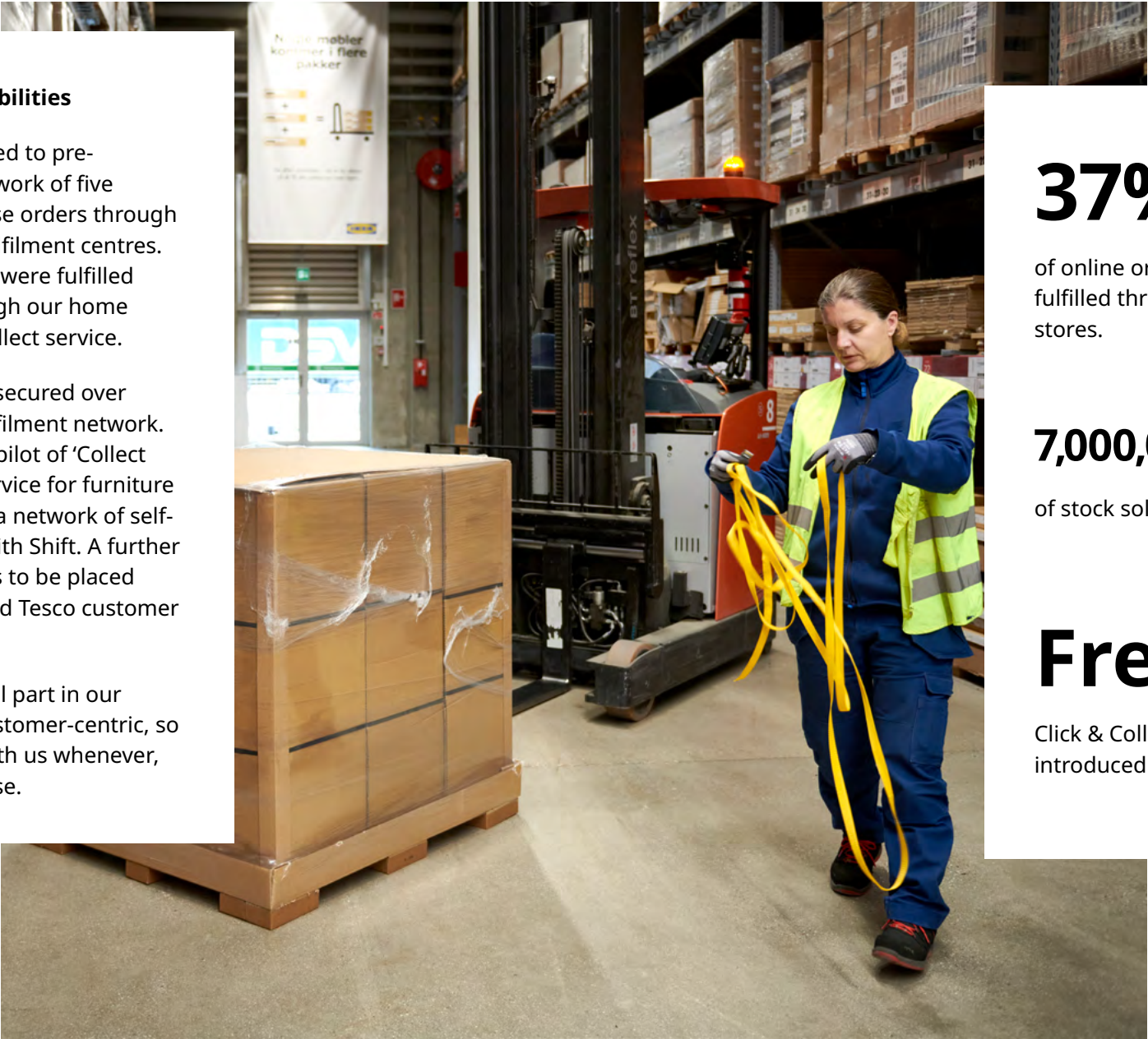
Becoming more accessible

Investing in our fulfilment capabilities

Our online sales doubled compared to pre-pandemic levels¹. Alongside a network of five distribution units, we fulfilled these orders through adapting our stores to become fulfilment centres. This year, 37% of all online orders were fulfilled directly from a store, either through our home delivery services or our Click & Collect service.

To support this development, we secured over £46.4m for investments in our fulfilment network. During the year, we introduced a pilot of ‘Collect near you’ lockers – a collection service for furniture ordered online and picked up via a network of self-serve locations – in partnership with Shift. A further pilot with Tesco now allows orders to be placed online and picked up from selected Tesco customer car parks.

These investments will be a crucial part in our ongoing goal to become more customer-centric, so that people in the UK can shop with us whenever, wherever and however they choose.



37%

of online orders now fulfilled through our stores.

7,000,000m³

of stock sold

Free

Click & Collect introduced

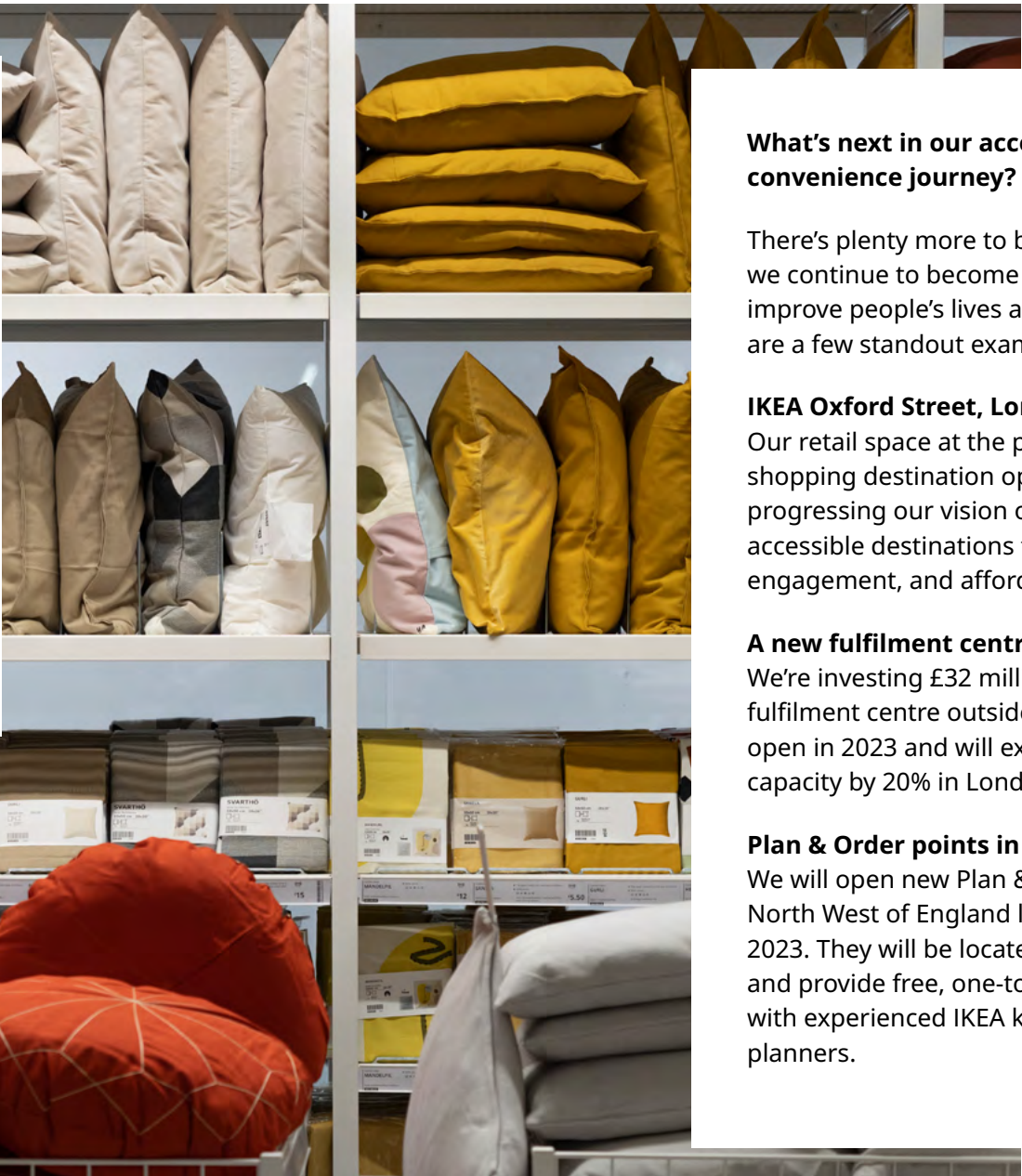
¹ Financial year 2019

Becoming more accessible

Investing in London to get closer to customers

Our Hammersmith store, which opened in February 2022, was the first of our new small format stores in the UK. It was chosen for better serving an increasingly urban population, and understanding their new shopping behaviours.

Over the next few years, we'll continue our plans for becoming more convenient with continued investment in London, using the city as a testbed for new innovations and store formats. Our insights will then inform decisions on how we get even closer to our urban customers in other parts of the UK.



What's next in our accessibility and convenience journey?

There's plenty more to be done to ensure we continue to become more accessible and improve people's lives along the way. Here are a few standout examples from our plans:

IKEA Oxford Street, London

Our retail space at the prestigious global shopping destination opens in 2023, progressing our vision of our stores as accessible destinations for inspiration and engagement, and affordable price tags.

A new fulfilment centre in Dartford, Kent

We're investing £32 million in a 420,000 m³ fulfilment centre outside London. It is due to open in 2023 and will expand our fulfilment capacity by 20% in London.

Plan & Order points in the North West

We will open new Plan & Order points in the North West of England late 2022 and early 2023. They will be located in retail parks and provide free, one-to-one consultations with experienced IKEA kitchen and bedroom planners.

Inspiring and enabling a better life at home

This was the year that homes were once again open to visitors following the pandemic. We offered customers fresh inspiration to reconnect with the home as an environment to socialise, as well as somewhere to relax and to work in this age of hybrid working. While stores acted as destinations to inspire today's customers, we also looked to the future of our customer base, providing new experiences for Gen Z to inspire them in styling their homes.



Inspiring and enabling a better life at home

Post-pandemic life at home

The pandemic redefined how people use their homes, adapting their environments regularly for work, education, play and family life. This continued into 2022, with many people making lifestyle changes to create more balance and spend more time at home. Our Life at Home Report found that many have made long-term changes to the way they work over the last two years, with hybrid working here to stay.

During the pandemic, many realised how important the home is to a sense of wellbeing, designing zones to relax in, and making small, affordable

changes like the addition of vases, pot plants, blankets and coffee tables to feel good in their own space. Alongside comfort, and with homes once again open to visitors, uniqueness and personalisation is increasingly important – even on a small budget.

In stores we raised the level of inspiration – updating room sets every few months, bringing fresh inspiration to even our most frequent customers. This year’s Channel 4 series “The Great Home Transformation” featured affordable IKEA products in their room makeovers – evidence that our designs hit the mark for affordability and style.



Inspiring and enabling a better life at home

IKEA
Festival

16/9/21

CONCERTS / Amaarae^{GB} Arlo Parks^{GB} Badsista^{GB} Beks^{GB} BEX^{GB} Blowsom^{GB}
BOB IS TIRED^{GB} CADEJO^{GB} Clay and Friends^{GB} Dlina Volny^{GB} Dot.^{GB} Eldorado^{GB}
Emiko Rochelle^{GB} Fu-Ching-Gido^{GB} GrapeGuitarBox^{GB} Honey.^{GB} Jake Chapman^{GB}
Jake Fine^{GB} Jelly Oshen^{GB} Joe Bae^{GB} Juice^{GB} KANIS^{GB} Karina Sofia^{GB} Kaytranada^{GB}
Kedr Livanskiy^{GB} KORDELYA^{GB} Laughing Ears^{GB} LIGHTERS^{GB} Lionclad^{GB} Loraine
James^{GB} Mad Keys^{GB} Masego^{GB} Mister Womxn^{GB} MØ^{GB} NIKI^{GB} Pastel^{GB} Pixey^{GB}
Quinn Oulton^{GB} Renao^{GB} Ryan Harris^{GB} Sandunes^{GB} Serepocaiontas^{GB} Shadi G^{GB}
Shayan Roy^{GB} Shiv^{GB} Steff Stover^{GB} The Away Days^{GB} The Linda Lindas^{GB}
TOKiMONSTA^{GB} YONLAPA^{GB} ZULI^{GB} **DESIGN** / Ilse Crawford^{GB} Mikael Axelsson^{GB}
Virgil Abloh^{GB} **TALKS** / Bethan Rayner^{GB} Carolina Klüft^{GB} Christer Fuglesang^{GB}
Filip Lundin^{GB} Isabelle McAllister^{GB} Isabella Morrone^{GB} Joe Iles^{GB} Kassia Meador^{GB}
Lars Funding^{GB} Magnus Fridh^{GB} Maria Neira^{GB} Naeem Biviji^{GB} Renata Chlumska^{GB}
Sandra Östlund^{GB} Soledad Piñero Misa^{GB} Stefan Engeseth^{GB} **FOOD** / Constance
Angeledei^{GB} Danielle Brown^{GB} Diletta Secco^{GB} Evanice Holz^{GB} Flynn McGarry^{GB}
Giovanni Ledon^{GB} Juan Duran^{GB} Julio Vazquez^{GB} Kaja Hengstenberg^{GB} Mulunda
Kombo^{GB} Nicholas Tran^{GB} Nma Jewel^{GB} Nzingah Oniwosan^{GB} Oliver English^{GB}
Paul Svensson^{GB} Sheila Zhang^{GB} The Pasta Queen^{GB} Vincent Lim^{GB} Zacchary Bird^{GB}
and more...

Watch it all at
IKEA.COM/FESTIVAL



The first IKEA Festival

Gen Z is the future of our customer base and we are focusing on better understanding their needs and building a relationship with them as they begin to create their own spaces away from their parents, or within the family home.

We hosted the first, global IKEA Festival across nine cities to celebrate people’s creativity and inventiveness at home. This included online sessions on home-related hobbies and styling, gaming, handicraft, and music co-creation at home.

Inspiring and enabling a better life at home

Live Lagom

Lagom means “just enough” in Swedish. This is our digital and in-store behaviour change programme that encourages customers to enjoy this Swedish approach to life and supports the concept that living sustainably is easy, affordable and desirable.

Entering its seventh year, the programme provides workshops and online resources to offer customers and co-workers tips, advice, inspiration, and community support. Members sign up for the programme via our loyalty scheme. Alongside this initiative, our People and Planet product range showcases simple solutions to help customers live a more healthy and sustainable life.



Over five years (2016- 2021) research by the University of Surrey and Middlesex University about the programme’s impact has proven that:

100%

of participants committed to living a sustainable lifestyle

95%

adopted additional sustainable behaviours after the programme

87%

said it allowed them to connect to a group of likeminded people

£1440

average saving per household per year.



Better Lives



During the first half of the year, supporting co-workers to recover physically, mentally and financially from the impact of COVID-19 was our main priority. In the second half of the year, focused continued on our work on maintaining a good standard of pay for co-workers in the face of rising living costs.

Our co-workers' views and needs also drove our agenda for encouraging diversity and inclusion within our business and more widely in society.

Better lives also means more opportunities and better homes for the most vulnerable in society. We donated our resources, skills and expertise throughout the year to Barnado's, the National Lottery Community Fund, and the UK's refugee councils.



"This year we have supported our co-workers to ensure their pay reflects the cost of living. We are one of few major retailers to match Real Living Wage, set independently by the Living Wage Foundation.

We also focused on support co-workers through initiatives and policies including introducing our first Menopause policy and, through the UPPNÅ programme, has successfully offered work placements to 85 refugees since the beginning of the programme in 2020, of which 72% have been retained in permanent contracts."

Darren Taylor, People & Culture Manager,
IKEA UK



11,728
co-workers



49/51
gender split in leadership positions



3.79%
decrease in median gender pay gap since 2021



78%
co-workers feel engaged with the business (+6 points from 2021)



£10.90
hourly wage rate from January 2023, in line with the Real Living Wage (£11.95 in London).



£1.5m
donated with the National Lottery Community Fund to our Places Called Home collaboration

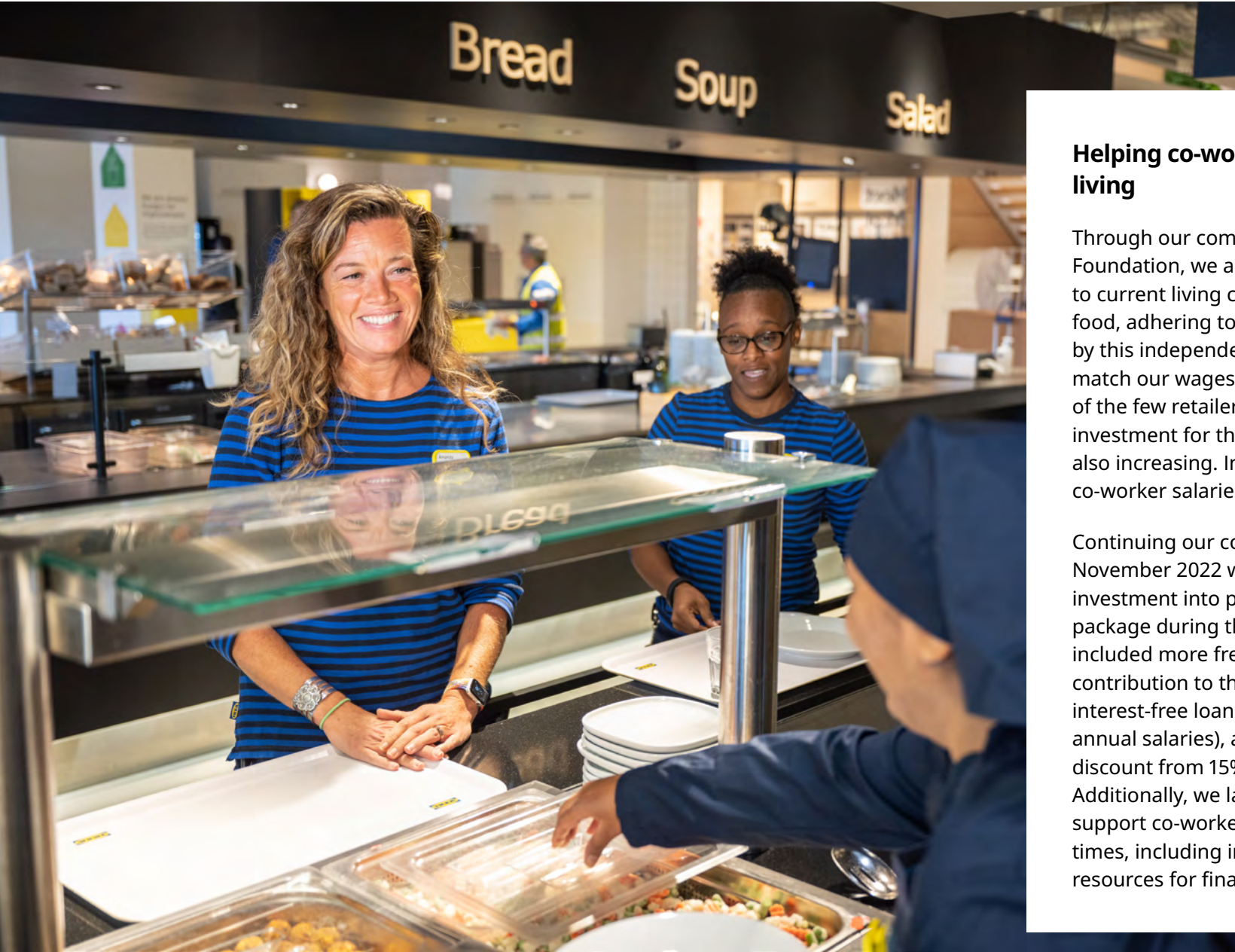
Supporting our co-workers to live better lives

At IKEA, we want to create a more equal everyday. This means creating an environment where our people feel safe, where they can be themselves and where they can be their best self. As we look forward post pandemic, how we care for our co-workers and protecting our values of togetherness are more important than ever.

Our annual survey measures co-workers outlook on our business and the 2022 results revealed positive scores in staff sentiment on IKEA being a fair, inclusive and empowering place to work. As we move for forward, we will continually review and evaluate measures to support the physical, financial and mental wellbeing of our co-workers. We will also introduce new measures and actions to create a diverse and inclusive workplace where all our co-workers can thrive.



Supporting our co-workers to live better lives

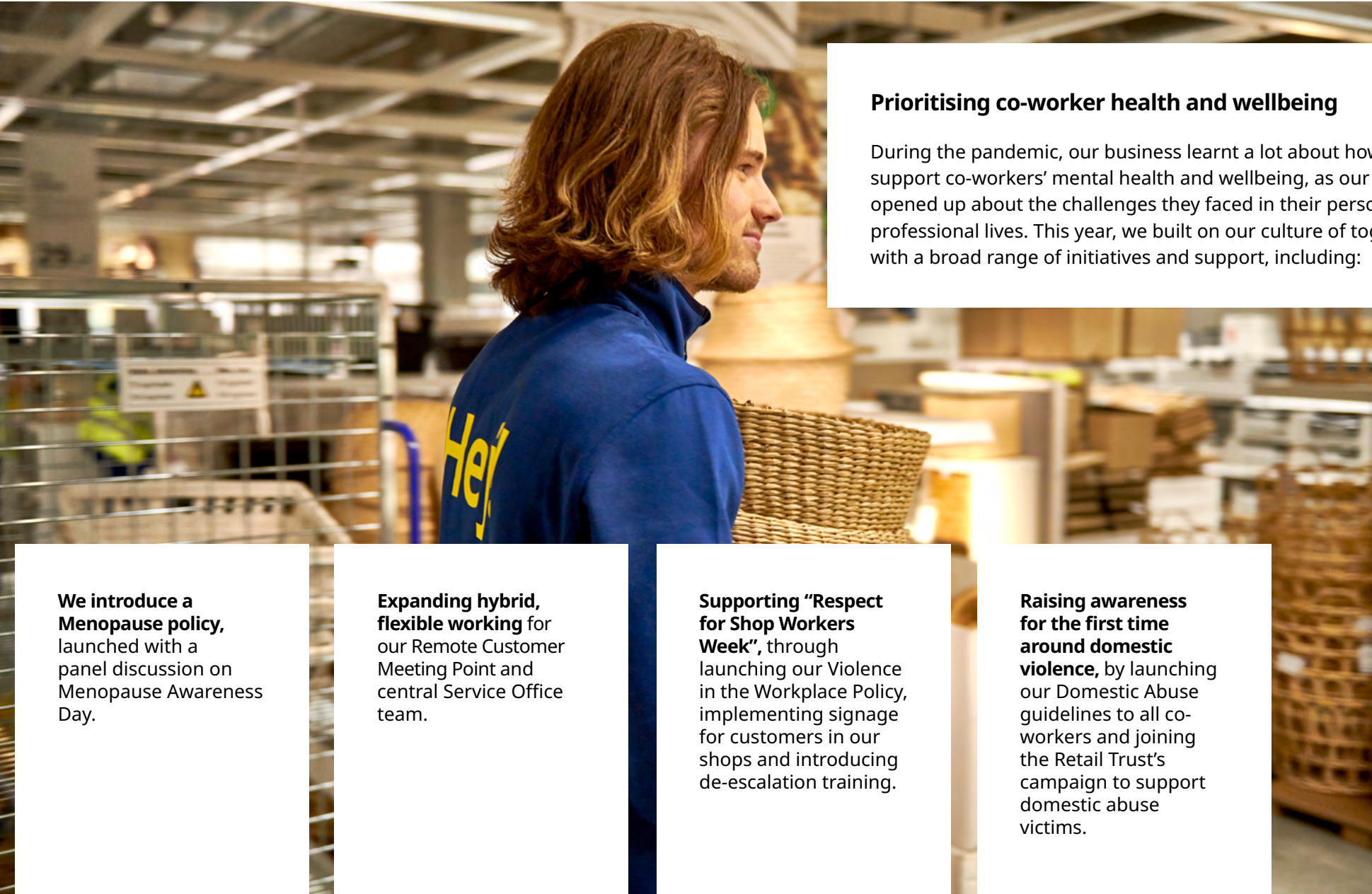


Helping co-workers with the rising cost of living

Through our commitment to the Living Wage Foundation, we assess our basic wage in relation to current living costs, including travel, utilities and food, adhering to the recommended salary set by this independent body. We aim to continue to match our wages to the real Living Wage, as one of the few retailers to do so. This is a significant investment for the business, as our own costs are also increasing. In 2022, we invested £7.9 million in co-worker salaries.

Continuing our commitment to fair pay, in November 2022 we announced a further investment into pay and a well-being support package during the cost of living crisis. This included more free, healthy meals, increase our contribution to their public transport passes, offer interest-free loans up to £1000 (or max 10% of their annual salaries), and a double-up of the co-worker discount from 15% to 30% for over 2000 products. Additionally, we launched a cost-of-living hub to support co-workers through challenging financial times, including insights on these benefits, resources for financial planning and budgeting.

Supporting our co-workers to live better lives



Prioritising co-worker health and wellbeing

During the pandemic, our business learnt a lot about how to support co-workers’ mental health and wellbeing, as our pepole opened up about the challenges they faced in their personal and professional lives. This year, we built on our culture of togetherness, with a broad range of initiatives and support, including:

We introduce a Menopause policy, launched with a panel discussion on Menopause Awareness Day.

Expanding hybrid, flexible working for our Remote Customer Meeting Point and central Service Office team.

Supporting “Respect for Shop Workers Week”, through launching our Violence in the Workplace Policy, implementing signage for customers in our shops and introducing de-escalation training.

Raising awareness for the first time around domestic violence, by launching our Domestic Abuse guidelines to all co-workers and joining the Retail Trust’s campaign to support domestic abuse victims.

Supporting our co-workers to live better lives

Establishing equality, diversity and inclusion as the norm

Creating a fairer and more equal world starts with empowering our co-workers to be themselves. Our “Proud to Be” campaign gives a platform to underrepresented co-workers and groups, encouraging an open dialogue around gender and race equality and LGBTQ+ causes.

A few highlights from the last year include:

IKEA at Pride: During the year, we joined multiple different Pride Parades around the country. Among others, we joined Pride in London 2022, commemorating 50 years since the first Pride took place in the United Kingdom. We also launched a limited-edition rainbow cake in stores to coincide with Pride Month, with £38,500 raised from the sales of the cake, donated to the Switchboard LGBTQ+ helpline.

“Proud to Be” co-worker panels: Co-workers shared stories of their lived experiences of childhood, early adult years and career progression, with an open invitation to all co-workers to join, connected to, for example, International Women’s Week, Black History Month, and LGBTQ+ History Month.

International Women’s Week: We hosted a panel called “The Things Women Don’t Talk About” to remove the stigma around the health topics women often feel embarrassed to discuss at work.



Decreasing our gender pay gap

Our journey to become gender-equal by 2024 continues, with a vision of 50:50 gender balance in every store and unit leadership teams and equal opportunities across the business. This year saw progress in closing our gender pay gap and reaching for gender equality across all parts of the business following investments made in base salaries this year.

3.79%

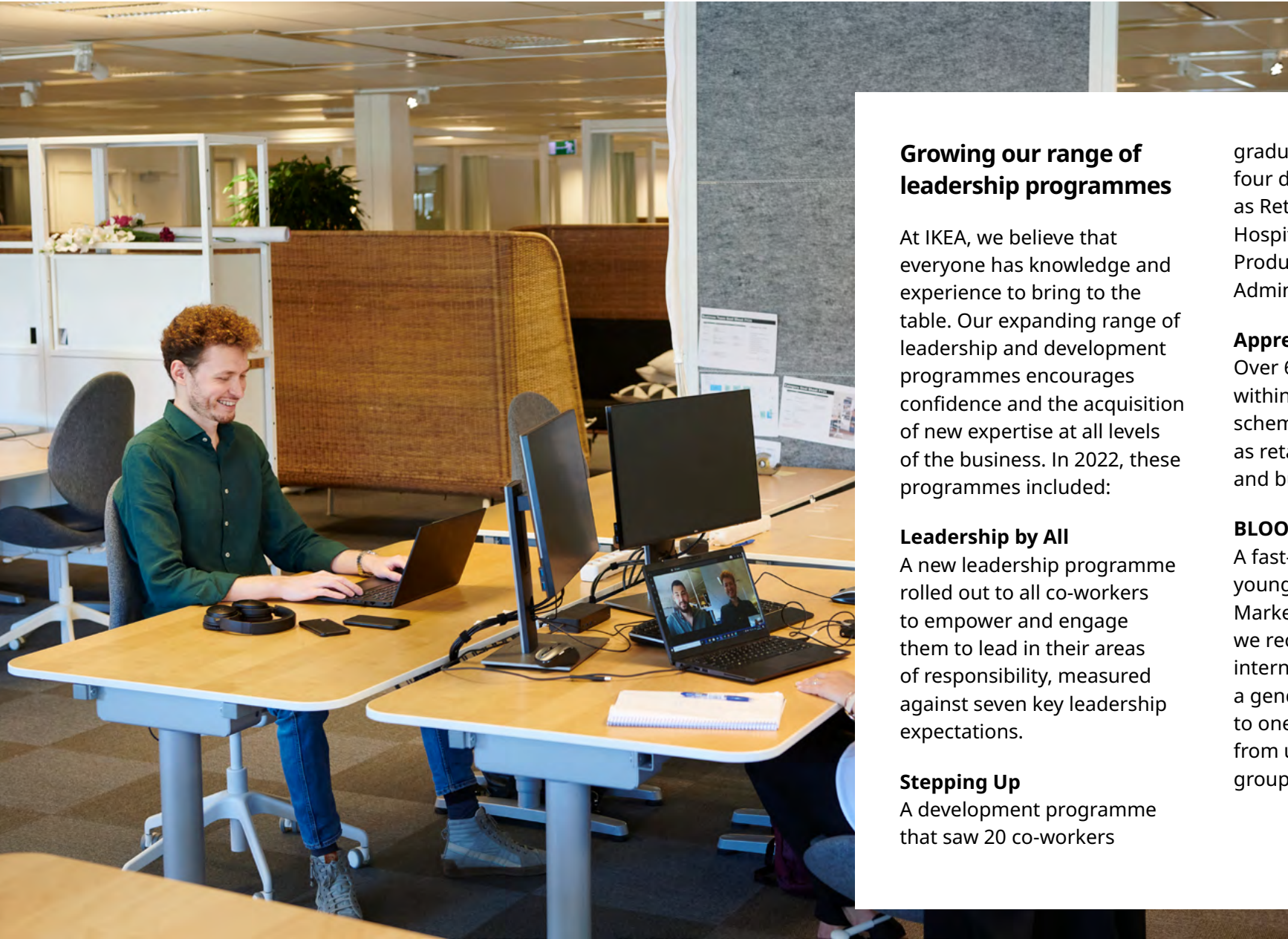
decrease in median gender pay gap since 2021

1.13%

decrease in mean gender pay gap since 2021

Gender pay gap excluding store in Northern Ireland.

Supporting our co-workers to live better lives



Growing our range of leadership programmes

At IKEA, we believe that everyone has knowledge and experience to bring to the table. Our expanding range of leadership and development programmes encourages confidence and the acquisition of new expertise at all levels of the business. In 2022, these programmes included:

Leadership by All

A new leadership programme rolled out to all co-workers to empower and engage them to lead in their areas of responsibility, measured against seven key leadership expectations.

Stepping Up

A development programme that saw 20 co-workers

graduate this year across four different programmes as Retail Team Leaders, Hospitality Supervisors, Senior Production Chefs and Business Administrators.

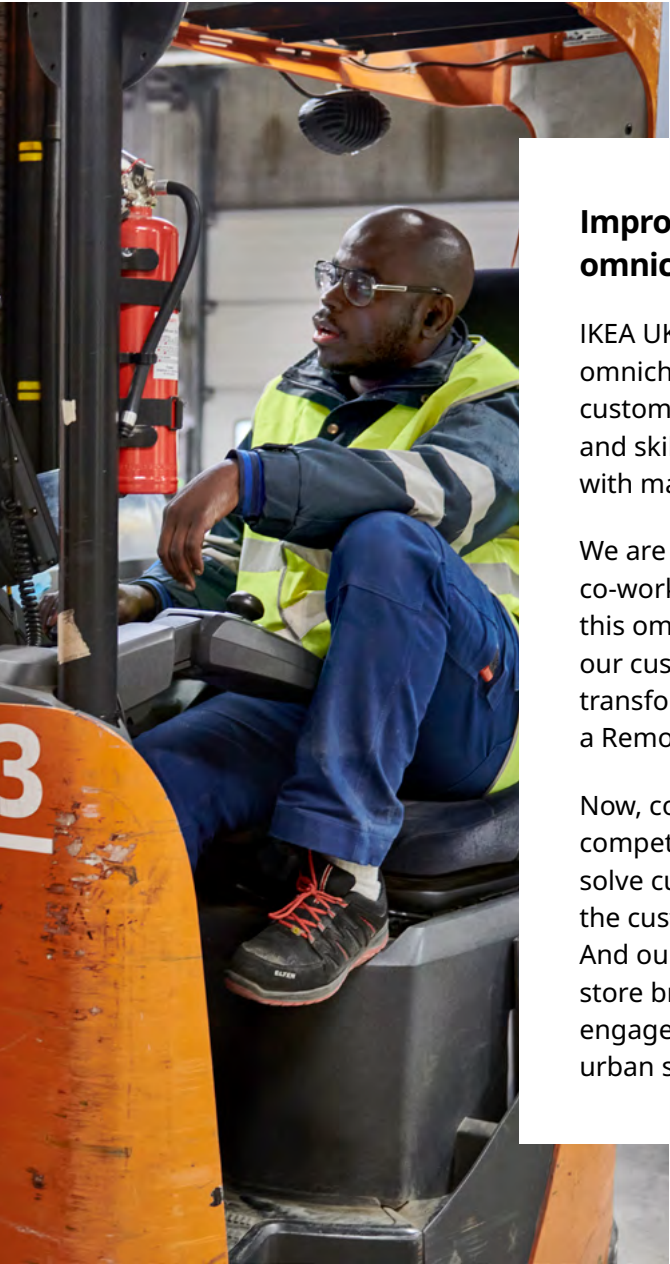
Apprenticeships

Over 60 co-workers are now within IKEA UK apprenticeship schemes, covering areas such as retail, hospitality, operations, and business administration.

BLOOM

A fast-track programme for young co-workers to become Market Managers. In 2022, we recruited six co-workers internally for the scheme with a gender split of five females to one male. Two of the six are from under-represented ethnic groups.

Supporting our co-workers to live better lives



Improving co-worker skills for an omnichannel shopping experience

IKEA UK is evolving to create the type of omnichannel shopping experience that our customers expect. This is a journey of learning and skills development for our entire team, with many roles changing along the way.

We are constantly exploring new training for co-workers to become more multi-skilled in this omnichannel environment. For instance, our customer care team underwent a major transformation, with our call centre becoming a Remote Customer Meeting Point.

Now, co-workers acquire new skills, competencies and working methods to solve customer problems, no matter how the customer wants to interact with them. And our new small format Hammersmith store brought new jobs and opportunities to engage with a changing customer base of urban shoppers and commuters.

Co-worker survey

Our annual survey of UK co-workers measures their outlook on our business as a fair, inclusive and empowering place to work. The 2022 results revealed some positive uplifts, thanks to a range of new and ongoing initiatives:

83%

are happy with the leadership (+1 vs 2021)

80%

of co-workers believe the business upholds its values (+3 vs 2021)

79%

see the business as fully inclusive (+2 vs 2021)

82%

feel empowered by the business (+3 vs 2021)

78%

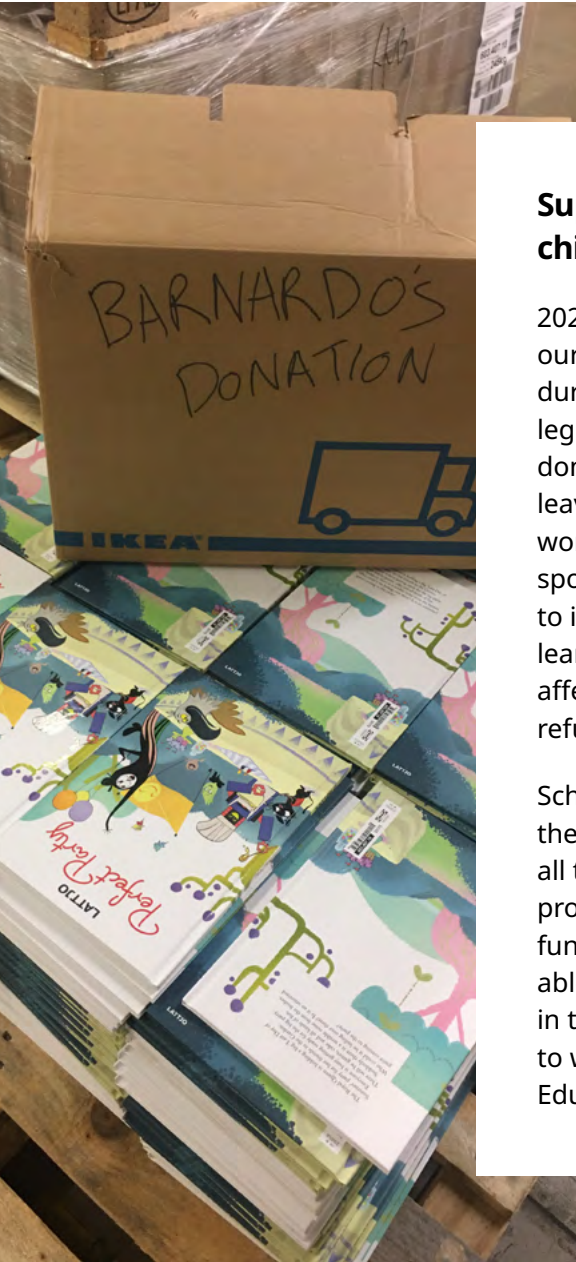
co-workers feel engaged with the business (+6 vs 2021)

Making a difference in local communities

As our business and co-workers prosper, so too must the communities in which we operate. By investing in causes that matter and donating our expertise and products, we hope to improve the lives of some of the UK's most vulnerable. This year, our focus included placing refugees within our workforce, working with Barnardo's to furnish the homes of young care leavers, and donating £1.5 million with the National Lottery Community Fund to provide micro grants for local charities and community groups.



Making a difference in local communities



Supporting vulnerable children through Barnardo's

2022 marked the fourth year of our partnership with Barnardo's, during which we helped change legislation, make large scale donations, and empower young care leavers through digital training. The work continued this year, with our sponsorship of a new programme to improve the inclusion and safe learning in schools of children affected by migration, including refugee families.

School leaders who have received the training distribute it out among all their colleagues, expanding the project's impact. Thanks to IKEA's funding, Barnardo's has now been able to pilot the model in six schools in the Bradford area, with a view to working with the Department of Education on a national programme.

Some of the highlights of this long-standing partnership Barnardo's include:

The No Place Like Home advocacy report

This report highlighted the experiences of care-experienced young people. Five of our recommendations were taken on board by the "Independent Review of Children's Social Care" and Barnardo's will continue to ensure the Government acts on these recommendations to make them a reality.

LifeLabs

This online hub for young people in or leaving care was created by IKEA and Barnardo's as a place to connect, share and learn together. So far, it has provided over 3,300 young people with the necessary skills to support their lives at home.

Discover Digital

This project supported 350 care-experienced young people into employment, helping them to engage in online learning and improve their employability.

Covid-19 pandemic and Ukraine donations

IKEA UK co-workers and customers raised £243,000 and supported emergency appeals during the Covid-19 pandemic and Ukraine conflict to provide young people and families with much-needed products.

Life at Home packs

In response to the global Covid-19 crisis, IKEA created Life at Home packs containing items such as pots, pans, towels and a cosy blanket. Barnardo's distributed these to 500 care leavers, giving them a sense of pride in their homes and helping them feel settled at a disruptive time.

Wellbeing packs for children

Wellbeing packs created by IKEA were sent to 7,500 children across the UK through Barnardo's in response to the COVID-19 crisis. These packs included a cuddly bear, books, toy plates and pots and pans, and everything that a child would need for a teddy bear's picnic.

Making a difference in local communities

Places Called Home

With the National Lottery Community Fund we donated £1.5 million to our Places Called Home collaboration, providing micro grants that benefited over 300 local charities and community groups.

The programme was set up to inspire, enable and resource local communities to create neighbourhoods and spaces that feel like an extension of home for everyone. Its wider goal is to facilitate opportunities to make sustainable and healthy living accessible and affordable for everyone.

The flexible microgrants were perceived as crucial during the Covid-19 pandemic, a time of severe lack of resources and adversity for many community initiatives.



Making a difference in local communities

Refugee placement and support

We continued our efforts to place refugees within our workforce, collaborating with our global organisation on our global refugee programme “UPPNÅ”, which in Swedish means “to achieve”.

Working closely with the UK refugee councils, we have successfully offered work placements to 85 refugees in the UK so far. Of these, we have retained 72% in IKEA with permanent contracts. Supporting displaced Ukrainian co-workers from the war was high on our global agenda, two of whom have now joined our UK team.

Beyond this, some local units played a part in tackling challenges faced by refugees within their communities.

IKEA Bristol supported Bristol Refugee Rights crèche transformation project, as well as a refurbishment of their offices, which faced a lack of official funding and did not provide a welcoming environment for traumatised families.

The IKEA unit’s interior design team advised the charity and donated products to transform the space. A similar project for the Welsh Refugee Council saw our voluntary involvement in the refurbishment of their space.



180

placements in IKEA UK to be offered to refugees by the end of 2023

85

refugees have been offered work placements in IKEA UK so far

A photograph of a worker in a high-visibility vest sorting through a large pile of tangled black, red, and blue cables on a green recycling bin. The worker is seen from the side, and the background shows a blurred outdoor setting with trees and a fence. A large white circular graphic is overlaid on the right side of the image.

Better Planet



The IKEA commitment to become climate positive and a circular business by 2030 saw us take significant action in 2022.

We built on the legacy of COP26 with high-level, global knowledge sharing and Government lobbying; we introduced ground-breaking energy saving technology to our stores; we reached our goal to cut our food waste by 50% vs 2017; and we launched a national competition to engage the next generation in sustainability.

Perhaps most importantly in these times, we enhanced our products and shared our knowledge to help customers live healthier and more sustainable lives, while also saving them money in the home.



“At IKEA, we love to bust the myths that sustainable living is a luxury for the few and that a business can’t be sustainable and profitable. To enable and inspire a better and more sustainable future that is affordable for the many has informed all our decision-making in a year of extreme circumstances. The challenges of climate change and inequality are ever-evolving, and urgent action is needed to create a better everyday for the many people and future generations. Within our business, the creativity and collective determination of our co-workers, partners, and customers is keeping us on track to meet highly ambitious commitments and to play our part in protecting the one planet we all share.”

Greg Lucas, Sustainability Manager,
IKEA UK

Our progress to becoming circular and climate positive by 2030



100%

of electricity in stores
and distribution centres
coming from renewable
sources for the UK



512,000

spare parts given away to
enable repairs
(+63% on last year)



77.7%

of energy in stores and
distribution centres
coming from renewable
sources for the UK



75%

recycling rate across
the UK business (+2.5
on last year)



**19,098
MWh**

quantity of clean
energy produced by our
Dummuies wind farm



-14%

absolute reduction in
our operational climate
footprint

Operational climate footprint: emissions generated from buildings like the consumption of energy, refills of refrigerants, generation of waste and consumption of water. All sites are included counting also leased locations.

Our journey to becoming climate positive by 2030

We are committed to becoming climate positive by 2030 by reducing more greenhouse gas emissions than the IKEA value chain emits, while growing the IKEA business. Our adherence to the Paris Agreement, which aims to limit the global temperature rise to 1.5°C above preindustrial levels, saw us take major steps to becoming more energy efficient in 2022. Across the UK business, we achieved a 14% absolute reduction in our operational climate footprint, in line with our target.

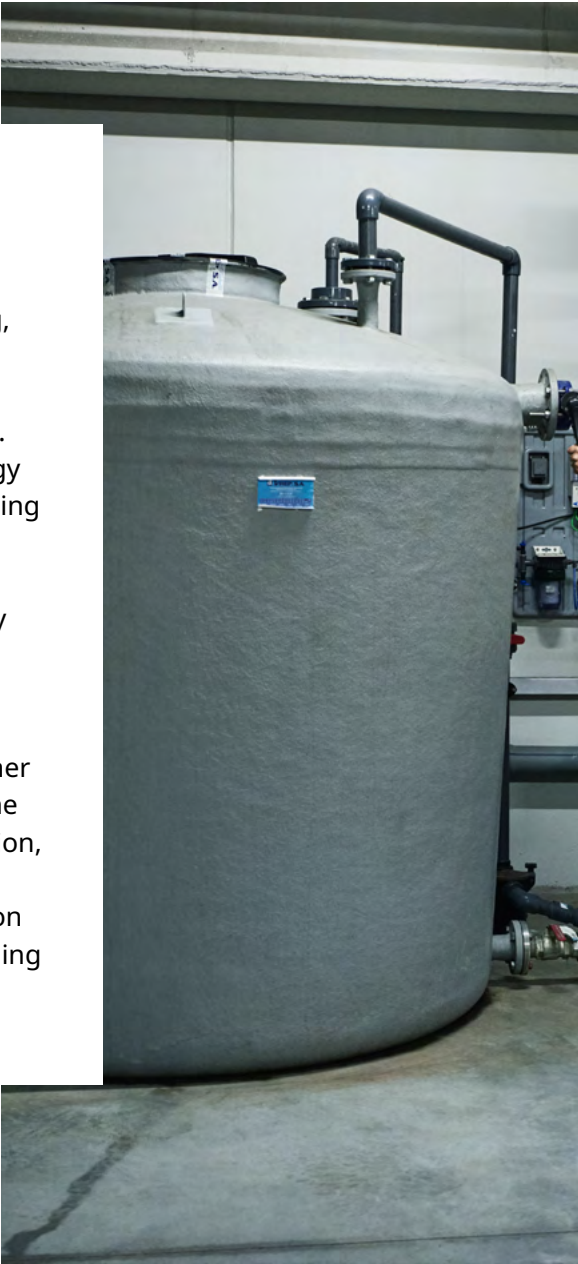
Further investments in solar panels, waste reduction, energy efficiency, electric vehicles, renewable heating and cooling are vital to the future of this journey.



Our journey to becoming climate positive by 2030

Ecopilot: Next level in-store energy efficiency

Ecopilot is now live in our Reading, Southampton, and Greenwich stores, with the aim of fitting all IKEA UK stores by the end of 2023. The technology reduces our energy consumption, without compromising the customer experience of our stores. The solution improves the indoor climate by boosting energy storage capacity and optimising internal heat sources, resulting in energy savings of 20% to 40%. Ecopilot also takes the local weather forecast into account, including the outdoor temperature, wind direction, sunshine hours and precipitation. This optimises energy consumption across the entire heating and cooling system.

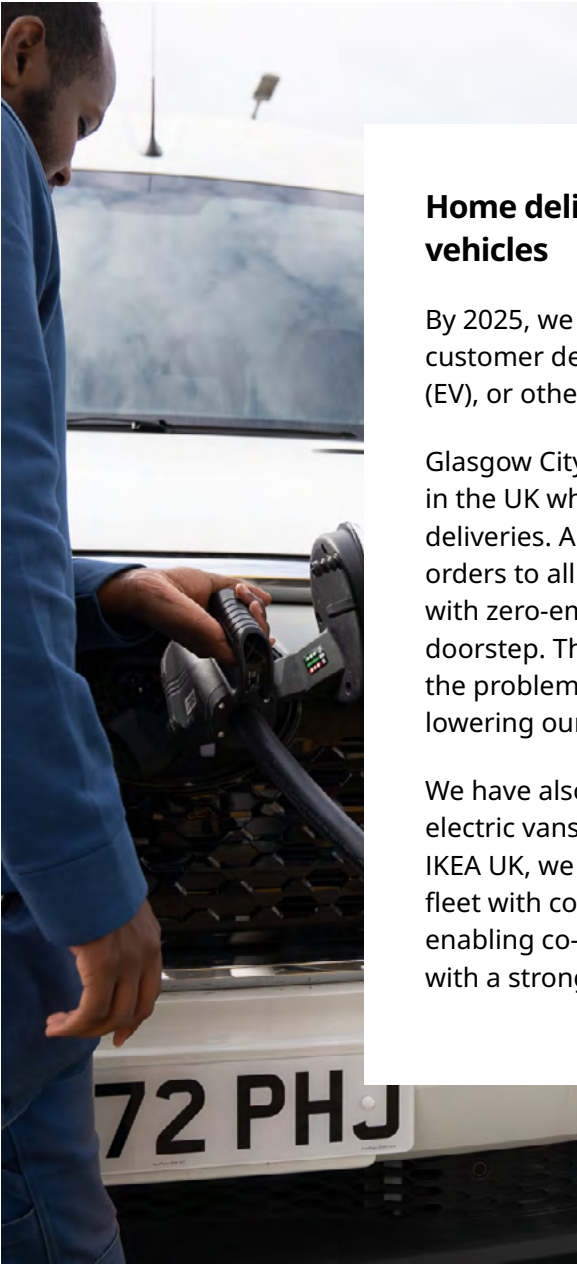


Home deliveries with zero-emission vehicles

By 2025, we aim for 100% of transport for customer deliveries to use electric vehicles (EV), or other zero-emission solutions.

Glasgow City Centre became the first area in the UK where we achieved 100% last mile deliveries. A fleet of fully electric vans delivers orders to all Glasgow City Centre customers with zero-emissions between dispatch and doorstep. This is a significant step in tackling the problem of urban air quality as well as lowering our CO₂ footprint.

We have also invested in a fleet of 24 fully electric vans across all stores. In a first for IKEA UK, we are proud to be launching the fleet with co-worker fulfilled deliveries; enabling co-workers to be part of our journey, with a strong focus on customer experience.



Our journey to becoming climate positive by 2030

Transforming into a circular business by 2030

Our ambition is to promote sustainable choices and become a circular business by 2030. We will achieve this through circular design principals, using recycled or renewable materials, developing circular services to enable our customers to prolong the life of their products, striving for zero waste and to collaborate and co-create across society.

To ensure all products can be reused, refurbished, remanufactured, and eventually recycled, we have developed circular

product design principles to guide us through this process. We innovate and invest in our home furnishing offer. It's about doing things right from the beginning and designing products that enable a systemic shift towards a circular economy; generating as little waste as possible.

To extend the life cycles of our products in the UK, we continued to grow our Buyback & Resell scheme. Through the programme, we purchase customers' used IKEA furniture and restore them to resell, giving chairs, shelves, chests of drawers and other furniture a longer lease of life.



Circular hubs launched online

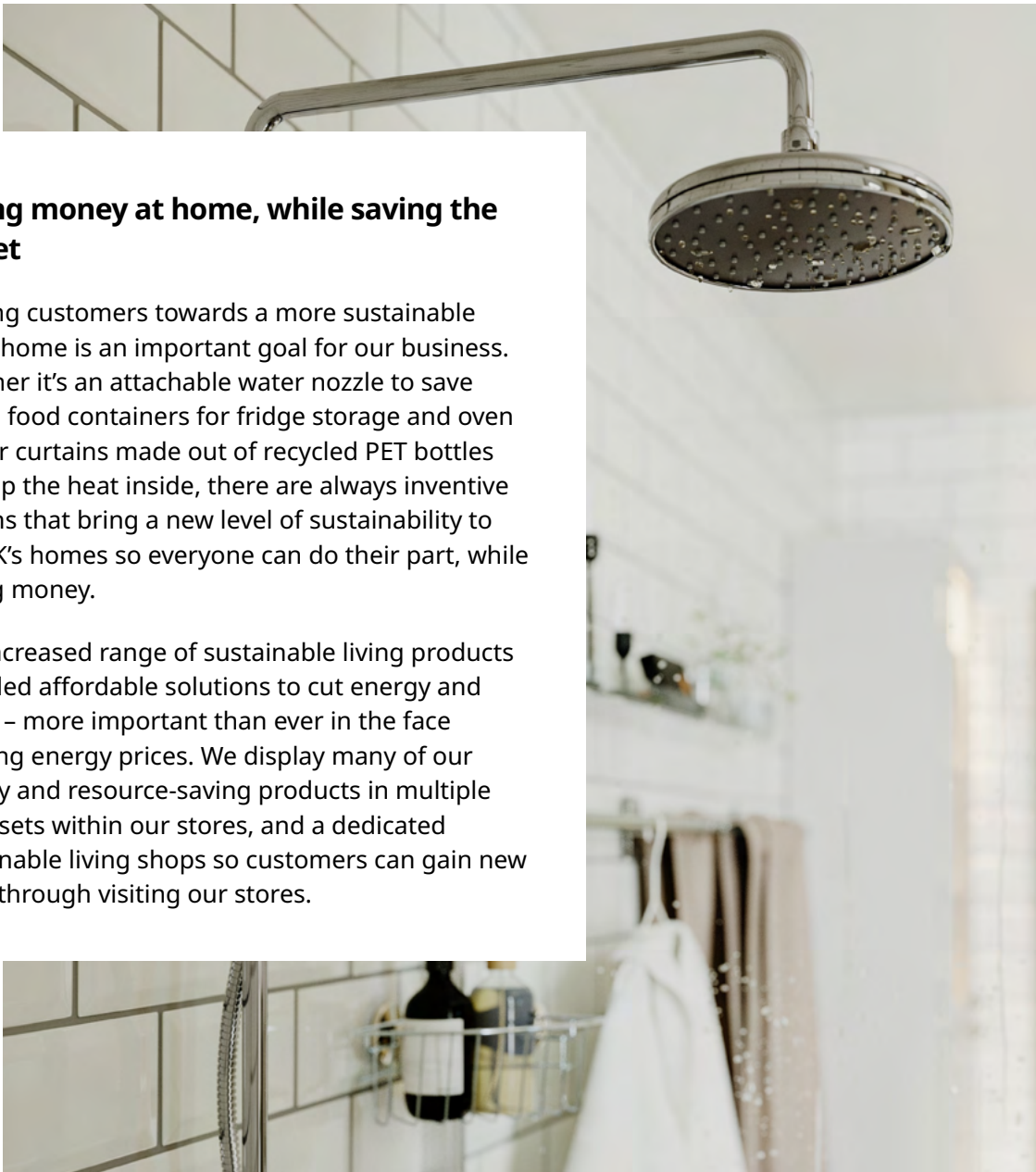
Our circular hubs are where customers find everything from ex-display products, discontinued furniture through to preloved items from our Buyback service. This year, we launched this service online, expanding it to reach more of our customers. Through these hubs, we also provided 512,000 spare parts to customers free of charge, which allowed products to be saved and repaired rather than disposed and replaced with new purchases.

Our journey to becoming climate positive by 2030

Saving money at home, while saving the planet

Helping customers towards a more sustainable life at home is an important goal for our business. Whether it's an attachable water nozzle to save water, food containers for fridge storage and oven use, or curtains made out of recycled PET bottles to keep the heat inside, there are always inventive options that bring a new level of sustainability to the UK's homes so everyone can do their part, while saving money.

Our increased range of sustainable living products provided affordable solutions to cut energy and waste – more important than ever in the face of rising energy prices. We display many of our energy and resource-saving products in multiple room sets within our stores, and a dedicated sustainable living shops so customers can gain new ideas through visiting our stores.



ÅBÄCKEN
mist nozzle for mixertap
£5

Help customers cut down on water usage at home by up to 95% in mist mode. Can be installed most standard bathroom taps.



SOLHETTA
LED bulb E27
£2.⁷⁵ /2 pack

SOLHETTA lasts 25 000 hours and is up to 35% more energy efficient than previous IKEA LED bulbs.



BENGTA
black-out curtain, blue
£10

These curtains are made from 34 recycled 0.5l PET bottles. Using waste as a resource brings us one step closer to a more sustainable future.

Our journey to becoming climate positive by 2030



Reducing the impact of our food on the environment

We strive for zero waste in all our operations, including our food offering. In the UK, we now use AI technology in our stores to track food waste from our store kitchens. This has allowed us to reduce food waste by 50% compared to 2017. We also work hard to develop and promote food products with a lower climate footprint. For instance, we sold 533,000 plant balls in the UK – a plant-based substitute to our famous meatballs.



28,000

pieces of furniture bought back through our Buyback & Resell Scheme



533,000

Plant balls sold



400+

co-workers employed in our recovery department to prolong product life and reduce material waste

Our journey to becoming climate positive by 2030

COP26 Legacy

Last year, we were a Partner at the landmark UN climate change conference COP26 in Glasgow.

At the event, we advocated to governments, businesses and people to get behind measures to limit global warming to 1.5 degrees and take climate action. Since then, we have continued to enable a more sustainable life at home. This includes ongoing work with the British Retail Consortium as a founding member to their Climate Roadmap for the UK retail industry. This initiative is now also influencing the UN's Race to Zero campaign.

Global knowledge sharing of this kind among industries and governments is critical to dealing with the challenges of climate change.

Alongside this high-level advocacy, co-worker behavioural change is an essential part of reducing our emissions. The COP26 legacy inspired many co-workers to develop new sustainable behaviours, in large and small ways, from arranging inspirational speakers and workshops in stores to hosting environmental-themed book clubs spurred on by "Assemble a Better Future" – the handbook shared with all UK co-workers during the event.



The IKEA COP26 legacy:

57
charities in Glasgow and the wider region received furniture donations

4,563
individual items of furniture donated to charities and local community projects

596,000
people (approx.) supported by the donations

Inspiring customers and local communities

Globally, the business is on a mission to enable and inspire a billion people to live a more healthy and sustainable lifestyle. This means going beyond the IKEA value chain and looking for further reductions in greenhouse gas emissions across society. We do this by inspiring and influencing our millions of customers to live within the boundaries of the planet and supporting them to change their actions in small, practical ways.

Equally, we believe in empowering communities to create a better future for the many, through funding grassroots initiatives, using our resources and co-workers' expertise to accelerate their progress.



Inspiring customers and local communities

1,680

schools, colleges and nurseries signed up to Let's Go Zero



Let's Go Zero

This year, we joined forces with Let's Go Zero, a coalition campaign led by climate solution charity Ashden. Supported by organisations such as the Soil Association and WWF, it aims to help all 32,000 schools in the UK reach zero carbon by 2030, by giving school leaders the tools and resources to become more sustainable. The campaign is gathering momentum and has engaged over 63 local authorities, who have the potential to reach over 6 million young people.

IKEA ran a competition for member schools to help

their teachers and pupils do more to tackle climate change. Following over a hundred applications, we are now working with the winning four schools to bring their visions to life through our products, solutions, co-worker expertise and funds. This includes helping a school in Lewisham build its "enviro-hub", a sustainability educational space, including a beekeeping area; and supporting a school near Glasgow to create a uniform Swap Shop, giving deprived families a chance to avoid the cost of new uniforms, while cutting clothes waste.

Inspiring customers and local communities

Helping customers to live healthy, sustainable lives

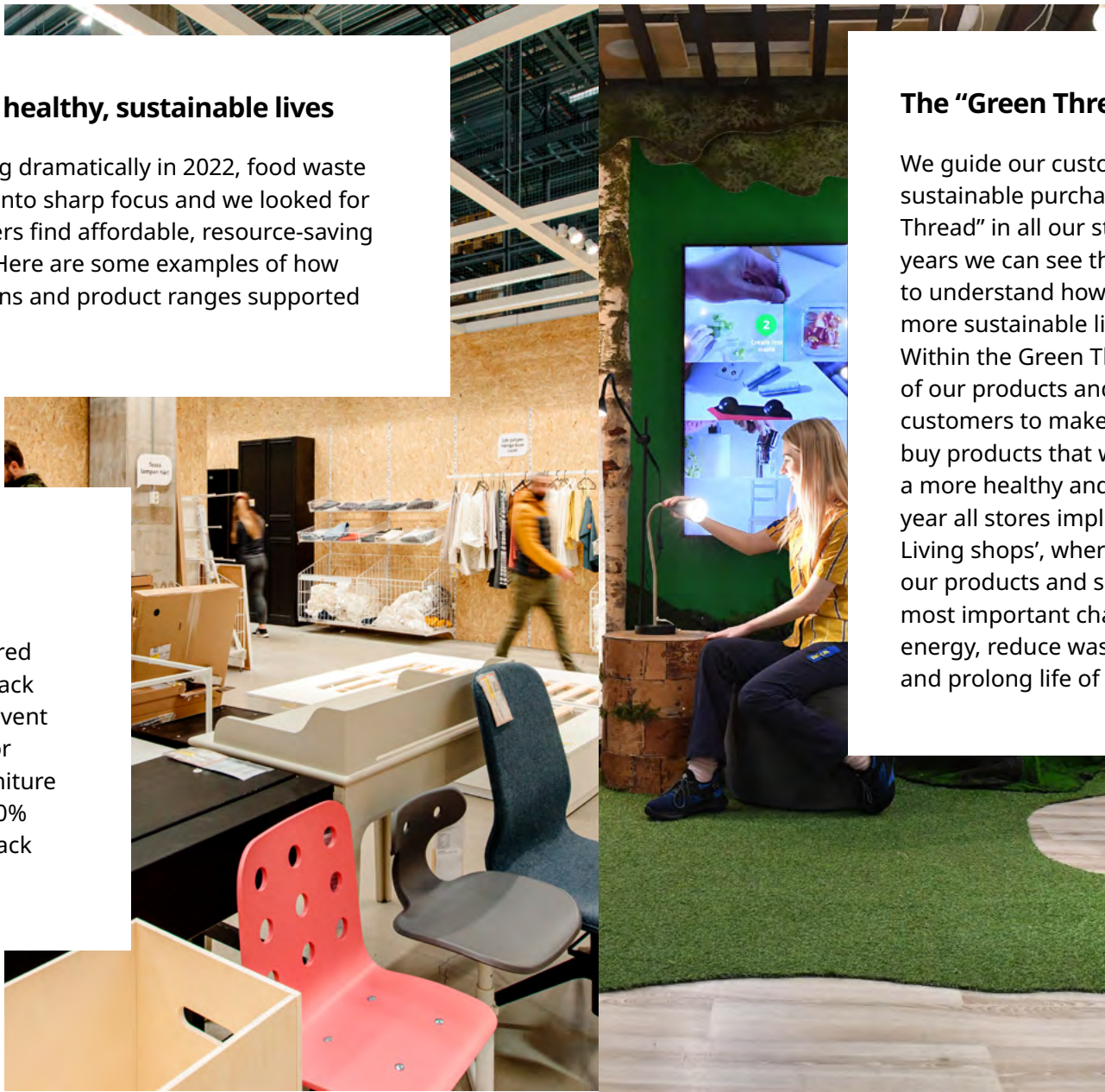
With the cost of living increasing dramatically in 2022, food waste and home energy usage came into sharp focus and we looked for more ways to help our customers find affordable, resource-saving and energy efficient products. Here are some examples of how our communications, promotions and product ranges supported customers on this journey:

Green Friday

To take a stand on overconsumption, we offered Green Friday, instead of Black Friday, in November. The event included an opportunity for customers to sell back furniture to IKEA for an additional 50% store credit on their Buy Back items.

The “Green Thread”

We guide our customers to make more sustainable purchases through the “Green Thread” in all our stores. During these last years we can see that consumers’ desire to understand how to live a healthier and more sustainable life continues to grow. Within the Green Thread we show benefits of our products and solutions which help customers to make a conscious choices to buy products that would enable them to live a more healthy and sustainable life. Last year all stores implemented ‘Sustainable Living shops’, where with the benefits of our products and solutions focus on solving most important challenges at home: saving energy, reduce waste and water, and re-use and prolong life of our products.



Better Business





A post-pandemic backdrop of increased living costs, higher material prices, and supply chain challenges inevitably shaped our business in 2022.

In the face of these changes, we anchored all our decisions in our ambition to create a better everyday life for the many. Our results reveal the positive impact of this approach for our company, its people, wider communities and the planet.



“We are on a journey to create better homes for customers, better lives for co-workers and communities, a better company for now and generations to come, and a better planet for all. We measure our success against ambitious targets in all four of these areas. Our long-term vision is our guiding compass for effective short and long-term decision making, even amidst great change. Growth and profit give us resources to continue to develop the business and last year we saw healthy financial results, including 13% growth and 2.3% net operating result. These figures, together with all achievements and investments in the four areas, tell the story that it is good business to be a good business”

Constantinos Mourouzides,
Chief Financial Officer, IKEA UK

Total sales in the UK
£2.20 bn

£1.96bn in FY21

Turnover
+12.6%
+£247.2m

versus FY21

Gross margin
30%

30% in FY21

Operating profit
£49.6m

2.3% of FY22 turnover
£61.2m, 3.1% in FY21

Online sales
DOUBLED

compared to prepandemic figures, FY19.
–10% compared to FY21

Online represents circa
36%

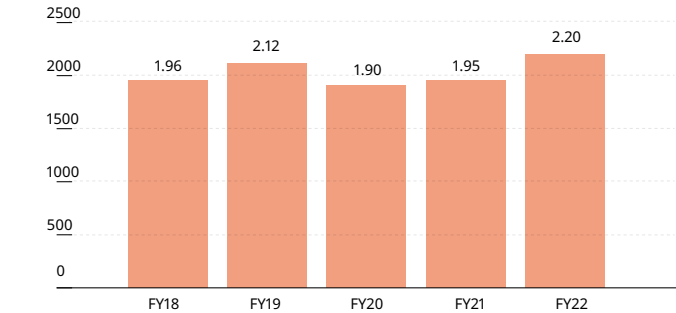
of total sales
45% in FY21

Tax contribution
The corporate income tax for IKEA Group in the UK amounted to £92 million over the last five years and property and other taxes amounted to £263 million during the same period.

Financial Year 2022 runs from September 2021 – August 2022.
Financial Year 2021 runs from September 2020 – August 2021.
Last five years refers to September 2017 – August 2022.

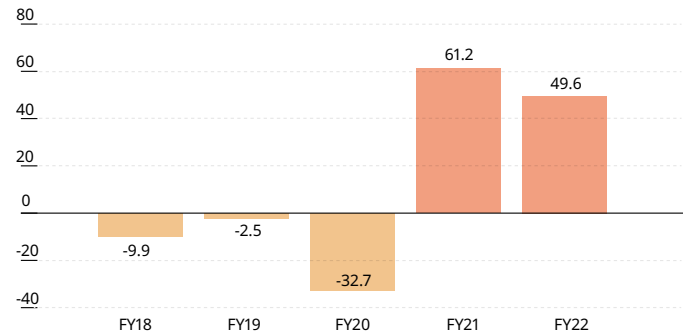
Our financial performance

Total sales in the UK



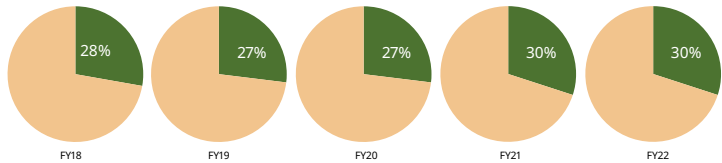
Turnover in billion Pounds

Operating profit

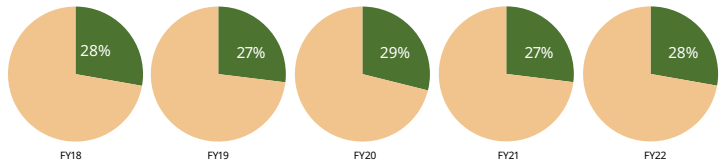


Operating profit in million Pounds

Gross margin

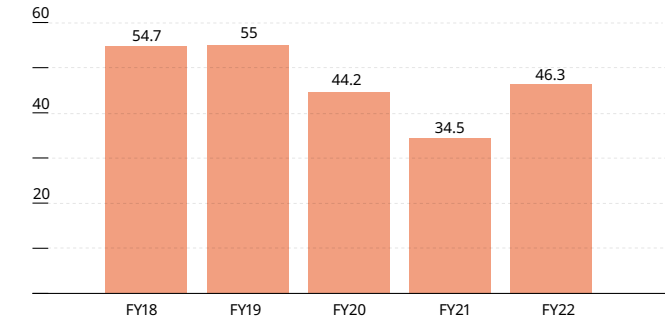


Operating costs



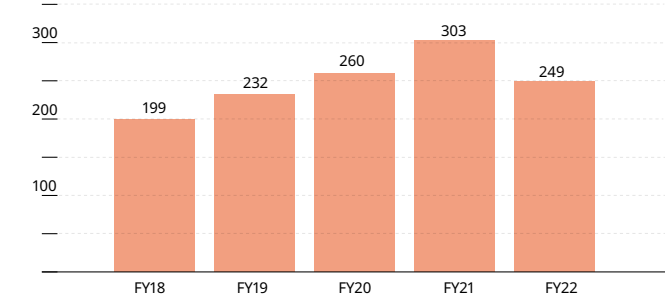
Operating costs percentage of total sales

Store visits



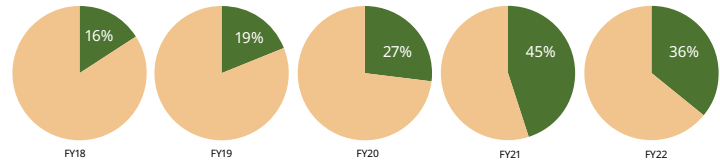
Number of visitors in million

Visits to IKEA.co.uk



Number of visits in million

Online share



Share of online sales of total sales



Navigating increased costs

The major global and economic issues, the war in Ukraine, and the subsequent inflationary pressure had a significant impact on material and transport costs within the global supply chain and in local energy costs. Additionally, the reintroduction of property taxes following the pandemic holiday period resulted in a 5% increase in our operating costs and a 1.2% negative impact on our net operating result percentage.

To remain financially resilient for the long term and to ensure the longevity as a business and employer, we had to adjust prices to reflect this increased cost-base.

However, our commitment to offer the lowest price on the market stayed the same. Through improving our supply chain, optimising our use of resources and finding further efficiency measures in how we work, we focused on protecting our lowest priced items.

To help customers struggling with their budgets, we introduced free Click and Collect from our stores. We expanded the offer for 0% finance monthly payments to include more items, so customers can budget for significant – and often essential – home purchases such as beds, wardrobes and sofas.

We also focused on keeping products that help customers to cut costs and save money in their home, while living a healthier and more sustainable live, affordable.

Additionally, we introduced new, affordable offers to our customers. For example we during the summer offered any kids meal on the menu for 95p, or £1.50 for a combination meal which includes one hot meal, jelly, a soft drink, and a piece of fruit.

Affordability will continue to be a key cornerstone for us, and our intention remains to keep our prices as low as possible.

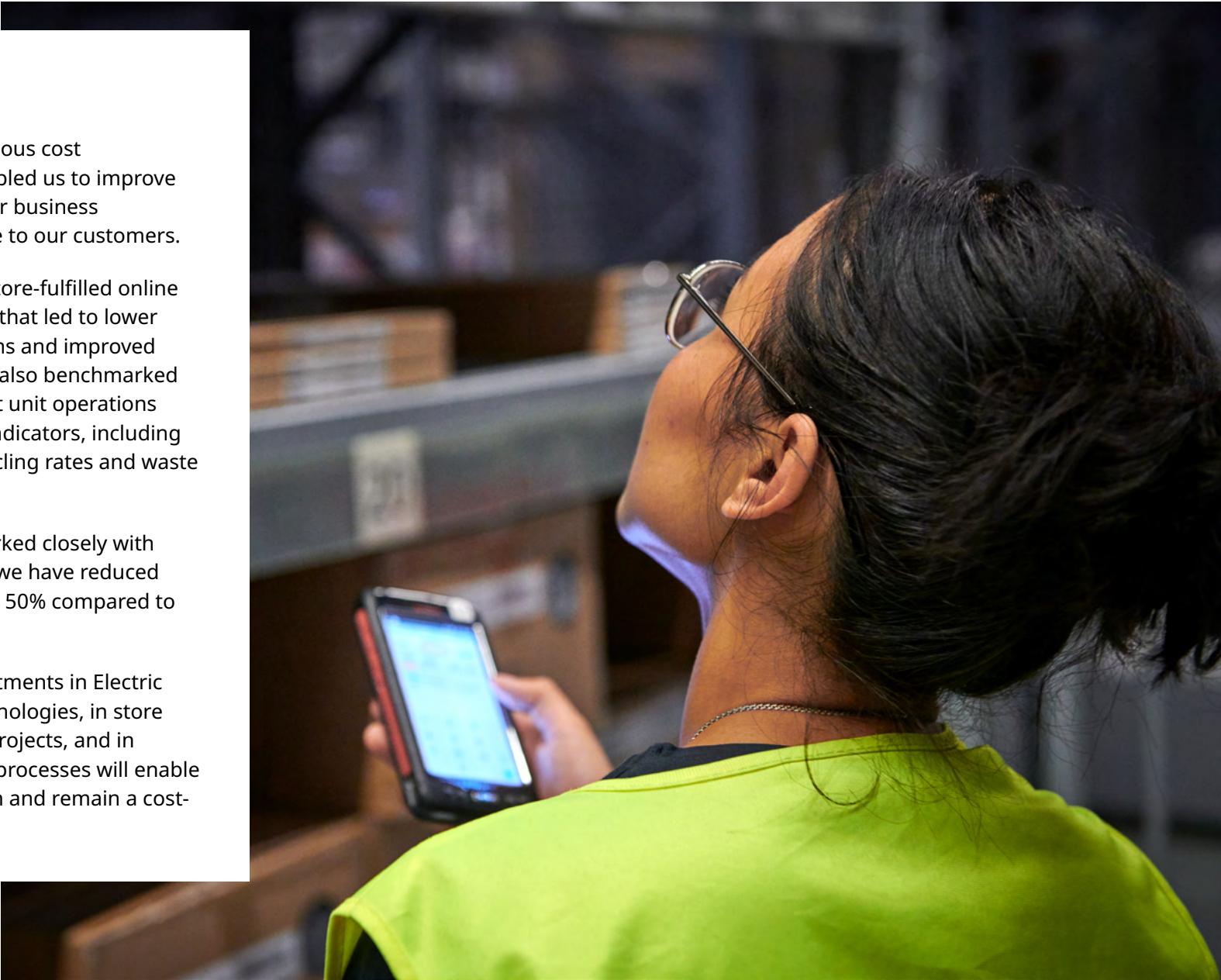
Improved efficiency

During the year, we had an ambitious cost transformation program that enabled us to improve our efficiency whilst improving our business operations and the level of service to our customers.

Examples were the high level of store-fulfilled online orders (38% of all fulfilled orders) that led to lower last mile costs, lower CO₂ emissions and improved lead times for our customers. We also benchmarked and tried to optimise our different unit operations across several Key Performance Indicators, including energy consumption per m², recycling rates and waste management costs.

Specifically, on food waste we worked closely with Winnow and using AI technology we have reduced food waste within the business by 50% compared to 2017.

Looking into the future, our investments in Electric Vehicles, in energy efficiency technologies, in store fulfilment and central fulfilment projects, and in automation and centralisation of processes will enable us to continue to drive costs down and remain a cost-conscious, low cost company.



Long-term investments in people, planet and the business

Profit gives us the resources to be financially resilient and to invest in the continuous growth and development of our business. After some years of operating net losses, we returned to profit last year, which was maintained this year, despite the many challenges like increased costs and the significant disruptions in the supply chain. This stability has allowed us to accelerate investments that will enable us to grow and transform. At the same time, we progressed in a way that had a positive impact on both people and the planet.

Accessibility and convenience is fundamental to our transformation and last year, we announced a number of investments that will make it easier to shop with us, from our new store at Oxford Street to a new fulfillment centre in Dartford, Kent. Investments also continued in our existing stores. For example, our store in Exeter was rebuilt for £2.9m to support customer fulfillment directly from this location.

Additionally, we focused on improving our digital experience to be able to meet customers wherever and whenever they want to shop. This included restructuring our customer care team to better support our customers remotely.



Long-term investments in people, planet and the business

Investments in people and planet

Supporting our 11,728 co-workers was a fundamental part of continual and consistent investment towards a better company and better lives for the many. In the face of rising costs, we worked closely with the Living Wage Foundation to ensure our co-workers are financially protected and their living wage matches recent price increases. We aim to continue this matching of our wages to the Living Wage in the future.

We also made significant investments in energy efficiency and waste reduction, including new technology trials for carbon emissions reduction and behaviour changes to decrease energy use in stores and distribution centres. Looking ahead, investments in solar panels, electric vehicles and the latest cooling solutions will take us closer to our ambitious sustainability goals to become climate positive and a circular business by 2030.

As our business and co-workers prosper, so too must the communities in which we operate. By investing in causes that matter and donating our expertise and products, we help improve the lives of some of the UK's most vulnerable. For instance, we entered a new partnership with Shelter in 2023 will support a national housing drive for the UK's most vulnerable.



Closing IKEA Tottenham

We also took the hard decision to close the IKEA Tottenham store in Edmonton, North London. This was followed by an extensive assessment of our presence in London, where changing shopping behaviours, combined with the redevelopment of the area where the store is located, prompted us to assess the long-term viability of the store.

Taking care of the 450 co-workers was our highest priority throughout the process. We had over 800 vacancies in London available which, as a priority, were offered to the affected co-workers. For co-workers deciding to leave IKEA, we supported them to find new employment. We are incredibly happy that 125 co-workers chose to continue their career with us.

About IKEA UK



About IKEA

IKEA was founded in Älmhult, Sweden by Ingvar Kamprad in 1943. Since then, we've gone from being a tiny mail-order company, to becoming one of the most well-known home furnishing brands in the world.

Our vision

To create a better everyday life for the many people

Our vision influences everything we do. The products we develop, the ideas we share, the materials we use, yes, every little thing. That's why our vision is so powerful, and so delicate at the same time.

Our business idea

To offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them

Our business idea captures the essence of IKEA. It also captures our never ending desire to improve all aspect of our product

offer – and still being able to keep on lowering our prices. In today's world, where more and more people live in small spaces in big cities, our business idea is more valid than ever.

Our heritage

Ingvar Kamprad founded IKEA when he was 17 years old. Kamprad sold household products, such as pens, wallets and picture frames. The landscape in Småland at the time was stony and barren.

During Ingvar's early life, people had very little means and had to make do with things on hand. Smålanders are therefore said to be thrifty and innovative and take a practical approach to solving everyday problems. This heritage is one of the explanations for our approach to our work and our success.

The IKEA value chain

The IKEA value chain is our circle of life. It starts, ends and re-starts as we reach out to

current and potential customers to understand their needs and dreams and listen to their feedback.

The next step is when we use that knowledge to design and create products. We always strive to develop the IKEA products on the factory floor, and then go into full-scale manufacturing.

Next comes packaging and distribution where we do everything we can to transport the products as cost efficiently and as sustainable as possible.

As the products reach the different sales channels, we use different ways to inspire and interact with people so they discover and hopefully buy our products.

Then, once again, we're back where we started – listening to and learning from both existing and potential customers.

At the centre of it all is our vision to create a better everyday life for the many people.

Our culture and values

A strong IKEA business is dependent on a strong IKEA culture. It contributes significantly to a more efficient and effective IKEA organisation, which in turn sets us apart from others and helps us make a better IKEA for more of the many people.

Our values are the compass that guides us in our everyday ways of being and doing things. Our culture is formed when we put these values into action.

The 8 IKEA Key Values are:

- Togetherness
- Caring for people and planet
- Cost-consciousness
- Simplicity
- Renew and improve
- Different with a meaning
- Give and take responsibility
- Lead by example

About Ingka Group and IKEA UK

One brand, many companies

Today, IKEA is a franchise business, with many companies operating under one IKEA brand. Inter IKEA Systems B.V. is the franchisor, responsible for continuously developing the IKEA Concept and ensuring its implementation in new and existing markets.

Ingka Group

Ingka Group, which IKEA UK is a part of, is the largest IKEA franchisee, generating over 89% of total IKEA Retail sales in FY22.

Ingka Group operates 392 IKEA stores and 73 shops and planning studios in 32 countries, as well as IKEA ecommerce and digital solutions.

Ownership structure

The Ingka Group of companies (Ingka Holding B.V. and its controlled entities) has an ownership structure that ensures independence and a long-term approach.

Ingka Foundation in the Netherlands is the sole owner of Ingka Group. The Foundation does not have any owners; it owns itself. It also does not have any beneficial owners but holds its assets only on its own behalf. This means that nobody is entitled to the assets of Ingka Foundation.

Its funds can only be used in two ways: it can be reinvested in the Ingka Group or donated for charitable purposes through the IKEA Foundation.

IKEA Foundation

IKEA Foundation is a philanthropic organization that provides grants for programs that help families living in poverty afford a better everyday life, and fight and cope with climate change. It is funded by Ingka Foundation and is independent of the IKEA retail business. Generally, they have a budget of around €200 million each year.

Ingka Group's three businesses

Ingka Group is made up of three businesses, working closely together:

- *IKEA Retail* is the core business, and continues to expand with new IKEA stores in different sizes and formats, fulfilment units and digital solutions. IKEA UK is part of this core business.
- *Ingka Centres* is one of the world's largest shopping centre businesses, with 372 million visits in FY21 to 47 vibrant meeting places in 16 countries across Europe and China. The first shopping centre in the UK operated by Ingka Centres opened in February 2022; Livat Hammersmith in West London has 33 shops and is closely connected to the IKEA Hammersmith store. Ingka Centres employs seven people in the UK.

- *Ingka Investments* makes purpose-led investments and acquisitions to secure long-term financial independence and support growth and sustainability commitments. In the UK, Ingka Investment has purchased the 214 Oxford Street (Oxford Circus) building, to support the transformation of IKEA UK's retail business, bringing IKEA closer to customers by opening new IKEA store formats in city locations. They've also invested in a windfarm in North Scotland to produce clean energy for IKEA UK's operations.

IKEA UK

IKEA UK runs the IKEA business, sales, and marketing of IKEA products and services in the UK, with a responsibility for the IKEA brand in the UK. We are a part of Ingka Group and operate and develop all IKEA stores, units, and distribution centres in UK.

Governance



IKEA UK Country Board is responsible for the formal conduct of IKEA UK. The Board has the formal approval right for investment requests within the set thresholds. It approves the IKEA UK business plan and the financial plan and frames. The board is also accountable for people, organisational and structural decisions.

IKEA UK Retail Council supports the retail home furnishing movements with growth, commercial, range, and meeting the customer in focus. IKEA UK Retail Council recommends for approval in the IKEA UK Board the market business plan and market specific directions and goals.

IKEA UK Management Team lead and steer the business in the UK from a strategic, operational and performance perspective, short as well as long-term.

Functional Managers have delegated authority and accountability within their respective functional area of responsibility. When relevant they lead functional leadership teams.

Area and Market Managers have delegated authority and accountability

within their respective Area or Market. Market Managers lead the respective Market Management Teams.

Business Committees and Councils are cross-functional collaboration and decision-making bodies. They have a delegated mandate from the Management Team to develop, implement, and follow up strategic, operational and tactical plans in order to meet goals set as part of the business plan and the long-term direction of the company.

Market Councils are collaboration forums between Functions and Market Management Teams. They follow up performance within a specific market and develop and implement strategic, operational, and tactical plans in order to meet goals set as part of the business plan and the long-term direction of the specific market.

Time limited Steering and Working Groups are teams assigned to focus on specific business opportunities or challenges. The teams work on behalf of and report results to the relevant decision making body.

Our Managment Team



Peter Jelkeby
Country Retail
Manager and Chief
Sustainability Officer



Marsha Smith
Deputy Country Retail
Manager



**Constantinos
Mourouzides**
Chief Financial Officer



Michaela Quinlan
Country Commercial
Manager



Darren Taylor
Country People and
Culture Manager



Kym Bradbury
Country
Communication
Manager



Jakob Bertilsson
Country Customer
Fulfilment Manager



Donna Moore
Country Digital
Manager



Michael Parker
North Market
Area Manager



Michael Hawkins
London Market
Area Manager



Salma Azad
South Market
Area Manager



Ibtissam Ward
Assistant to Retail
Management Team

Our Stores and Units

IKEA Belfast Opened 2007 31,372 m ² 380 co-workers Market manager: Naomi Peck and Arron Smith	IKEA Birmingham Opened 1991 22,808 m ² 558 co-workers Market manager: Patricio Aleman	IKEA Bristol Opened 1999 24,053 m ² 398 co-workers Market manager: Andrias O'Shaughnessy	IKEA Cardiff Opened 2003 27,710 m ² 320 co-workers Market manager: Asa Fermandell	IKEA Croydon Opened 1992 29,118 m ² 531 co-workers Market manager: Gary Pearce	IKEA Edinburgh Opened 1999 20,251 m ² 422 co-workers Market manager: James Lindsay
IKEA Exeter Opened 2018 29,121 m ² 396 co-workers Market manager: Joe Goldwater	IKEA Gateshead Opened 1992 23,319 m ² 408 co-workers Market manager: Jayne Owen-Gauld	IKEA Glasgow Opened 2001 25,948 m ² 453 co-workers Market manager: Innes Ritchie	IKEA Greenwich Opened 2019 31,500 m ² 389 co-workers Market manager: Jing Li	IKEA Hammersmith Opened 2022 4,600 m ² 156 co-workers Market manager: Pritesh Patel	IKEA Lakeside Opened 1996 28,400 m ² 511 co-workers Market manager: Laura Fernandez
IKEA Leeds Opened 1995 19,620 m ² 440 co-workers Market manager: Conor Doherty	IKEA Manchester Opened 2006 29,558 m ² 380 co-workers Market manager: Conor Doherty	IKEA Milton Keynes Opened 2005 25,643 m ² 410 co-workers Market manager: David Manser	IKEA Nottingham Opened 1997 25,058 m ² 435 co-workers Market manager: Katie O'Reilly and Sally Kenny	IKEA Reading Opened 2016 32,600 m ² 476 co-workers Market manager: Kim Chin-Sung	IKEA Sheffield Opened 2017 37,000 m ² 387 co-workers Market manager: Desiree Sanchez
IKEA Southampton Opened 2009 34,350 m ² 385 co-workers Market manager: Louise Lock	IKEA Warrington Opened 1987 27,062 m ² 579 co-workers Market manager: Richard Owen	IKEA Wembley Opened 1988 33,959 m ² 687 co-workers Market manager: Gunay Ertem	Remote Customer Meeting Point Aston, Peterborough and Sheffield 457 co-workers Unit manager: Stephen Reid	IKEA Distribution Centre Doncaster Opened 2000 433 co-workers Unit manager: Karl Edlund	IKEA Distribution Centre Peterborough Opened 2002 790 co-workers Unit manager: Barbara Harrison



**“Most things still
remain to be done.
A glorious future!”**

Ingvar Kamprad, Founder of IKEA

